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Conformity, compliance and cultism within Enron: Implications for the theory and practice of management
Dennis Tourish*, Robert Gordon University, UK.
CRITICAL ACCOUNTING AND CHALLENGES TO NOTIONS OF PROGRESS (STREAM 1)

Convenors
Patricia Arnold; University of Wisconsin-Milwaukee, USA.
Christine Cooper; University of Strathclyde, UK.
Michael Gaffikin, University of Wollongong, Australia.
Prem Sikka, University of Essex, UK.

Stream Description
Accounting practices and the accounting industry are deeply implicated in notions of ‘progress’ about quality of life, organizational surveillance, accountability, regulation, ethics, politics, corporate social responsibility, corporate governance, professional autonomy, public finances, management performance, rights of stakeholders, tolerance, measures of wellbeing, insolvency, power and powerlessness of the state, globalization, emergence of new modes of governance, financial crime, tax avoidance, deskilling, racism and gender inequalities. Myths of progress dominate conventional research, but scandals, income inequalities, tax avoidance, social conflict, rising corporate power and organized exploitation increasingly problematize this. Critical accounting seeks to challenge the conventional accounts and create spaces for alternative voices and public policies.

In common with earlier conferences, this stream provides an interdisciplinary forum for analysis and reflection upon contemporary issues relating to accounting, auditing, insolvency, environment and taxation. In particular, it provides an interface between developments in critical management, labour process theory and critical accounting. Contributions are welcomed from a variety of theoretical and philosophical traditions. Doctoral students and academics at an early stage of their careers are most welcome as presenters and participants.

Owolabi M Bakre, University of the West Indies, Jamaica.

There have been concerns within the Commonwealth Caribbean accountancy profession that there is no central direction or coordination for the accountancy profession in the region and that the training received by Caribbean accountants in the areas of tax, law and financial systems, are often irrelevant to the Caribbean economic situation. As a result, the Chartered Institutes in the region, led by the Institute of Chartered Accountants of Jamaica (ICAJ), agreed in a joint communiqué in September 1988, to establish the Institute of Chartered Accountants of the Caribbean (ICAC) that would conduct its own examinations relevant to the socio-economic problems of the Caribbean. However, while the ICAC was formerly established in October 1988, its main objective of putting in place its own examinations relevant to the Caribbean economies continues to be a failure. This failure is due to some internal and external forces. Internally, there is the presence of professional bodies from the various Caribbean countries who could not agree among themselves on the way to move forward after their respective independence, due to different colonial histories and global allegiances. Externally, the colonial and global accountancy professional bodies operating in the Caribbean, particularly the UK-based ACCA does not want to lose its lucrative accountancy market in the region and as such would not likely take any step that could lead the Caribbean countries to be independent of it in accountancy profession. In this context, the paper adopts the frameworks of colonialism/imperialism and capitalism and utilises archival documents, questionnaires and interviews to examine these failures and their continued implications on the post-independence development of the accountancy profession in the region. The findings indicate that given the entrenched position of the UK-based ACCA for accountancy market control in the Caribbean, making fundamental changes to the status quo will be difficult.

Note
THEORIZING ENGAGEMENT: THE POTENTIAL OF A CRITICAL DIALOGIC APPROACH

Jan Bebbington*, Judy Brown, Bob Frame and Ian Thomson, University of St. Andrews, UK.

There is wide recognition among those in the "non-mainstream" of the accounting research community that there are "things" about conventional accounting practice and its impacts which need to be changed. There are papers demonstrating why accounting/the world needs to change (see, e.g., Bebbington, 1997; Chua, 1996; Cooper & Sherer, 1984; Cousins & Sikka, 1993; Dillard, 1991; Morgan, 1988; Gray, 2002a,b), examples of how accounting has failed to change the world (at least in progressive ways – see Bebbington & Gray, 2001; Everett & Neu, 2000; Gallhofer & Haslam, 1997; Gray, Dey, Owen, Evans & Zadek, 1997; Tinker, Lehman & Neimark, 1991; Tinker & Gray, 2003) and how particular theorists can be used to demonstrate the way the world is (Armstrong, 1987; Laughlin, 1987; Tinker, 1985; Lehman, 1995). If one disagrees with how the world is or how accounting affects the world, it begs the question of what can and should be done as a result. While for some an interpretive approach (see Chua, 1986 for a discussion of these distinctions) is the most appropriate response, for others a more critical response is deemed to be appropriate. A critically oriented response requires some form of agency to be exercised and, in some cases, this extends to engagement in some sort of process or with particular individuals, groups or organizations. There is, however, no agreement on what types of engagement facilitate progressive social change or on how engagement could lead to change. One place where this discussion is arguably best demonstrated is in the ongoing debate between social accountants and critical accountants. The issues emerge in sharp relief in these debates because what amounts to "meaningful social change" is not always clear. "Emancipation" and "progressive change" are contested terms (Fenwick, 2003). There are disagreements about what needs doing, who to work with in order to achieve change and how engagements (if they are to be undertaken) should be conducted (see, e.g., Bebbington, 1997; Gray, 2002a; Tinker et al., 1991; Willmott, Puxty & Sikka, 1993, Neu, Cooper & Everett, 2001, Everett & Neu, 2003; Tinker & Gray, 2003). Many of these debates parallel debates in other disciplines such as law, organization theory, politics and sociology (see, e.g., Shalin, 1992; Alvesson & Deetz, 2000; Moore, 1991). They are also played out on the "ground floor" of society (Griffiths, 1986, p. 39). In this paper we make the case for critical dialogic engagement as providing opportunities for enabling transformations in practice. We explore both the theoretical underpinnings of the dialogic engagement concept and its philosophical dimensions. In doing so, we draw on the writings of a number of social theorists and literatures from a variety of disciplines (in particular, the work of dialogic theorists such as Bakhtin, Freire and Giroux and applications of that work). In seeking to do this, we suggest that engagement has been under-theorized and under-specified in both the social accounting literature and the literature of its critics. To demonstrate the theoretical issues, we also draw on our own engagement experiences in accounting and employment relations to illustrate the application of these ideas "on the ground". This example is developed because it is relatively under-explored in the literature as well as providing a contrasting environment with other engagements we have been involved in (e.g. Larrinaga-Gonzalez & Bebbington, 2001; Bebbington & Gray, 2001; Thomson & Bebbington, 2004; Frame, 2003a,b)
ISSUES IN CORPORATE GOVERNANCE: AN APPRAISAL

Subhrendu Bhattacharya, National Louis University, USA.

The paper deals with the issues in Corporate Governance that has afflicted Corporate America in a few companies, spread across different industries. The thread of commonality here is financial excesses, undertaken at the top management level, including very lavish life style of the CEO, CFO and other Top Managers, sometimes also using company funds to meet personal needs. They are more in the nature of exuding an attitude that the top managers, as and when they require money, draw it from the piggy bank. It also signifies no interest or very low interest being charged by one's own company, on personal borrowings of the top executives. The loan could be for different reasons such as for buying stocks in the market or real estate properties. Some firms also landed themselves in ‘cooking the accounting numbers’ and inflating the financial statements, by hiding losses and also hiding debt.

Lots of investors having being burnt in the market, a strong reaction also stated in the Government to oversee all of these issues effectively and qualitatively. Sarbanes Oxley Act came into being, which provides for punitive action for falsification of accounts.

The Paper also deals with departure from the principles of corporate governance by some CEOs, in collusion with top managers, subordinating the future of the firms, which they presided over. It is astonishing how they chased power, ego and wealth to cause immeasurable woes to the stakeholders including its owners, the stockholders. It was such a coincidence that all of these CEOs had to face investigations either by the SEC or the Attorney General of New York, Mr. Eliot Spitzer or both and the result was unfavorable for them. Driven by the ire of the firm’s stakeholders, shareholder activism and the consensus in the media, they simply had to quit. Some resigned and others were ousted by the Boards. It is a record that in a couple of years in the new millennium, several high profile CEOs drawing stratospheric compensations were ousted for departing from sound principles of Corporate Governance. Such has been the perceived importance of Corporate Governance in recent times.

The Paper also investigates a sudden shift of paradigm with the prevailing mood of the business environment morphing. It is a reflection of the paradigm of the times, which is not prepared to forgive pursuit of greed, to the exclusion of the interests of shareholders and other stakeholders.

It is only through a synchronized effort of all concerned such as the Regulators, the law making bodies, the Government, the politicians, the economists, industrial institutions, the investors and the public at large, it could have been possible to rock the seats of such bigwigs as Bernie Ebbers and Scott Sullivan of WorldCom, Dennis Kozlowoski of Tyco, Rigases of Adelphi Communications and the like. My Paper also researches, the scenario across the Atlantic also, the CEOs of big firms who egoistically sacrificed the interests of the stakeholders had to quit. The case in point is Mr. Jean Marie Messier the former Chief of Vivendi Universal, the French Telecommunications and Media conglomerate. Among other frauds, he is being investigated for securities fraud for manipulating the stock prices. Thus the spirit of forgiveness appears to be conspicuous by its absence, in US and also across the Atlantic, in Europe.
ACCOUNTING HARMONY, NEO-GRAMSCIAN DISHARMONY: A NEW ZEALAND PERSPECTIVE

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The accounting literature is replete of papers proclaiming the supposed benefits of harmonisation through International Financial Reporting Standards (IFRS). IFRS has been claimed to be of immense benefit to economies because of the reduced transaction and compliance costs, improved comparability, transparency, and accountability. In contrast, there has been very little in the accounting literature that problematises the accounting harmonisation phenomena and which situates it within its wider socio-political context (although see Lehman, 2004, Arnold 2003 and Arnold and Sikka, 2002). This paper contributes towards addressing the imbalance evident in the literature. We adopt a neo-Gramscian lens in which to analyse the construction of hegemony by the many facets of Government, and we examine the resistance to the Charities Bill introduced into New Zealand’s Parliament in 2004. This paper questions how hegemony, culture, and ideology were and are being employed to facilitate the legislative passage of the Charities Bill and the concurrent implementation of IFRS in New Zealand. It identifies actors, alliances, and coalitions in the development of counter-hegemony. This paper explores the maintenance of hegemony amongst affected stakeholders in relation to Charities Bill and the concurrent IFRS project. Consequently, through examining select committee submissions and the Parliamentary process, it is evident that a counter-hegemony exists opposing the proposed compliance with the Charities Bill and IFRS. Weaker groups will avoid direct confrontation with more powerful entrenched groups, and thus will seek to subvert from below ‘by forming coalitions, partnerships, and strategic alliances’. For example, we see charities and other interested parties lobbying select committees. This represents an indirect expression of malcontent against the dominant hegemony. This paper identifies examples of accommodation by the dominant hegemony, illustrating the maintenance of hegemony by granting weaker groups limited concessions in the Charities Bill as a result of social and political pressure.
ACCOUNTANTS AND CONTRADICTION. THE ROLE OF THE ACCOUNTING PROFESSION IN POST WAR IRAQ

Lesley Catchpowle*, University of Greenwich, UK
Christine Cooper, University of Strathclyde, UK

In January 2002, at the annual State of the Union speech to Congress, President George Bush announced that he would be invading Iraq. He explained that Iraq had become a legitimate focus for his ‘War on Terror’, and Saddam - a tyrant despised by his people – would be removed. The US-led invasion of Iraq was bloody and swift. As coalition troops poured into Iraq on 20 March 2003, the Iraqi Army simply buckled under the sheer force of the superior, trained and equipped, coalition troops.

Immediately following the successful defeat of Saddam Hussein’s troops, Paul Bonner, Head of the Coalition Provisional Authority (CPA) – a British and US coalition charged with the task of overseeing the rebuilding of Iraq - announced that the state-owned Iraqi companies would be privatised. Along with tax breaks and the virtual elimination of tariffs on imports, privatisation was advanced by the coalition as the best means of securing foreign investment and reviving Iraq’s flagging industries. In effect Iraq and its industries were to be put ‘up for sale’, the process of privatising Iraq’s forty eight state companies and nationalised oil company was to begin within the year, during which time enterprises would be divided into those that could be privatised early, those that should be held back, and those that should be dissolved or merged before they were sold (BBC News World Edition, 9/6/2003).

The role of the Accounting firms within this process was, as will be made clear, fairly predictable, yet at times contradictory. In February 2004, Tom Foley Director of the private sector development of the CPA, called for qualified accountants to return to Iraq. He compared the business climate in the country to the Californian goldrush in the mid-1850s. The CPA, in an effort to encourage businesses back into the shattered country, was pushing for more firms to follow the lead of PricewaterhouseCoopers and enter the Iraqi market. Ernst & Young duly complied, and immediately announced that they were planning to re-open their Baghdad office (Moher, 18th Feb, 2004). In doing so, they were mirroring the activities of the accounting company, KPMG, a firm already rumoured to have secured the most coveted CPA contract, that of auditing the transition of Iraq from a war torn country into a democratic free-market economy. That said, within a few short months KPMG, would be viewed with suspicion and disregard by the coalition body the CPA. This paper charts the role of the accounting profession in post war Iraq, drawing on accountants seemingly contradictory actions in order to theorise the role of accounting more generally.
THE ROLE OF AUDITING IN THE PUBLIC SECTOR

Maria da Conceição da Costa Marques, Instituto Superior de Contabilidade e Administração de Coimbra, Portugal.

The enveloping program of reforms conducted by general governments has had as a result a new posture of the Administration towards the citizen, also known as New Public Management. The role of Public Managers now has a greater responsibility, as they must manage public resources with efficacy and efficiency. This new model requires a specialized control on the part of the State, which can control the correct actions to those responsible.

The old procedures for auditing have shown themselves to be insufficient and new mechanisms still have to be installed. The regular practice of auditing in the public sector, that can achieve new results, to evaluate the correct application of public resources, is a growing reality, although there is a long road completion. While advancing in this field, the process is not yet generalized, which can be a greater challenge to the government of a nation.

Public entities and private enterprises labour towards different objectives, use different techniques, which in matters of auditing requires development and adaptation of the appropriate methods for public institutions, in order to fulfill its necessities.

Due to this desideratum, this paper approaches the auditing function and traces the respective model within the context of the public sector, referencing what is done in Portugal in this area.
“THERE IS AN ALTERNATIVE” – ATTEMPTS TO RELINQUISH THE POWER OF HUMAN RIGHTS TO CORPORATIONS

Andrea Coulson* and Christine Cooper, University of Strathclyde, UK.

Amnesty International launched a list of Human Rights Principles in January 1998. The principles take the form of a broad checklist of the actions that companies should take to avoid human rights violations from occurring either as a direct result of business operations, or as a result of the failure of the corporation to exercise their ability to influence wider human rights policies. These Principles are based upon a number of International Standards, including the OECD Guidelines for Multinational Enterprises, the United Nations Declaration of Human Rights, and various standards of the International Labour Organisation (ILO).

Academic debate on social accounting has largely failed to include human rights as an issue. Yet it could be argued that “human rights” has become the latest bandwagon on which companies can jump upon to legitimate their activities. It could be argued from a broad economic, social and political perspective that companies’ relentless drive to profits makes them poor vehicles for the promotion of human rights (Cooper et al, forthcoming). Indeed the ceding of human rights to capitalist organisations can be seen as part of a political project which suggests that there is no alternative to capitalism. In this paper we argue that it is the role of political groups (and communities) to ‘fight’ for what they see and feel to be their human rights. Further consideration of human rights requires us to consider our theory of social justice and political philosophy in relation to capitalism.
WHEN ACCOUNTABILITY CONQUERS: AN EXAMINATION OF EDUCATION REFORMS IN THE STATE OF FLORIDA

Peggy Dwyer, University of Central Florida, USA.

In this paper I analyze a controversial feature of Florida’s NPM-style educational accountability system—the mandated retention at grade level of any 3rd grade child who fails to ‘pass’ a high-stakes, standardized reading test. The 3rd grade retention feature is analyzed primarily against the notion of mistreatment that is of central concern to critical theory (Jermier 1998). Specifically I rely on conceptualizations of the social and economic bases of injustice found in Fraser and Honneth (2003), notions of social construction and ideological hegemony to frame the analysis. Preliminary analysis of the third grade retention feature reveals that it rests on a socially constructed notion of “reading at grade level”, a privileging of the learning style characterized as “learning by reading”, and a logical confound of the significant concepts of retention and remediation. Empirical analysis of secondary data suggests that the mandated retention feature has consequences to the affected children that are socially stigmatizing and potentially economically permanent. These consequences are disproportionately experienced by children in already-disadvantaged groups. I conclude that this mandate appears to an application of market-style discipline, based on a logically flawed argument about the relation between retention and performance improvement, with a significant potential for social and economic mistreatment of the students it is intended to serve.
MAKING TOLERANCE INTOXERABLE

Michael Gaffikin* and Imam Wahyudi, University of Wollongong, Australia

In 1949 Indonesia finally threw off the yoke of several hundred years of colonial rule. Aware that the “new” country included people from a wide range of cultural and religious interests, the new leaders, foremost of whom was to be the country’s first president, Sukarno, drafted a constitution which included adherence to a doctrine of pancisila. This was a code of social behaviour with the principal aim of instilling religious and cultural tolerance towards fellow citizens. It was designed to provide a unifying force for this young country which included people with diverse and wide ranging interests. However, pancisila later became a symbol of Sukarno’s political weakness and the New Order government emerged from a military coupe and a new president, General Suharto. What was once a symbol of tolerance was soon manipulated by the New Order government to become a device for social and economic control.

This paper is part of a larger study which is a case study of a private university. The study employs institutional theory to show how the governance of a private mimicked the New Order government’s manipulation of a devise for tolerance to exercise rigid control over academics, students, curricula and administrative systems and in doing so directing them to serve the desires of the leadership. This reflects the overall state control and is popularly known as nepotism, cronyism and corruption. A disturbing aspect of the conclusions is that there are distinct similarities to the current situation facing many universities in countries such as Australia where there is increasing bureaucratic corporatist management, and a rush to embrace many of the divisive measures used by it – rankings, research assessment measurements, narrowly defined key performance indicators and measures to silence any criticism.
APPREHENDING BUSINESS AND SOCIETY

Matthew Haigh*, Griffith University, Australia.
Marc T. Jones, Macquarie University, Australia.

This paper claims to make a contribution by addressing a significant number of epistemological, theoretical and methodological problems in the business and society literature. We identify six sets of potential influences promoting corporate social responsibility. The private sector encompasses intra-organisational obligations and pressures from competitors, investors and consumers. Governmental and non-governmental organisations exert regulatory pressures. Calling upon radical institutional theory, we address each set with respect to its conceptual arguments, its empirical salience in terms of the latest relevant research, and our considered opinion regarding its prospects to be a significant factor in promoting outcomes consistent with social welfare. The conclusion addresses their combined potential to put capitalism on a firmly sustainable track, or whether they amount to an ideological distraction from capitalist pathologies. A call is made for fresh imaginings of the discourse.
MANAGED INVESTMENTS, MANAGED DISCLOSURES: FINANCIAL SERVICES REFORM IN PRACTICE

Matthew Haigh*, Griffith University, Australia.

Purpose
A provision in Australian financial services law reform program, effective 2004, requires issuers of consumer investment products to report any social considerations they employ in portfolio construction. Using the principal-agent framework as an interpretive backdrop, this paper analyses the responses of practitioners and the regulator to the legislation.

Methodology
Distinguishes formal accountabilities from practised accountabilities. Assesses the discharge of government’s formal accountability by evaluating the legislative requirements. Assesses the discharge of practitioners’ formal accountabilities by examining a sample of information disclosures issued pursuant to the legislation. Identifies practised accountabilities by considering the parties appeased by the legislation, the actions of mainstream investment banking institutions over 2001-2004 and by interviewing a sample of investment managers.

Findings
Non-prescriptive reporting guidelines appease the financial services sector and the lobby group that urged for the disclosures. Considering the formal accountability unimportant, managers planned to minimise the extent of product information disclosures. A review of a sample of disclosures reveals that they did so.

Research implications
Distinguishing between formal and practised accountabilities provides a basis to investigate the nature of principal-agent relationships.

Originality/value
Delineates and explores the relationships between formal and practised accountabilities. The paper contributes to the depth of critical research on social investment.

Colin Haslam, University of Hertfordshire, UK

The National Health Service (NHS) Plan published in 2000 summarised Labour’s commitment to modernising the NHS in England. The NHS would receive substantial additional funding bringing expenditure on health, as a share in national income, to levels comparable with a European average. Secure financing from government promised to reduce uncertainty and facilitate medium term resource planning in the NHS. Extra funding, as outlined in the NHS Plan, would also be tied into capital and labour process reform(s) to ensure that investment translated into the much needed additional capacity to treat patients. During the period 1998 to 2003 funding for an average acute hospital has increased fifty per cent in cash terms satisfying expectations set out in the NHS Plan.

It is now an appropriate time to review progress. Using information collected for twenty acute hospitals, selected on the basis that they had started and completed PFI projects in the period 1998 -2003. This paper constructs a physical and financial audit which is then used to reveal the degree to which acute hospital finances are now secure and the extent to which physical capacity to treat patients has been robustly transformed. It is argued that the connection between investment, reform and outcome(s) as outlined the NHS Plan are not straightforward. Increased funding is not the same as delivering financial stability and increasing the number of patients treated a complex outcome which depends on bed capacity, occupancy rates and patient episode characteristics.
ACCOUNTING FOR LEADERSHIP

Simon Kelly*, Marian Iszatt White and Mark Rouncefield, Lancaster University, UK.

This paper analyses extracts from an ethnographic study of everyday leadership work in UK based further education (FE) colleges in order to examine and explicate various forms of accounting work. In 'accounting for leadership' we contrast two very different notions of the account observed during our fieldwork. The first is the account as 'audit' through which we consider how and in what ways the target driven, or 'audit culture' (Strathern, 2000; Power, 1994; 1997) of post-compulsory education has influenced the everyday work of middle and senior management. The second draws upon the concept of 'accountability' as developed in ethnomethodology whereby everyday actions are made 'accountable' and sensible to other members of a setting (Bittner, 1965; Garfinkel, 1967; Sharrock and Anderson, 1986). Taking extracts from our ethnographic study we suggest that observable leadership work within FE colleges may be thought of as a shared resource rather than an inherent skill: a resource drawn upon by organizational members to make everyday work accountable, auditable and measurable to themselves and to others. Whereas leadership researchers seem increasingly tied up in theoretical and methodological knots concerning the 'nature' of leadership (Alvesson and Sveningsson, 2003a; Pfeffer, 1977; Stogdill, 1974), organizational members, it would seem, are not. Teaching staff, middle and senior managers observed during our study all seem able to transcend the ambiguities of leadership in favour of getting work done. In this sense, our study suggests that 'good' leadership in an educational setting equates to the production and mobilisation of 'good' accounts of leadership work. We conclude by considering whether the study of common-sense accounting methods as used by organizational members could provide a more fruitful avenue of inquiry for the study of leadership in organizations.
ACCOUNTING FOR NEGATIVITY: FROM A BUDDHIST PERSPECTIVE

Soon Nam Kim*, Deakin University, Australia.

Michael Gaffikin, University of Wollongong, Wollongong, Australia.

Enquiries on the issue of “value-based” assumptions about ontology, epistemology and methodology in accounting research and the call for diverse methodologies are not new. However, the implications of culturally-based research ontologies and epistemologies and the need for emancipatory methodologies from other cultures have attracted little attention from critical accounting researchers. By making a comparison between eastern and western methodological presuppositions, this paper endeavours to problematize the false rise of dichotomous and negative elements in the epistemic function prevailing in western philosophy. Whereas western thought tends to be based on dyadic opposition (thesis-antithesis), eastern thought is conceived on a triadic relationship (thesis-antithesis-synthesis). The major difference, therefore, is that eastern methodology admits intuitive synthetic judgements that, we think, western methodology is lacking. To say this, however, is not to condemn the latter by lauding the former uncritically but to re-examine and complement any thinking that places undue western superiority over anything at the expense of neglecting thoughts other than the western one, and thereby suggesting a dialogue that can embrace both the East and the West.
ACCOUNTABILITY AND CRITICAL ACCOUNTING: AN INTERPRETATIVE PERSPECTIVE

Glen Lehman, University of South Australia, Australia.

This paper explores the utility of Habermas’s A Theory of Communicative Action (volumes 1 and 2) and his Between Facts and Norms. Habermas’s work has influenced a series of reforms for accounting as advanced by some critical accounting researchers writing about critical and public sector accountability models. This paper considers accounting’s role in the public sphere and examines the Habermasian strain running through critical accounting. A different language model is introduced to the accounting community which is based on the work of H. G. Gadamer and Charles Taylor. In this paper language is used to escape the instrumental limitations of accounting.

These debates, it is argued, lead toward a legitimate concern for accountability involves three significant issues. They involve:

(a) Reason and Rationality; A different way to think about ‘reasoning’ involves the disclosing potential in language which impact on its social role. This reformed communicative strategy is not only concerned with the reformation of accounting, but also with its transformation. Habermas’s ethic puts different claims on trial through a process that determines whether claims legitimately bind participants. Again Habermas demonstrates his predilection for procedure.

(b) Social Audit and Social Accounting; In turn, the non-conformist stance advanced in this paper reflects an expressive dimension between people and nature. These dimensions also connect with the social audit work of Humphrey and Owen (2000). Interestingly, their paper developed Power’s Audit Society to consider the connections between social audit and society. They claimed that a therapy for the failures of accounting involves ‘regarding the type of values that society wishes to prevail’ (p. 37). Their analysis supports a normative stance that shapes an accountability structure which nurtures the nexus between social practice and the language mechanisms that shape a good society.

(c) Impartiality and Relativism. The final section of the paper comments on how Habermas’s meso-level analysis connects with not only accountability, but also the quest to escape modernity’s procedural epistemology. The task for accounting is to begin to think about how to escape from a procedural society and involves recognising the political struggles in which accounting is involved (Cooper and Sherer, 1984; Hines, 1988). The aim is to create better links between the social structure and the language of accounting, thereby affirming the common values that nurture spirit. These are the values that have been neglected by the limitations of economic individualism.
CORPORATE RESISTANCE TO INTERNAL CONTROL REGULATION

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This paper presents an institutional critique of corporate resistance to internal control regulation in the U.S., from the Foreign Corrupt Practices Act of 1977 to the Sarbanes-Oxley (SOX) Act of 2002. The legislative and regulatory history of management’s internal control responsibilities before SOX documents how corporations and industry lobbying groups (e.g., the American Institute of Certified Public Accountants, American Bar Association, and Financial Executives Institute) systematically defeated proposals to strengthen management’s internal control responsibilities. In addition, under intense lobbying pressure, the SEC delegated most internal control initiatives during the pre-SOX period to the private sector. The resulting industry self-regulation failed to effectively curb management’s head-in-the-sand attitude toward internal controls, and made it difficult to hold management legally accountable for violations. The paper concludes by considering whether SOX represents a fundamental change in institutional values, or whether ongoing institutional resistance to government regulation will render the investor protection measures largely symbolic.
THE SECURITY OF OBJECTIVITY THROUGH QUANTIFICATION

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Is accounting a science of quantification, as many believe? We accountants provide the “bottom line”, “performance evaluation numbers”, “investment ratios”, etc. These numbers have an impact on both society and our everyday lives. The corporate scandals of the late 1990’s and early 2000’s clearly demonstrate this impact. Ordinary citizens now realize that accounting is important and may affect their everyday lives. Porter (1992, 1995) argues that quantification as used (portrayed) in accounting obtains an aura of objectivity, which makes irrelevant any political and strategic overtones.

We believe that most people view accounting as a merely technical discipline that reports economic “truths” about individuals, entities, and a host of managerial decisions. Our general research question is: how do people perceive characteristics of quantitative bits of evidence (including direct accounting information and other quantitative information) versus qualitative bits of evidence (including accounting information stated in a qualitative form and other qualitative information)? We believe there is a perception of objectivity related to all quantitative elements (especially accounting oriented data) as compared to comparable qualitative elements and this may bias decision makers toward accepting quantitative information as “factual” and non-contestable. That is, the information is not merely an input to a decision but leads to the representation of the decision output.

We address the primary research question in an experiment utilizing a capital investment scenario and a performance evaluation scenario. The scenarios facilitate using multiple cues in the tasks. The Balanced Scorecard framework, as developed by Kaplan and Norton (1992), provides the concepts used to identify relevant cues. This allowed us to address a secondary research question concerning whether financial cues are weighted heavier than non-financial cues in these two scenarios.
NEO LIBERALISM & CORPORATE HEGEMONY: A FRAMEWORK OF ANALYSIS FOR FINANCIAL REPORTING REFORMS IN THE UNITED STATES

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Neo liberalism provides the theoretical framework for our analyses of the creative accounting abuses and the subsequent political response to those abuses in the United States. We posit that in a neoliberal society, corporate hegemony reigns supreme. The objective of this study is to link neoliberal ideology with practices that created an environment that promoted unethical behavior among three financial reporting elites: corporate executives, accountants and financial analysts. We begin by examining the concept of corporate hegemony, as defined by Gramsci (1971), Dugger (1989) and other critical researchers, to provide an understanding of the conditioning environment in the United States in the 1990s. We then discuss three types of power—coercion, agenda setting and “manufactured” consent—that were used in that decade to promote the neoliberal agenda. We discuss coercive power, briefly, but we focus on agenda setting power to highlight how selected deregulatory policies impacted financial reporting and the behavior of those involved in the reporting process. We look at four companies in four different industries that the SEC has charged with reporting violations; our objective is to show that despite the neoliberal rhetoric, self interested individuals (corporate managers) benefited unduly from financial reporting manipulations and that the governance system, not a few individuals, failed. This section of the study highlights the accounting techniques used to create illusions in order to benefit the corporate elite at the expense of workers, shareholders, and the public.

We then go to a third concept of power, “manufactured consent” which Gramsci considered the most effective form of power, used both to promote the neoliberal ideology, but more importantly, to lessen the impact of the corporate scandals. Our focus here is to show how this type of power enabled neoliberals to mask the contradictions between free market ideology and events in the financial reporting sector in the late 1990s and in the early 2000s. We examine specific rhetorical strategies neoliberals used to divert attention from fundamental problems in the governance and greed to technical auditing issues and individual malfeasance. We then examine Sarbanes Oxley, which has been characterized as the only real reform generated by the scandals, to position it within the neoliberal ideology. We conclude with a discussion of the blatant injustices, wreaked by neoliberal policies in the 1990s, have not evoked cries for reforms from the public or from accounting academics in the United States. Our hope would be that modernist researchers might be swayed by “facts” of the inequities perpetrated in the 1990s, but our inclination is that “facts” do not make a significant difference to those in a hegemonic society.
WHAT DO “OUTSIDE” DIRECTORS HAVE TO DO WITH “INSIDE” FAMILY FIRMS? INTERPRETING THE WORK OF NON-EXECUTIVE DIRECTORS IN QUOTED, FAMILY-CONTROLLED FIRMS

Wilson Ng, University of Leeds, UK.
John Roberts, University of Cambridge, UK.

This paper concerns the work of non-executive directors (NEDs) in quoted, family-controlled firms. It draws upon case studies of ethnic Chinese family firms in Singapore to explore the changing nature of NED influence in this organisation form. The paper reviews three alternative theoretical conceptions of the role of the NED and observes a number of contradictory prescriptions of each perspective for NEDs in family-controlled firms. All three perspectives share a deductive methodology that remains detached from the actual work of NEDs. In contrast, the paper engages with recent qualitative studies of board dynamics to make the case for a processual understanding of the role of NEDs based on their actual contribution in family firms over time. The research is conducted in Singapore, where strong investor protection coexists with powerful family-controlled firms. Two critical incidents from the research are presented and drawn upon in a discussion of the role and contribution of NEDs that illuminates and reconciles contradictions in the scholarly prescriptions.
PHOTO-ELICITATION: AN ETHNO-HISTORICAL ACCOUNTING AND MANAGEMENT RESEARCH PROSPECT

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Photo-elicitation represents a major strand of visual research methodology which has been little employed in the contemporary and historical accounting and management research genres. This paper offers an exploration of the methodological dimensions and potential of photo-elicitation, particularly as a historical research tool for archival, oral and critical historians. It reveals a strong potential for contextualised, interpretive and critical discovery offered through photo-elicitation's foundations in anthropology, ethnography and visual sociology. The prospect of peeling back of hidden layers and voices is significantly enhanced by the introduction of photo-elicitation which offers empowerment not only through the visual triggering of memory but through the negotiation and construction of images themselves. The prospect of more direct access to organisational and personal experience and context is accompanied by new understandings of multiple voices and fresh narratives. Together these promise potential insights from the particular to the societal.
ACCOUNTING FOR PEOPLE: A REAL STEP FORWARD OR MORE A CASE OF WISHING AND HOPING?

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Joanna Stevenson, University of Stirling, UK.
Robin Fincham, University of Stirling, UK.

In principle, the Accounting for People initiative announced by the UK government in January 2003 held out the possibility of a real step forward in promoting the interests of employees. Despite its distinctly managerialist discourse, the initiative acknowledged that having long since recognised that ‘people are our greatest asset’, employers should begin to consider how to report on their people management activities in financial statements. A little over two years later, however, UK quoted companies are only required to include “information about the company’s employees” in their now mandatory operating and financial reviews. Whatever promise may have been evident to wishful thinkers in the early months of the initiative, the outcome confirms that there is little possibility for progressively ‘accounting for people’ as long as the existing accounting calculus prevails.

The purpose of this paper is to subject the initiative to critical scrutiny. The paper seeks to document how this initiative was quickly and effectively emasculated as a consequence of the power and influence wielded by the UK accountancy profession, represented as a key agent of capital. Additionally, attention is drawn to a number of contemporary developments, largely ignored in the course of the debate, that may yet inform and energise a truly emancipatory approach to accounting for people.
REFLEXIVE MODERNISATION THROUGH GANDHI'S SATYAGRAHIC ACCOUNTABILITY: A SEARCH FOR SUSTAINABLE PRACTICES IN THE SOUTH AUSTRALIAN CITRUS INDUSTRY

Kala Saravanamuthu, University of New England, Australia.

Accountability in post-industrial society is increasingly associated with the risk that civilisation is destroying the very resources it depends on. Here, discursive accountability (re)introduces the individual into the process of socialising technical risk. It draws on the psychology of reflexivity-fear, Beck's risk society, Power's intelligent risk management and Gandhi's satyagrahic reform to create a risk-based decision context that counters industrialisation's control rationale. Its contextual frame minimises spatio-temporal fragmentation and encourages networked communities to experiment with the meaning and implications of sustainability.
ORGANIZATIONAL CHANGE AND THE SHARED SERVICE CENTRE: CHALLENGING A LOP-SIDED NARRATIVE

Willie Seal*, University of Birmingham, UK.
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The dominant narrative for the Shared Service Centre (SSC) model is written from the point of view of the parent company. By concentrating service activities in one site, specially chosen for the purpose, the company can reduce costs. But it is argued that there are more than cost advantages. The SSC should provide better service than the old service departments. The SSC can focus its core competencies, standardise processes and apply the best technology appropriate to a service business. The appropriate technology may involve ERP systems combined with other technologies used in call centres which link voice, video and data interaction capability. The standardisation and technology may mean that the SSC possibly employ cheaper junior staff but the scale and new focus of the organization should enable it to recruit and concentrate top experts and professionals. There was always a danger that employees in the business units saw themselves as fulfilling low status “back office functions”. The new SSC culture can ‘shake the feeling that they are “low value added employees” performing “cost centre” activities’ since the culture of the SSC is affected by the knowledge that providing support service is its core business. A knowledge management perspective may even see the SSC as an opportunity attempt to re-package intellectual capital of company-knowledge management decision about core competences and the management of customer capital, human capital and structural capital. But is the SSC model just a technical matter or is it that so far only certain voices are heard, namely the consultants and head office perspectives? With these questions in mind we interpret evidence from the UK division of a German-owned multinational company using a narrative approach to organizational analysis.
THE ROLE OF ACCOUNTANCY FIRMS IN TAX AVOIDANCE: SOME EVIDENCE AND ISSUES

Prem Sikka*, University of Essex, UK
Mark P. Hampton, University of Kent, UK.

As entrepreneurial businesses, accountancy firms have supplemented their traditional trade of selling accounting and auditing services by diversifying into a variety of other products and services. They have developed organisational structures and strategies to sell tax avoidance schemes to corporations and wealthy individuals. The sale of such services shifts tax burdens to less mobile capital and less well-off citizens. It also erodes the tax base and brings the firms into direct conflict with the state. This paper provides some evidence of the strategies and tactics used by accountancy firms to sell schemes that enable their clients to avoid corporate, sales and payroll taxes. Such strategies stimulate reflections upon the possible trajectories in the development of accountancy firms and social consequences of their trade.
ASH BALANCE PENSION PLANS: A STUDY OF FINANCIAL REPORTING FAILURE

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Paul F. Williams, North Carolina State University, USA.

Unlike other post-industrial nations, the United States relies much more on private provision of welfare benefits like pensions and health care. Perhaps surprisingly, the percentage of GDP spent on such social welfare benefits in the U.S. exceeds the percentages spent in nations such as Australia, Canada, Ireland, and Italy. However, in the U.S. the proportion of those expenditures that are private rather than public is much greater (Hacker, 2002). This greater reliance on private provision of welfare benefits is unique among so-called advanced, post-industrial economies. Whereas the beneficiaries of social welfare payments in other nations must rely almost exclusively on the mechanisms for holding governments accountable to hold the payer accountable, beneficiaries in the U.S. must rely more extensively on the mechanisms of private accountability to assure and protect their benefits. Thus, the design of financial reporting systems for private firms is much more significant in the U.S. for consummating accountability relationships between providers and recipients of social welfare benefits.

A major component of social welfare is a pension. In the U.S. workers depend on employer provided pensions or personal savings for adequate support once they are beyond working age. The government provided Social Security is subsistence support designed only to supplement private provision for old age. A new form of pension plan is being adopted by a sizable number of the largest U.S. firms -- the cash balance plan. This type of pension plan is being used to replace the traditional defined benefit plan with a plan that retains the legal standing of a defined benefit plan, but with many of the advantages (to the firm) of the defined contribution plan. In this paper, we explore financial reporting's role in providing transparency to employees about the consequences for them of conversion to cash balance plans. From numerous sources including media reports and personal discussions with affected individuals, we demonstrate that current accounting systems provide scant disclosures for allowing workers to ascertain the effects of conversion. This, in turn, facilitates the ease with which firms can shift income risk from shareholders to workers.
THE DECAY OF AUDITORS’ SOCIAL RESPONSIBILITY: AN EMPIRICAL STUDY OF CLIENT MANAGEMENT CONTROL OF AUDITOR INDEPENDENCE

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Bent Warming Rasmussen, University of Southern Denmark, Denmark.

Professional auditors have the social responsibility provide independent verification of company reports for the public good. The code of professional ethics, however, assumes that all auditors have the ethical ability to deal with moral crises. Specifically, this study examines the auditors’ psychological ability to resist client management request for a favourable report in an audit conflict. Practicing auditors’ responded to eight hypothetical conflict scenarios involving client company economic factors financial condition, size of fees and the existence of tendering that provide management with varying degrees to control the audit outcome. A mixed factorial ANOVA design interactively revealed client economic factors and auditors’ personality characteristics cognitive moral development (CMD) and a belief in a just world (BJW) combine to affect auditors’ independence judgments. Auditors with high CMD and strong BJW were the most resistant group to client management’s demands. Overall, those auditors with strong BJW were less acquiescent to management than those with weak BJW. This study found that strong BJW acts as a decisional coping mechanism that promotes fair judgments and social responsibility. The results suggest that more than a professional code of ethics is required to sustain independence central to auditors’ social responsibility in a regulatory system where in effect the ‘independent’ auditor is dependent on the corporate client and its management.
CRITICAL MARKETING (STREAM 2)

Convenors
Saren, Michael; University of Leicester, UK
Bernard Cova; ESCP-EAP, France.
Karin Ekström, Göteborg University, Sweden.

Stream Description
This stream calls for papers that give voice to those who are normally silent in the traditional marketing process. These may include consumers, non-market exchanges, the natural environment, gender relations, alternative values, ethics and the socially excluded. This stream also welcomes papers, which take historical, dynamic and futuristic perspectives that attempt to assess marketing processes and systems recognising their temporal contexts.
GOVERNING THE CONSUMER: EVERY LITTLE HELPS

Antony Beckett* and Ajit Nayak, UWE Bristol, UK.

The paper begins with a brief discussion of RM and CRM and the limitations of existing critiques. Drawing on Foucault’s theorising of power and governmentality, it argues that the practices of marketing, particularly marketing communications, market segmentation and the psychological analysis of consumers, exercise power through the management of consumer subjectivity (Miller and Rose, 1997) and the establishment of new social consensus (Deighton and Grayson, 1995). However, these ‘mass’ marketing practices, have themselves been the subject of critique (Peppers and Rogers, 1993). This critique argues that mass marketing practices are ineffective because they are unable to identify and respond to consumers individually. RM, and more specifically, CRM can, it is argued transform the practices of marketing, creating opportunities for individualised service and dialogue.

The paper explores how, through CRM practices it becomes possible to render the conduct of the consumer continuously and systematically calculable, measurable and comparable (Dean, 1996). Such individualisation represents a highly significant development in marketing practice overlooked by existing critiques. The connecting up of mass and individualised techniques offers the potential to create assemblages of government, combinations of technology, practices, languages, mentalities and artefacts, whose purpose is the subtle management of consumer subjectivities on an individual basis. The paper illustrates how such practices are used to govern or manage the subjectivities of consumers. It concludes by arguing that the significance of CRM lies in its ability to individualise and subjectivise, to render the consumer into a knowable and governable subject and to create the potential for new power relations and the exercise of power.
RESEARCH ETHICS AND FIELDWORK AT NEW CONSUMPTION COMMUNITIES

Caroline Bekin, The University of Birmingham, UK.

It is hard to deny that marketing practice has changed considerably during recent years. This is reflected in its increased focus on customisation, co-production and interactive marketing, much of which has been enabled by new information technologies. While marketing has remained innovative there has also been much rhetoric and little reflexivity about what has been done (Szmigin, 2003). Although marketers may have been listening more to consumers (e.g. through qualitative research), efforts have almost always been directed at controlling them; ranges of products pre-determined by producers have been pushed through with little real involvement of consumers in the process, at a time in which we, consumers (are we not consumers as well as marketers?), are ever more aware of what is being done to us (Szmigin, 2003). In fact, many of these issues are also reflected in current consumer research practice. Consumers are seldom, if ever, involved in the research design and analysis processes, which raises issues that go beyond ethics and into an epistemological arena. These issues are particularly problematic when participant-observation is employed, as little is (and little could be) addressed by research guidelines and codes of ethics relevant to marketing research. Adopting an ethical standpoint of care and responsibility based on feminist theories (Edwards and Mauthner, 2002), I address some of the relevant ethical issues pertinent to participant-observation that arise from the lack of inclusion of the consumer in the research process (as well as the potential issues that may be involved in participatory and emancipatory research designs), the shortcomings of the available marketing research guidelines and codes of ethics as far as participant-observation is concerned, alongside the several issues that may arise during fieldwork. To illustrate the discussion a reflexive account of my own fieldwork at six distinct consumption communities is presented. This paper does not aim to construct yet another set of guidelines for researchers engaged in participant-observation; what goes on in the field can be unpredictable and fluid. Rather, the aim is to discuss the key issues that may be encountered while in the field through practical examples. This should prove valuable in alerting consumer researchers on the breadth and depth of ethical issues in the field, and on the all encompassing epistemological issues that we face, as researchers, on a daily basis.
REVISITING THE CONSTRUCT OF CONVENIENCE IN CONSUMER RESEARCH: THE PARADOX OF CONVENIENCE CONSUMPTION

Marylyn Carrigan* and Isabelle Szmigin, University of Birmingham, UK.

The purpose of this paper was to explore the relationship between mothers and convenience consumption. Through a series of qualitative interviews with both working and non-working mothers we develop a better understanding of how mothers negotiate their role within the family, and how convenience consumption assists them to structure and control busy lives. For some it means a simple framework of ease and time-saving while for others it involves a bigger construction, intrinsically built into their lifestyles. We would conclude that the evidence from this study is that convenience is a key construct for these consumers. We suggest the findings from this study form the basis for further investigation across broader socio-demographic groups of consumers, as attitudes towards convenience products may differ with age, income, education, ethnicity and gender. The experiences of these mothers suggest that the meaning of convenience has evolved over time, and these findings can help marketers imbue convenience products with the attributes that matter to mothers in the 21st Century.
INTERNET AS MODE OF RESISTANCE: LEVERAGING INTERNET CONTAGIONS

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Traditional marketing has been using the Internet in attempts to create “buzz” or “viruses” to promote products. The point of viral/buzz marketing is to have a central message picked up and distributed by e-fluencials (online opinion leaders) and/or average consumers. The benefits to corporations are twofold: (1) the consumers do the marketing work for the organization and (2) the organization benefits from the credibility of “word-of-mouth.” Individuals and groups intent on promoting consumer resistance, especially when utilizing the more active resistance strategies of complaining and boycotting, can utilize the same basic online avenues to widen the range of people receiving their messages and ultimately to increase the power they wield when confronting organizations (Fournier, 1998). The Internet has the potential to empower consumer resistance by providing a variety of avenues for increasing the power organization’s perceive these groups to possess. We refer to the power associated with the spread of messages in cyberspace as an “Internet contagion.”

This paper explores the dynamics of Internet contagions. The first section is a quick review of viral/buzz marketing on the Internet and other online resources available to resistors. The objectives and process of viral/buzz marketing are identified as a possible foundation for creating an Internet contagion. Traditional tactics used in buzz marketing include e-mail, weblogs, and web sites. Activist and other marginalized stakeholders often use both traditional and non-traditional tactics when dealing with corporations. Publicity is an example. Activists can utilize the traditional publicity tactics such as a press conference along with non-traditional publicity tactics such as protests and boycotts. Corporations find themselves limited to the more traditional publicity tactics.

Resistors can go beyond the traditional online avenues for creating buzz and utilize the more unorthodox avenues. The “unorthodox avenues” include attack web sites and complaint portals. We will examine the corporate concern/fear of these “unorthodox avenues” to highlight their value to resistors. The focus will be on the threat these resistance behaviors pose to the organization’s reputation, how people perceive the organization. The organizational reputation is a very valuable resource that organizations seek to protect from damage (Fombrun & Van Riel, 2003). Both the orthodox and unorthodox online resistance avenues can threaten an organization’s reputation (Middleberg, 2001).

This section also outlines the basic ways that corporate leaders might respond to consumer resistance efforts. These ideas are drawn from the literature on agitation and control developed to explain protests in the 1960s. Control strategies include: (1) counterpersuasion, meet with the opposition to discuss the problem; (2) denial of means, make it difficult for the opposition to communicate with one another; (3) harassment, threaten the leaders of the opposition; (4) denial of demands, say the opposition is wrong and refuse to change; (5) adjustment, change the organization to better fit with demands of the opposition; and (6) capitulation, give in to all demands of the opposition. The various ways in which these control strategies are enacted in response to online consumer resistance are discussed.

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THE MARKETER IN THE IRONIC MASK

Glyn Fry, University of Glamorgan, UK.

Irony has been characterised as a key element in postmodern marketing. Arguably, it has helped redefine the discipline, shifting marketing’s focus from a production paradigm to one that is increasingly focused on the marketing-literate, sovereign consumer, who is both knowing and inscrutable. (Brown, 1995, 1998, 1999; Firat & Venkatesh, 1995)

This paper argues that irony itself and its relationship with marketing merits further investigation. It is argued that a conventional take on irony is to view it as an abstract literary concept reflecting a shared or complicit knowingness between author and audience. From this conventional perspective, irony as a mode of address constitutes a ‘recognition’ of the humanist subject – whether author or audience - as final source and arbiter of knowledge. However, from a poststructuralist perspective subjectivity is acknowledged as in part a function of signifying practice. (Belsey, 1995) So from a poststructuralist perspective, irony operates as a figurative, rhetorical device predisposed to position the subject in accord with particular discursive practice.

Taking a more heterogeneous approach, this study traces a history/genealogy of irony that reaches back from the cool, sang-froid of contemporary marketing narrative (Frank, 1997) through Renaissance humanism (Castiglione, 1967), and Shakespeare to Socratic dialogue. In so doing, the aim is not to reveal why irony is deemed apposite to a postmodern condition, but to seek out its discontinuities. The focus will be to explore contingent, repressed, alternative, overlooked uses of irony and to assess their implications for the marketing project.

This paper concludes that the conventional use of irony as a disposition of knowingness is integral to the construction of the knowing subjects of modern and postmodern consumption, but in which the primacy of producer and consumer has simply been reversed. The exploration of more heterogeneous, poststructuralist approaches to postmodern marketing’s deployment of irony suggests it simply masks a false promise of consumer sovereignty.
VISUAL IMAGERY AND METAPHORS IN ADVERTISING: TOWARDS AN ANALYTICAL FRAMEWORK

Lampros Gkiouzepas* and Margaret K. Hogg, Lancaster University, UK.

The aim of this paper is to develop a conceptual framework of visual imagery in advertising by synthesizing the initiation of inference making with the processing of visual information in the processing of visual information in print advertising. This is central to improving our understanding of how visual imagery (e.g. rhetorical figures such as metaphors) works in advertising. Consumer behaviour researchers start from the assumption that “imagery increases recall, enhances attitude toward the brand and positively affects behavioral intentions” (Bone and Ellen 1992, p. 93). The role of visual communication has attracted particular attention (Scott, 1994) because advertising has become so much more complex (Phillips and McQuarrie, 2002) in its efforts to use rhetorical figures (such as metaphors) to attract attention and persuade consumers.

When it comes to visual persuasion, the gap in the literature is twofold: the processing of visual imagery in advertising; and inference-making. Consequently, there is a research gap in specifying what types of visual manipulation are responsible for the initiation of inference processing of a rhetorical kind; and how these types can be identified and structured in order to be conceptualized in theory, and operationalized in practice. This study will address the gap in research on how consumers process, and draw inferences from visuals in advertising by conceptualizing and investigating the visual manipulations which are involved when rhetorical processing takes place. The conceptual framework is derived from a combination of socio-linguistics with cognitive and social psychology, particularly relevance theory (Sperber and Wilson 1995) and the constructs of schema and incongruence (Heckler and Childers 1992); and proposes a basis for distinguishing visual imagery in print advertising. For our overall study two important questions are firstly, to identify and classify the manipulation of visual elements that require a metaphorical understanding; and secondly to examine their effects on consumer responses. The specific objectives are therefore to, firstly, identify sources of visual manipulation; and secondly, empirically link these to consumer responses such as attention or persuasion. For this particular paper we concentrate on the first objective and address the question: can a syntax of visual imagery be developed?
MARKETING IDEOLOGY : LEGITIMACY AND LEGITIMIZATION

Gilles Marion, EM LYON, France.

The analysis of the dialectical relationships between marketing ideology and criticism is supported by the distinction between legitimacy and legitimization. Marketing ideology is defined as a relatively stable set of arguments that provide legitimacy to marketers and market economy. However it does not preclude contradictions and the dissenting voice of criticism. Then marketing doctrine produces also legitimization to lessen the tensions between the marketer’s claim to legitimacy and other people’s belief in this legitimacy. As marketing doctrine develops through incorporation of criticism, it follows that the critical process is a never ending one.
MARKETING HIGHER EDUCATION: THE PROMOTION OF RELEVANCE AND THE RELEVANCE OF PROMOTION

Anthony Lowrie* and Hugh Willmott, University of Cambridge, UK.

This paper examines the marketization of higher education. It takes the development of curriculum for a sponsored degree as a focus for exploring the closer involvement of ‘industry’ and, more specifically, prospective employers, in shaping higher education provision. Empirical material gathered from a three-and-a-half year ethnographic study is used to illustrate how mundane promotional work associated with sponsored curricula operates to reconstitute higher education. It is shown how, in the process of introducing sponsored curricula into the university, a market relevance discourse is merged with traditional discourse to promote a new discursive order and thereby contribute to the reformation of university education. This hybrid discourse (of tradition and relevance) makes traditional resistance to the encroachment of relevance into university education more difficult to justify, and perhaps impossible to sustain. Nonetheless, it produces new antagonisms that provide future sites of resistance.
CONSIDERING THE SOCIOSPATIALITY OF PLACE

Sharon Schembri*, Maree V. Boyle and Thomas Harsvik, Griffith University, Australia.

Traditionally, the concept of place in marketing is considered in terms of physical attributes (Hunt, 1976; Bagozzi, 1975; Belk, 1975). Recently the understanding of place has broadened to include consideration of service contexts (Bitner, 1992) and virtual contexts (Burke 2002). Beyond a traditional perspective however, Aubert-Gamet and Cova (1999) offer an extended conceptualisation of place by considering postmodern common places. In this paper, we further extend our understanding of place by exploring the concept of place across diverse disciplines and introducing a consideration of the sociospatiality of place. Using a multi-disciplinary theoretical lens, we challenge the assumption that the current marketing conceptualisation of the concept of place constitutes a holistic view. Firstly, from an anthropological perspective we argue that consideration of the cultural and contextual meaning of place enables a more genuinely holistic view. Secondly, from a sociological perspective, we argue the concept of place to include a consideration of social space. Consideration of the sociospatiality of place is then reinforced with the inclusion of a critical geographical perspective. In reporting and juxtaposing these varying perspectives on the concept of place, we highlight the interrelated social and spatial meaning of place within the processes of the consumption experience.

Study of the interrelationships between environmental stimuli and human perception began early 20th century (see for example, Gulliver, 1908; Trowbridge, 1913) and the field of environmental psychology emerged as a result. Human behaviour was shown to be a function of the combined effect of person and environment, where environmental stimuli affected the emotional states of pleasure and arousal, which in turn affected approach/avoidance behaviour (Bell et al., 1990). This early conceptualisation of environment provided the foundation for marketing theory on the role of the physical setting. From this perspective, the concept of place is delineated in terms of environmental dimensions, defined stimuli and consumer response (see for example, Baker et al., 2002, 1992; Donovan & Rossiter 1982; Donovan et al. 1994). Settings are considered ‘physical evidences’ that may indicate the constitution of a marketable offer to targeted consumer groups (Berry & Parasuraman, 1991; Bitner, 1992, 1990). The place of consumption therefore includes environmental conditions and surrogate cues that can be effectively managed (see for example, Shostack 1977; Kotler 1973; or more recently Spangenberg et al. 1996). Understanding the place of consumption in terms of structure and function is assumed to be a holistic view (Bitner 1992). However, the conceptualisation of place differs across disciplinary approaches.

Going beyond a structural and functional perspective, anthropology generally assumes all aspects of human life are interrelated and therefore researchers study the whole and not isolated parts (Leach 1982). Applied to a marketing context, an anthropological approach therefore holistically considers the consumer’s experience rather than isolating particular aspects such as attributes of the physical setting. As Sherry (1998) suggests, marketplaces are embodied with symbolic properties and their meaning is constructed in human action. Creighton’s (1998) study of the Japanese retail store SEED, illustrates the socially constructed meaning of place.

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AN ETHICS OF VISUAL REPRESENTATION: PRINCIPLES AND PROBLEMS

Jonathan E. Schroeder* and Janet L. Borgerson, University of Exeter, UK.

In contemporary marketing strategy, images claim center stage. Pictures of people – models, celebrity endorsers, spokespersons, “average” consumers, managers and employees – make up a large part of marketing communication imagery. If marketing communications depend upon images, including brand images, corporate images, product images, and images of identity, then ethical tools meant to provide guidance for international marketing communications must be capable of addressing the concerns that such depictions evoke. However, most approaches to marketing ethics generally adopt an information-based model of marketing communication, emphasizing marketing’s role as a strategic conduit of information for consumers, rather than fully acknowledging how marketing also acts as a representational system that produces meaning outside the realm of the promoted product or service. Furthermore, ethically motivated criticisms of marketing communications are often simplistically understood as generalized critiques of capitalism and related excessive consumption (e.g., Crane and Matten, 2004; Smith and Quelch, 1993; Thompson, 2004). Our work in marketing communication ethics does not include criticism of consumption per se, nor do we take a moralistic stance against materialism, or marketing’s possible role in promoting materialistic desires. Rather, we have chosen to elaborate on ethical issues pertaining to representations of identity, in that represented identities profess to express something true or essential about those represented. Just as personnel policies have had to accommodate changing norms about hiring and promotion when it comes to women and minorities, marketing managers must be aware of representational practices that may cause harm. Our analysis concerns not only the ethical implications, or consequences, of representational conventions – customary ways of depicting products, people and identities – within marketing communications, but emphasizes the ethical context from which such representational conventions emerge. We introduce an ethics of visual representation that provides criteria and shed light on the appropriateness dimension of marketing communications by drawing upon critical race theory, phenomenology, and visual studies.
RFID CHAPTER DEMO: ORGANISING SOCIAL RELATIONS IN MARKETING AND STS

Elena Simakova, Oxford University, UK.

The paper discusses in what sense production of the moral order of a technology in marketing involves performance of certain organisational relations, and, ultimately, questions the role of demonstration in establishing the matters of fact. Based on a one-year participant observation with a marketing team of a hi-tech corporation, I describe my involvement with the creation of an RFID demonstration (demo). The production of the demo depended on the organising efforts of the RFID marketing manager, whom I helped to manage a team consisting of marketing specialists and engineers. I discuss how the demo architecture, location and signage became subject to the actors’ deliberations, where technical and marketing judgements worked together.

The more general argument considers demonstrating as a cultural activity and looks at the culture of demonstrating. Avoiding seeing demonstration as an intrinsically persuasive dramaturgical act, I argue that the nature of technical demonstration is contingent and involves the construction of witnessing experience. Demonstration as an instrument of persuasion and/or learning can be negotiated, sold and adopted to establish itself as an element of industrial cultures. This assumes an incessant work of introducing and maintaining the identities of the demonstrators and the witnesses to demonstration. I also discuss how an academic paper on the cultures of demonstration entails performance of the identities of the participants to demonstration.
MARKETING, GOVERNMENTALITY AND THE SUBJECT

Per Skålén* and Markus Fellesson, Karlstad University, Sweden.
Martin Fougère, Swedish School of Economics and Business Administration, Finland.

In the paper we conceptualize marketing as a management discipline and put emphasis on how marketing governs individuals and organizations. Our critical reading of the marketing discourse is informed by Foucault's concept of governmentality. In particular we analyze the marketing discourse based on Dean's analytical scheme, which makes us ask three questions: what does marketing seek to govern, how does marketing govern and who do we become when we are governed by marketing?

The paper opens with a short review of previous critical marketing research. The second section outlines our Foucauldian framework with a focus on governmentality and government. In section three the description and the analysis are made – we describe how the customer orientated logic has evolved within the marketing discipline which is analyzed utilizing Dean's scheme. In the fourth section we reflect upon how deep the customer orientated logic has embedded the marketing discourse and how marketing fosters self-regulation. In the final section we put forward our conclusion and avenues for further research.

A central argument in the paper, which is especially articulated in the analysis, is that marketing as a governmental discourse stimulates managers and employees to look upon organizations and themselves from the standpoint of the customer: that is, to become customer orientated subjects. Throughout the discussion we argue – in contrast to what often is stated within the marketing discourse itself – that there has been no paradigmatic shift of focus in marketing research. Rather, we explicate that the customer orientated logic has been embedded deeper and deeper in the marketing discourse and that this has contributed to legitimize the customer orientated organization and the particular governmental regimes needed to accomplish this aim.
THE BOOK OF OURS: CONSUMPTION AS NARRATIVE

Robert Small, University of Leicester, UK.

This culture of subcultures is the story of our own telling, and how we relate to each other. It’s also an everyday resolution to an enduring paradox: maintaining our individual identities in a society of shared signs and objects, settlements and values. So private lives are lived in public, the product and the process of endless exchange on an industrial scale. Using personal experiences of enculturation, these forms of order, these orders of forms, are discussed against a backdrop of consumer ethnographies and our mutual dependence, upon the retailed and the retold.
MEDIA, RISING CONSUMER CULTURE AND THE WORKING CLASS

Rohit Varman* and Ram Manohar Vikas, Indian Institute of Technology, India.

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In this paper, adopting a critical perspective, we examine the case of India. In the last two decades, India has witnessed unprecedented changes in consumer culture and ‘mediascapes.’ We base our analysis on an examination of media images emanating from its print and electronic versions. This understanding is further enriched with a case study of working class consumption practices. Working class consumers form a vast majority of the population of the country and their increasing economic vulnerability due to economic liberalization makes them particularly relevant for this study. We contend that rising material aspirations and consumer culture in India are influenced by media. People are subjugated to the current structure of markets, in the name of ‘good’ and ‘free life’ by constantly creating new wants through a systematic exposure to the discourse on consumption. We further observe that increase in emphasis on consumption is not a harmless phenomenon as posited by some theorists (Venkatesh 1984; Venakatesh and Swamy 1984). We argue that dialectics of turmoil and tranquility mark this development for the working class population. On the one hand it is forcing this subaltern groups to catch up with the ‘conspicuous consumption’ of the ‘leisure class’ as Veblen (1899/1953) conceptualized. This has resulted in domestication of unrest among the working class, as they withdraw from collective political struggles to narrower and tranquil forms of economism. We further observe that these attempts at emulation have also resulted in poorer sections of the society devoting their limited resources to aping a lifestyle well beyond their reach and further compromising with their quality of life. The second affect has been in a way opposite of that of the first one. The other pole of the dialectic is the increase in turmoil with the tearing of the traditional social fabric and support systems. This turmoil progressively manifests itself in crisis of identity and greater monetization of relationships.

In summary, through the media-corporation-consumption nexus, we not only reiterate the logic of global capitalism, which rests on incessant and seamless exploitation of human beings, but also present an explanation of why it has become difficult for the working class to resist it. In the spirit of a dialectical inquiry, however, we also assert that contradictions within the apparently tranquil system make it increasingly necessary for the subaltern groups to rebel against it.
CRITICAL PERSPECTIVES ON INTERNATIONAL BUSINESS (STREAM 3)

Convenors
George Cairns; Essex University, UK.
Joanne Roberts; Durham Business School, UK.
Phil Graham; University of Waterloo, Canada.

Stream Description
The topic of 'globalization' is currently written about in a wide range of popular literature, in the works of Ritzer, Klein, Moore, Pilger, Monbiot and others. These writers are highly critical of current organizational, economic and political structures. However, they also criticise universities and academics that they represent as being largely uncritical of, and in some cases complicit in the worst excesses of organizational and political hegemony. At the same time, these authors' works are held by some academics to be lacking in empirical evidence and academic rigour. In this stream, we wish to cultivate the critical academic discourse on international business that exists at a global level, but that is spread across a wide range of disciplines, from political economy to critical geography, from transportation studies to business ethics, and in the critical management arena. This stream is linked to a new trans-disciplinary journal, Critical Perspectives on International Business (CpoIB) that will be officially launched by Emerald at the conference. The stream will contribute to at least one special edition of CpoIB.
WHAT IT MEANS TO BE ‘CRITICAL’ IN RELATION TO INTERNATIONAL BUSINESS: A CASE OF THE APPROPRIATE CONCEPTUAL LENS

Adrian Carr; University of Western Australia, Australia.

“Critical” usually carries a negative connotation of fault finding and, in extreme cases, might take the form of carping. The term can also be used to denote precise judgement and being analytical. In other contexts the term is taken to mean a possible turning point, a key point of importance sometimes at a time of crisis. In the parlance of science, the term critical may denote a point of change as in “critical mass”. The context and the conceptual lenses are obviously crucial.

In working in the social sciences, the optics through which I generally read, and invoke, the term critical is one in which reflexivity is implied. Seen through the optics of a group of scholars, collectively known as “the Frankfurt School”, the act of criticism is a positive act in as much as the ‘negativity’ associated with criticism is a ‘destructive’ and ‘disrobing’ act to reveal buried presuppositions. A form of negation occurs that carries an important reflective function through a modality of estrangement — it is destructive, but the destruction re-emerges in a positive act.

In this paper, the term critical is paired with the idea of “theory”, i.e., as in “critical theory”. Critical theory expresses itself through critiques of other philosophical and theoretical traditions. This theory is a form of reflexivity whose genesis is dialectical. It is a dialectical logic that the term “critical” becomes a socially and intellectually liberating and constructive activity.

Viewed through that optic of critical theory, the pretentious nature of positivism that has often surrounded international business as some kind of ‘science’, is disrobed and in so doing simultaneously ‘invites’ other ways of comprehending the field. A number of implications for the manner in which we understand, teach and research international business will be discussed.
NEGLECTED ACTORS AND MISUNDERSTOOD ALLIANCES: INTERNATIONAL NGOS AND THE CASE OF OXFAM’S “FAIR OLYMPICS” CAMPAIGN

Richard Lambell*, Gaby Ramia and Chris Nyland, Monash University, Australia.

Non-government organisations (NGOs) have recently emerged as a new focus of international business research. Though traditionally they were accorded little attention as actors in the field, the growing influence of NGOs on multinational companies’ (MNC) activities, and in particular the governance of foreign direct investment (FDI), has heightened the awareness of scholars to NGOs’ role and impact on international business theory and practice (Doh and Teegen, 2002; Spar and Le Mure, 2003). An important aspect of this research has also sought to focus attention on the potential role that NGOs can play in MNC competitive success through partnerships and other forms of collaboration (Deri, 2003; Yaziji, 2004). Yet the dominant perspective within the IB field has been to treat NGOs as ‘outside institutions’ (Buckley, 2002), which do not engage in international business activities in and of their own right.

However, in a recent contribution, Teegen, Doh and Vachani (2004) have proposed a comprehensive IB research agenda to test the limits and applicability of MNC-based theories for the study of international NGOs (INGOs). They argue that INGOs are organisations worthy of analysis, both as value-creating entities, and through their embrace of complex multinational operations and management strategies that in many ways resemble their for-profit counterparts. Extending this contribution, we contend that MNC-based theories may be usefully adapted to enhance the analysis of INGO strategies, and in particular the motivations for their strategic alliances, both intra-sectoral and cross-sectoral. In order to illuminate the nuances of INGO alliances, the paper utilises a case study of Oxfam International and the alliances it formed as part of the ‘Play Fair at the Olympics’ (PFATO) campaign. By forming a partnership with Global Unions’ Federations and another INGO called the Clean Clothes Campaign, this alliance aimed to draw attention to the exploitation of workers in the global sportswear industry. The paper explains how and why Oxfam’s major motivation was to strengthen its own credibility and legitimacy through collaboration with other civil society actors. The analysis identifies similarities and differences in the ways in which these factors shape INGO alliances on the one hand, and MNC alliances on the other.

The first section of the paper assesses the changing role and status of INGOs in international business research, noting in particular work that has theorised the implications of these significant new actors for the strategic expansion of MNCs, and recent analysis that has suggested INGOs are organisations worthy of analysis in their own right. Next, we review the motivations for MNC and INGO strategic alliances. The paper then introduces the “Play Fair at the Olympics” campaign. Finally, we explore what IB theory has to offer INGO strategists and the implications of the Oxfam case for international business research.
MULTINATIONAL CORPORATIONS IN GLOBAL GOVERNANCE

David L. Levy, University of Massachusetts, Boston, USA.

This paper examines the evolving role of multinational corporations (MNCs) in global governance, drawing in particular from a series of studies of business and international environmental issues. A political economy approach demands that we take seriously the role of the firm as a political actor. MNCs are engaged in mutually constitutive relationships with these structures of governance: they respond with political and market strategies to these sources of authority, and simultaneously are increasingly engaged in their development. MNCs are increasingly prominent in negotiating formal intergovernmental regimes. Just as importantly, firms, in their role as investors, innovators, experts, manufacturers, and employers, are critical players in developing the architecture of global governance.

The model of global governance presented in this paper draws from Gramscian ideas and portrays governance as a hegemonic system. However, it provides a rendition of hegemony that is more contingent and contested than that found in the business dominance literature. In part, this is because our focus is on issue-level governance rather than the global capitalist system. One key implication of this framework is that the complex, dynamic nature of negotiations combined with strategic behavior by actors makes outcomes somewhat indeterminate; actors with less power in the traditional sense of material resources can sometimes outmaneuver their rivals. A second implication is that global governance is not a rational process that solves problems of collective action. Governance provides a measure of coordination, but is not necessarily efficient or equitable. A third implication is that actors' interests and preferences are not fixed by structural circumstances, but can shift over time, as a result of the negotiation process itself.

The nested nature of governance systems means that we cannot ignore larger political and economic structures that provide systematic advantages for some actors and ideologies. The hegemony of neoliberal institutions, discourses, and structures in the global economy is more entrenched and resilient than any particular issue arena.
‘THE NOT-SO-WHITE COMPANIES: PMF’S & PERCEPTIONS OF LEGITIMACY’

Andy McColl, University of Durham, UK.

The emergence of a market in military services and the formation of Private Military Firms (PMF’s) imply a discontinuity in the nation state’s monopoly of institutional violence. It is argued that PMF’s constitute a new type of organisation that combines corporatism with military functionality. The emergence of such firms is one consequence of the hegemony of neo-liberal policy agendas amongst the industrialized democracies and the consequent outsourcing of public services formerly the preserve of the state. It is not the purpose of this paper to document the rise of this particular ‘industry’, but rather to critically evaluate the claims to legitimacy that proponents of PMF’s make in justification of a private military market. Initially, PMF’s are distinguishable from mercenaries in terms of organization and the range of services provided. Subsequently, neo-liberalism is identified as the current hegemonic economic paradigm that underpins governmental decision-making, under which there is no compelling rationale that prevents military outsourcing. Military outsourcing raises fundamental issues and a critique is developed concentrating upon the claims of legality, ethics and economics made by proponents of PMF’s. Moreover, nation states are not the sole clients of PMF’s – multinational companies, non-governmental organizations (NGO’s), drug cartels and terrorist groups all have access to the market in military services. In such a diverse market environment it is difficult to sustain claims to full public legitimacy. Furthermore, the existence of an unregulated market in military services can allow governments to circumvent democratic scrutiny and conduct a ‘deniable’ foreign policy. Ultimately, the claims to legitimacy that proponents of PMF’s make are problematic and inconsistent with the principles of democracy and accountability lauded as defining features of the industrialized democracies.
THE PARADOX OF GLOBALIZATION?

Martyna Sliwa* and George Cairns, University of Essex, UK.

We discuss the twin concepts of globalization; in the context of industries and of markets. Within the managerial and populist literature, the globalization of markets is taken to indicate a convergence of customer demands and preferences, with similar needs to be fulfilled by the same product or service. The globalization of industries is taken to indicate a convergence of the form of production of a given product / service, or of companies with similar technologies.

Globalisation of markets depends upon the extent to which a market is characterised by broadly similar customer needs; global customers and global market segments; whereas globalisation of industries depends upon the extent to which the value adding activities of the players within an industry are configured and co-ordinated globally. Transnational strategy for business requires the combination of a global configuration and co-ordination of business activities with local responsiveness, and is dependent upon the continuing fragmentation of business processes, whereby the enlarging and converging markets may be served by ever-greater competitive advantages gained by exploitation of lower cost zones of production.

Within a an idealised global market, if customers are able to afford the global product, then their income levels must be similar, and if the income levels of customers are similar, then the production costs in their countries must be similar. This undermines the assumption about ‘local production advantages’, which is an essential condition behind the globalisation of industries. Assumptions behind the argument about the globalisation of industries rely upon two concepts: configuration and co-ordination of activities. The idea of configuration of activities means that companies belonging to a global industry are able to spread different types of value-adding activities around the world, depending on the skills availability and cost levels.

For an industry to be global, ‘local production advantages’ need to exist. Typically ‘local production advantages’ mean that in certain parts of the world it is much cheaper to produce certain types of goods than in others. If the production costs are lower, then the earnings of those who produce are lower. If the earnings are low, then the disposable incomes are low, and if the disposable incomes are lower than in other parts of the world, then the consumers are not able to purchase the same types of products as their equivalents in other countries. So, they are not able to afford the ‘global product’, thus undermining the assumption about the globalisation of markets.

This paradoxical relationship of the globalization of markets and of industries is not discussed in much of the literature. We suggest that the paradox is resolved through an ongoing move from an historical socio-economic fragmentation of countries – developed and developing – to socio-economic fragmentation of society at a global level – a wealthy global elite and a fragmented ‘other’. We argue that the interests of the global elite are supported and maintained by the activities of MNCs, governments, global agencies, and by the use of tactics of explicit power and implicit manipulation.
PRODUCING TRUTHS AND DISCURSIVE POWER IN INTERNATIONAL MANAGEMENT

Loong Wong, University of Newcastle, Australia.

In management, the study of culture has rapidly become critically salient. International business and management consultants, academics and practitioners have all claim that the development of cross-cultural skills are crucial and critical competencies in the manager’s armoury and battery of skills. These competencies are value-added attributes enabling managers to transcend narrow, parochial loyalties and therefore better able to manage the risks embedded within a globalised economy. Consequentially, culturally-attuned organisations are able to enjoy greater productive growth and transform themselves into competitive global organisations. This ‘turn to culture’ has diverse spawned competency skills training programmes, units and myriad writings dealing with cross-cultural skills in management.

Whilst the call for greater cultural literacy in international business and management is welcome, many of the proffered analyses are still one-dimensional and at their worst, reifies perceived realities. They have sought explanations in defined categories of culture, focusing on determining, cataloguing of cultural characteristics and the assembly of cross-cultural data sets. Skills learnt are drawn from an assembled ‘catalogue’ of traits delivered by management consultants and experts. Once acquired, they allow skilled practitioners to penetrate the seemingly impenetrable and un-understandable maze of culture. Thus, an awareness and understanding of this ‘catalogue of skills’ enables managers to be authoritative figures and experts, possessing the ability to manage uncertainty and the unknown. They are thus able to negotiate their way out of risky cultural predicaments.

Culture, however, as Williams, Geertz and many others have argued, is a contestable concept and cannot be so neatly packaged and wrapped up. Postmodernists and postcolonialists compound the problem. They point out that our intellectual genealogy is problematic and complicit in maintaining dominant (and dominating) discourses. These discourses produces, maintains and legitimates certain claims to knowledge and truth and in the process produce a constant ‘surveilling’ presence where the ‘proclaimed’ knowledge becomes the legislating truth.

This paper takes issue with this ‘authoritative’ production of truth. It argues that these grand accounts of cross-cultural management skills are inherently flawed and need to be systematically interrogated. The totality envisaged in this ‘culture fix’ remedy resembles the search for a magical cultural management software which once programmed into its ‘practitioners’, render complete mastery over culture. Through a critical exploration and analyses of the insights derived from the works of Geertz, Williams, Bourdieu and Bauman, and applied to these ‘authoritative’ texts, the paper concludes that a more critical, reflexive and open practice is not only possible but desirable in a constantly evolving and changing global economy. Such a reflexive practice, argues the paper enable different organisational outcomes, practices and potentially holds out the promise of new organisational beings.
CRITICAL PERSPECTIVES ON RESEARCHING AND THEORIZING THE MULTINATIONAL ORGANIZATION: TAKING STOCK AND FUTURE DIRECTIONS (STREAM 4)

Convenors

Diana Sharpe; Monmouth University, USA.
Glenn Morgan; Warwick Business School, UK.
Pushkala Prasad; Skidmore College, USA.

Stream Description

The rationale for this stream is to bring together and take stock of ideas and thinking that have developed from critical perspectives on the multinational organization.

Research and theorizing on the multinational organization has tended to be dominated by notions of economic rationality and positivist epistemologies. Often material published in mainstream journals in the field of international business tend to support these underlying assumptions.

This stream is seen as a way of bringing together scholars working from critical perspectives on the multinational organization. In recent years there have been developments from a critical perspective in areas of theorizing, conceptualizing and researching the multinational organization. The conference is seen as an opportunity to provide a forum for engagement with these developing areas of research and thinking.
GLOBALIZATION, TRANS-NATIONALISM AND INTERNATIONALISM: A NEW ASSESSMENT OF THE IMPACT ON INDIGENOUS COMMUNITIES

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Benson Honig, Wilfrid Laurier University, Canada.

Considerable debate continues regarding the impact of globalization according to two divergent perspectives on economic development: the neo-liberal approach, and the dependency perspective. While certain Asian countries appear to have adapted to and embraced neo-liberal concepts such as “the new global economy”, the same cannot be said for Latin America or Africa (Cardoso, 2001). The newest iteration of the global capitalist economy has fundamentally altered the power relationships between multinational corporations and localities, but not, as is commonly presumed, overwhelmingly to the advantage of transnational corporations. The change is much more complex with many new loci of power and complex interrelationships among them.

In this paper we argue that there has been a profound shift in the context in which corporations operate, rendering concepts like corporate citizenship and corporate social responsibility inadequate even irrelevant. Much of this shift has occurred as a result of changing community expectations, in part facilitated by the spread and diffusion of contemporary communication technologies and the mass media. We maintain that shifts in world economic system are forcing the most powerful economic actors in the economy into direct relationships with people at the community level. Technological development has both advanced and diffused to the point that these communities not only include the usual ones based on location, but also communities of interest, and virtual communities. This shift in the world-system renders normative concepts like corporate social responsibility and good corporate citizenship inadequate.

We relate all this to the transnational community with which we are most familiar, the world community of Indigenous people. Corporations are increasingly finding that actions that would once have been considered an overly ambitious sense of good corporate citizenship, are now essential to doing business in regions occupied by Indigenous people, wherever located and regardless of the nation state involved.
THE MNC – A CHALLENGE FOR RESEARCH DESIGN

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Leila Hurmerinta-Peltomäki and Niina Nummela, Turku School of Economics and Business Administration, Finland.

The increasing globalisation of business has made the research on international business more complicated than ever. This development is reflected also in multinational companies (MNCs) which represent a central research field in international business. MNCs offer researchers a dynamic, geographically spread and multilevel research object, in other words, simultaneously interesting and challenging basis for empirical research. Research on MNCs has been ongoing already for decades, and our understanding of this phenomenon has increased considerably. At the same time, the nature of research questions has evolved: it seems that simple research problems have already been solved, now the more complex ones remain. This conclusion is supported by the notion of converging theoretical disciplines as researchers aim at a holistic perspective and, consequently, more comprehensive understanding of the phenomenon in question. We assume that this will also gradually lead to combination of diverse methods and thereby to more complex research designs.

The purpose of this paper is to analyse the research field on multinational companies from the methodological point of view. This is done by meta-analysing the research field according to the following questions:

• What kind of research problems the MNCs have raised over time?
• How these problems have been approached methodologically?
• What is the role of mixed methods in answering the research questions?

The paper describes the two development processes in the MNC field. On the one hand, the emergence of different theoretical insights in the form of recent topical research questions is discussed. On the other hand, a systematic review of empirical design is conducted, in order to obtain a picture of the methodological development of the field. The paper ends with pointing out research gaps, both from theoretical and methodological perspective.
ORGANISING ACROSS BORDERS: DIFFERENCES IN BRITISH AND FRENCH CONCEPTIONS OF MANAGEMENT AND THEIR IMPACT ON A MANAGEMENT DEVELOPMENT PROGRAMME

Mehdi Boussebaa* and Glenn Morgan, The University of Warwick, UK.

Over the last decade or so, a continuing debate has been preoccupied with the question of whether MNCs are evolving into ‘global’ companies. One dominant view has been that MNCs are converging onto a single model of management and organization in which national differences are subordinated to the creation of a ‘transnational’ firm. The MNC in this model develops a common approach across national borders to problems of management, coordination, control, and knowledge management. This model has been increasingly challenged by institutionalists. Stressing the societal embeddedness of organisational actors and processes, they have demonstrated the ways in which institutional contexts constrain internationalising firms in their pursuit of global integration, preventing them from evolving into ‘transnational’ firms. However, few of these studies have considered the French business system and its impact on foreign MNCs operating within it. Comparative studies pointing to the influence of nationality on MNCs have concentrated mostly on German, Japanese, US and UK firms, paying little attention to France.

This paper contributes to overcoming this gap by presenting a case study analysis of a management development programme (MDP) in an Anglo-French MNC. The MNC emerged as the result of the British company first buying a share of a French company operating in a similar arena and then extending this ownership gradually up to 100%. The British managers in the new headquarters of the merged companies wanted to create an international managerial cadre as they anticipated both growing integration across the various sites and also the gradual expansion of the company into new countries. They therefore sought to establish a common MDP across UK and French senior managers. This was to involve shared training courses as well as shared systems of performance monitoring, appraisal and career development. Research was undertaken in the company over a period of time when these systems were being discussed and implementation was beginning. Interviews were carried out with managers on both the French and the British side and training events in the UK and France were observed.

The paper reveals how the British and French managers’ different conceptions of management influenced their response to the MDP. The idea of a MDP which assessed ‘potential’ was anathema to the French managers, many of whom had been to Grandes Écoles and considered themselves part of an elite with nothing to prove in terms of potential. Furthermore as ‘grands éoliens’, they were disdainful of the experiential nature of the training experiences laid on in the British context, believing it lacked ‘scientific rigour’. The British, on the other hand, lacked a common educational background and had little sense of their own ‘elite’ qualities. The MDP was a way of legitimating and certifying their own status. They were also happy with what they saw as the ‘practical’ nature of the teaching they received in the UK and criticised the training in France as ‘too theoretical’. In these ways, the paper reveals the continued importance of national differences in terms of the cognitive, moral and normative make-up of managerial identities and makes a contribution to a clearer understanding of these differences in the Anglo-French context.
PERSONAL OR ORGANISATIONAL CONTROL? THE PROTEAN CAREER: A CRITICAL PERSPECTIVE FROM THE MULTINATIONAL’S INTERNATIONAL ASSIGNEES

Marian Crowley-Henry*, Lancaster University, UK.
David Weir, Ceram Sophia Antipolis, France.

This paper presents findings from a qualitative study of non-national employees of multinational organisations based in Sophia Antipolis (South of France). Twenty-three in-depth interviews together with contextual data regarding the particular case of Sophia Antipolis contribute to the discussion on power and control in an international, organisational context. The study highlights the tensions individuals encounter in their desire to retain their international status while seeking out a more individual, balanced, protean career, potentially beyond their current employing organisations. The findings underline the importance of control (in mastering one’s own destiny), and the affinity of international assignees to their own career (be that what it may) as opposed to their affinity to a particular organisation. The subjectivity of the international employee’s career focus challenges the concept of organisational control, particularly for multinationals that have to cater more and more to the individual needs of their employees due to their cultural diversity. This paper focuses on the employee’s individual struggle for control of his/her international career and the complexity of different elements influencing decisions over the life stage of the interviewees. The findings tie in with contemporary career literature on the boundaryless career, noting the tension between the desire to follow an individual career path and the more negative aspects (lack of choice, control and power) of this career path in an unstable job market. Indeed, it is argued that given the inherent complexity of career, a more systems/networked approach to career need be explored, such as is initiated in this paper under the framework of the protean career.
MICRO-POLITICAL ASPECTS OF MANDATE DEVELOPMENT AND LEARNING IN LOCAL SUBSIDIARIES OF MNCS

Christoph Dörrenbächer*, Wissenschaftszentrum Berlin, Germany.
Mike Geppert, Queen Mary University of London, UK.

Beyond functional-structuralist approaches this paper sheds some light on micro political aspects of mandate development and learning processes in MNC. As classical micro-political studies have shown, management behaviour and learning are not only constrained or enabled by certain structural and (national) cultural patterns, but have its own political agendas and are shaped by individual interests which leads to game playing, active or passive resistance and (re)negotiation of the 'rules of the game'.

Based on the assumption that actors are neither the organs of given structures nor acting fully autonomous, the paper focuses on how subsidiary managers interpret and integrate individual, organisational as well as home and host country institutional factors into certain strategies of action. By discussing critical events in mini case studies on mandate development and learning in German subsidiaries in France we will highlight the interactive dynamics between key-actors micro-political strategies and particular institutional settings. Here we, firstly, discuss institutionalist approaches and investigates how different forms of home and host country embeddedness do influence the development of distinct managerial competences and decision making strategies at the subsidiary level. The paper refers then to the question how the overall strategy and multinational organisational design and policies relate to individual interests of key subsidiary actors. These can be to higher or lower degree be influenced by e.g. differences in nationalities, professional backgrounds as well as career stages, orientations and aspirations.

By integrating these diverse relational layers, the study will provide a more dynamic actor centred approach stressing both, the micro-political aspects and interactive construction of intra and inter-subsidiary power relations, a key variable to explain mandate development and learning processes in MNCs.
PROMOTING THE ‘CASE STUDY’ AS A METHODOLOGICAL TOOL TO EXPLORE CORPORATE CITIZENSHIP FOR ORGANISATIONAL LEARNING

Trevor Goddard, Curtin University of Technology, Australia.

Empirical case study inquiry enables investigation of contemporary phenomenon within a real-life context, where the boundaries between phenomenon and context are not clear. The phenomenon of corporate citizenship is complex, with the existing body of knowledge often insufficient to pose clear causal questions. Whether corporate citizenship stands as a robust notion depends of the extent of reinforcement from empirical evidence. While some evidence goes beyond anecdotal, much still lacks methodological rigour. Several studies affirm the business case for corporate citizenship; demonstrating corporations enjoy success as a result of improving social performance, however many lack rigour enabling decisions to be rationalised. Case study method, with its ‘depth’ as a tool for organisational learning, can contribute to ongoing citizenry development.

Corporate citizenship avoids linking the ‘case’ with theories of single academic specialization, instead taking a broader philosophical position across disciplines. The approach implies exploring phenomena first hand instead of ‘reading predetermined maps’. Actual practices are studied before rules, moving beyond practices open to public scrutiny, towards the ‘backstage’ of social phenomena that are the undocumented internal organisational decision making process. These narratives provide meaning to experiences passed through and allow a forward glance for the corporation.

The ‘real’ corporate case study is critical to developing a nuanced view of reality, including the view that human behaviour cannot be meaningfully understood as simply ‘rules’. It is also reflects that the social sciences have perhaps not yet succeeded in producing general, context independent theory. While naturalistic observation may not be objective, dependable, or unbiased, it is all that is ‘real’, representing the true route to knowledge – noisy, fallible, and biased though it may be. This paper explores the ‘case study’ role in recording corporate citizenship to continue its exploration and development.
INTERNATIONALIZATION OF A BRAZILIAN CORPORATION: RECOGNIZING BUSINESS-GOVERNMENT AND GOVERNANCE-MANAGEMENT ISSUES

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In spite of the increasing importance of the international dimension for private and public organizations, caused mainly by economic globalization, the international management literature has not been addressing in a realistic fashion an issue that has become of central importance for practitioners and researchers in less developed countries: the dynamics and implications of the relations and exchanges between business and government.

The authors of this paper understand that this problem requires researchers to address in their investigations as much management as governance matters and mechanisms. This paper shows that, for a number of reasons, the field of international management has been fostered from a perspective that privileges, rather than problematises, the interests and practices of transnational corporations. The authors argue that the excessive focus on managerial issues, mainly through investigations focused on ‘cultural’ or ‘cross-cultural’ management matters, at expense of governance issues, results of the dominance of a particular theory of globalization. Accordingly, we then propose that the investigation of internationalization processes of Brazilian corporations requires us to recognise governance issues addressed by the international political economy literature.

In the second section of the paper the authors stand for interdisciplinarity and pluralism in the field of international management in order to allow researchers to transcend the hegemonic perspective in the literature produced mainly in the United States. In the third section the authors show that a more realistic theory of globalization – provided by the field of international political economy –, which emphasizes the public-private interface should be preferred by researchers in Brazil and in other developing countries.

In the fourth section the authors present the main results and analyses of a case study focused on the internationalization process of a Brazilian state-owned multinational corporation in the oil industry. The empirical research, of exploratory nature, is grounded on the analysis of critical episodes nominated by a key informant. The researchers used different sources of data for description and analysis. Special emphasis is given to the accounts provided by a key informant who was able to provide sensitive information about business-government issues that are systematically dismissed by international management researchers.

In the end, grounded on the international political economy literature and on major empirical findings, the authors take a critical stance of the dominant perspective within the field of international management and show the importance of developing an approach that recognizes the interfaces between the public and the private and, more specifically, between government and multinational corporations. The paper points out that this type of approach is particularly important because it allows researchers in Brazil to recognize governance and certain management features that have been overlooked by the international management literature. Accordingly, it is argued that the approach developed in this investigation could bring relevance for the field in developing countries. Finally, we suggest that such critical approach should be used for the investigation of internationalization processes of transnational corporations from developed countries in Brazil and in other developing countries.
THE SOCIAL CONSTRUCTION OF INTERNATIONAL TRADE RULES: THE RELATIONSHIP BETWEEN MULTINATIONALS AND THE WORLD TRADE ORGANIZATION

Donald Hislop, Sheffield University, UK.

As with Morgan et al (2003), the broad concern of this paper is with, ‘understanding the internationalization of firms and markets in the global economy’ (p. 1). The specific focus, and contribution to knowledge of this paper is that sheds light on what are argued to be important but relatively neglected processes (by management academics at least): the way international trade rules are negotiated at the World Trade Organization and the role that multinationals play in shaping them. Morgan et al’s (2003) book, The Multinational Firm: Organizing Across Institutional and National Divides provides a crystallized distillation of some of the most important, contemporary theorization on the nature of multinationals, and is consequently used here as the primary exemplar of relevant academic work. This paper shares the broad conceptualization of multinationals developed by Morgan et al and is intended to be an extension of, rather than a challenge to it.

One of the strengths of Morgan et al’s conceptualization of multinationals is that the markets in which they operate are regarded as socially constructed (Morgan 2003). However, what is a generally neglected topic is the role they play in shaping the rules which govern international trade, and in consequence, influencing the general character of their own international trade environments.

While the topic examined has been relatively neglected by management academics, much has been written on it by those involved in, inspired by, and sympathetic to the movement against corporate globalization. The paper thus achieves its objective by drawing on the analysis and empirical insights of some key exemplars of this work. This data reveals a complex and opaque web of relations involving lobby organizations and national governments, through which large multinationals attempt to influence the rules of international trade.
NASCENT ENTREPRENEURSHIP IN SWEDEN AND THE USA: AN EMPIRICAL EXAMINATION CONTRASTING REPRESENTATION WITH REALIZATION

Benson Honig*, Wilfrid Laurier University, Canada.
Tomas Karlsson, Jönköping University, Sweden.

The issue and complexity of organizational emergence is a central question as all organizations large and small have faced it once. This paper sets out a framework for understanding nascent processes from the perspective of representation and realization. We test this framework in 787 entrepreneurial activities, 375 in the USA, and 412 in Sweden. We provide hypotheses of these two concepts and examine their impact on success, measured as either first sales or declared profitability anytime in the first two years. We control for a range of independent variables, including industry sector, human, and social capital variables. Our findings show the importance of realization activities, and in particular, their importance for manufacturing and trading activities. We also showed the importance of representation activities, particularly in environments where such activities are historically rooted. These findings should be of interest not only to scholars, but also to entrepreneurs and those who support them.
MIXING QUANTITATIVE AND QUALITATIVE METHODS IN RESEARCHING MNCS: CRITICAL REFLECTIONS

Leila Hurmerinta-Peltomäki* and Niina Nummela, Turku School of Economics and Business Administration, Finland.

The purpose of this presentation is threefold: first, it describes the current use of mixed methods in IB research, second, it points out the potential of mixed methods in this field and, third, it discusses the implications of using mixed methods in this context.

The presentation starts with a brief overview of the topic and a synthesis of existing knowledge. Next, selected examples of typical (but imaginary) research questions from earlier MNC research are presented. The potential for using mixed methods is demonstrated with alternative research designs how to approach these research questions. Finally, the value added and challenges of each option is discussed.
PAINTING THE SITE GREEN: CORPORATIONS AND THE NEW GREEN NARRATIVE ON THE WEB

George Kassinis* and Alexia Panayiotou, University of Cyprus, Cyprus.

This paper examines the trend of “greening of business” (Newton and Harte, 1997; Starkey and Crane, 2003) as it is manifested in the website of one of the largest petroleum and chemical producing organizations, British Petroleum (BP). Here we use discourse analysis (Gee, 1999; Phillips and Hardy, 2002; Wodak and Meyer, 2002) and a narrative perspective (Czarniawska, 1998) to explore the construction of the green narrative presented in BP’s website. Agreeing with Starkey and Crane (2003) that there has been “extremely scant research on the role of narrative in environmental management” (p. 227), we ask: How does BP present its commitment to protecting the environment through its website?

We focus our attention on the overall organization of the narrative as a meaning-making and meaning-producing construct (Starkey and Crane, 2003) and explore the five dimensions of narrative proposed by Bruner (1990): plot, sense and reference, negotiated meanings, moral stance, and dual landscape. We use the pictures on the website as “narrative accounts” (Ball and Smith, 1992: 67) and treat them as “invisible data,” along with symbols, photographs, and colors which, according to Ball and Smith (1992: 26), are part of both the manifest and the latent content of a narrative. The focus of this study is, therefore, language and, more specifically, how language constructs reality; in this sense, we adopt a social constructionist framework (Harré and Gillett, 1994; Brown, Pujol and Curt, 1998). In addition, since a narrative also requires a narrator’s perspective—it cannot be “voiceless” (Bruner, 1990: 77)—one of the main questions of this paper is also, Who is telling the BP story?

Overall, we argue that analyzing the BP narrative draws our attention to “blind spots” (Tsoukas and Hatch, 2001) which can facilitate our understanding of how organizations view the natural environment. Our analysis shows that the narrative may be less an example of greenwashing and more a discourse shift towards a more ecological world view (Barry and Elmes, 1997; Boje, 2001)—a shift which highlights corporate environmentalism’s transition “from heresy to dogma” (Hofmann, 2001).
EMBEDDING THE MULTINATIONAL: BRIDGING INTERNAL AND EXTERNAL NETWORKS IN TRANSITIONAL INSTITUTIONAL CONTEXTS

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Henley’s chapter of the 1991 work ‘Rival States, Rival Firms’ (Stopford and Strange with Henley) introduces the significance of the mode of assimilation experienced by expatriate management into the emergent institutions of, so-called, ‘less developed countries’ (LDC’s); in this case Kenya. The development of ‘personalissimo’ in transactional relations along local political and trading networks is seen as critical to the process of embedding the MNE’s activities within those of an emergent national system. Yet, his analysis might be seen as raising as many questions as prescriptive answers for corporate business strategists. As Kaufmann (2004) of the World Bank Institute has frequently pointed out, ‘corruption’ can be described as much more insidious where it involves the use of personal influence to obtain economic advantage, rather than the use of direct bribery or ‘rent-seeking’. On the other hand, it is precisely the retention of personally ascriptive, affective relations in business that has been seen to provide the socially integrative base for the ‘competitive advantages’ enjoyed by Pacific Asian economies in trading with ‘outsiders’ and, more particularly, in the promotion of innovative activities (Dore 1973 op cit, Orru et al 1991 op cit).

Clearly, then, there is a need to explore the nature of institutionalized relationships along networks that comprise emergent national or regional business systems at close hand. Only then can they be evaluated in terms of their contribution to some notion of either a collectively held ‘social capital’ or of ‘predatory’ rent-taking (Evans 1995 op cit).

In this paper I intend to offer some tentative generalizations on the nature of the interface between the MNE’s and the agencies of host states in LDC’s. The empirical data upon which the propositions are advanced are drawn from an exploratory study of relational networks used by local management of 20 European based MNE’s with affiliated or subsidiary companies in Malaysia, Singapore, Thailand and Brunei. The firms operated in a wide range of sectors and originated from 5 separate member states of the EU. The study took the form of visits to the HQ and local sites for the purpose of observation and semi-structured interviews. It was carried out over a period from November 1997 to late 1999; subsequent visits have been made to some participant firms and local public offices.

i) I am proposing an analytical and operational distinction between the manner in which expatriate managers of the MNE are either contractually ‘incorporated’ as agents within the socio-political networks of host institutions or socially ‘assimilated’ as members within such local networks (Alexander 2001).

ii) I am proposing that the career experiences of MNE expatriate managers appears often to be shaped by relational networks that reflect both the manner in which they interface with these local networks and the internal esteem and influence they exercise within the internal MNE networks. These positions may or may not be congruent and reinforcing.

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TRANSNATIONALIZATION AND THE PROBLEM OF INTER-CULTURAL CO-OPERATION

Ursula Mense-Petermann, Universität Bielefeld, Germany.

Since the mid 1980s, studies on multinational companies (MNCs) have reported fundamental qualitative changes regarding internationalisation and organization strategies. These changes often are referred to under the label of ‘transnationalization’. Organizational transnationalization confronts MNCs with new kinds of problems regarding the coordination and control of globally spread business activities, i.e. the problem of social integration.

The aim of the paper is to show that enterprises in the process of transnationalization cannot assure social integration any longer by ‘leaning’ against national cultural or institutional contexts nor by an instrumentalist use of culture as a means of control, for example in the form of corporate identity concepts. Transnationalization means that organizations have to produce resources for social integration internally and transnationally – as they produce their products.

In a first step, the problems of transnational social integration is analyzed drawing from an empirical case study. In the next step the question of how transnational companies can solve the problem of transnational social integration is focused. I consider the development of a ‘transnational culturality’, as a common base of communication and co-operation, as one possible way of dealing with problems of social integration in the process of transnationalization. ‘Transnational culturality’ is developed as an analytical concept by drawing from social-anthropological and migration-sociological literature, and the fruitfulness of the concept is tested by applying it to the above-mentioned empirical case.

The paper ends up with a list of conditions under which ‘transnational culturality’ is likely to emerge. It can be concluded that transnationalization asks for a shift to reflexive, context-defining modes of coordination and control (Kontextsteuerung).
A HOUSE DIVIDED? THE ‘COHORT MODEL’ OF THE MULTINATIONAL CORPORATION AS A QUALITATIVE THEORETICAL PERSPECTIVE AND ITS IMPLICATIONS FOR EXISTING THEORY

Fiona Moore, Kingston University Business School, UK.

In this paper, I will outline and discuss a proposed new way of viewing about the multinational corporation, the “cohort model,” and consider its potential theoretical and practical applications.

The cohort model was developed following twelve months of ethnographic research with the employees of the London branch and Frankfurt head office of a German bank, as well as drawing on the research of academics in various disciplines. The basis of the model is the idea that MNCs should be thought of, not in terms of different home and host cultures opposing each other within the organisation, but as comprising different groups of people, all of which have different relationships to the home and host culture. With modifications, this theory can also be applied to other relationships within organisations, such as different ethnic, social or occupational groups (e.g. factory workers versus managers). I argue that the cohort model allows us to take a more complex view of the organisation, in line with the current trend in international business studies towards viewing MNCs not as simple entities, but as complicated, embedded and networked social groupings. The model also allows us to consider the ways in which the micropolitical affects the macropolitical in organisations, and to generalise usefully from extant case studies.

Initially, I will outline the cohort model, discuss the case study which it came out of, and consider how the divisions within the organisation affected the change management process as the organisation shifted from a hierarchical structure to a matrix integration system. I will then discuss the implications for the study of multinational corporations, particularly branch/head office relationships, the convergence/divergence debate and the influence of culture, and the applications of the cohort model in management. I then conclude by considering the limitations of the model, and its possibilities for future development.
Organizations are both economic and political conflict systems (March 1962). While the challenges and tensions in sustaining corporate profitability and shareholder value continue to be examined in the financial economics and strategic management literatures, the risks and rewards of political conflict at internationalization interfaces in large multinational companies equally merit ongoing investigation. The multinational management team exemplifies an internationalization interface prone to political conflict (Park 2004). Geographic diversification facilitates the exploitation of market imperfections (Caves 1971), particularly in the cross-border use of firm-specific intangible assets (Lu and Beamish 2004). Managerial talent is one such intangible resource (Veblen 1908), the manifestation and interpretation of which varies across borders. A known risk of geographic diversification, the liability of foreignness (Hymer 1976) becomes salient in the interaction of business systems and national identities. In particular, challenges in integrating management styles from countries with different conceptions of management arise (Boussebaa and Morgan 2004). Management teams are both a means of managerial control and a microcosm for the enactment of socio-political processes (Sharpe 2004). The mandate of senior management overtly embraces the economic while tacitly encompassing the micro-political. Cooperative or conflictive behavior in management teams in MNCs is important not just at the group level but for the entire company, and hence the micro-political verges on the macro-political. The concept of transnational culturality presumes latent to explicit tensions in multinational contexts and addresses the role of managers in developing an umbrella culture to resolve intercultural clashes (Mense-Petermann 2004). From the position that multinational management teams are as much crucibles for multi-level political conflict and resolution as they are vehicles for wide-ranging strategic and economic decision making, the panel adopts institutionalist and complementary logics in order further to explore the multifaceted socio-political dynamics of MNC upper echelons within the managerial internationalization context.
THE BOUNDARYLESS TEAM: RESOLVING NATIONAL IDENTITIES AND INTERCULTURAL CONFLICT IN MULTINATIONAL MANAGEMENT TEAMS IN MULTINATIONAL FIRMS

Kathleen Park, Massachusetts Institute of Technology, USA.

The boundaryless team lacks borders not in the lack of demarcation in membership or mission but rather in the sense of transcending national borders by encompassing multiple national identities. Comprised of managers originating from different countries and cultures, the multinational management team (MMT) owns the potential to become a boundaryless team. Boundarylessness derives not from the pro forma coexistence of team members and their perhaps perfunctory cooperation in the progress toward organizational goals; rather boundarylessness depends on the easing of intercultural conflicts inevitably occurring in the intermingling of individuals from various nations. An additional issue concerns dueling identities at the individual and firm levels. Though the organizational membership of all MMT members is the same, their national identities diverge. The notion of transnational identities then arises. Organizational identity becomes an evolving sociopolitical construction revealing simultaneously (1) the diversity in national identities of organizational members, (2) the nascence of international identities embodying a cross-border orientation, and (3) the overarching financial, environmental and social commitments of the organization. To what extent an organizational identity reflects and reinforces an emergent international identity at the individual level depends not only on the heterogeneity in nationalities but also on cues from the top leadership group as cultural trendsetters for the firm. While multinational teams are a noteworthy trend in international business (Werner 2002), little research has examined the managerial manifestation as opposed to transnational teams in general. The present paper focuses on MMTs within multinational corporations (MNCs) where the internationalization of management accompanies the internationalization of the firm. If issues of national identity and intercultural conflict are successfully addressed, the boundaryless management team may experience an increased social integration facilitating team functioning and ultimately organizational performance.
THE MATHEMATICIAN MEETS THE STORYTELLER: CONTEXTUAL AND NUMERICAL SENSITIVITY IN M&A ANALYSIS

Kathleen Park, Massachusetts Institute of Technology, USA.

This paper addresses intertwined contextual and numerical modes of investigating leadership, motivation, and mobility issues in large mergers and acquisitions (M&A) designed to initiate or augment the acquirer company as a multinational firm. Since the seminal Hirsh (1986) study, based on interview and documentary evidence, of the sociocultural construction of 1980s US hostile takeovers, increasingly sophisticated techniques for turning text into numbers through computer-aided discourse analysis have become available. The distinction between qualitative and quantitative research continues to blur as ever more researchers identify themselves as multi-methodologists exploiting a range of data sources and analytic techniques (Abrahamson, Porac and Szulanski 2001). At the same time, the rigorous analysis of observational and interview data remains a bulwark in the examination of understudied phenomena with difficult access where multiple data sources or repeated data gathering by multiple researchers are not yet available (Whitley, Morgan, Kelly and Sharpe 2003) and where the intensive ethnographic experience yields the greatest insights (Sharpe 2002). The present data include text-based, ethnographic and interview evidence. These differing sources contribute to the total analysis. Large M&A deals are inherently boundary-spanning events purporting to unify but instead often balkanizing the participating constituencies. Examining the managing directors’ roles in M&A formation requires simultaneously a nuanced insight into the managerial mindset in the deal process (such as might be obtained through ethnographic or interview data) and a broader appreciation of the business and economic factors precipitating mergers and affecting their financial impact (such as can be gained through numerical summaries). For investigating psychologically and strategically complex phenomena such as corporate restructurings, it is thus useful to obtain a dual fine-grained and large-scale contextual and numerical understanding. The paper fundamentally argues for a methodological dialectic and syncretism enabling the juxtaposition and partial unification of differing methodological perspectives. The resulting methodological heterogeneity among scholars enriches the research niche.
THE ANALYSIS OF THE ABSENT LANGUAGE IN CROSS-NATIONAL INTERVIEWS

Cristina Reis, Universidade Nova de Lisboa, Portugal.

The challenges posed by the analysis of languages of an interview are by no means new to methodology literature pertaining to international business. Scholars have suggested various ways of analysing a text with frequent used of discourse analysis.

In the analysis phase, the issue of the absent language is often considered ‘solved’ through multiple forms of interpretations and the analysis of embodied implications tend to be forgotten.

However, the reader of a text is involved in an active process, which may preclude an awareness of a complex and non-chosen involvement. This means that the challenge of filling the absence remains in exploring what is behind its surface. Therefore, the process of deciphering language (like signs in semiotic analysis) goes further and discovers meaning by looking at the message behind (not beyond) the signifying process. Furthermore, language and imagery are themselves frequently interrelated with each other, so that meanings in one sphere suggest meanings to the other, and vice-versa. It explores the present ideology rather than personal tensions and conflicts and disentangles ideological and material structures embodied in the absent language of a text. Therefore this analysis integrates the latest debates on language and organization and challenges discourse methodological analysis focusing beyond text and talk.

Furthermore the purpose of this chapter is thus to examine how the analysis of the absent language influences the final analysis of cross-national interview data of a qualitative research project.
LANGUAGE DIVERSITY IN INTERNATIONAL WORKPLACES
Cristina Reis, Universidade Nova de Lisboa, Portugal.

The objective of this article is to develop the concept of language diversity by following a strategy of divergence of languages in international workplaces, particularly MNCs. Furthermore explores languages resources within a theoretical framework which converge four theoretical perspectives on languages applied to international workplaces. The concept of language diversity contributes to the theory of international management by bringing business innovation and changes in languages policies applied to Western international workplaces.

Assuming that international workplaces have a workforce with people who speak different languages, it is interesting to notice that languages have inherent resources which are valuable and can be weakened through the practice of one common language.

Apparently the dilemma relies on the management of divergence of languages or on promotion of the convergence of languages towards a common language. In general MNCs management tend to believe that one common language is enough to operate international workplaces.

But languages in the workplace are not simply an issue used with languages preserving per se or an issue of communication effectiveness. It is also a concern for improving the quality of life in the workplace and is relevant to human equity and dignity. The aim of this article is to explain the role of languages resources in business innovation in MNCs.
CONTRIBUTIONS OF CRITICAL REALIST ETHNOGRAPHY IN RESEARCHING THE MULTINATIONAL ORGANISATION.

Diana Rosemary Sharpe, Monmouth University, USA.

The paper examines the contribution that critical realist ethnographic research can make to the field of international business and international management (IB/IM) research. Focusing specifically on the multinational organization as a site of much theoretical and empirical interest, the paper outlines the relevance of critical realist ethnographic research approaches to an understanding of practices and processes within the multinational organization. In carrying out research on the comparative study of organizations in a cross-national context a number of methodological issues are faced. Issues raised include the relation between structures and processes, the connection between the micro level and the macro level and the treatment of ‘time’ in addressing research questions concerning changes in organizations and institutional contexts. The paper argues for a methodology for the comparative study of economic organizations that is sensitive to process. ‘Process’ is seen as being influenced by structures but not determined by them. Critical realism is seen to be helpful as a sensitizing tool and means of conceptualizing the phenomenon studied.

Whilst ethnographic studies in the hermeneutic tradition work with an ontology encouraging focus on agents’ conceptualizations, critical realist ethnographies set out from the premise that subjects’ own accounts are the starting point but not the end of the research process. Realist ontologies seek to go beyond agents’ conceptualizations of events and seek to look at social structures. Within a realist ontology social phenomenon are seen as a result of a plurality of structures. Human action is conceived as both enabled and constrained by social structures, but this action in turn reproduces or transforms those structures (Bhaskar 1979). Ethnographic investigations within this context can be used to explore the relationship between structure and agency. A realist approach to ethnography aims not only to describe events but also to explain them, by identifying the influence of structural factors on human agency. Explanation also focuses on how agency maintains or transforms these structures. The paper draws on a critical realist ethnography of the transfer of management practices within a multinational.
THE SOCIO-POLITICAL DYNAMICS SURROUNDING THE WORK OF A MULTINATIONAL MANAGEMENT TEAM

Diana Rosemary Sharpe, Monmouth University, USA.

This paper presents a processual ethnographic case study of the socio-political dynamics of a cross cultural management team within one multinational organization based in the UK. The team selected had a central role to play in the transfer of management practices from the Japanese parent company to the UK subsidiary. Comprised of Japanese expatriate managers and local nationals the team was set up to translate headquarters mandates into the local context.

The paper examines the work of this team and the micropolitics, power and conflict surrounding the teams' work. The paper also examines how the team interfaced with other teams on the shop floor of this manufacturing organization.

The paper draws on concepts of contextual and contested rationality, institutional theory, labor process theory and recent theorizing of control processes within the multinational (Morgan 2001, Prasad and Prasad 2003).
MULTINATIONAL CORPORATIONS AS SITES OF DISCURSIVE STRUGGLES: A CRITICAL DISCOURSE ANALYSIS PERSPECTIVE ON ORGANIZATIONAL SENSEMAKING

Eero Vaara*, Swedish School of Economics, Finland.
Janne Tienari, Lappeenranta University of Technology, Finland.

Multinational corporations (MNC) have been examined from multiple perspectives by organization and management scholars. These involve also some more critical analyses. However, few studies have explored the discursive processes taking place and constituting these contemporary organizations. To partially bridge this gap, we examine MNCs from a discursive perspective in this paper. In our view, an in-depth understanding of MNCs requires a look at the various ways in which these organizations are discursively constructed. We take a critical discourse analysis (CDA) perspective that arguably helps us to understand the various power implications of these sensemaking processes. In particular, we adopt an interdiscursive approach, that is, see the discursive constructions as an interplay and dialectics of multiple discourses, genres and styles.

In this paper, we view multinational corporations as sites of ongoing discursive struggles. As a case in point, we examine radical organizational change where MNCs are beging created or transformed in significant ways. These include mergers and acquisitions, strategic alliances, joint ventures, greenfield investments, shutdowns, moves of domicile or headquarter locations, appointments of new CEOs, (re)distribution of top management positions, (re)allocation and roles and responsibilities between specific units, etc. We outline a model explaining the role of this discursive struggle in organizational sensemaking. This model is based on the idea that there are discursive resources that people draw from when making sense of the changes taking place in a MNC. This involves various kinds of discursive strategies, ranging from more automatic use of discourse – such as uncritical globalism or banal nationalism – to more conscious and intentional rhetoric. These discursive struggles are an essential part of various organizational sensemaking processes. These involve narrative identity construction (narrated history, ‘us’ and ‘them’), justification and legitimation of specific actions (acceptance and institutionalization), and attribution of responsibility (‘heroes’ and ‘scapagoats’). Importantly, these discursive processes are ongoing and take different forms in different discursive spaces, at times creating relatively fixed systems of meaning in specific locations and parts of the MNCs. These are important processes per se, but also contribute to the (re)production of particular kinds of power relationships and hegemony.
CRITICAL PRACTICES (STREAM 5)

Convenors

(Substream 1)
Dr Fiona Anderson-Gough, The University of Leicester, UK.
Dr Karen Dale, The University of Leicester, UK.
Dr Gavin Jack, The University of Leicester, UK.

(Substream 2)
Richard Hull, University of Newcastle-upon-Tyne, UK.
Heather Hõpfl, University of Essex, UK.
Tom Cahill, France.

Stream Description
As the audiences for CMS expand, and with an increasing number of self-identified ‘CMS-ers’ or ‘Critters’, this stream offers the opportunity to reflect on one of the key challenges facing CMS, namely the issue of articulating, and developing our understandings of, what ‘doing critical’ means in our current context. This stream will reflect and advance our understandings of ‘critical’, and how we feel CMS ‘makes a difference’, through two distinct sub-streams which explore the issues of critical practice(s). These two streams are:

1) Enacting Critical Management: Integration of the Critical and the Technical
2) Practicing the Critical Conference.
WHAT IS IT TO BE POST-DISCIPLINARY? THE DIRTY BUSINESS OF TRANSLATION

Fiona Anderson-Gough*, The University of Leicester, UK.
Keith Hoskin, The University of Warwick, UK.

The power of disciplinarity has been widely seen in CMS as something to be negated or overcome – understandably, insofar as disciplinary power shapes action and thought in space and time, ‘quietly ordering us about’ whether as populations or at the level of our objectivisation and subjectivisation as subjects. CMS variously locates itself as oppositional - we are not mainstream (or) Management: multi-perspectival – we overcome through multi-disciplinarity: post-disciplinary – beyond the disciplinary knowledge-power games we resist any naming as discipline (or worse, sub-discipline). While all of the above may be true, the uncomfortable fact of our objectivisation and subjectivisation is that disciplinarity already embraces us. We are walking talking records of our objectivised success in disciplinary schooling and research games, and in our subjectivisation we continue to articulate and enact the discourses and practices of disciplinarity. This paper argues that being post-disciplinary is neither achievable through an oppositionality which cashes in our objectivised success in a self-fashioning as ‘Other’ which is more of The Same, nor through adapting the discourses and practices of disciplinarity to the fashioning or thinking of a Better World. In this light we suggest that the production, even the mass production, of mini-me anti-capitalists is less challenging than being post-disciplinary which– whether as desirable terminus or terminology of desire – involves a hard and dirty work of translation.

Translation, like all discourse, begins in practices. Translation as apparently transparent mirroring of source in target begins in the practices of writing and reading via alphabetic sign systems (the non-mirroring mirror of sound) which are learned by the apparently transparent (supposedly ‘phonic’) analysis of the synthesised wholes of Logos into their constituent (syllabic and letter) parts. Seeing through that mode of translation entails comprehending while not transcending the power of the practices that produce it – a position of humility before the practices of our objectivisation and subjectivisation. Translation as the transfer of the radical significations of CMS into those who can read and write the Logos, and so potentially read and write the anti- or post-Logos Logos of modern criticality, begins not in the significations but in a similar humility before the practices that enable their articulation. We do not do humility, though we do a good line in faux-humility. We, reflecting on our own humility failures (and consequent potential for further humiliation), nevertheless position ourselves with those who focus on practices and their action on all those expert disciplinary selves who succeed in the world of disciplinarity, including our selves, other selves within CMS, and those who occupy the parallel heights of business, the professions and consultancy. How are we all translated into the selves of disciplinary success? A dirty business indeed, where we all have the versions of the same mud on our hands.

We shall suggest here that the problems and opportunities CMS selves now face are precisely those faced by those others – those of transdisciplinarity and its management. We note, from our own working lives, that both in the arenas we research as Others and those where we work as Selves, there is a desire to discipline transdisciplinarity, or just to preach it without practice. In this paper we reflect on that failure, as a desire to freeze translation and keep our hands, hopelessly, clean.
FOOTLESS AND FANCY FREE? MOTIVATIONS, CONSTRAINTS, A METHOD AND SOME OUTCOMES ASSOCIATED WITH THE DOING OF CRITICAL MANAGEMENT RESEARCH

Neil Clarke, University of Lancaster, UK.

The paper explores critical management research (CMR) in a range of public sector organizations (NHS hospitals, Social Services departments, Further Education colleges), particularly the interplay between factors that motivate and constrain CMR, some best regarded as internal factors residing in one’s sense of self and personal values, others as deriving from outwith the researcher’s immediate influence, residing in professional, departmental, institutional or other socially embedded imperatives to do CMR or some variation thereof, or not. It discusses whether these motivations and constraints may be considered useful, dangerous, amenable to subversion, useful forms of communication or resistance, or are otherwise useful within research relationships and projects. Subsequently, a method for doing CMR and a range of related consequences are discussed and illustrated partly by drawing upon the author’s own experience. Associated outcomes are argued as relevant at the level of the researching organization and the individual researcher: regarding the former, the practice or neglect of CMR is considered in terms of how it resonates, or chimes out of frequency with what Goffman termed ‘the rational perspective of the institution’; regarding the latter, with how the individual CMResearcher must consider their perceived utility, reputation, and income, because in the short term at least they face the prospect of their CMR amounting to little more than self mutilation of the foot shooting variety – if s/he persists, they may be left ‘footless and fancy free’. To conclude the paper presents a view of the ways and means by which the organizational and individual level requirements for a productive field of CMR, populated by a healthy and vital bunch of (bipedal) researchers, must be better integrated in order to further develop a truly critical management research agenda and to further support those willing (or until then, masochistic) enough to sign up to such.
CAN WE REALLY DO IT? CRITICAL PEDAGOGY IN CANADIAN BUSINESS SCHOOLS

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The need to create space for a critical approach in management studies has received considerable attention over the last decade (Alvesson and Willmott, 2003; Reynolds, 1999). Recently, Reynolds (1999) and Currie and Knights (2003) have shifted our attention to the pedagogical side of critical management education exploring the difficulties of infusing critical theory into teaching and practice. Challenging the institutionalization of a North American, more specifically U.S., model of management education premised on objectivity, reason and universality is daunting and problematic. Undoubtedly, there has been more room to develop a critical agenda in Europe than in North American management education systems, yet the hegemonic nature of the North American model globally is unmistakable. The purpose of this paper is to explore the possibilities and difficulties of implementing and living critical management studies in a North American context, primarily in Atlantic Canada. We will primarily focus upon the process of critical management studies (e.g. how is it being taught and disseminated) at the only PhD program in Management in Atlantic Canada. To do this effectively we will also need to consider the content (e.g., what is being taught and why) and context (i.e., Canadian institutions) of this agenda.

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CRITICAL MANAGEMENT STUDIES: TOWARDS A MORE MATURE POLITICS

Christopher Grey, University of Cambridge, UK.

This stream in its call for papers abjures the suggestion that “we could ever, or would ever want to, speak with one voice”. But I want to suggest that if we want to ‘enact critical management’ then this is precisely what we can and what we should want to do.

I will discuss the way that CMS has been prevented from having a mature politics by internal schisms – schisms which have always afflicted the Left in any number of political contexts. It seems nonsensical for CMS to dissolve into internal squabbling rather than to recognise that its different components have more in common than divides them. Only by realising that commonality will even the possibility of utilising business schools as a site for political influence and action be realisable.

Those of us who want to use business schools as a strategic position from which to articulate a Leftist politics have to be realistic. Business schools are a good place (compared, anyway, with other part of universities) to gain influence with ‘the powerful’ precisely because they are hooked into the institutions of global capitalism. As such they can be a platform for CMS. But even to achieve this modest goal will require a great deal more political maturity than has been shown by many sections (or potential sections) of CMS so far. As always in social relations and political action there is a choice, albeit not made ‘under conditions of our own choosing’. One such choice facing CMS is whether to be adolescent, or whether to be adult.
MANAGEMENT AT THE INTERFACE - REREADING ACADEMIC MIDDLE MANAGEMENT PRACTICE

Sabine Hotho, University of Abertay Dundee, UK.

Changes in the higher education sector have been debated from managerial and critical perspectives. What is under-researched is the sphere of academic middle management practice as it operates at the interface between executive and academic community. This paper argues that the map of academic middle management practice as constructed by polarised and polarising discourses is counterproductive to a full understanding of this practice, and proposes an alternative reading aimed to ‘cross the divide’ between critical perspective and practice.

While seen as having a vital role in facilitating change (Dearlove 1998; Meyer 2002), the academic middle manager is often presented as insufficiently willing and/or trained to embrace this role (Dearlove 1998; Osseo-Asare 2002; Rowley&Sherman 2003), and thus managerially suspect. Alternatively local academic management has been interpreted as containing the potential for challenge and subversion (Prichard and Willmott, 1997).

Both interpretative perspectives seem limited in their evaluation of local practice. Between the poles of these two discourses academic middle management practice is variably located on a continuum where ‘management failure’ is seen as deviance by managerial, resistance by critical perspectives, and ‘success’ as a product of luck (managerial perspective) or collusion (critical perspectives), not as result of constructively purposive effort. The picture thus constructed by two polarised discourses can ultimately, I fear, be used to further legitimise top-down managerial intervention . A review of the existing polarisations, their origins and manifestations, and an exploration of actual practice therefore seems timely.

This paper offers the beginnings of such a review, and, based on a small-scale case study, a rereading of current middle management practice which aims to assist in rehabilitating the academic middle manager.

The rereading is based on the concept of multiple rationalities (Bolan, 1999) which challenges the dominance of rational instrumentality and replaces this by a synergistic model of adaptive rationality. This model offers a better and more appropriate reading of actual management practice, enables a reframing of the manager’s role as a negotiator at the interstices of organisational interest groups and polarities, and points towards reconceptualising management per se as fundamentally dialectic.

Alvesson & Deetz (2000) define the (critical) “researcher’s role today” as “enabling more open discourse among the various members of organizations”, and argue that “this is best achieved if critical studies offer counter-pictures to dominant ideals and understandings” (p. 17). This paper aligns with this intention, and hopes to offer an illustration of how this role might be fulfilled.
PRACTICE MAKES PERFECT: TOWARDS THE UNIVERSITY OF VIRTUE

Donncha Kavanagh, University College Cork, Ireland.

This paper argues that critical management scholars need to give more time to critiquing and understanding the institutions that reproduce practice - in particular the university - rather than follow the current empiricist fetish for studying practice in situ. The paper begins by presenting a taxonomy of different 'ideas of the university'. This will hopefully provide some insight into the ongoing dilemmas and conflicts that pervade the experience of management academics and their uneasy relationship with practitioners. The paper traces the evolution of the University from - crudely - the University of God, to the University of Reason, to the University of Culture, to the Civic/Professional University, to the University of Emancipation, to the University of Enterprise, to the Postmodern University. Each of these will be briefly discussed in its intellectual and historical context. The paper then proposes and examines the idea of the University of Virtue, drawing especially on the work of the philosopher Alasdair MacIntyre. It will also present a theoretical frame based on earlier work by Talcott Parsons as a way of thinking about the university of virtue (or perhaps better still the university of virtues). Issues that will be discussed include: how might such an institution differ from existing Universities? Is such a University feasible/desirable? Which virtues should be advocated and why? What institutional landscape should we aspire to if we center higher education and research around virtue?
PRESERVING CRITIQUE IN THE WONDERLAND OF TECHNOCRATIC REASON

Ron Kerr* and Steve Fox, Lancaster University, UK.

The paper addresses the question of whether critical management studies can engage with the worlds of policy and leadership practices and if so how? We draw upon a specific case in which a partnership of educational institutions was brought together under contract by the DfES to establish a ‘leadership college’ for the ‘learning and skills’ sector in the UK. The remit of the college is to create development programmes for educational leaders in the sector and to inform these programmes with management and social research, both critical and technical. In this paper we examine the processes whereby the authors negotiated the critical and technical aspects of the research programme with policy-makers and practitioners. First we examine policy and professional practices as interconnected discursive fields; then we address the two questions below in turn.

1. How does policy migrate across differing social groups and permeate practices within a target professional community? and

2. How can we preserve criticality in the policy-making/amending and migration process?

Policy migration requires: (i) the identification of ‘boundary objects’; that (ii) in the case of policy migration, these boundary objects are concepts or transdiscursive terms, and (iii) that these terms work best when they are ‘fuzzy’. A key ‘transdiscursive term’ which we inherited in entering this research and policy field is the title of a major policy document Success for All. This carries an ambiguous meaning, suggesting a technocratic imperative to maximise success and a critical imperative to maximise the inclusivity of such success by widening the educational opportunities for everyone in society. We show how our research and policy work operates under the shadow of this boundary object, mediating the two discourses, attempting to integrate the critical and the technical. The paper illustrates this by reference to the strategy documents and organisational practices of the new leadership college, focusing upon the use of language in strategically positioning transdiscursive terms in order to later release their critical potential.
LOVE®: KEVIN ROBERTS’ LOVemarks AS A CRITICAL READING ENACTMENT

Janet Sayers* and Nanette Monin, Massey University, New Zealand.

Critical Management Studies challenges the ‘received’ knowledge contained in the texts on which established management theory and practice is constructed. Critical management is often perceived to be ‘difficult’ — esoteric and complex — by our colleagues of a more technical/positivist bent, and management practitioners also have problems accessing our material. Yet managers are text dependent: the theory they enact draws on both popular and academic texts; and texts, written and spoken, are what managers do. Our paper argues that if managers were offered accessible strategies of textual interpretation they would be empowered in two ways: they would more readily recognise the differences, exclusions, ambiguities, hegemonies and hierarchies that language (and visual strategies) betray; and if cognisance leads to an enriched scope of perceived responsibilities then management practice would become more balanced and ultimately more ethical.

Working with a scriptive reading method (Monin, 2004), and having selected a sample text for analysis - from CEO of Saatchi and Saatchi, Kevin Roberts’ recent book on branding strategy, Lovemarks (2004), our paper demonstrates the deeper and/or alternative sense-making that critical reading supports. Scriptive reading works with a 3-step approach to text analysis: a first, dominant or standard, reading is followed by a critical reading (based on any one, or a combination of, a variety of epistemological approaches to text-interpretation) of the same text, and the process is completed by a reflexive commentary on the text and subtexts uncovered in the first two readings. We follow this process as we read and re-read the same text, noting and highlighting the basic principles of defamiliarisation that we have employed; the strategies that enable readers to ‘stand back’ from the text and view its potential meaning from different perspectives. We include in our scriptive reading process a satirical re-write of the original text in which we demonstrate some of the ways in which exaggeration, juxtaposition and wit highlight aspects of sub-texts and surface meaning.

References

PAINFUL PARADOXES: ON THE CONFLICT BETWEEN CRITICAL RESEARCH AND MAINSTREAM TEACHING

Torkild Thanem* and Louise Wallenberg, Stockholm University, Sweden.

Whereas previous CMS research on the teaching process has acknowledged the difficulties of creating a critical dialogue in the classroom (e.g. Currie and Knights 2003), this paper explores the painful paradox between the critical and the technical wherein contemporary pedagogy may promote critical classroom dialogue through the employment of contemporary managerial practices. This is based on a self-reflexive discussion of the conflicts confronting us in our dual roles as critical researchers (in organization theory and film studies) and quasi-pedagogues running the university pedagogy course UP1 that is designed to improve the professionalism of fellow university teachers so as to enhance student learning. Working from research agendas that question contemporary practices of work intensification, panopticism and reductionist schemes of representation, we find that our teaching practices may run the risk of reproducing these same practices.

While managerialism may be obvious in much traditional teaching practices, we argue that it even prevails in the more student-centred approaches of contemporary pedagogies employed to handle soaring student numbers, scarce finances and increasingly demanding “clients”. Although academia is said to encourage and thrive on independent thinking, we highlight practices having to do with the management of thought, consciousness and behaviour through teaching and learning activities, motivation schemes, course assessment tasks, and classroom management. While much has changed in university education throughout the past couple of decades, it is still worth highlighting that Foucault turned to the school and the examination as a key example of panoptic discipline. And it is not incidental that much pedagogical research and practice is highly informed by management research such as McGregor’s Theory X and Y, which, albeit highlighting Foucault’s later thinking on self-discipline, continues to be fundamental to contemporary approaches to student motivation. Specifically, Theory Y is called upon to justify student-centred learning, which is seen as more successful in enhancing student learning outcomes.

Finally, we discuss how the conflicts and paradoxes between our critical research agendas and our managerialist pedagogy are currently dealt with and how they can be dealt with – but not necessarily reconciled – in our future academic practice.
THE SYSTEMS ANALYST AND EMANCIPATORY PRACTICE: A PARTICIPATORY ACTION RESEARCH PROJECT IN AN NHS ACUTE HOSPITAL

Teresa Waring, University of Sunderland, UK.

This paper explores what it means to conduct critical research in the area of integrated Information Systems (IS) implementation. The work that is described here was initially inspired by Hirschheim and Klein (1989), Kendall and Avison (1993) and Alvesson and Willmott (1992) where the concept of ‘emancipation’ features highly and is underpinned by the theoretical ideas from the work of Jurgen Habermas. According to Alvesson and Willmott (1992, pp 432-5):

“emancipation describes the process through which individuals and groups become freed from repressive social and ideological conditions, in particular those that place socially unnecessary restrictions upon the development and articulation of the human consciousness. The intent of Critical Social Theory (CST) is to facilitate clarification of the meaning of human need and expansion of autonomy in personal and social life…Emancipation necessarily involves an active process (or struggle) for individual and collective self-determination…Any substantial and lasting form of emancipatory change must involve a process of critical self-reflection and associated self-transformation.....”

The research illustrated in this paper has been to critically investigate potential emancipatory principles for systems analysis, design and development, synthesised from the wider literature, and then to translate these principles into practice within the context of IS implementations. Fundamentally, this has been through an exploration of the changing role of the systems analyst to enhance participant communication and discourse during the implementation process. The research took place over a five year period and included four major integrated systems implementations within three Hospitals in the North East of England. The paper focuses on the final implementation where the hospital (Hospital Z) wanted to integrate both the manual and computer systems within the department of Gynaecology with the hospital centralised computerised systems. The first section of the paper provides an overview of the theory that has informed the study. The second section comprises the research methodology and fieldwork undertaken within the hospital. The third section takes a reflexive approach to the discussion of the empirical material and finally the fourth section draws some conclusions on carrying out critical research for the participants and researcher.
CRITICAL REALISM: PROGRESS AND CHALLENGES (STREAM 6)

Convenors

Alistair Mutch, The Nottingham Trent University, UK.
Rick Delbridge, Cardiff University, UK.
Marc Ventresca, Northwestern University, USA.

Stream Description

In recent years there has been a growing interest in the application of ideas drawn from the tradition of critical realism to the domain of organizing and managing. This interest is, however, still far from a mainstream one. If progress has been made, it is evident that still more is needed. In particular, much of the effort has gone into the development of the underlying ideas, often at a high level of abstraction. Within critical realism, it has been recognised that further progress depends on the elaboration of domain specific meta-concepts, drawn from a detailed engagement with the prevailing debates within the domain itself. This stream offers the chance to those interested in the further development and application of critical realist ideas to come together in the joint search for further clarity and understanding. (Whilst it is recognised that many might wish to debate the central tenets of critical realism itself, it is hoped that the design of the overall conference, with its emphasis on ‘providing sufficient time for interaction and discussion outside of the sessions’ will allow this to happen elsewhere).
IR: DIY CR

Paul Edwards, University of Warwick, UK.

The field of industrial relations (IR) has a deeply implicit approach to explanation that illustrates many of the tenets of critical realism such that it may be described as DIY CR. The paper argues that IR can contribute to the development of CR.

The discussion first outlines key features in the development of IR, in particular a preference for empirical, indeed often empiricist, research. Yet there is a clear overall mode of explanation that can be linked to established theoretical perspectives, notably institutionalist analysis. Three instances are given: the treatment of rules as institutions, links between institutions and behaviour, and tacit knowledge. The paper then offers two recent examples. Research on teams and on the effects of employment legislation has identified sets of causal powers and the conditions under which these are realized. A programme consistent with CR can thus be discerned.

The paper then addresses the explanation of the UK’s productivity performance by the leading CR theorist Tony Lawson (1997). It argues that this explanation tends to privilege a single IR factor, shop floor trade union organization, and to neglect the complex dynamics that shaped productivity. Small and localized union organizations are unlikely in themselves to have had the causal powers required of them in Lawson’s analysis. A fuller explanation, more in key with industrial relations evidence and CR’s ontology, is sketched.

Finally, the paper calls for systematic comparative analysis. If the causal powers of, say, teams are to be grasped, we need careful studies comparing different types of team in different contexts. Research of the kind favoured by both IR and CR can then develop its explanatory potential, and IR can contribute to the CR programme by addressing major empirical issues in distinct ways.

Reference
GETTING TO GRIPS WITH TECHNOLOGY

Philip Faulkner* and Jochen Runde, University of Cambridge, UK.

Much of the literature on the impact of technology and technological change proceeds without any systematic analysis of precisely what technology is. In this paper we aim to fill this gap by outlining an abstract theory of the nature of technology and how technology fits into the social world. The theory we propose combines elements of the theory of social reality set out by the philosopher John Searle with the transformational model of social activity that has been proposed in recent realist social theory. Our account emphasises two key ideas. First, that the identity of a technological object is underdetermined by the physical characteristics of that object alone. In addition to material form there is an inherently social aspect to an object’s technical identity, which emerges out of the use to which the object is put. Second, any account of how technology fits into social reality requires a conception of social rules, routines and the relationship between the two. In the final part of the paper we offer some implications of the theory provided for how we think about how technology emerges, how it changes and how people adapt to it.
HISTORICAL INSTITUTIONALISM, CRITICAL REALISM AND MORPHOGENETIC SOCIAL THEORY – TOWARDS A SYNTHESIS OF EXPLAINING WHY HISTORY MATTERS IN ORGANISATIONS?

Ian Greener, University of York, UK.

The central claim of historical institutionalism is that choices formed when an institution is being formed, or when a policy is being formulated, have a constraining effect into the future (Koelble 1995; Hall and Taylor 1996; Peters 2001). Arguably historical institutionalism's most distinctive feature is an image of social causation that is based around the notion of 'path dependence' – the means by which the 'historical' gets into historical institutionalism. But work utilising the concept appears to use it inconsistently, with little agreement on its definition or use of an explicit analytical framework (Goldstone 1998; Gorges 2001). Without these elements, path dependence can often appear to be a kind of metaphor for organisation in which 'history matters' (Dopfer 1991; Pierson 2000; Greener 2002; Schwartz 2003). This paper contends that by utilising morphogenetic social theory (Archer 1995; Archer 1996; Archer 2000), we can present a richer and more empirically-testable model of path dependence that also provides an 'ontological underworker' for organisational analysis.
ORGANISATIONAL CHANGE AND THE PROCESS OF KNOWING: THE ROLE OF COMMUNITIES OF PRACTICE WITHIN THE CONTEXT OF A MERGER IN UK’S BREWING SECTOR

Konstantinos Kakavelakis, Cardiff Business School, UK.

The literature on communities of practice has contributed to a deeper understanding of informal learning occurring through social interaction within specific contexts of work/practice. However, this literature focuses mainly on the immediate local context in which those micro-level interactions take place and has relatively underemphasised the role of organisational politics, history and path dependent relations in assessing and analysing these processes. This paper presents empirical evidence which shows the significant influence of such factors on the process of informal knowledge sharing within communities of practice. Data are reported from a case of a merging organisation operating in the UK brewing industry. Fieldwork took place in two different workplace settings within the organisation: the finance department in the Northern Irish subsidiary based in Belfast, and the telesales department in the Scottish subsidiary based in Glasgow. The two settings differed in many aspects, with the former being mainly a support department to the business and the latter more dynamic and operationally central and in combination presented an excellent opportunity to examine the extent to which the merger required an informal collaboration among the research participants so that certain objectives be met. The evidence shows that the event of the merger indeed triggered informal processes of knowledge sharing in both settings but these occurred in different ways. In the finance department in Belfast, informal learning and collaboration unfolded in a relatively smooth way while in Glasgow the same process was highly politicised and required management to embark on activities aimed at its legitimisation. Those differences are explained with reference to the organisational context of both settings prior to the merger and to structural changes in the UK brewing sector.
EXTENDING INSTITUTIONAL ANALYSIS OF FIELD STRUCTURATION THROUGH CRITICAL REALISM: ISSUES ARISING FROM A PROVISIONAL THEORY ELABORATION

Martin Kitchener, University of California, San Francisco, USA.

This paper examines the potential for extending/elaborating concepts drawn from critical realism into institutional analyses of organization field structuration. Institutional dynamics of change and inertia in organization fields remain insufficiently theorized despite increasing concern to ‘script-in’ issues of agency, power, and conflict (Kitchener and Harrington, 2004). Still, little attention has been given to linking analyses of field structuration to the primary object of (realist) social scientific analysis: the discovery (and explanation) of generative mechanisms through the study of dualistic social relations between agents and social structure (institutions, facts and objects), and between agents (Bhaskar, 1989; Archer 1995). The lack of exploration in this area is surprising given realists’ assertion that generative mechanisms, through their expressed or unexpressed causal powers, give rise to the observed patterns of field structuration that remain under-theorized by institutional analysts.

In an early attempt to extend concepts drawn from critical realism to the domain of organization field dynamics, this paper theoretically elaborates (Vaughan, 1992) Pawson and Tilley’s (1998) general model of content-mechanism-outcome (CMO) from studies of the same structuration episode conducted at two levels or vantage points: (1) the field, and (2) an individual corporation.

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Critical research includes wide aspects in research settings, ranging from critical theory to postmodernism, critical realism and feminism. This wide use of ‘critical’ opens up several possibilities for interpreting ‘critical’ in relation to management studies as disciplinary field. ‘Critical’ in management studies seems to mean any position, which diverges from mainstream managerial and/or company/corporation perspective, thus also leaving the meaning of the ‘mainstream’ somewhat problematic. This wide spectrum of views does not offer coherent starting point for domain-specificity.

In management studies, with few exceptions, critical realism has never been key approach if the basic ideas of critical realism are taken seriously. Realism in the sense of modernist perspective has held its head high in management, but critical realism has not been the core approach in management sciences, when compared to positivist (modern) and postmodern approaches. The central tenets of critical realism have not been fully defined within the management science domain.

Feminist theory has been mainly labeled in management and organization studies as one of the critical perspectives. However, in an analogical way with critical realism, it can be noted that feminism has not been adopted in management research as one of the key approaches or main theoretical fields. Even if feminist theorizing is far from homogenous, it is interesting that the overwhelming majority of the feminist analysis in organization/management studies has adopted the postmodern, fluid notion of gender as socially constructed phenomenon, and focused on the gendering processes, instead of theoretical or meta-theoretical issues concerning management as research domain.

Our aim is to introduce two approaches as possible theoretical domains within management research, but also discuss and reveal the tensions between the two, between critical realism and feminism, by using the key arguments presented within critical realism and postmodern feminism, and by using the recent debate in Feminist Economics.
UNDERSTANDING THE AGENCY OF EXCHANGE: CRITICAL REALISM, INSTITUTIONALISM AND SOCIAL ACTION IN INTER-ORGANIZATIONAL EXCHANGE NETWORKS

Steve Vincent, University of Leeds, UK.

This paper develops and applies a philosophically realist approach to inter-organizational exchange ‘networks’, which are agencies with strong normative bonds that maintain continuous transacting between employing organizations (Miles and Snow, 1986). Much work in this area concentrates on structural conditions. In particular, institutional economists (e.g. Williamson, 1975), who assume a homo-economicus perspective on social agency, depicting actors as exploiting ‘partners’ opportunistically when they are in an appropriate structural position. Alternatively institutional sociologists (e.g. Sako, 1992) analyse social rules and systems of governance, suggesting that these constrain the choices actors make to determine likely outcomes. Whilst structural conditions may be important in determining the choices made, this view risks denying the role of managers as active agents in responding to their circumstances. In reality, managers ‘enact their circumstances rather than simply adapting to them’ (Ackroyd, 2002, p. 70).

It seems a balance must be struck, or accounts will overemphasize either the significance of managers’ ‘free’ choice or institutional constraint, with many combining institutionalist economic and sociological positions in various ways. This paper uses a realist view of social agency to assess the ways that these institutional perspectives approach inter-organizational exchange networks. This is achieved by considering detailed empirical analysis of two very different inter-organizational exchange structures, a chemicals sector ‘supply chain partnership’ and a ‘strategic partnership’ between a public sector agency and a multinational IT software development specialist. The analysis suggests that, whilst institutional perspectives are useful for indicating the structural conditions that influence network actors, they are less useful for understanding how actors subsequently influence structural conditions. Accordingly, when these perspectives are combined with a realist perspective on social agency a more sophisticated appreciation of the social significance of inter-organizational exchange networks develops, in which network actors have a sophisticated role in defining the structural conditions of their work.

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A CRITICAL REALIST APPROACH TO ORGANIZATIONAL INNOVATION RESEARCH

C. Kym Wong, Benedictine University, USA.

The intensification of global competition in the world economy has stepped up the premium placed on innovation in organizations. Innovativeness is an oft-cited element in sustaining competitiveness, and a nation’s economic growth is primarily driven by the capacity of its institutions to innovate. How do organizations create innovative ideas and practices in response to daunting environmental pressures? What are the processes underlying these dynamics?

This paper explores these questions using a retrospective case study of the invention and development of Six Sigma, a management innovation that has been acknowledged as having had a profound impact on industry. Current perspectives on innovation processes in organizations agree that innovation is a complex, dynamic, and multi-level phenomenon. Yet, few substantive theoretical accounts exist which adequately integrate multiple levels of analysis and explain innovation and change in terms of the interconnections between structural influences and individual action. Addressing this challenge requires an explanatory framework that takes into account both micro and macro perspectives. In this study, a micro-analysis drawing from the sociology of translation was situated within Archer’s Realist Morphogenetic framework in order to provide a more holistic explanation of the innovation development process. The resulting model depicts the development of Six Sigma as a multilayered process occurring via socio-ideational-political cycles involving the complex interaction of cultural, agential and structural influences over time.

This conceptualization of the dynamics of innovation development enabled this study to depart from previous work by offering an analysis of interactions between contextual levels, and the structural and cultural connections that must exist in order for new ideas to become an implemented reality. In tracing the evolution of Six Sigma using such a framework this study revealed the intricate linkages among causal mechanisms at different levels of analysis; finding that industry sector developments and institutional ideas and beliefs influenced strategy and actions at multiple levels of the organization. Innovation development involved the creation of structural and cultural linkages between the old and the emerging order. The innovation pathway was shaped by unfolding cycles of prescribed and emergent actions which created meaning and movement through the bridging of both interpretive and structural boundaries across organizational levels.
DEVELOPMENT AND GLOBALIZATION: ORGANIZING RHETORIC AND POWER (STREAM 7)

Convenors

Sadhvi Dar; University of Cambridge, UK.
Bettina Wittneben; University of Cambridge, UK.

Stream Description

This stream will provide a new and exciting space for meaningful debate within the development field. We are inviting papers from diverse world views and are striving to facilitate not only new ways of apprehending perennial problems, but also, and most importantly, asking new questions about international organization.

Development and globalization employ rhetoric of progress and growth to legitimate their systems of power and domination. Discussing the differences and similarities between the organizational forms and structures that have been utilized over time and space is the aim of this stream. Scholars may also be interested in exploring how organizational structures will evolve beyond globalization, adding a future dimension.

The political nature of "development" has been observed and critiqued by post-developmentalists, geographers, post-colonialists, historians, and feminists. These works have often explored the macro-level or policy implications of the development "machine" but have neglected the specific organizational forms that have emerged, disappeared or endured. This stream also hopes to open up the challenges of exploring how institutions of rhetoric have constructed a particular reality through the proliferation of images, texts and campaigns driven by organizations in the North.
TECHNOLOGY AS A METAPHOR: MECHANICS OF POWER IN THE GLOBAL DEVELOPMENT MARKETPLACE

Tamo Chattopadhay, Columbia University, USA.

The issues of knowledge and its relationship to power have long been explored in literature. What adds a new level of complexity and indeterminacy to this discourse is the dimension of technology and its near universal valorization in the so-called “Information Age”. The current paper explores how ‘Technology’ as a metaphor perpetuates the agencies of power in the global development experience.

The paper has two principal sections. First, the notion of technology as a metaphor is framed within the broader discourse of knowledge and power. In the second section, the paper identifies some of the key mechanisms through which the metaphor of technology is used as a means of legitimizing certain viewpoints over others in the development discourse and practice.

The paper argues that the interchangeability and the purposive equivalency of technology and knowledge have made the relationship of knowledge to power not only more obscure but also less deterministic in terms of its benefactors and beneficiaries. The paper observes that through using the metaphor of technology as the currency for development knowledge, multilateral development institutions and donor states have significantly strengthened their hegemony over problematization of poverty and the knowledge for its elimination. Through analytical arguments and field-based experiences, the paper identifies and illustrates three broad sets of institutional practices of development organizations and donor states that continue to reinforce their hierarchy in status quo of power: 1) technology as a code for market, 2) knowledge networks as new modes of power, and 3) technology as a tool for co-opting participation. While the paper focuses on the domination aspects of the technology metaphor in global development project, it does conclude with a clear recognition of the potential of new technologies in the ‘democratization’ of development knowledge and practice.
The Impact of Globalization on Inequalities and Poverty

Daniela-Emanuela Dăncică, Constantin Brâncuși University of Târgu, Romania.

An intense debate concerning the possibilities of creating a new economic, social and cultural order is nowadays determined by a series of factors, especially political and economical, such as the liberalization of the Eastern-European countries from totalitarianism, the 3rd world democratization, the world economic liberalization and the development of communication networks. Although many people accept globalization in broad lines, few of them agree to its signification.

There are debates between optimistic and pessimistic people. The former regard the arrival of a new world order as a “parusia” of the technological man, whereas the latter regard globalization as a form of Cold Armageddon in which multinational corporations reveal themselves, preparing the final confrontation with the world’s poor.

To define globalization is a real challenge. But beyond definitions, fears and expectations, when one fifth of the world’s population lives with less than $1 per day, the question raised “does globalization make the world we live in, a more fair place to live or does it make the rich richer and the poor poorer” is no longer out of place and requires an answer.

There are debates for and against globalization, with strong arguments on both sides, generally everybody making vague references to what globalization really is, reflecting the fact that globalization has different aspects which can have a diversity of effects on social inequalities and poverty.

If we want to study the impact of globalization on inequalities and poverty we must identify its different aspects: inequalities and poverty within the countries and between the countries. These conceptual limits are very important.

There are many questions concerning inequalities, poverty or cultural political and environmental changes in the context of the globalization phenomenon. This article focuses on the impact of globalization on inequalities and poverty, but answers to many of the questions are missing. I believe though, that everything depends on us, if we know how to use the globalization or if we let it use us. The globalization may, after all, be a powerful factor for the decrease of economical inequalities and poverty if we only used it right. The future may demonstrate this.
DON’T COMPROMISE YOUR DESIRE FOR DEVELOPMENT !! A LACANIAN/DELEUZIAN RETHINKING OF THE ANTI-POLITICS MACHINE

Pieter de Vries, Wageningen University, The Netherlands.

Critiquing the development industry has become an industry in itself. Some acknowledging the poor results and widespread failures of development interventions argue that still much work lies ahead to acquire better knowledge and instruments for intervention. On the other side, critical political economists argue that the development project only operates according to the underlying rationale of opening up markets for capitalist expansion. Others argue that it is not so much the capitalist logic behind it, but rather the institutionalization of development that brings about the failures of development projects and programs.

In this article, I go along with the critics of the development industry in their conclusions concerning the disastrous effects of development interventions. I also coincide with the view that the solution is not to be found in terms of ‘better knowledge’ or forms of ‘enlightened’ managerialism. However, rather than rejecting the notion of development altogether, I contend that ‘engaging with development’ provides theorists with the chance of relating with Third World people’s dreams and desires within a Marxist anti-capitalist political tradition. In other words, people’s desires for development must be taken seriously and its promises should not be forsaken. I explain the political and ethical implications of the rejection of the notion of development and argue that through the abandonment of the idea of development the very ‘object’ of development is lost.

To elaborate this position, I propose a Deleuzian reading of Ferguson’s notion of the development apparatus as a desiring machine, thus taking distance from Foucault’s ideas of governmentality. A Deleuzian/ Lacanian theoretical model is proposed that focuses on how desires for development become actualized. But first an analysis is presented of the main debates around the ‘failure of development’.
CULTURAL IMPERIALISM REVISITED: COUNSELLING AND GLOBALISATION

Jane Gilbert, Independent Clinical Psychologist, UK.

This paper argues that the uncritical export of counselling*, in the guise of “help”, is part of the cultural imperialism inherent in globalisation. Some of the implications of the promotion of this American/European individualistic approach to emotional distress on cultural identity and indigenous language are discussed, with specific reference to cultural notions of the self and case examples from Ghana. Some caveats are highlighted and suggestions put forward which could enable the globalisation of counselling to be more thoughtful, and potentially less destructive, in its impact.

* “Counselling” is used throughout this paper as a generic term for all Western therapeutic approaches which focus on the individual.
“ARRIVE BEARING GIFTS...”: DEVELOPMENT ORGANISATIONS, POSTCOLONIALISM AND VIEWS OF THE OTHER

Kate Kenny, University of Cambridge, UK.

This paper argues for the value of postcolonial theory and critique (postcolonialism) for deepening our understanding of organisations working in the development sphere.

Drawing on a recent participant observation study conducted in the UK, ideas from postcolonialism and critical organisation studies are used to demonstrate the survival of colonial cultural footprints in one such contemporary organisation.

In particular, I argue that despite the complex, contested and changing nature of ways of knowing within this organisation, deeply embedded Western-centric epistemologies tended to dominate. These ways of knowing appeared to prevent individuals from being able to listen to alternative constructions of the Other. This observation has important implications for organisations operating at the boundaries between the first and the third world, such as not-for-profit, donor funded NGOs. A more in-depth focus on organisations such as these is required in order to gain a greater understanding of contemporary processes of globalisation.

The paper contributes to the field of organisation studies by utilising and demonstrating the value of ideas from postcolonialism, an area traditionally ignored even by critical organisation studies. The second contribution of the paper is to the ongoing debate within organisation studies regarding the use of discourse as a methodological and analytic lens. The paper attempts to illustrate how equal attention must be given to that which is not spoken and not written, the “non-discursive practices” that make up part of organisational life.
DEVELOPMENT AND THE NEW PUBLIC MANAGEMENT: PROJECTS AND LOGFRAMES AS DISCURSIVE TECHNOLOGIES OF GOVERNANCE

Ron Kerr, Lancaster University, UK.

In this paper I trace the migration of what I call instrumental governance technologies, namely the project and the logical framework, across time, from their origins in the planning of science and war in the 1940s to their use in the period of the New Public Management (NPM) in the 1990s in the field of international development. The principal governmental agencies responsible for British international development in the post-Cold War period were the British Council (BC) and the Overseas Development Administration (ODA). In the 1990s, these agencies organised, in co-operation with the Chinese government, a series of conferences on development projects in China. It was at one of these conferences (1996) that I collected the data on which this paper is based. I draw in particular on a policy speech given by an ODA Educational Adviser. Educational Advisers are policy specialists with high status in the organisational hierarchy. The Adviser’s speech includes representations of governance in the field of international development at that time. In my analysis I show how the project as an instrumental technology of governance allows (in theory) the administrators in London to manage at a distance. Projects are seen as matters of technical control and surveillance in which the lived experience of practitioners is irrelevant. Reflexive self-organisation is constrained by the project documentation, in particular by the logical framework. The possibilities of proposing local initiatives and negotiating agendas locally are removed from the operational level. The local voice is silenced. Dialogue and negotiated consent are restricted to the inter-governmental and policy levels, and to the strategic level of the ODA hierarchy.
INSTITUTIONAL ISOMORPHISM AND SMALL NON-GOVERNMENTAL ORGANISATIONS IN TANZANIA

Tiina Kontinen, University of Helsinki, Finland.

Since the 1980s the non-governmental organisations (NGOs) have become more important in development discourse, policy and practice. Development funding channelled through Northern NGOs has increased and, simultaneously, the number of NGOs in Southern countries has grown. Tanzania is an example of a country where a new kind of institutional field of NGOs has been emerging quite recently. NGOs engaged in development cooperation, both North and South, can be understood as actors in an international institutional field within which the phenomenon of institutional isomorphism is taking place. This paper explores the forms of organizing and management of small Tanzanian non-governmental organisations within an analytical framework of an international NGO-development system. Drawing on document and interview data collected in Tanzania in 2000-2001 the paper discusses the emergence of institutional isomorphism in small NGOs that struggle to be included in the international system. The analysis explores in what ways small organisations define and present themselves as NGOs, how they define the concept of NGO, and, where the emerging organisational field is taking its models for organizing and management. I suggest that the international development channel is one of the models affecting for example the organisational rhetoric but the practical models for organizing are taken from a variety of sources. Instead of clear tendency towards institutional isomorphism of “NGOs”, the emergent field of NGOs in Tanzania seem to perform a kind of organisational multimorphism.
TELEMEDICINE AND KNOWLEDGE BETWEEN MEDICAL AND DEVELOPMENT DISCOURSES

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Health is one of the main issues in development contexts. As health improvement efforts are increasingly thinking about their issues in terms of knowledge, health care systems (which became “knowledge-intensive organizations”) improvements in “developing countries” are pursued by information and communication technologies, too.

In this paper I describe the source of accountability of a health care development effort through a telemedicine system, which has been implemented in the High Amazon, and the interplay that took place with local medical knowledges. The aim of this ethnography is not to get the real local meanings, but to provide a constructivist account of this case. This will be used to suggest a critical approach to contemporary development projects focused on knowledge.

Knowledge society, information society, network society are some of the labels which recalled wide attention, and moved a lot of resources. Related key-ideas have been a broadly legitimated source of accountability for a rhetoric that backed implementations of ICT for development relying on a lineal conception knowledge-information-transmission-development. International, national and non-governmental organizations, experts, volunteers, material and immaterial artifacts constituted hybrid networks which kept coherent with, and strengthen this development discourse. ICT are the accountable infrastructure to this discourse.

The participant observation of this Amazonian project focused on the co-existence of different medicines (vegetal and ritual) aside the scientific one, and noted that patients’ actions are accountable to the medicine they are following in a specific moment, although incoherent with treatments they used or will use. Each medicine implies its own ethnomethods, and remains self-accountable.

Scientific-based health care is not homogenously affecting all the health-related matters. In patients’ accounts and behaviors, public health care is expected to provide quick recoveries. The use of the telemedicine system -which is implemented within the public health care system- is to back scientific medicine accountability, but it strengthens the range of activities the situation allows, and develops (even in unexpected ways) accordingly to the local perceptions of health. To explain that situation, it has to be considered that the scientific health institution is socially constructed on a broader level than the organizational one.

Looking at different medicines as autopoietic systems (self-accountable knowledges and related normal patterns of action), provides a perspective on health care improvements which permits to criticize technocratic and ethnocentric approaches to development. On the policy level, assuming that only part of people’s demands and claims can be brought into an agora where ideas are represented and decision taken, I believe in the need to leave the usual conception of participative action based on will. Social change should take into account local and tacit senses of normality, and how behaviors become accountable.
GLOBAL MANAGERIALISM: TOWARDS A THEORY OF THE NEW MANAGERIAL ORDER

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The paper argues that contemporary social structure overflows geographic and economic boundaries. The fundamental social division is between the managers, and the rest of society. Public and private sectors are managed by a thick managerial network, blurring the boundaries between state and corporation. Managers have national passports, but they owe primary allegiance to a global system which they manage, in their common interest. A global governance infrastructure is being implemented, in which the World Bank is a key node.

The paper explores the concept of managerialism and defines the global managerial elite through a discussion of different elite theories. It goes on to review mainstream and critical management research on globalization, and discusses broader critical scholarship on globalization. It concludes by briefly discussing three case studies of global managerialism in action.

Selected bibliography


GLOBALISATION AND ENTERPRISE CULTURE IN DEVELOPING ECONOMIES: A PRELIMINARY ASSESSMENT

Roshni Narendran, University of Newcastle, Australia.

It is inevitable that radical changes arising from inventions and innovations have impacted on the world. The phase of change in the late twentieth century, more popularly known as globalisation, has brought about profound changes in national economies and societies. The change in the environment exhibited opportunities for economic growth in both developed and developing countries. In conjunction with opportunities countries also face the threats presented by globalisation and governments realise the need to stimulate an increased level of entrepreneurial activity. Through changes in public policy, governments in developed countries strive to form an environment conducive to entrepreneurial activities and thus develop an enterprise culture among the citizens encouraging self-employment activities. Similarly, developing countries also endeavour to create entrepreneurial activities. However, the governments in developing countries have failed to appreciate the impact of certain salient features, namely, varying cultural values and beliefs, on the success of strategies to stimulate entrepreneurial growth. This paper highlights the impact of such values and beliefs in India with specific reference to women. These values and beliefs, the product of religion, the class system and the caste system, play a critical role in entrepreneurial activities. However, the situation becomes adverse when the focus is turned to women in India. These values and beliefs constrain women's entrepreneurial pursuits, thus limiting the potential effectiveness of government policies designed to encourage enterprise culture throughout the whole population.
PACKAGING PARADISE: ORGANIZING REPRESENTATIONS OF HAWAII

Jonathan E. Schroeder* and Janet L. Borgerson, University of Exeter, UK.

The objective of this paper is to focus attention on the image of Hawaii—a state, an ethnic identity, a race, and a cultural form—as a compelling example of how representation by dominant groups enables a colonialist process of objectification and imperialism. We present a case study of how narratives and images were deftly combined and organized in the popular culture artifact, the Hawaiian record album. We draw upon an ethics of representation, recognizing that the choices made in the marketing of Hawaii were ethical choices, incorporating typical representations of colonization, racism, sexism, and objectification. The marketing of Hawaiian popular music—through radio shows, Hollywood movies, and record albums—aided the transformation of Hawaii from a ‘primitive paradise’ into the 50th US State and was an important element in the tourist industry’s campaign to attract visitors to Hawaii. Record albums were a major vehicle in the efforts to assimilate Hawaii into the United States, serving to incorporate a cultural tradition of the exotic ‘Other’ into Western culture through technology—the hi-fi stereo record. In this way, Hawaiian music is seen and heard as a modern achievement of America. Hawaii remains an important tourist destination, strategic military outpost, and a ‘tropical paradise’ today. The records, songs, and album covers under scrutiny are still available, smartly repackaged as ‘exotica’ in CD stores worldwide. The image of Hawaii they helped construct are still very much a part of how Hawaii—and other exotic island resorts—are perceived. In the paper, album covers and liner notes provide sites for a critical visual analysis of the representation of Hawaii in popular culture, showing, that seemingly innocuous and ‘fun’ cultural artifacts serve to divert attention from colonizing processes that obscure and subsume native cultural traditions, and often erase indigenous peoples. Indeed, ‘Hawaii’ exists for many primarily through Hawaii’s marketed image. In this way, Hawaii, island paradise, may appear more real than the group of islands in the South Pacific so named.
GLOBALIZATION AND DEVELOPMENT IN THE FOURTH WORLD: COMPARING INDIGENOUS SELF-DETERMINATION IN CANADA AND NEW ZEALAND

Gabrielle A. Slowey, York University, Canada.

Development theories proposed in the 1960’s and 1970’s were a product of a particular time and place, tied to an historical moment. At the time, theories of indigenous development, under-development and dependency reflected the reality of an era dominated by state interventionism and Aboriginal dispossession (Watkins, 1977). The last three decades, however, have seen major changes occur in the relationship between the state and indigenous peoples in both Canada and New Zealand. Government policy on the administration of indigenous people, the settlement of land claims and the negotiation of self-government has ushered in a new era in indigenous development. In light of the changes that have occurred, are we witnessing the decolonization of development (aka “self-determination”)? This paper argues that the time has indeed come to rethink and reconsider indigenous development given the economic, political and cultural changes that are occurring in an era of globalization and neoliberalism. It suggests that even though the concept of indigenous development carries with it normative and neoliberal goals of economic, political and cultural self-reliance and autonomy, ultimately the concept carries within it continuity of colonialism. That is, even though self-determination under neoliberalism is put forward as a way to counter underdevelopment and dependency resultant from colonial policies of an interventionist state, when presented in terms of development does not represent decolonization but neo-colonialism. This is because capitalism and ethnocentrism continue to form the basis for the current development project. Drawing on recently conducted field research among indigenous groups in Canada and New Zealand, this paper compares and contrasts different development experiences in a post-claims/neoliberal era. The aim of this paper is to review and regenerate debates about development and offer a new way to conceptualize the place of indigenous peoples in the global world.
BORDERS IN AN (IN)VISIBLE WORLD: PRIVILEGING THE “NEW WORLD ORDER”

Kym Thorne*, University of South Australia, Australia.
Alexander Kouzmin, Southern Cross University, Australia.

Duplicity and propaganda constitute much of the emerging discourse on a "borderless" New World Order. Deconstructing Neo-liberal propaganda is one issue. Understanding other colluding discourses is another. Post-modern rhetoric has yet to understand its complicity in refusing to acknowledge and critique the totalizing discourse of Neo-liberalism and there are dangerous currents to be negotiated in the fatuous collapsing of globalized "End of History" posturings with those of "borderless worlds".

This paper explores the implications for Public Administration of "borderless" identity and community. This exploration questions the privileging of the "borderless" New World Order as discourse and practice that eliminates all alternative approaches to Public Administration, identity and community. Events at the Guantanamo Bay and Christmas Island Gulags demonstrate the purposeful (re)-emergence and persistence of borders. The challenge for Public Administration is to escape the illusions and impractical schemes presented by Neo-liberal interests which benefit from making the visible invisible, borders non-borders, communities non-communities and persons non persons.
INSTITUTIONAL POLITICS AND ‘THE POWER TO DEFINE’: POLICY PRACTICES AROUND THE DEFINITION OF ‘GOOD GOVERNANCE’ IN THE DUTCH MINISTRY OF DEVELOPMENT CO-OPERATION

Ir. Jilles van Gastel, Wageningen University, The Netherlands.

Development co-operation is characterised by frequent policy changes and a continuous stream of ‘new’ theories and alternative frameworks to improve efficiency in and effectiveness of aid. As new political spaces are emerging and traditional institutions are confronted with a decreased and challenged legitimacy (Hajer 2003), we need to rethink our theoretical positions in analyzing development organizations and its workings. Therefore, I propose a practice approach towards processes of policy formation. I view policy as ‘embedded practices’ that are directed by both national and international politics and by negotiations and networks that cross-cut formal institutional boundaries. In the same line of thought I do not view an organization as a system or a machine, but as the precarious outcome of actors’ interactions, ideas and strategies. Within this practice framework the focus is on the ways in which relations between actors, institutions and discourses are created across time and space in different arenas.

In this paper I argue that it is neither rational policy making nor the automaticity of the bureaucracy but rather institutional politics that determines practices of policy making. In the struggle for the ‘power to define’ (Shore and Wright 1997) discursive argumentation is a crucial feature. Besides that, language is a key in gaining power and control over the policy process. The analysis is drawn on ethnographic and documentary research in the ministry of Development Co-operation in the Netherlands. It is shown how certain discourse on good governance are produced, reproduced, and transformed in a particular set of practices of both policy makers and two successive ministers of development co-operation in the 1990s, how these actors claim legitimacy and struggle for the ‘power to define’.
DISCURSIVE GLOBALIZATION IN THE ERA OF ‘PLACE’

Katie Vann, Royal Netherlands Academy, The Netherlands.

The international policy discourse associated with Integrated Water Resource Management emphasizes localization and re-articulation as a necessary moment in the achievement of the management model. So, on the one hand, regional institutions on an international scale are being compelled to adopt IWRM as a condition of development funding. On the other hand, IWRM discourse entails the imperative that the particularities of place have to be reflected in the institutional activities that the policy model is said to cover. In this presentation I’d like to explore the terms of a power critique which would be equipped for the specificity of such a contextualist policy discourse. My concern is that inquiries of power tend to presuppose as their object particular kinds of social projects – projects which are universalistic and homogenizing in their discourse and intent. Examples here are those power critiques which take processes of institutional diffusion as their objects. However, particular cases problematize such a mode of critical reasoning: cases in which the discourses and intentions to diffuse institutional forms have themselves internalized the idea that universality and homogeneity are not only impossible, but politically problematic and detrimental to the achievement of the effort itself.
DEVELOPMENT MANAGEMENT AS REFLECTIVE PRACTICE

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Dina Abbott, University of Derby, UK.

Whilst there has been argument over what is meant by development management in recent years, little has been said about the people who are actually doing it. Based on research carried out from writings of Open University post-graduate students who are directly involved in development management through their employment, this paper aims to highlight some of the insights into their lives, work and motivation. By doing so, it hopes to fill a gap in our understanding of the actual practice of development management through the reflections of those involved in this directly, both in the North and in the South.

While acknowledging the micro-through-to-macro structures and historical contexts that at one level are seen to constrain and, in some quarters, condemn, development management, the paper argues that the active agency of value-driven, reflective practitioners has the potential to make a difference, both in the short and longer terms.

Research suggests that development managers have multiple roles and multiple concerns which raise all kinds of ethical and operational concerns for individuals. Development managers are thus seen to be grappling with the global agendas and structures that frame their actions; with operationalising their individual values and ethics about development; and with issues concerning inter-personal and inter-organisational relationships. Yet they often remain motivated enough to continue working in ‘development’ and to reflect deeply on their roles and concerns.

The paper thus argues that it is important to explore what development managers are thinking as this has the potential to form the basis of transformations in learning and development practice. However for this transformation to happen, development managers have to embed these reflections within their work, and conceptualise their relations with other stakeholders beyond operational management challenges towards joint learning opportunities.
AN ORGANIZATIONAL APPROACH TO THE BIODIVERSITY MANAGEMENT BY LOCAL COMMUNITIES IN DEVELOPING COUNTRIES

Paula Marcela Moreno Zapata, University of Cambridge, UK.

This paper addresses the organisational characteristics, dynamics and attitudes of local communities towards biodiversity management in developing countries. In doing so, it studies the global environmental scenario where the biodiversity network works. Furthermore, the organisational structure of the local communities is analysed by understanding the term 'local communities', given that, in practice, this term entails many cultural, social, economic and political dimensions that could be decisive in the interactions with other social entities. Finally, those interactions, between the local communities and the different actors of the biodiversity network in several projects in Colombia, provide key aspects that frame the organisational analysis.

The definition of the local community as an organisation and a key player in the biodiversity management requires a detailed analysis of the internal dynamics (tensions, structure, power relations, values within the community) and external implications (interaction with international organizations, businesses, government among others). Rather than an homogenous and common organization the local community is composed by a group of individuals with different cultural backgrounds and historical processes that determine their interaction with the environment.

Entering into the development field, biodiversity management has several approaches. One example is the “post-development” or “alternative development” approach. The “post-development” approach stems from the conception of development as a westernisation of the world in which the so-called developing countries are trying to advance by attaining western standards. Specifically, in the biodiversity context, one of the key issues relies on defining the reasons behind the decision of intervening certain habitats and the way these habitats are intervened. Another approach corresponds to the marketability of biodiversity resources and the real influence of the local community in the insertion of such resources in the global economy, all these under the premise that economic development drives environmental conservation and promote social advancement. In this development discussion, taking as an example the experiences of some projects in Colombia, the key issue is determining the pros and cons of the approaches or even to consider if it is necessary to re-evaluate these development perspectives in a particular organisational configuration managing natural resources.
FLEXIBILITY (STREAM 8)

Convenors

Susanne Tietze; The Nottingham Trent University, UK.
Diannah Lowry; Flinders University, Australia.
Gill Musson; University of Sheffield, UK.
Julia Richardson; York University, Canada.

Stream Description

Contemporary accounts depict the future of work as flexible, mobile, temporary and mediated by technology. According to some accounts propagated by many management gurus or consultants and as promulgated in parts of the media, organisations will have to become more and more ‘flexible’ in order to survive in an increasingly global, transient and competitive market place: numerical and functional flexibility decrease cost and result in a better match of skills and tasks; structural flexibility allows for quick adaptation to environmental changes; operational flexibility facilitates quick responses to changes in demand and supply. Such overall organisational flexibility is to be matched on the individual level, where individual employees are conceptualised as either being part of a transient workforce to be drawn on or discarded as required by circumstances and the logic of efficiency or as being autonomous entrepreneurs in charge of their own (career) destiny, who trade their skill and expertise in flexible labour markets.

Within these accounts organizations are seen as flexible networks, virtually dispersed in time and space, so that work (and life) activity can be conducted with anybody, at anytime and from anywhere. Organisational agents are conceptualised as fluctuating between discontinuous states of being, ‘structures’ and contexts, and as able to make multiple fresh starts, notwithstanding material, social and economic circumstance. Of course, such accounts have been challenged, and been shown as problematic. Beck (2000) for example investigates the redistribution of risk away from the state and the economy towards the individual. Sennett (1998) describes the disappearance of character in and through the expressants of flexible capitalism, i.e. teamworking and ‘network’ structures; this he sees concomitant with flexibility’s inability to give guidance for the conduct of ordinary life. Giddens (1991), perhaps more optimistically, sees individuals cast into freedom from tradition - an ontological position that requires them to become authors of their own lives by keeping a particular narrative of identity going.

Contributors to the stream are invited to critically engage with the ontological/epistemological assumptions of (discourses of) flexibility; the consequences, opportunities and fallacies inherent in such flexible organization of work and lives. We would like to hear accounts about those agents who fluctuate between apparently increasingly permeable boundaries such as immigrant workers/ refugees; displaced/resident working people, housewives/househusbands; foreclosed/included employees; evolving/struggling managers; budding/bankrupt entrepreneurs; people whose skills are becoming obsolete/flourishing – as well as those caught in liminal positions between such categories.
MANAGEMENT AND THE ARCHITECTURE OF TIME

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Luchien Karsten*, University of Groningen, The Netherlands.
John Leopold, University of Newcastle upon Tyne, UK.

The practice of working time management favors flexibility of employees primarily in the interest of organizations. Concern about flexibility for the employee has led recently to an increase in the number of people with self determined working time. This so called ‘self help’ should be questioned as a way of achieving work-life balance and has been contrasted with attempts to regulate working time preferences by the state. None of these options on their own seems to be satisfactory. Rather what is required is a framework that helps us understand the inter relationships between these three different interests and assists in the task of guiding decisions about working time arrangements that are mutually satisfactory to actors in each of the spheres.

Using the societal approach, we differentiate between the spheres of organizations, households and social regulation. While it is useful analytically to differentiate between these three spheres and to analyze the dialogues within them, it is also necessary to find a way of understanding the interconnections between the dialogues leading to coalitions between them. Although such coalitions may take place freely in a public atmosphere, in practice the interests of organizations still dominate and the metaphor ‘time is money’ prevails.

Inspired by Hochschild’s notion of ‘time as habitat’, and Adam’s suggestion of deifying time, we try to develop an architecture of time for that public atmosphere and then draw upon metaphors from Greek mythology to provide a new content to the concept of time. The first leads us to develop the notion of the arcade as a way of giving shape and form to these interrelationships. The second, to present Horai management as an alternative framework for managers to conceptualize time.
ORGANISED IN-FLEXIBILITY: PROVOCATIONS FROM UNPROFITABLE LIVES

Francesca Bargiela, Nottingham Trent University, UK.

In the ‘hyper’ world of postmodernity, there are organisations and lives which thrive on radically different notions of time, space, work, identity, power and relationships compared to those we are familiar with in the Western society, and to which a different set of values seems to obtain: stillness, ‘rootedness’, tradition, watchfulness, perceptiveness, self-reflectivity, patience, stability, obedience, hospitality, adaptability (to change). In this paper, I propose to interpret ‘situated in-flexibility’ as realised in one such organisations, a multi-national religious community that has been around for 1 500 years: the Benedictine monastic order.

As an organisation, monasticism violates nearly all of the postmodernist commandments (Gallagher 1997): it seeks Truth, it believes in history, it acknowledges the advantage of progress, it thrives on meta-stories, it focuses on developing each individual’s self, it is rooted in century-old values, it is build on institutional and traditional forms, it places God at the heart of its raison d’être, it applies uniformity to mark its universal identity (e.g. habit).

The monastery is a segregated community that seeks to value and develop each and every member within bounded spatial and temporal frames. This is achieved through the practice of daily routines governed by the rhythm of a tradition emanating from the interpretation of a written Rule. ‘In-flexible’ is a descriptor that comes to mind in connection with this life-style and its inhabitants.

The study of a monastic community poses ontological and methodological challenges even to the qualitative researcher with previous experience in other organisational environments. Hence the adoption of conversation as a relational and existential approach to situated understanding which includes the possibility of mis-understanding and the risk of confusion and uncertainty about oneself and the Other.
AMBIVALENCES OF FLEXIBILITY: A FRENCH VIEW

Isabelle Berrebi-Hoffmann*, Michel Lallement, Chantal Nicole-Drancourt and François Sarfati, Lise-CNRS, France.

The so-called "Trente glorieuses" (1945-1975) has been, in France, the era of construction of a employment social norm. Due to the unions' actions, the employers' management strategies, the implementation of a Welfare state…, this norm – which is only inscribed in the French law in 1982 ! – combined different features : full time status, long term contracts in employment, subordination to a single employer, etc. Nowadays, market is coming back into firms and, as a consequence, previous compromises and norms have break down. Within the firms, employees have to react more quickly to clients’ demands. At the same time, the main pillars of the so-called “regular jobs” have gradually been eroded. The victims of this kind of flexibility are mainly found among youth, women, and less skilled populations. But the paradox is that, more than never, regular jobs’ norms still remain the reference for analysing what we still name employment. This is especially true in some recent and important French sociological inquiries which have promoted new visions of flexibility. The aim of our contribution is to go further the idea that employment flexibility creates disaffiliation or that flexibility means a new statutory fragmentation among those who don't benefit from economic and social security. Our main hypothesis is that the way to live flexibility is also shaped by different kinds of ambivalences related to the way each people can live flexibility in his everyday life. Using empirical materials, we’ll put forward three kinds of ambivalence. The first one is related to young mothers: for those women, flexibility is a social constraint and, at the same time, a functional equivalent of the unemployment periods their mothers has to suffer during the so-called “Trente Glorieuses”. The second kind of ambivalence can be observed among population of young engineers (especially in the IT sector). If they are disposed to spend time for working without counting, they also are the first – when for instance some economic or organisational problems appears – to adopt the “exit” strategy and to leave the firm by taking the risk to become unemployed. The last kind of ambivalence has been observed in the financial market sector where we made interviews with young people who manage their carrier by swinging voluntarily between wage-earner and independent status.
BE FLEXIBLE – DO YOU MEAN ME? - A CRITICAL INSIGHT INTO FUNCTIONAL FLEXIBILITY WITHIN A UK MANUFACTURING ORGANISATION

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This paper will investigate flexible working patterns within a UK based aluminium manufacturer. Following acquisition in the late 1990s, the company was instructed by the new parent company to replace its existing business management system, one based on Materials and Resource Planning (MRP) with the parent companies own variant of the Toyota Production System (TPS). The purpose of this significant change was to increase productivity and profitability while driving down costs and improving quality. Whilst some authors identify lean production as an empowering and enriching system for the employees that mobilises a sense of ownership, autonomy and business orientation amongst the team members, others identify ‘lean’ as a constraining system in which the strict adherence to rules and procedures ensure that shop-floor labour is efficiently consumed.

Global overcapacity and many mergers within the Aluminium sector has meant that the production operations within the sector have been ‘slimmed down’ and operations have had to become extremely flexible. Due to the specialist nature of the work involved at the case study company, opportunities for numerical flexibility in terms of temporary staff, part-time working and outsourcing are not feasible. Consequently, the company has demanded high levels of internal functional flexibility from the workforce. These often take the form of horizontal and vertical multi-skilling and high levels of teamworking. Functional flexibility has been described within the literature in three ways; job rotation is where the work tasks are rotated amongst employees with equal levels of skill; job enlargement requires the carrying out of tasks of different skill levels at the same level of the hierarchy; job enrichment is the carrying out of tasks of different skill requirements at different levels of the hierarchy.

The paper will look to explore some of these positions in much greater depth by using an ongoing ethnographic approach of research. The authors will look to provide an interpretation of the employees’ experiences of functional flexibility within their social settings. The overall intention is to describe and interpret functional flexibility and more importantly attach the meanings to these experiences that are the linguistic categories that make up the participants view of reality and with which they define their own and others’ actions'.
ACCOMMODATING IRRATIONAL REQUESTS; FLEXIBILITY IN THE UK POLICE SERVICE

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The increase in professional part-time working was optimistically seen as a challenge to the traditional low status of part-time working. Unfortunately, research suggests that the part-time professional is marginalised in the workplace, with their opportunities for career development and progression hampered in comparison to those enjoyed by their full-time counterparts (Lane, 2000). Various explanations have been proposed to account for this, including the idea that the part-time employee is seen as lacking in commitment (Lewis, 1996) or that the employee has simply chosen to prioritise domestic commitments (Hakim, 1995).

Further insights into this situation can be derived from critical feminist literature on organisations. Halford (1992) and Halford et al. (1997) suggest that gender issues in organisations are most usefully explored by understanding the ways that they are embedded in routine, taken-for-granted processes and activities that, on the face of it, appear to be apparently gender neutral. Full-time working represents one such activity. In this paper, we draw on research findings from three UK police forces to argue that not only is full-time work constructed as normal and desirable, but that it also reproduces gendered patterns of behaviour related to the positioning of work as central to the professional identity of individuals. The consequence of this is that not only are family and domestic commitments positioned as secondary, but organisational practices that are designed to enable their combination with work are constructed as irrational, or as peripheral to the organisation’s core task. As a result, personnel specialists wishing to introduce such practices, often attempt to persuade managers of a ‘business case’ for them. The paper concludes that we need to challenge the ways in which roles are constructed as requiring a full-time commitment if part-time working is going to be successfully integrated into professional roles.
HIDDEN LABOUR OF PORTFOLIO WORK: DIGNITY, DESIGN AND DIRECT RELATIONS

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‘Portfolio work’ is one form of work emerging in supposed ‘new economy’ conditions of flexible labour, entrepreneurship and knowledge work that has been identified as significant but under-researched. To some commentators, portfolio work offers freedom and choice to individuals, an opportunity to engage meaningful, creative activity and gain control over their work. To others, forms of flexible work undermine worker collectivities protecting workers’ salaries, benefits, and decent work conditions. In this view portfolio work is nothing more than a refuge for laid-off workers, who must compete with one another for the opportunity to continue working at lower rates of pay. Further, individuals’ desires for personal meaning and fulfillment are enrolled in ways that support flexibilised work. They regulate their own identities to be entrepreneurial in an environment that has been naturalized as a global knowledge economy of risk, accepting personal responsibility for developing and marketing their own knowledge and labor, in what du Gay (1996) has called an enterprise of the self. Critical questions have been raised about the differential benefits of portfolio work arrangements along lines of social class and sectoral occupation, about the exclusions from lucrative networks created by race/gender dynamics, and about the paucity of research examining individuals’ own narratives of experience, that the issue of whether the relations involved in portfolio work tend to create more progressive or repressive conditions remains open. Further, various contextual factors and socio-cultural positionings influence individuals’ experiences of portfolio work.

This qualitative study used a life history approach to explore the unique demands of their work conditions narrated by ‘portfolio workers’. A total of 42 Canadian men and women in different provinces were interviewed in-depth. These ‘portfolio workers’ claimed to be generally more satisfied working independently than they had been working for organizations. Yet their stories of experience revealed internal conflicts within the very structures of portfolio work that they claimed to be particularly positive, creating layers of hidden labour that suggest an overall ambivalence in the freedom and liberating potential of portfolio work.
THE RHETORIC OF COSMOPOLITANISM IN THE GLOBAL CORPORATION

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This paper examines how the ideal of cosmopolitan identity is represented in selected global management texts by Kanter, Ohmae and others. The corporate cosmopolitan ideal is examined at the level of the global corporation as a whole and at the level of the global manager or corporate employee. The paper argues that the corporate cosmopolitan ideal of a flexible cultural identity is characterized by two discourses. The first draws on the Enlightenment ideal of cosmopolitanism, expressed as a moral imperative towards detachment from existing cultural identities and loyalties in the name of the adoption of a universal perspective. This is reflected in the rhetoric of the necessity for managers and employees of the global corporation to ‘transform’ themselves from ‘locals’ into ‘cosmopolitans’. In the depiction of this ideal the corporation itself is depicted as an allegory of the universal utopia towards which the Enlightenment ideal of cosmopolitanism was directed, here represented as an ‘invisible continent’ (Ohmae), in which cultural differences are transcended by a universal ideology of consumerism and a universal ‘cosmopolitan’ professionalism on the part of managers and employees. Corporate cosmopolitanism is also characterized by a second discourse, a ‘postmodern’ ideal of a completely flexible ‘pastiche’ identity, distanced through irony from all existing cultural and other loyalties. This discourse is exemplified in the image of the ‘hybrid’ or ‘global nomad’ as the ideal corporate employee. The paper argues, by means of a critical discourse analysis of selected texts, that corporate cosmopolitanism is not a utopia in which cultural difference and diversity is respected and celebrated, as its rhetoric claims, but the vision of a world in which cultural difference is made superfluous by the establishment of a culture-free global neo-liberalism and the activities of a flexible transnational capitalist class.
TOWARDS NEW FORMS OF FLEXIBILITY IN GREAT-BRITAIN AND FRANCE: LOOKING FOR COMMON GROUNDS AND DIVERGING POLICIES

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My contention is that the concept of flexicurity cannot be apprehended out of the specific and general national context within which it is inscribed, that is how the mobility of the workforce is regulated.

A first argument is that national employment conditions are profoundly dissimilar in European countries and their respective characteristics have a significant impact on local definitions of what flexibility encompasses.

National institutions and systems of regulation are the products of diverging and sometimes conflicting histories and evolutions, which partly account for their organisations. Many examples can illustrate this argument: a strongly centralized State in France (the origins of which date back to the French Revolution); a decentralized organisation in Germany, partly explained by the larger context of the 19th century, or a large autonomy granted to local institutions and local councils in England.

Both France and Britain have developed, since the last 20 years or so, diverging routes to flexibility and mobility, creating permeable boundaries between typical employment situations found at the core (a “job for life”) and flexible jobs dispersed in a periphery.

I will first underline the specificities of the French and the British labour markets, analysing, among others, the mobility and job turnover rates. The basic assumption is that the structures of the labour markets are radically diverging - hence different employment conditions and dissimilar patterns of employment organisation can be observed.

I will try to show how the labour market policies developed in the two countries address these features.

Common policies have been implemented on both sides of the Channel (a national minimum wage, for instance) but employment strategies have hardly anything in common. While Great-Britain has valued self-employment and has encouraged employees to work part-time (often short part-time jobs which do not exceed 12 or 15 hours a week), France has instead activated different gearwheels. Four years after the implementation of the first 35-hour week legislation (the Aubry law), I propose to examine how working time regulation has impacted on the French labour market. The legislation can indeed be apprehended as an attempt to promote time flexibility (managing work-life balance), while at the same time a strategy to reduce unemployment.

I propose as well to consider how the French and British subsidized job schemes have allowed employers to have a flexible workforce at their disposal.

Besides, the two countries have tried to promote job and employment security. I propose, in a third part, to analyse how different labour market structures and modes of regulation can produce similar policies. The tools developed would oppose the two countries: while continuous professional development and the rhetoric of employability are dominant in Britain, the French Government has endeavoured to favour long-term job security at all costs.
THE CONSEQUENCES OF FLEXIBILITY FOR STRUCTURE

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Ideas from Bourdieu, Giddens and Archer which elaborate the relationship between structure and agency are brought together to form a framework for investigating the realities of flexibility and structure. Archer has attacked Giddens’ analysis of structuration, but has developed the essential principle that social life is constructed upon relationships between structure and agency. Unlike Giddens, she separates agency and structure in a way which allows them to be considered separately. However, her focus is still on the examination of the social whole; her theory incites us to take as our primary unit of analysis movements in the relations between agency and structure.

This paper argues that Archer’s conception provides a bridge between the macro level interest in understanding society at large and the micro level interest in studying social interactions in smaller groups. We can now apply these sociological ideas to organisations, because relations between structure and agency characterise organisations. It is movements in these relations that track the evolutionary mutation of organisations.

After mapping conceptual developments between the theorists, the paper will make an assessment of recent moves to apply the theory to understanding organisations and their behaviour.

Flexibility provides a particularly fertile ground for emergent structures. Two organisations that are struggling with flexibility will be used to examine the structure/agency relationship. One of the organisations (a meat processing company) was assessed by management as being rigid and action had been taken to free up structure. The other (an emergency services organisation) had been seen as chaotic and lacking the required level of coordination. In each case, antecedent conditions and consequences of managerial action provide the points of interest.
REVIVING THE GHOST: SEX, GENDER AND THE IDEOLOGY OF THE “FLEXIBILITY” QUESTION

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“Flexibility” has increasingly entered organizational and managerial discourses as a way to cope with increasing job uncertainty, downsizing and other pressures of globalization. But its deeper ontological and epistemological implications for feminine sexuality and fertility is still an open question. This paper critically engages with “flexibility” as it relates to issues of sex and gender so as to unmask its political and ideological intent.

Two key questions guide my enquiry: firstly, how can we situate “flexibility” within feminist discourses relating to sex and gender? In other words, does the concept move us beyond the usual workplace barriers faced by women or does it (again) reproduce problematic notions of sexual difference within the patriarchal order of meanings? Secondly, what epistemological insights may be gained from such an investigation?

The rich legacy of feminist epistemologies is deeply relevant for the flexibility debate, particularly as it situates the woman’s positions in society as mother and caregiver. Drawing on the work of the feminist philosopher and psychoanalyst Luce Irigaray (1985), I hope to show how “flexibility,” while currently constructed as a positive way to deal with women’s maternal function in a deeply patriarchal work culture, is also, at the same time, a politically-motivated ideology that revives, rather than lays to rest, some of the most fundamental questions of feminist biology, politics and economics. In the process, the discourse of “flexibility” also opens the way to a new critique of other key institutions such as the body, the family and the economy of exchange upon which all such concepts depend, and which are characterized, in Irigaray’s words, as the “privileged locus of women’s exploitation.” The paper ends with some exploratory remarks about potential emancipatory conceptualizations of “flexibility” which an Irigarayan analysis offers.
HANGING ON THE MOBILE PHONE: EXPERIENCING WORK AND SPATIAL FLEXIBILITY

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The role of technology and flexibility in work and employment has sparked much debate, with optimistic accounts on the one hand and with more negative views on the other. Technology however is of course not homogenous in its uses or in its impacts. While work technologies such as the internet and email have been critically studied, the way(s) in which the mobile phone may shape work and workers’ experiences has largely avoided scholarly attention. Indeed, there appears to be a tendency to ignore the impact of mobile technologies on the ‘unspectacular’ or pedestrian aspects of every day life, including everyday work-life.

Three key questions guided this enquiry: First, how may the work mobile phone, as a communication tool which potentially minimises time constraints to overcome organisational spatial constraints, shape the way work is organised and performed? Secondly, how may the mobile phone shape the experience of work? Thirdly, how does the mobile phone shape the boundaries between public (work) and private domain, and how are these boundaries negotiated?

Against this backdrop of questions, and drawing on the work of Gidden’s (1991), we aimed to also explore the role of work mobile phones in the construction of a sense of ontological security through the routinised narrative afforded through mobile communication. In other words, we aimed to unmask the way events in the external world of the organization were sorted into an ongoing story of the self, via the communication technology of the mobile phone and how this sense of self may differ in the work and non-work domain.

This study involved in depth interviews with 20 workers from different occupational and organisational settings. A consistent theme in each narrative was the notion of the work mobile phone as a ‘double-edged’ sword, a sword which served to define and bind identity through the continuity of spatial
Individual freedom has become the underlying value principle for ideologies of worker movements and managerial think tanks alike. Freedom is no longer viewed exclusively as a humanitarian value that workers are required to give up for sufficient compensation. Rather, it has come to constitute an important resource for the development and prosperity of corporations and economies. This glorification of freedom has been accompanied by a critique of bureaucratic principles of organizing work. Allegedly, bureaucracy is founded on a number of unfortunate divisions, which restrain individuals’ freedom. Such divisions between the professional and private, the economic and social, between reason and emotion, etc, at once split individuals morally in halves and push potentially valuable ‘resources’ such as individuals’ social relations, desires and interests outside of work.

However, in a number of empirical studies of the type of organizations – post-bureaucratic organizations – that these groups await, individuals have emerged as free only at the surface. In fact, these studies have pointed out that such organizations do not emancipate workers from power, but snare them in power relations even more efficiently than did the iron caged bureaucracies. Post-bureaucratic organizations tend to make commitment to and identification with work and the organization a norm that has to be respected by those who wish to keep their jobs. In this regard, post-bureaucratic organizations have been found to leave workers with no sphere of life that is fully theirs. In fact, they are ‘accused’ of settling for no less than the modulation and exploitation of the soul of the individual.

The general aim of this paper is to critically assess the concept of freedom in contemporary organizational discourse. The transformation, from bureaucratic to post-bureaucratic organizational ideals, is viewed not as changes in degrees of freedom, but rather as expressions of different conceptions of the notion of freedom itself. More specifically, the paper develops the idea that bureaucratic organizational ideals emerged in close relation to a conception of freedom as “autonomy”, whereas post-bureaucratic ideals rest on a view of freedom as “practical power”.

FREEDOM AT WORK

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THE DISCOURSE OF BEING FLEXIBLE AND READY FOR CHANGE

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When managers construct a narrative discourse about their organizational experiences how do they position and construct themselves interactionally? This is the question within which this paper frames the concept of flexibility in the context of the narratives of managers and other organizational professionals: narratives that invariably focus on the issue and importance of change in organizations.

From a critical perspective it is important to problematize the discourse of change, as it is a discourse that reflects the requirement of capital to constantly restructure labour processes in its favour. In this regard the ‘change is inevitable’ narrative serves an ideological function and becomes a ‘regime of truth’ that constitutes and is constituted by managerial action in organizations.

When managers produce written narratives about organizational events they do so in such a way as to offer insights into how they are interpellated by the discourse of change and the ideology that underpin the discourse. Central to their self-representation, positioning and construction is the need to be flexible and rational, and this is often juxtaposed against other people (subordinates, peers and managers) and systems that are voiced (constructed) as inflexible, rigid, political and outdated. In doing so, managers show themselves, not always with totally conformist representations, as interpellated ideological agents of organizational change.

Through the investigation of four managerial narratives this paper applies a dialogic approach to show how managers represent, position and construct themselves and others interactionally. In part the narratives managers construct suggest an organizational world that is an outmoded political and emotional mess, that requires a dose of rational-technicism to overcome the feudal politics that prevail. A critical aspect that prevents change in these organizations is perceived to be the fossilized inflexibility of people and structure. As a consequence they are in need of flexible managers introducing flexible systems that facilitate appropriate change.
BEING “STRETCHED” AND “SQUEEZED”: ORGANISATIONAL FLEXIBILITY AND THE MIDDLE MANAGER

Melissa A. Parris*, Margaret H. Vickers and Lesley Wilkes, University of Western Sydney, Australia.

Being in middle management has, at least figuratively, always involved a need for flexibility if the middle manager was not to “snap” as they were both stretched and squeezed in their role as an intermediary between senior management and their staff. The emerging concept of the “flexible worker” brings further facets such as flexibility with respect to time spent working, behaviour in the workplace, and attitudes and approaches to career development. For the middle manager, this increasing focus on flexibility has dual implications. Firstly, they are called upon by the organisation to be flexible in their approach to work. Secondly, they need to manage within an organisational environment of flexible workers.

This paper discusses findings from an exploratory research study investigating the organisational experiences of middle managers in the private sector, and the impacts on their personal lives. We consider middle managers’ experiences of organisational demands for flexibility with respect to flexibility in managerial approach, and flexibility in time - both the time of middle managers and that of their staff. For many of the middle managers in this study, the concept of being flexible involved being “stretched” and “squeezed” in even more directions as they co-ordinated the working arrangements of their teams while addressing daily obligations of the organisation. Respondents spoke of having to meet the ever-increasing requirements from senior managers with less and less resources at their disposal. Furthermore, the notion of flexibility imposed by senior managers frequently presented itself as an expectation that respondents would rearrange their personal lives as unpredicted events arose in the workplace. The reported result was often an increasing blurring of the space between work and home, and a detrimental impact on their emotional well-being. If “flexibility” continues to be espoused within organisations, a better understanding of the middle managerial experience is an imperative.
BLOTS ON THE LANDSCAPE: TRANSIENCE AND RISK IN INTERNATIONAL CAREERS

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International mobility is an increasingly common experience in many professional careers. Reflecting on this trend; much of the existent literature on expatriate managers and corporate executives points to the adventure, challenge and rewards of such a career move. Indeed, having or creating the flexibility to pursue one’s career across international boundaries may well present an inviting prospect. The new careers literature offers a useful framework within which to understand people who have embarked on an international career. However, while it accurately reflects themes relating to ‘fresh energy’ and freedom, one limitation is that it presents an overly optimistic view of what such a career move might involve. This paper introduces a more cautionary note. Drawing on a study of thirty British faculty in New Zealand, Singapore, the United Arab Emirates and Turkey, it suggests that the landscape of an international career is characterized by certain ‘blots’ which must be acknowledged and understood. Exploring themes of transience and risk it suggests that while having the flexibility to pursue one’s career internationally can indeed provide a sense of adventure, liberation and reward, it should not be taken lightly. The paper also reports how these more problematic dimensions of an international career can be managed and the extent to which they impact on individual behaviour. It also challenges the widely accepted view that the more international experience one has the less likely one is to face such problems. Indeed, this study suggests that transience and risk are chronic themes in international careers. Located within an interpretive interactionist framework, the study explicates the findings in relation to social relationships and the concept of significant others.
FLEXIBLE WORKING TIMES: TOWARDS A NEW EMPLOYMENT RELATIONSHIP?

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Some practices of flexibility affect particularly the spatial and temporal dimensions of work. Far from the “fordist arrangement”, working time has become “burst, diversified and malleable”. The spatial and temporal framework of work constitutes a major ‘lever’ for management practices. The stake of such flexible practices appears to be the available time: managers seek to increase it while employees try to better balance work and family duties. This paper aims at understanding how those flexible practices make sense for groups and employees, how their uses are perceived and justified and, how the employment relationship is finally reorganised or re-constructed by actors. This enquiry is based on two empirical investigations taking place in two different contexts: the food retail sector and the IT sector. Beyond the limits inherent to the comparison of two divergent objects, our analysis reveals similarities regarding the consequences that these practices of flexibility generate for the employment relationship.

Beyond the dominant interpretative registers of ‘flexibility’ that we identify –natural process, managerial strategy or opportunity to balance various temporalities (household and work)–, this paper points out the emergence of a new employment relationship, by mobilising the ‘implicit’ social contract, which reflects the understandings between employer and employee about their respective contributions. Our results bring us to (a) reconsider the spatial and temporal framework, which is characterised by a greater and unbounded temporal availability for employees, whereby space also gets a new signification; (b) understand the employment relationship in a more individualised, informal and interpersonal way and; (c) re-think the collective dimension of those work arrangements in order to understand and develop adapted processes of regulation.
"YOUR JOB NO LONGER EXISTS!": FROM EXPECTATIONS OF FLEXIBILITY TO EXPERIENCES OF ALIENATION - A PHENOMENOLOGICAL STUDY

Margaret H. Vickers* and Melissa A. Parris, University of Western Sydney, Australia.

We have entered the age of the contingent or temporary worker, the consultant and the subcontractor. Workers are expected to be pliable and tractable; to "fit in" with the latest managerialist trend heralded to assist workers while, in reality, it helps organizations at the expense of workers. The emphasis of flexible workforces and temporary workforces is part of a continuing trend in the West towards worsening job security and conditions of service. Large scale and continuing redundancies also fuel workers' sense of concern. Being made redundant is an area where workers are expected to be flexible and resilient. However, when these so-called "flexible" workers are told their job no longer exists, the accompanying sense of rejection and alienation can be excruciating. It is a mistake to assume that workers are axiomatically resilient and pliable, and that they can bounce back - unchanged - from such an event.

Stories of being made redundant were collected during an exploratory, qualitative study, using Heideggerian phenomenology as the methodological vehicle to capture the lived experiences of these individuals. Focused in-depth interviews were conducted with the ten respondents - nine men and one woman. The stories shared in this study suggest that being made redundant is a harrowing, alienating, painful and emotional experience. It is not one that people routinely bounce back from, unchanged. Indeed, respondents spoke of their erosion of trust in organizations, people and, often, themselves. They also spoke of significant personal, financial and career losses suffered. Expectations that workers are "flexible" are unreasonable. At a time when redundancies still remain a primary management "tool" to reduce costs and increase shareholder wealth, the routine assumption that workers can recover unscathed from such events needs to be challenged.
THE RHETORIC AND REALITY OF FLEXIBLE WORK

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Popular discourses have sought to both describe and prescribe the advent of a new era of ‘flexibility’. This is a vision of effortless, seamless, flexible and supported ‘e-work’: the use of technology to work ‘anywhere, anytime’.

This paper critically interrogates the rhetoric of flexible working by examining ethnographic data from a group of UK flexible workers called FlexiTeam (a pseudonym). These flexible workers pose a particularly interesting case because they not only ‘practiced’ flexible working but also ‘preached’ flexible working in the form of a management consulting offering. As employees of a UK telecommunications firm, the consultants acted as ‘missionaries’ of flexible working hoping to ‘convert’ clients and in the process sell consulting services and telecommunications products and services. This extended beyond specific client interactions to include more general ‘evangelistic’ work, such as conference speeches, magazine articles, websites and newspaper stories.

The paper looks at the contrast between what the consultants ‘preached’ about flexible working to their clients and what the consultants ‘practiced’ as flexible workers. I argue that the ‘rhetoric’ of flexible working was carefully constructed to ensure that certain aspects of the ‘reality’ they experienced was hidden or ‘deleted’ from the stories they told. The consultants used their own experience as ‘exemplary’ flexible workers to try and sell their ‘embodied’, ‘best practice’ expertise. While these ‘evangelical testimonies’ did indeed seem to be a powerful marketing tool, they also comprised particularly selective, reflexively aware narratives. For example, they involved the ‘deletion’ of stories about the labour and discipline they experienced as a flexible worker.

For most of the consultants, the ability to produce glossy, glorified rhetoric about flexible working did not seem a problematic endeavour. After all, they were just doing their job. Yet for others, this process seemed more difficult. I focus in particular on two of the team members, junior consultant Duncan and Carole, the website coordinator. Carole and Duncan both expressed cynicism and ambivalence about their role as ‘missionaries’ of ‘best practice’ flexible working. They were left feeling cynical because they felt that FlexiTeam did not practice what it preached.

The paper concludes that the rhetoric of flexible working produced by actors like these consultants involved the deletion of the forms of labour, discipline and discontent that were sometimes experienced in reality. The ‘heady visions’ of a seamless, connected, flexible future did not allow for a discussion of the problems, difficulties and drawbacks that might accompany flexible working, leaving some experiences ‘silenced’.
FORSWINK/FORSWUNK (STREAM 9)

Convenors

Norman Jackson, University of Leicester, UK.
Pippa Carter, University of Leicester, UK.
Peter Pelzer, Independent Consultant, Germany.
Marianne Afanassieva, University of Hull, UK.
Gianluca Andresani, University of Hull, UK.
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Stream Description

These words mean, respectively, ‘to exhaust by labour’ and ‘overworked’. They originate from the 13th century but are still extant and there is even a web address at forswunk. Overwork, it seems, is not a new problem but it is a problem that remains.

CMS has flourished as a scholarly activity for more than 2 decades, yet what has been its impact on practice? Arguably, the more critique there is, the worse ‘organisations’ become. Is there a ‘paralysis of analysis’? Should we be turning our attention to prescription? This stream seeks to explore the issues raised by these questions.

Prescription is, of course, a very thorny issue. How do we go about prescribing? What is the role of the knowledge producer? How should knowledge claims be assessed? How is legitimacy established? What areas can, or should, prescription address? What are the risks, and what the prizes? Who should be the beneficiaries? These are big questions!

Our primary interest is in developing the idea of what we call ‘labour extensification’. We are taking our usage from agriculture, where it is well understood that there are benefits to be gained by deliberately reducing the productivity of resources below what is theoretically possible (as opposed to Marx’s usage, which refers to increasing labour exploitation). If this is desirable for land and animals when considered as resources, is it not extensible generally to ‘the human resource’? What might be the costs and benefits? How might such extensification be achieved? There is no doubt that there are many well-documented costs arising from the problem of overwork, but, in the current state of (the critique of) organisational and managerial activity, where are the mechanisms that would enable an organic, evolutionary solution to the problems of overwork to emerge? Are there any? Given that it is known what the problem is, and its effects, not only are solutions lacking, but the constant mantra is that we should all work harder. So perhaps it is time for critical management studies to develop a more openly prescriptive approach.

However, overwork is obviously not the only issue that might be addressed by a prescriptive approach. Nor are the questions about the very possibility of prescription resolved. How and about what one might be prescriptive may differ from one discipline to another. What seems to be a solution from one perspective may itself seem to be a problem from another. The problems, and the solutions, may, or may not, vary across different global locations. We would particularly welcome contributions from a range of disciplines.
FROM 'THEY PRETEND TO PAY US - WE PRETEND TO WORK' TO 'SLOG TILL YOU DROP': OVERWORK UNDER RUSSIAN TRANSITION

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The paper aims to address issues of institutionalised work practices in the case of Soviet Union and their transformation that is taking place currently in Russia. The planned economy is seen as not providing incentives to work at full capacity. This needs to be considered in the context of the Soviet system’s reliance on atomised but pervasive practices of overwork and practices approaching slave labour (see Vlachoutsicos and Lawrence, 1996) in the labour camps. The disparity between under-utilisation of effort/labour and over-utilisation of effort/labour in the Soviet-type system needs to be acknowledged and analysed in terms of the legacy for Russian transition to a market-type economy. This has profound implications for people’s attitude to work.

The transition case, on the other hand, changes substantially the perspective on work and organisation in Russia. The neo-liberal reform programme (see Williamson, 1990) left employees ‘free’ to engage with the liberalised labour market. Labour legislation is vague and not enforced by organisations and formal contracts are not observed, allowing employers a very high level of discretion in terms of what is expected from the employees. These problems are exacerbated by the fact that many Russians need to have several jobs to sustain their and their families’ livelihoods both in the formal and the informal sector of the economy. Much activity is carried out unrecorded and cost-cutting involves in many cases tax evasion, including social security and pension payments by organisations.

Overwork is thus not seen for what it actually is, but for many becomes the norm. Job insecurity and general uncertainty does not seem to provide for an optimistic consideration of future developments.

References


LIFE: FRIENDS OR COACHES

Claudia Bettiol, Tor Vergata University of Rome, Italy.

Forswink; forswunk; to die, to sleep, no more; role play; animation; culture; no logo; guru; coach; responsibility; loneliness; Lone Wolf; Complex Sensitivity Design; Copernicus; heliocentric; geocentric; lifelong learning; rest; final end; no more, to dream... "Who is maestro in living art does not distinguish well between work and free time, between mind and body, his education and his recreation, his love and his religion. What he is doing is not obvious to him. He simply follows his vision of excellence in everything he is doing, let other people decide if he is working or playing. He thinks always to do both at the same time." Zen thought.

The choice of these words is not casual as they follow the evolution of western thoughts that can be considered as cyclic. Many scholars were and are interested in the cycle of life – the most famous one is Giambattista Vico (1744) with his studies on historical evolution – and we can distinguish almost two different points of view that correspond to a single person and to community. I chose the community and not the country as a point of reference because, as Vera Zamagni (1999) suggests, I suppose that the story of development of every country depends only on few different regions and so on their small communities. In order to have people who do not feel depressed or exhausted, we need people who are able to play, to have dreams.

If the wish to know is the first step of every process of learning (Piaget, 1955), so the capability of dreaming is the essential factor to motivate a person to create. But in our Western rational world - where the dichotomy made by Descartes between rational and humanistic modes of thinking with his famous "Cogito ergo sum" is still alive - we have lost our dreams. On the contrary, Vico is far from Descartes and understands that to divorce 'mythos' from 'logos' is a very risky cultural operation leading to either charismatic men or technological man.

‘Eros and thanatos’ (love and death) which underlie life and which shows that there are no differences in living. Just life. But we cannot feel dreams without feeling the risks of the unknown.
THE LABOUR EXCHANGE: REFLECTIONS ON WORKING LESS

Abby Cathcart, Sunderland University, UK.

In a period of time where people are being urged to work harder, work smarter and work longer there is little space given to those in society who are interested in working less. Although many organisations now offer ‘flexible’ working patterns, these often have very limited flexibility and negative consequences for those employees that adopt them. In addition, employees are often required to justify their requests for flexible working conditions through arguing, for example, that they have responsibilities as a carer. The idea that people may simply wish to work less is still given little credence in either organisational literature or organisational life.

An example of this limited imagination in exploring flexible working can be found in a recent report published by the Learning and Skills Research Network. It focused on the experiences of staff working in the further and adult education sector of whom over 70 per cent work on a part time basis. The authors explain that the title of the report was chosen to reflect the “genteel professionalism through which people do good works for low wages in poor conditions” (Hillier and Jameson, 2005:2). The report takes a critical stance, acknowledging the negative aspects and poor organisation of part time employment, and noting the lack of induction, training and recognition for part time staff. The conclusion however, is focused on the finding that organisations need to do more to support part time workers. An area touched upon but not explored in any depth, were the reasons why people work part time, although it was noted that the majority of part-time workers wanted to remain part-time.

This paper starts from the premise that some people are choosing to participate less or not at all in organisational life and that their motivations, experiences and reflections on this position are worthy of exploration. This personal extensification of labour may take many forms including working part time, taking early retirement, having a year ‘off’ or in my case, going on maternity leave. The paper examines my own and others experiences of working less, and considers the challenges to the mind-set of those of us for whom the nature of our engagement with organisations has fundamentally changed.

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ADORNO, OR HOW TO BE ‘CRITICAL’? - SOME PHILOSOPHICAL AND EMPIRICAL REFLECTIONS ON THE PRESCRIPTIVE POTENTIAL OF CRITICAL THEORY

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The idea of this paper is a critical examination of the potential of ‘Critical Theory’, esp. the work of Adorno, in terms of the possibility of prescription and critique. The paper is structured in two parts. First of all, we will discuss some important aspects of the philosophical, sociological & psychological background of the writings of Adorno, which is relevant for an understanding of the idea of prescription and critique. Secondly, we will link these philosophical and epistemological questions to the current German public discourse about the changing ‘order of work’.

Related to the first part, the reference to the work of the 'Frankfurt School' is one possible way in the field of Critical Management Studies (e.g. Alvesson/Willmott 1992a, Fournier/Grey 2000). In our view the philosophical background is not always sufficiently reflected in the work of CMS scholars drawing on the work of the 'Frankfurt School'. Therefore, we will take a closer look at the influences Adorno’s thinking received from German philosophy and sociology, esp. Hegel and Marx. For instance, Adorno’s understanding of 'ideology' and his non-positivist approach is rooted in the dialectic of "Wesen" [essence] and "Erscheinung" [appearance] (Adorno 1975, 1979a) as formulated in the era of German idealism by Hegel (1986, 1988). Secondly, we will consider the influence of the writings of Freud, which play an important role in Adorno’s conception of the subject, the explanation of the rise of the fascism and therefore of the emancipatory possibilities of mankind (Adorno 1979b; Horkheimer/Adorno 1988). On this background, we will discuss potentials, problems and paradoxes of the idea of prescription and critique in the writings of Adorno in a more tentative way. The second part of the paper presents a short case study to show some empirical possibilities and consequences of the discussion carried out in the first part. Therefore, we take a look at a recent German discourse concerning the 'order of work', esp. the discourse on 'work time'.

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LABOUR IN LITERATURE

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Issues of work intensification and the attempted rebuttal of this by the stream in terms of a thinking through of the extensification of work suggest an opening to consider the ways in which the value of work has been thought. A primary mediation of this thinking but one often ignored by (business) academic scholarship (with some notable exceptions) is that of the novel. And thus we suggest a reading of novels in which work plays a significant role. Particularly interesting to us, and the substantive focus of our critique, is the way in which work often functions as redemption and vehicle for self-realisation in such texts. This pernicious theme in literature reaches its apotheosis in that most disgraceful of insinuations: that work could be pleasurable.

Texts we see as ripe for the sort of scrutiny we seek to deliver include such classics as The Grapes of Wrath, Atlas Shrugged, Diary of a Nobody and, as we slide to the slightly more ambiguous, Cosmopolis, The Ragged Trousered Philanthropists, Microserfs, Nice Work and the not so classic Stickleback. In the paper we will elucidate the ways in which work functions in these texts, drawing attention particularly of course to the perplexing perspectives on the value of work we outline above. And of course given that we all like a good read, with the emphasis here on the latter term in the couplet, we will also refer in passing to the endless stream of banal texts that allow us to distract ourselves from our work whilst labouring themselves to draw work into their webs.
THE (DE)SOCIALISATION OF RISK IN THE UNITED KINGDOM: THE MYTH OF THE “THIRD WAY”?

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“Social democrats have to shift the relationship between risk and security involved in the welfare state, to develop a society of ‘responsible risk takers’ in the spheres of government, business enterprise and labour markets… Equality must contribute to diversity, not stand in its way” (Giddens 1998:100).

The discourse of the Third Way has so far been used in the UK to legitimise a ‘defensive’ approach to the reality of the global marketization of workplace practices and relationships. However, a prescriptive critical approach would entail in our view a close examination of the theoretical bases and empirical manifestations of such a discourse. We will first focus on the recent work of the ideologue of the Third Way (Giddens 1998; 2000; 2002), which will provide the platform for questioning its ideological assumptions and opening it up to the observation of unobserved alternatives.

By way of illustrating our theoretical interrogation of the Third Way, we will then focus on the characteristics of policy developments under New Labour around the regulation of working-time practices, drawing comparisons with the regulatory environment in the United States and Germany.

By adopting the term working-time practices we go beyond simply the volume of working hours, extending the temporal meaning of work to include both the scheduling of working hours at any one point in time (e.g. week-end working, shift-working and flexible-working), and the organisation of working time across the life-cycle. We also move beyond a concern with solely individual working-time practices, to include the working-time practices at the level of the couple.

We argue that broadening both the temporality and the unit of analysis in those ways, equips us better to capture the meaning of the risk of work intensification in contemporary post-industrial societies, in which new “post-industrial social risks” (Bonoli, 2004) emerge, and old ones are rendered more complex. One reason is that the de-standardisation of the labour market associated with post-industrialism, has been accompanied by a pressure for increased individualisation and flexibilisation of working patterns, which has implications for when, in addition to how much, one is expected to work. Intensification of work, therefore, may be experienced in a greater variety of ways of ways: for example, as the intrusion of work into previous non-work times, such as week-ends, the unpredictability of working times, rendering the separation of work and non-work spheres more complex, or the contraction of the working schedule into a fewer number of days without any reduction in overall working hours. A second and related reason concerns the continued feminisation of the labour market which has also been a key feature of post-industrialism. Among couple families, the risk of work intensification, therefore, becomes a household rather than simply an (male) individual risk. More than that, however, the risk, and by extension, the question of its (de)socialisation, has to be considered in the light of the gendered nature of time itself, and in particular the gender imbalance in the distribution of responsibility for unpaid care-work time. In this context, the reconciliation of work and care times becomes an important element in the analysis of the regulation of working-time practices, and reinforces the need to examine the regulation of when, both at any point in time, and at points of significant biographical events (e.g. childbirth and early child-rearing periods) across the life-cycle, work takes place, as well as its volume.
THE LOSS OF A ROOM: MUSING UPON THE RELATIONSHIP BETWEEN LOCATION AND IDENTITY

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This musing is triggered by the situation of the first author, who, despite being retired for five years, maintained a sense of work-self through the physicality of her ‘room at work’. This has now been withdrawn and thus the metaphorical and physical space that she occupied has disappeared. Her identification with her room, throughout her work life, but particularly noticeable once retired led her to be ‘exhausted by work’ in order to prevent such disappearance.

We shall explore the effects and implications of this before looking at the way in which the metaphorical space in which we ‘are’ impacts upon the physical space that we influence, and vice versa – the modification of ‘self’ through that of physical space, and the (over)work that we indulge in to maintain this.

Finally, we shall draw parallels from this to the way in which third (or more) generation farmers identify with the land, and the effects that potential removal from this land has upon them, in order to allude to our land-based sense of nation-hood.
PRESRIPTION/ DRUGS

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Joanna Brewis, University of Leicester, UK.

Here we explore a series of issues raised by the call for papers around ‘Forswink/ Forswunk’ in the context of our research into the relationship between recreational drugs and the managerialist anti-drugs discourse, including workplace drug testing. We note the surprising lack of CMS engagement in this area, but see the issue of employee drug use as especially useful in reflecting on the possibilities of ‘critical’ prescription for a number of reasons. First, the managerialist discourse seems to us to generate several potentially problematic power effects; a further organizational colonization of employees’ leisure activities, not to say invasion of their very materiality, for example. Second, critical interventions seem timely given the momentum that the managerialist anti-drug discourse is gaining in the UK – British Airways’ recent addition of testing to their established drugs policy being a case in point. Third, these policies are not well evidenced regarding the deleterious effects of employee drug use, the deterrent effects of management initiatives or their reduction of unwanted organizational consequences. Moreover, the managerialist construction of the dangerous drug-using employee is not reflected in extensive sociological research on the UK’s recreational drug users.

But what kind of intervention on drugs does CMS have the potential and responsibility to make? We explore this question via a range of different routes. To begin with, ‘prescription’ etymologically invokes the activity of (in)scribing, or writing - and drug taking by employees is being inscribed as an ‘organizational problem’ by UK managerialist discourse. Mindful of Foucault’s (1979) analysis of the discursive ‘real-ization’ of sexuality, we therefore ask whether critical engagement might inadvertently contribute to this anti-drug discourse. By participating in the debate might we further mark employee drug use as an important area for investigation and therefore managerial action? If we reject silence on the other hand, we may choose to publicly debunk the evidence base of the managerialist discourse. But as Guest (1991) pointed out with regard to In Search of Excellence, a meticulously researched critique of the flaws of management technologies does not necessarily detract from their appeal. Relatedly, management as a social activity turns upon action and making a difference. So can CMS academics effectively prescribe doing nothing? Recommending inactivity or indeed the removal of existing drug policies (ie, advocating extensification) may be poorly received by a management audience. Alternatively, we might consider Parker’s (2002) and Wray-Bliss’s (2003) claims that we need to write in alternative formats so as to persuade a wider constituency of readers to listen to what we have to say. Still, with regard to drugs and the workplace, might this be academically counterproductive? If we don’t cultivate an ‘authoritative’ voice, perhaps we risk being accused of trivializing or glorifying this topic by fellow scholars. Finally, both Bloor (2004) and Miller (2004) argue that qualitative research has a particular potential to engage practitioners, and such an approach also suggests to us a greater possibility for more egalitarian and productive relations with respondents, via participatory action research for example. We therefore also reflect upon the possibilities and difficulties of such methodologies.
IDENTITY: EXPLORING THE IMPACTS OF INDIVIDUAL AND COLLECTIVE CONSTRUCTIONS (STREAM 10)

Convenors

Nic Beech, University of Strathclyde, UK.
Christine Coupland, Nottingham University, UK.
Carl Rhodes, University of Technology, Sydney, Australia.

Stream Description

Identities can be constructed and realised in various modes in organisations – the individual, the group, the profession, the interest group and the hierarchical group amongst others. People are also identified by their gender, age, presumed and enacted attitudes, behaviours, associated scripts, rituals and symbols. We are interested in furthering the debate on how such identities are formed and reformed and exploring the impacts of the social processes through which identity is constructed and used.
DIXON OF DOCK GREEN GOT SHOT! - POLICING IDENTITY WORK AND THE ‘COP CULTURE’

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Organizations are significant sites for various forms of ‘identity work’; arenas for on-going and dynamic negotiations in the creation of a sense of self. In identifying with organizations, individuals not only create a sense of self, they also develop particular constructions of what they believe the organisation to be. The organisation is therefore an important source and site of individual identity construction. Furthermore, identity is central to a range of organizational issues, including amongst other things, public sector reforms and inter/intra organizational collaboration. This paper explores the nature of ‘identity work’ within the UK police service. It focuses on processes of identity construction and forms of identification in the context of a service-wide change initiative, focused on ‘rebranding’ the police service as collaborative and community (or neighbourhood) oriented.

In recent years, the British police service has faced highly damaging criticism over the poor relationship with communities. Organisationally, a main focus of critique has been the strongly normalising ‘cop culture’, configured around a policing occupational identity that is highly exclusionary, especially in terms of gender, ethnicity and sexuality. Proponents of community policing argue that its effective operation requires a permanent change in this occupational culture and in the value orientations of individual police officers (Zhao et al. 2001). Studies have noted the failure to implement community policing in the UK (Fitzgerald et al 2002; Crawford et al 2003), largely attributed to structural and cultural barriers. However, the dynamics of the relationship between and within occupational identities and organisational identities has not been explored.

The paper takes as its starting point the argument that an appreciation of the contested and negotiated terrain of meanings and identities is fundamental to understanding change and change resistance. The paper explores the constructions of, and struggles with, different types of policing identities, examining in detail these processes of identification. The paper also explores the dynamics of individual and organisational identification and the relationships between identity work and different forms of management and cultural control.
THE CONSTRUCTION OF SUPPLY CHAIN POSITIONS: REPERTOIRES OF INDIVIDUAL AND ORGANISATIONAL IDENTITY

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Studies that investigate issues of identity in the context of inter-organisational settings are rare (Beech and Huxham, 2003). In this paper, I aim to show how a more subtle understanding of social constructions of managerial identities and ‘the other’ within the language of ‘supply chains’ can broaden our conceptualisation of inter-organisational relationships. In addition to framing the other, I suggest that linguistic constructions enable the interview accomplishment of the self as both a practical manager of business relationships, participating in the diversity of this role; and also as a participant within the more formal discourses of marketing and supply chain management (Ellis and Hopkinson, 2004).

Conceptually, this study is set in the theoretical realm of what has become recognised as ‘IMP’ (Industrial Marketing and Purchasing) thinking. The IMP concept of ‘network position’ puts an organisation in relation to other actors in a network context, according to the perceptions of participants. This is concordant with the notion of ‘network pictures’ which effectively function as ‘the actor’s network theory’ (Mattsson, 2002). The significance of linguistic constructions in forming these ‘pictures’ is acknowledged in the industrial network literature but rarely acted upon in supply chain research. An objective of this paper is therefore to bring a greater linguistic sensitivity to the analysis of B2B marketing interactions. If the atmosphere for supply chain relationships may in part be constructed by individual actors, then a discursive approach to studying (accounts of) these interactions has much to offer.

The focus of the research is upon the discursive construction of individual managerial identities and organisational supply chain positions in spoken texts. This is pursued through interviews with managers who have an involvement in inter-organisational relationships. These include marketing managers working for a variety of manufacturing organisations based in the Midlands region of the UK. The firms are embedded in what might broadly be described as (and indeed, are described as such by participants) supply networks for agricultural, textile-related and automotive products. In conducting my analysis, I note discursive patterns as these managers try and make sense of and communicate their activities as both individuals and holders of managerial posts (Watson, 1995), posts that entail considerable engagement with ‘others’ (Huxham and Beech, 2003).

I examine the use of certain ‘interpretive repertoires’ (Potter and Wetherell, 1987) as well as taking a systemic-functional view of language (Halliday, 1985). I show how the discursive production of supply chain positions and organisational and individual categories plays a part in structuring the shifting atmosphere of inter-organisational relationships and establishes some of the ‘facts’ about the world(s) into which marketing managers act. The discursive approach adopted in this paper illustrates how the (socially constructed) status of different ‘others’ affects managers’ thoughts and actions as they attempt to manage business relationships. As such, I provide a sociologically informed account (Morgan, 2003) of the constitution of marketing as a set of management practices, practices that are enabled and constrained through identity processes.
LEADERSHIP, SELF AND IDENTITY IN PUBLIC SECTOR ORGANISATIONS

Jackie Ford, University of Leeds, UK.

There is a significant history of interest in identity formation and construction within sociology and social psychology, particularly with the tradition of symbolic interactionism and most notably including the work of Mead and Goffman. Within the more recent theorising on identities, two main strands have been identified: a social theory strand and a cultural theory strand (Roseneil and Seymour 1999: 4). Both these strands offer alternative ways of articulating identity. The social theory strand offers a historicised narrative of the development of identity conceptualised as self-identity, as the individual’s conscious sense of self (Giddens 1991). It attempts to anchor our sense of self in the maelstrom of social life, to create ontological security in a world of rapid change and to enable individuals to construct for themselves their biographical narratives. In Gidden’s terms (1991: 75) the self becomes a reflexive project: ‘we are not what we were but what we make of ourselves’.

The cultural theories strand, in contrast, offers insight into the problematic of identity and cultural difference and in the theoretical deconstruction of identity categories, notably the significance of power in the construction of identity through difference. This approach takes the constructivist position of social theory into deconstructionist directions, and radically challenges the humanist conception of the unified essential subject. Thus both of these approaches draw on post-structuralist accounts of identity, in which there is no essential, true or pre-social self, but performatively enacted identities through the subject positions made available to us in language or under cultural codes. Furthermore, identities are fragmented and fractured, multiply constructed across different, often intersecting and contradictory discourses, practices and positions, constantly in the process of change and transformation. Drawing on Saussure and Derrida, Hall (1996) stresses the claim that identities are constructed through and not outside, difference, and as a consequence, are inherently unstable, divided and haunted by the liminal presence of the ‘Others’ from whom they seek to distinguish themselves. As Roseneil and Seynour suggest, post-structuralist theories emphasise the instability, fluidity, fragmentary and processual character of identities. They reject the idea that there exists some ‘ontologically intact reflexivity to the subject, which pre-exists the subject’s placing in a cultural context’ (Butler 1992: 12) and instead regard the subject as constituted through discourse.

Precisely because identities are constructed within not outside discourse, we need to understand them as produced in specific historical and institutional sites within specific discursive formations and practices, by specific enunciative strategies. However there have been very few empirical studies of identity formation that provide more knowledge and understanding of what these discursive formations mean in practice. This study aims to rectify this shortfall by reporting on a study of identity formation in the workplace.

The study takes place in a large local authority that is in the process of undergoing fundamental organisational change. A number of government-informed initiatives are being implemented by senior managers, which are likely to have a fundamental impact on the shape of the future workforce. Furthermore, the Council has invested in a major programme to support leadership development within the top 120 managers within the organisation. This study will involve in-depth interview discussion with a cross-section of employees within the Council from the executive directors (Chief Executive Management Team), senior managers, middle managers and front line staff.

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In this paper I illustrate the usefulness of identity as a lens for exploring the complexities of power in workplaces. Drawing on poststructural literature, specifically Foucauldian, which directs attention to the complexities of the relationships between discourse, power and subjectivity, I explore the shaping of worker identities in a large public sector organisation in Australia. In this story I take-up and work with the idea of subjects as effects, rather than the cause or origin of action (Rose, 1996). This approach provides me with the resources to theorise subjectivity and identity without falling into essentialist re-presentations and to move outside of an individual-society dualism. Using workplace texts collected as part of an Australian Research Council funded project on ‘everyday’ learning at work I draw attention to the way particular workgroup practices, and in this case the practices of a group of senior managers in a large bureaucratic organisation, contribute to producing worker identities. I examine the discourses that are in circulation in this workgroup, the way subjects are positioned in these discourses, the take-up or resistance to these positions, and the particular identities that are produced. When people identify with and take up subject positions they take up an identity related to that subject position. It is in this way that complex power relations extend into every aspect of our lives. A poststructural approach disrupts the notion of power as only being top-down and oppressive and the idea of an autonomous, cohesive, essential self; two foundational concepts that have dominated the organisational and management literature. Instead I offer another story about identity and power in workplaces. Power is distributed and multifomed and identities are multiple and in constant deferral. This suggests that the subject of management, that is the subject that can be known and therefore governed, is a problematic concept as identity is always ‘in process’.
BECOMING A GRADUATE, BECOMING A MANAGER: THE WARRANTING OF EMERGENT IDENTITY

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Drawing upon the interactionist strand of the conceptualisation of identity that purposefully avoids privileging either the personal/private or the social/public, this paper will present a model for considering ‘emergent identity’ as the outcome of the interaction between the claim (or disclaim) by the individual on a particular situated identity and the ascriptions made by significant others. In relation to the claim (or disclaim) by the individual, ascriptions may be regarded as affirmation or disaffirmation (of the identity claim/disclaim). However both claims/disclaims and ascriptions may be provisional, tentative, equivocal. A five ‘zone’ framework of ‘modalities of emergent identity’ will be presented. It will be suggested that a framework affords analysis of ‘identity projects’ (Harré, 1983) in terms of trajectories ‘through’ such modalities of emergent identity. Moreover, whilst what may be typically viewed as ‘happy’ trajectories may be examined, the framework also provides for consideration of what Goffman (1961) termed ‘hazard’, and of the possibility of failure to gain affirmation of identity claim, or of the withdrawal of affirmation, ‘spoiled identity’ (Goffman, 1968).

This approach will be explored in terms of two occupational areas currently of particular importance: managers and graduates. The paper will apply the modalities of emergent identity to the process of becoming a manager, and that of becoming a graduate in employment, drawing upon data from interviews. The paper will consider the issues raised by such an approach, particularly in terms of the possibilities for and limitations on the freedom of individuals to create spaces of authenticity and creativity within the processes in which emergent identity is constructed. It will conclude with proposals for additional research that the emergent identity approach suggests.
THE PARADOX OF IDENTITY: AUTOBIOGRAPHY AS CRITICAL METHOD

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This paper asks the question how can autobiography contribute to the ongoing conversation of research? This paper explores the legitimate use of autobiography as critical method (as employed by Sims forthcoming, Parker 2004, Linstead, S. 2000; special issue of Sociology 1993) with all the paradox that this entails (Lewis 2000; Clegg et al 2002). Autobiography gives a phenomenological account of the experience of time or duration (see Linstead, S. on Bergson 2002), that duration is the source of the perspective of retrospective and prospective accounting (Garfinkel 1967) in continuity i.e. it links real and the possible and the actual and the virtual. In this paper particular work place events are discussed to illustrate how we write events. These events led up to a particular evenèment – a meeting with a former Head of Department – when corporeality disturbed naturally occurring talk and shifted the grounds of the relationship from one of appraisal to moral harassment. Evenèment writes us. Evenèment then represents discontinuity rather than continuity – fractal discontinuities within duration and the autobiographical reflections presented reveals how evenèment is corporeally grounded and it is this corporeality that is often neglected in autobiographical writings. Bergson raises that duration is corporeally grounded however Deleuze picks up on this in Bergson and further emphasises discontinuity. It is this discontinuity which constitutes the struggle of autobiography which Parker recognises in his lived experience as manager as becoming. Parker raises the inscription upon experience, the attack of interruption on the self, but he does not go far enough to explore when interruption accelerates to the implosive moment of radical discontinuity which changes the self forever.

Autobiography then goes along with a phenomenology of duration in emphasising continuity; yet paradoxically autobiography is driven and occasioned by the often painful experiences of discontinuity and the need to reconcile or deal with them. However this paper emphasises the corporeality of evenèment as a discontinuous life changing moment. In exploring writing and inscription, when evenèment imposes an inscription on the self and on the body which transgresses duration and changes things it is possible to reinscribe to transgress the transgression by inscribing identity. So this paper asks whether autobiography can be a critical tool for the transgressive reinscription of violated identity.
LEADING THE WAY: EXPLORING IDENTITY CONSTRUCTION IN TIMES OF CHANGE

Anjoom Mukadam* and Steve Fox, Lancaster University, UK.

This paper will focus on the ways in which identities can be constructed and realised in various modes within an organisation and an ethno-religious group. We will examine parallels between two social actors, an academic community and a minority religious community, and will focus on aspects of the individual's identity that within the group context are seen to be necessary components of community membership and other components of the individual's identity which are negotiable and in flux as a result of interaction in the public sphere. The concept of 'identity' has gone through a paradigmatic shift; originally seen in essentialist terms it referred to 'sameness' and was seen to be fixed. The meta-narrative of the identical subject was subverted by poststructuralist deconstruction and a concept that was defined by sameness and unity is now discussed in terms of difference and the implicit condition of plurality. We chart four successive phases within this paradigmatic shift from social identity theory (Tajfel, 1974, 1981); self categorization theory (Turner, 1985); community of practice theory (Lave and Wenger, 1991; Wenger, 1998); and actor-network theory (Michael, 1996), all of which contribute to debates on the social construction of identity. Our paper will not attempt to produce a fresh theory of identity construction, but will use the above perspectives to explore and examine two specific collectivities to elucidate aspects of individual and collective identity construction. We will examine two cases, an educational (a further education college) profession and its leadership and an ethno-religious (Nizari Ismaili) community and its leadership (re)producing and (re)negotiating their 'identities' in and through the actions of some of their individual members.
ORGANIZATIONAL IDENTITY AS A STRATEGIC PRACTICE

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Several scholars have proposed linkages between organizational identity and strategy (cf. Dutton & Penner, 1993; Fiol, 2001). Yet while strategy content scholars have proposed the organizational identity might be considered an organizational asset, and strategy process researchers see it as a dynamic capability, in this paper we propose that it can be viewed as a strategic practice. Our conception draws on Giddens (1984), who sought to overcome the paralyzing dichotomization of “structure” and “agency” by proposing that social structures constitute and are constituted by human action, with structure and agency mutually embedded in ‘structuration’ practices. Our conception also draws on Bourdieu’s notion of habitus, which refers to a system of durable dispositions, structures or principles “constituted in practice and is always oriented towards practical functions” (Bourdieu: 1990: 52). Conceptualizing organizational identity as a strategic practice integrates both elements of the duality of structure, allowing us to focus on the recursive relationship between process and outcome. Rather than an additional strategic variable or a filter for strategy process, a practice perspective means that organizational identity and strategy practice can be thought of as mutually constitutive.

We illustrate our theoretical propositions through a three-part illustrative case of interventions conducted with strategy-development teams of a specialty chemical company. We describe how the identity representations developed in each company division were both constraining and enabling to organizational members in these workshops. The case studies illustrate the recursive relationship between the intersubjective meaning-making and meaning-negotiation practices which constituted both the organization’s identity and strategy.

References


EXISTENTIALISM AND IDENTITY: AN ALTERNATIVE THEORISATION OF SELFHOOD AND LIFE PROJECTS

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Debates concerning personal identity within critical management studies tend to be dominated by a dualism between positions grouped loosely around the flag of humanism and the break with, and critique of, this tradition represented by post-structuralist approaches. The humanist or ‘sovereign’ self, according to Dunne (1996), has its origins in the thought of Descartes and Hobbes, the combination of whom results in a self that “is a citadel in which a lucid reason is at the service of a naked will” (1996: 138). This promethean autonomous self is not so much in evidence in recent identity theory. Mead’s social interactionism suggested a dialectic between social structure and individual agency mediated by our interaction with others (Elliot 2001) and it is this socially located, constrained, but still consciously self-fabricating individual that lives on in the most currently influential theory of humanistic identity, that of Giddens (1991). For Giddens “the self is not a passive entity, determined by external influences (1991: 2). Rather "reflexively organised life-planning, which normally presumes consideration of risks as filtered through contact with expert knowledge, becomes a central feature of the structuring of self identity” (1991: 5). Thus this tradition of identity theory retains an autonomous consciousness with sufficient agency to will itself into being.

Over against this tradition is a thorough going critique of its assumptions of an autonomous consciousness and will invoking “the shattered cogito” of Nietzsche (Ricoeur 1992: 11). Identity is argued by many to be in crisis, whether it be due to the corrosion of character (Sennett 1998), the narcissistic self (Lasch 1980), or the disciplined, normalized subject (Foucault 1977). These are much less optimistic views of identity that see a current obsessive pursuit of individuality as self defeating (Knights and Willmott 1999; Lennie 1999) or, even worse, as a snare by which we enslave ourselves to newer and more insidious forms of control (Hancock 1999). Foucault’s ideas have been particularly influential within organisational studies and appear to constitute a polar opposite conception of identity to that of humanism. Thus “the self is produced ‘as an effect’ through and within discourse, within specific discursive formations, and has no existence, and certainly no transcendental continuity or identity from one subject position to another” (Hall 2000: 23). We are then left with “only a minimal, weak or thin conception of the human material on which history writes” (Rose 2000: 321).

This persuasive demolition of the cheery assumptions of humanist identity theory by post-structuralism, however, poses its own problems for many. Armstrong (2001) has claimed that the totalizing claims made for the power of discourse, makes empirical (dis)confirmation impossible. It is also difficult to banish the notion of autonomy entirely from human conduct, not least because of issues of individual ethical responsibility. Many also wish to retain the possibility of emancipatory projects that appear to be excluded by an entirely deterministic or fragmented account of identity (Fraser 1989; Craib 1998; McNay 2000). It is also argued that the idea of the passive subject does not accord with our experience of resistance to such discourses, particularly the heterogeneity and creativity of responses by individuals to them. Finally, life is rarely experienced as an oscillation between fragmented subject positions, rather lives are experienced, and made sense of, as biographical unities plotted against the passing of both personal and historical time (Maclntyre 1985; Benhabib 1992; Craib 1998)…. 
ORGANISING ORGANIC: INDIVIDUAL AND COLLECTIVE CONSTRUCTIONS IN A RURAL COMMUNITY

Diane Skinner, University of Warwick, UK.

The paper will examine individual and collective constructions of organic-ness within an agricultural cooperative community. The researcher asks how is the organic producer regulated within the community and what does it mean “to be organic”? For some, farming organically is a decision made prior to joining the community and, for others, it is a condition imposed on them as part of living there, resulting in a wide spread of "organic-ness". It is proposed that the main impetus to the theoretical framework is provided by Foucault's later work on regulation and self-regulation practices (Florence, 1994; Foucault, 1984a; Foucault, 1984b).

Organic food as an end-product cannot be distinguished easily from non-organic produce. To regulate the process of organic production, producers supplying food commercially must be accredited to a certifying body. Accordingly, a community producing organic food for its own consumption presents a somewhat unique opportunity to study informal regulation. How do producers recognise themselves as organic without standards to follow? How does the organic producer self-regulate through an ethics of the self? How do community members regulate each other's organic-ness? To what extent is the organic-ness of the food produced extended to the identity of the organic food producer?

The paper is produced as part of ongoing doctoral research and remains open-ended.
MARKING DIFFERENCE: PLACING THE CATEGORY ‘REFUGEE’ IN DIVERSITY DISCOURSES

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‘Managing diversity’ is differentiated from Equal Opportunities through the assertion that differences amongst people should be understood, not as sites of disadvantage but as resources to be harnessed for the benefit of the organisation. Differences are represented within diversity discourses as separated and essentialised categories. A non-essentialist approach understands differences as shifting concepts whose meanings are constructed in articulation with one another. This paper explores how ideas of difference are used both in organisational accounts of equality and diversity and in the accounts of individual actors who form the ‘subjects’ of discourses of difference and diversity – specifically refugee women. Although refugees as a category are largely absent from equality and diversity policies, UK refugees experience particular difficulty in finding paid work. The paper draws on a recent study of the pathways available for refugee women to move from voluntary work into employment. The research involved interviews with individual women and case studies of organisations in which refugee women worked as volunteers or employees.

Issues of gender, age, ethnicity and language were intersected in refugee women’s accounts of exclusion and failure to find employment. But refugee women also produced accounts of negotiating inclusion and access to certain job opportunities on the basis of their membership of a ‘community’ and of their being a refugee. Organisational representatives marked the difference between their organisations and those in the ‘mainstream’ through their commitment to diversity and to employing representatives of their client group. However they also identified tension between ‘equal treatment’ and the ‘difference’ of refugees. These differences were constructed in ways that could both advantage and disadvantage refugees. The paper considers whether constructing the refugee as ‘different’ draws attention away from other aspects of identity that offer more possibilities of negotiating ‘sameness’ and access to a wider range of job opportunities. The paper concludes by suggesting that further exploration of the concept of managing diversity should focus more on how intersecting differences are used in constructing and co-constructing both individual and organisational identities.
INTELLECTUAL CAPITAL (STREAM 11)

Convenors

David O'Donnell; The Intellectual Capital Research Institute of Ireland, Ireland.
Lars bo Henriksen; University of Aalborg, Denmark.
Sven, Völpel, Harvard Business School, USA.

Stream Description

Intellectual capital (IC) has emerged in the past decade or so as an interdisciplinary construction designed to capture the increasingly immaterial or intangible nature of economic value. The basic underlying assumption is that value is created when human, internal organisational, and external relations/resources are aligned to enhance knowledge creation and exploitation. This unique combination of capabilities is viewed as what differentiates “knowledge economy” firms from “traditional firms”. Ideas, and the ability to continuously generate them, are viewed as more important than the traditional triad of land, labour and financial capital. There is, as yet, no currently accepted definition of intellectual capital; the field is very much at the emergent stage, and the focus to date has been primarily managerialist. Publications by the OECD, The Conference Board in the US, the EU, the World Bank and others plus the World Congress in Canada and the launching of the Journal of Intellectual Capital in 2000 all signal the increasing focus on the “knowledge economy”.

The time is now opportune to take a more critical stance on this “construction” and particularly on its discourse, underlying assumptions and concealed “tyrannies of truth”—this is the purpose of this stream
THE PROJECT OF INTELLECTUAL CAPITAL DISCLOSURE (ICD): RESEARCHING THE RESEARCH

Indra Abeysekera, Macquarie University, Australia.

Recent studies of IC disclosure (ICD) have attempted to explore the IC practices of firms through an analysis of company annual reports. Studies that have made a notable contribution in this regard are Guthrie and Petty (2000) in Australia, Brennan (2001) in Ireland, Bozzolan, Favotto, and Ricceri (2003) in Italy, and Abeysekera and Guthrie (2004, 2005) in their study of Sri Lanka. This paper takes a closer look at the key issues relating to intellectual capital disclosure, with a view to strengthening the research ‘project’ of IC disclosure. It addresses some of the strengths, weaknesses and gaps within the extant research, and suggests ways to improve the credibility of the research process and its outcome for stakeholders. In doing so, this paper brings in discussions from the Australian, Irish, Italian and Sri Lankan studies. It examines issues relating to the various definitions of intellectual capital and intellectual capital disclosure currently in use. It critically reviews the use of methodological issues such as source documents, coding frameworks and research methods. The paper also critically reviews a number of theories cited as being relevant to IC disclosure. Finally, the paper offers some concluding remarks regarding ways to improve the credibility of intellectual capital disclosure.
ON THE METAPHORICAL NATURE OF INTELLECTUAL CAPITAL: A TEXTUAL ANALYSIS

Daniel Andriessen, INHOLLAND University of Professional Education, The Netherlands.

Metaphors are at the basis of our understanding of reality. Using the theory of metaphor developed by Lakoff and Johnson (1980, 1999), this discussion paper analyses common metaphors used in the intellectual capital and knowledge management literatures to conceptualise the notions of knowledge and intellectual capital. An analysis of the work of Davenport & Prusak (2000), Nonaka & Takeuchi (1995), and Stewart (1991) suggests that at least 95 percent of all statements about either knowledge or intellectual capital are based on metaphors. The paper analyses the two metaphors that form the basis for the concept of intellectual capital: ‘Knowledge as a Resource’ and ‘Knowledge as Capital’. Both metaphors derive their foundations from the industrial age. The paper goes into some of the implications of these findings for the theory and practice of intellectual capital. Common metaphors to conceptualise abstract phenomena in traditional management practices unconsciously reinforce the established social order. The paper concludes by asking whether we need new metaphors to better understand the mechanisms of the knowledge economy, hence allowing us to potentially change some of the more negative structural features of contemporary economy and society.
ON INTELLECTUAL CAPITAL: EXOGENOUS AND ENDOGENOUS COMPLEXITY

Claudia Bettiol, Tor Vergata University of Rome, Italy.

In a period of global transition a change in system of reference is now needed. This paper explores changes in ‘systems of reference’, with IC viewed as the capability to work across different systems of reference. After the industrial, electrical and nuclear revolutions – we are now living in a new Global Energy Revolution where boundaries are not limited in either time or space because its stage is the world stage where massive industrial age production units are being replaced by globally diffused smaller units. This fact changes business strategy and executives now have to learn how to cope with both endogenous complexity and exogenous complexity. While there is a large literature on endogenous complexity – which does not really involve any change in system of reference – the real challenge is to cope with exogenous complexity. Western and Eastern worldviews differ; while the former appear to be seeking new common shared rules the latter act with far fewer restrictions. Looking at the macro-scale, at the Global Energy Revolution in progress, Intellectual Capital is the understanding of the meaning of sustainable development, which has to be global or not, and at the micro-scale Intangible Capital is associated with the evolution of new work teams and groups. The macro and the micro scale have several degrees of complexity and the presence of several simultaneously acting actors creates two kinds of difficulties that we call endogenous and exogenous. In this sense Intellectual Capital is the connector of these two situations giving a closer vision to exogenous complexities and a wider vision to endogenous managing. Risk here entails crossing the boundaries and jumping into the dark.
INTELLECTUAL CAPITAL: DIRECTION, NOT BLIND FAITH!

Kazem Chaharbaghi* and Sandy Cripps, University of East London, UK.

This paper questions the coupling of “intellectual” with “capital” and the assumption that such a coupling legitimises measurement. It suggests that this coupling presents intellectual capital as an uncontested construction that attracts a broad audience. However, this study lays bare intellectual capital by revealing its contestability and multiple meanings using rational and non-rational management perspectives as examples. Such contestability can be seen both as a strength and weakness in making intellectual capital a meaningful or meaningless construction. Using a metalectic framework, a process is presented that exposes a variety of attitudes of mind so that the integration of rational and non-rational management perspectives becomes a possibility. Using this framework, intellectual labour is captured operating within an eco-work system, which relies on the human attributes of independency and interdependency working simultaneously. It suggests that intellectual capital can only indicate a direction when imagination, creativity and learning are at work. The intention is not to provide yet another management model that will control or change people’s behaviours. This paper simply presents an alternative thinking process that accommodates a variety of attitudes of mind and argues that such a process is more appropriate than what is currently on offer if intellectual capital is to become more meaningful.
THE INSTITUTIONAL CONTINGENCY OF INTELLECTUAL CAPITAL

Frederick Guy, Birkbeck, University of London, UK.

International economic integration - in its extreme form, globalization - is explained by some (e.g., Krasner, 1976) as the product of a powerful hegemonic state, by others as that of technological change (e.g., Strange, 1992; Castells 1996). This paper makes the case that both American hegemonic leadership, and the apparently technological imperative for globalization, include in their foundations certain forms of intellectual property (IP). These property rights in intellectual capital (IC) are institutionally contingent, and are subject to ongoing contest. For this reason (among others), the present episode of globalization is fragile.

As a liberal market economy (LME) (Hall and Soskice, 2001), the US has a relative advantage in products and processes whose IC is separable from the organizations using them, because separability is complementary to the US economy's ability to redeploy both labor and capital rapidly. But the US's ability to garner rents from such industries depends on the commodification of this separable IC. In such disparate - and, to the US and other LMEs, crucial - areas as competing business models for software (open source vs. proprietary code), the political legitimacy of proprietary pharmaceuticals and seeds, and the enforceability of property rights for digitized entertainment, these rents are contested.

While the hegemonic leadership and technological explanations for globalization are often regarded as alternative causal schemes, the technological imperative for globalization depends on the same IP pillar as US hegemony. The bargaining power which allows MNCs to pry open previously closed national economies depends, in Strange's account, on the extreme economies of scale associated with information products: high R&D costs, short product life cycles, low marginal cost. Proprietary general purpose software, like Microsoft's, is the paradigmatic example. Yet the internal scale economies such a product are institutionally contingent: in an open source model, where the code is free and the business is in service, the extreme scale economies (and imperative for reduced trade barriers) vanish.
KNOWLEDGE MANAGEMENT IN REALIST PERSPECTIVE: A CRITICAL ANALYSIS OF UNIVERSITY CHANGE

Lars Bo Henriksen, Aalborg University, Denmark.

Universities are confronted with new demands for change. In short, this transition can be described as a transition from a European state-financed Humboltian tradition emphasising free research and self-government - to an Anglo-American tradition introducing strategic management, marketisation, performance measurement and privatisation to both research and teaching. In this transition university employees often find their roles, values and obligations challenged with more alien values and diverse obligations. Replicating concepts from management theory universities present strategic plans in order to cope with problems of transition - and the question investigated in this paper is whether such plans will support such transitions and solve the dilemmas or whether they will fail or even work against the original intended goals. This is explicated through an analysis of a proposed strategic plan from a nearby university. This analysis draws on a theoretical framework of reality that emphasises the values of the actors involved.

The paper concludes that the proposed strategic plan could, if in part, support this process of transition, but in the plan there is no indication of what action should aid the employees in this transition. In the language of the theory of reality the plan is “abstract” and not “real” as it does not show the employees what (new) values they should live by – instead, they are presented with some supposed facts and a new logic – a market logic - that works contra to the logic of enlightenment that these employees know from their pasts. The paper concludes that as a KM exercise, the proposed strategic plan is of little help in realising its intended goals.
CONCEPTUALISING INTELLECTUAL CAPITAL (IC) AS LANGUAGE GAME AND POWER

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Knowledge is deemed to be the increasingly important factor of production in creating economic and social value. Intellectual capital (IC) has emerged as a key concept encompassing this development. As such IC can be viewed as knowledge about knowledge, knowledge creation and how such processes might be leveraged into value. As a kind of knowledge in itself, however, IC is similar to other human constructs. IC has been created and modified by actors, cultures and history. Developing a critical understanding of IC requires a historical and contextual understanding of how IC has emerged and how IC is used. This paper, drawing mainly on insights from Foucault and Wittgenstein, conceptualises IC in very generalist terms as both language game and power in order to initiate such a critical understanding. IC is perceived as a social construction and the genealogical focus is on how actors, positions and interests influence this process of social construction. The paper concludes by proposing some methodological guidelines for conducting critical genealogical research on intellectual capital.
INFLUENCES OF NATIONAL CULTURE ON IC DEVELOPMENT IN HIGHER EDUCATION INSTITUTIONS

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Marion Hersh, University of Glasgow, UK.

The impact of market relations on higher education institutions (HEIs) worldwide is leading to the commodification of knowledge, with the linking of research output to financial rewards. The literature on HEIs, while acknowledging the importance of research and the managerial changes taking place within the sector, offers little guidance on how research productivity can be maximised. The only guidance available comes from the Knowledge Management (KM) and Intellectual Capital Management (ICM) literatures, both of which emphasise the importance of teamwork. This literature, however, rarely discusses the impact that national culture might have on the ability of HEIs to engage in teamwork. The study reported here begins to fill this gap through a comparative study of the research process in HEIs in individualistic and collectivist cultures. The study was carried out in two phases involving respectively interviews in an HEI in an individualistic culture (UK) and an email questionnaire to researchers in both individualistic (Australia) and collectivist cultures (Slovenia). One of the main results of the first phase was an absence of teamwork, leading to feelings of isolation. The second phase found a statistically significant correlation between teamwork and collectivist culture, and with increased research output. The implications of our findings are then critically discussed.
HANDS OFF OUR TACIT—OWNERSHIP, EMPLOYEE STOCK OPTIONS AND THE INTELLECTUAL/CAPITAL-LABOUR RELATION!

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Mairead Tracey, University of Limerick, Ireland
Nick Bontis, McMaster University, Canada.
Peter Cleary, University College Cork, Cork, Ireland.

In 1840 Proudhon referred to the ‘vital principle—property’ and eight years later Marx and Engels eloquently argued that ‘the essential condition of capital is wage labour’: both could have been written yesterday! What’s so different now? What is the essential condition of intellectual capital (IC)? Has the ‘vital principle’ changed or morphed to something new in the knowledge economy? Recent ‘unitarist’ discourse in HR and OB suggests that it has, that the IC-labour relation is changing. Grounded in the apparent increasing usage of employee stock options, some argue the case for emergent convergence on the roles of owner, manager and worker, particularly in knowledge-intensive firms. Others, in more critical vein, provide ample evidence that many employers do not even regard their workforce as assets—let alone grant them any stock or as much as a taste of any ownership rights in their firms! This unitarist and perhaps ideological bias in many, if not all, HR and OB discourses is challenged in this paper.

There is little theoretical consensus on what factors drive a firm’s decision to adopt broad-based stock option plans—and 2005 accounting regulation on ‘expensing’ makes the future somewhat uncertain. There is some evidence that favourable accounting and tax treatment may have resulted in inflated earnings, suggesting that firms may heretofore have adopted broad-based employee stock option plans to provide an artificial boost to earnings rather than for ‘sound’ business reasons, or indeed any altruistic recognition of labour’s role in IC creation. Any discussion of stock options and the ‘vital principle’ raises contentious issues on why firms introduce them, on the perceived changing dynamics of the IC-labour relation, and on the implications of recent accounting regulation on future employee ownership rights.
A NEW APPROACH TO KNOWLEDGE MANAGEMENT: A PHLOGISTON-LIKE SUBSTANCE OR A METHODOLOGICAL CRITIQUE?

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The KM and IC literatures often treat knowledge as a mysterious and under-considered substance created through deliberate research or regular work activity and held in the organization's interstices - as an asset of value. Managing it means locating it, making sure it is collected and optimized, secured through good intellectual property rights management, and transported to the places it is applied. This classical Scientific Management agenda is further strengthened when the substance is taken to be the source of the rent streams driving competitive success. This characterization has generated a huge literature and consulting practice but it is clearly a forced-fit, an attempt to deny knowledge's complexities and thereby capture a deeply puzzling concept with conventional theorizing. How can we speak of knowledge as an asset when it is non-rivalrous and ephemeral? We adopt obscure and paradoxical terms like ‘tacit’ that facilitate our conversation but are negated by the requirement to make the tacit explicit before managing it.

I frame ‘knowledge management’ as significantly more than asset management. Instead of binding it to rational decision-making, I ground it in managers’ creative responses to the typical deficiencies in their knowledge. I operationalize Simon's concept of ‘bounded rationality’ by prioritizing creativity, especially explorative practice. Managers are often short of data - suggesting a type of KM that collects and moves data around to facilitate decision-making. But managers may not understand the meaning of their data - suggesting a second and quite different type of KM that manages the meanings brought to data. They also need a third type of KM to relate information - data infused with meaning - to practice. This is the trickiest bit. Exploring these alternatives I re-frame KM (or ICM) as an empirically grounded critical theory, a direct critique of rational decision-making and, by implication, of mainstream managerial theorizing.
THE TYRANNY OF THE ‘BALANCED SCORECARD’ IN THE INNOVATION ECONOMY

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Marius Leibold, University of Stellenbosch, South Africa.
Robert A. Eckhoff, EMPRISE Consulting Group, Germany.
Thomas H. Davenport, Babson College, USA.

The balanced scorecard (BSC) has developed as an apparently very useful managerial tool from the mid-1990’s, and has met with general (and often enthusiastic) acceptance in both business and academic circles. In the knowledge-networked innovation economy of the early 21st century, which is increasingly characterized by globally integrated supply and demand chains, outsourcing of traditional business competencies (even innovation itself), and an emphasis on intellectual capital in contrast to physical capital, the BSC is now showing serious deficiencies. The tyranny of the BSC as a measurement ‘straightjacket’ is beginning to jeopardize the survival of firms, and hinders much-needed business ecosystem innovation, thereby negatively affecting customer value (rejuvenation), shareholders’ benefits, employees and other stakeholders’ as well as broader societal benefits in general.

This article traces the rationale, features, development and application of the BSC in the past ten years, and then provides a critical review of its key problematic effects on firms and their stakeholders in today’s changing business environment. Five major problem areas are identified and discussed, with selected business examples. An alternative to the BSC is proposed and motivated, involving drastic change in both the underlying assumptions of the BSC and moving from a systematic, single enterprise focus to a systemic, dynamic framework – a systemic management system, including a systemic scorecard.
(THE) INTERSECTION OF CRITICAL MANAGEMENT RESEARCH AND ORGANIZATIONAL PRACTICE (STREAM 12)

Convenors

Tony LeTrent-Jones; Independent Consultant, USA.
Maxim Voronov; Columbia University, USA.
David Weir; Ceram Sophia Antipolis, France.
Julie Wolfram Cox; RMIT University, Australia.

Stream Description

In the decade since the publication of Alvesson and Willmott’s (1992) edited volume on the subject, Critical Management Studies has gained increased prominence and influence in the wider academic community of organization studies, but what influence has CMS actually had on practice in various fields? The motivation behind this stream is to facilitate a critical exploration into the connections and disconnections between the research, theory, and scholarship of Critical Management Studies and its relevance and application in managerial, organizational, consulting, and community practice. In so doing, it seeks to engage not only academics and doctoral students, but also practicing executives, managers, consultants, union organizers, lobbyists, and community organizers in a shared learning experience of critical inquiry and reflection.

This stream is intended as a series of conversations revolving around presentations that are expected to include a mixture of conventional papers, experiential exercises, case studies/examples, reflections on experience, and so on along four themes: Controversies, Research, Consultancy, and Tensions and Challenges of Practice.
THE PROBLEM WITH THE GLASS CEILING - CRITICAL REFLECTIONS ON A FAMOUS CONCEPT

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Margo Brouns, Groningen University, The Netherlands.

The glass ceiling has become a central notion in the field of gender in organizations. It is embraced as a metaphor in the popular business/management press to account for the lack of women in top positions, it frequently appears in the scientific literature referring to invisible or artificial barriers that prevent women (and people of color) from advancing past a certain level (Morrison, White and Van Velsor, 1987). Remedies that are invented against the slow upward mobility often take the glass ceiling metaphor as the dominant framing of the issue. It is striking that apart from Calás & Smircich’s work (1996), there is little critical reflection on this notion of the glass ceiling and that the metaphor has come to live a life of its own.

In this paper, we do take such a critical stance towards the glass ceiling in order to reflect on the conceptual implications and the political consequences of the use of the metaphor. We review how the concept has been used in scholarly research and in practice. Our conceptual analysis focuses on the kind of knowledge that can and cannot be produced when the glass ceiling is used as a central concept. The empirical analysis addresses the policy strategies that are to be expected from this metaphor, and the consequences of those strategies. We illustrate our arguments with results from several research and consultancy projects we have conducted over the years. We end the paper with an exploration of possible alternatives for the glass ceiling, and discuss the demands for such a notion that follow from our critique.
A FRAMEWORK FOR CRITICAL MANAGEMENT RESEARCH: CHOOSING ALTERNATIVE RESEARCH PARADIGMS IN A PROFESSIONAL DOCTORAL PROGRAM

Erica Hallebone* and Jan Priest, RMIT University, Australia

This paper traces the introduction of critical management studies (CMS) to candidates in a professional doctorate (Doctor of Business Administration) planning their industry-based research projects in the Graduate School of Business, RMIT University. Having presently chosen to frame their research topics within either positivist or interpretivist methodological paradigms, the candidates considered the ramifications of re-positioning their topics within a critical management research paradigm. This was encouraged within the pedagogic context of ‘multi-paradigmatic fluency’ and also consistently with the applied or action orientation of a professional doctorate in management studies.

Recognising the important contributions of CMS theorists (e.g. Gill & Johnson, 2002; Alvesson & Deetz, 2000; Burrell & Morgan, 1979; Johnson & Duberley, 2000 and others), in this paper the authors touch on methodological pluralism and interparadigmatic pluralism (e.g. Bergland, 1995) as well as possible incommensurability of paradigms (Burrell & Morgan, 1979). Consideration is given to using ontological/metaphysical realism with or without epistemological realism. (Alternative to epistemological realism is epistemological subjectivity linked to the problem of gaining theory-neutral observational language.) CMS provides a paradigm in which to articulate: (a) power and inequality in the candidates’ topic domains; (b) language and hermeneutics as a means to penetrate experiences; (c) dialogical self-awareness as a way to develop competent and rigorous reflexive practice. With the descriptions of the candidates’ perceptions of a critical paradigm changing their focus (and other elements of their research) the authors recommend the use of pragmatic critical realism (Johnson & Duberly 2000) and consider framing and designing the research topics accordingly.
CAUGHT IN ‘NO-MANS LAND’? CONSULTANCY AND CRITIQUE

Brendon Harvey, Open University, UK.

Studying management critically focuses on management as an occupation/activity and seeks a critical understanding of the relationships between management, power and politics [Deetz 2003]. Drawing on the author’s recent PhD completed thesis, this paper seeks to illuminate processes of consultancy activity, ‘from the trenches’, within three different companies in three sectors that both shaped, and were shaped by, the power relations and complexities of the organisational context. The paper further explores the possibility of ‘critical’ consultancy and the tensions of working beyond a technocratic rational understanding of consultancy [Alvesson 2002].

In particular, three critical incidents will be explored that highlight the assumptions and ramifications of consultancy, identifying that such ideas are not neutral technical rules and principles but have political significance [Watson 2002]. Moreover, that the consultant is working within a context of competition and across a contested area but that they are not a neutral ‘caught in the cross fire’ between opposing trenches but may also be influencing the nature of conflict or resolution as well as influenced by it.

Drawing on my experience of working closely alongside managers and their employees in my role as consultant this paper seeks to explore an unease, of being in ‘No-Mans Land’, brought about by critically reflecting on my own role and its impact on my own and others’ empowerment and disempowerment. I describe it as a ‘dislocation’, as others and myself began to explore the conjunctions and disjunctions between the rhetoric and the lived realities of the workplaces and beyond.
RACIAL INEQUALITY AND INJUSTICE: HOW CRITICAL MANAGEMENT STUDIES CAN IMPROVE TRADITIONAL APPROACHES

Brenda K. Johnson, Columbia University, USA.

In this paper Critical Management Studies is considered as a source of inspiration and substantive change for the currently unsuccessful diversity training methods used in American organizations. Racial inequality is superficially managed through the use of diversity training, which has neither decreased the number of racial discrimination lawsuits nor disrupted the racial status quo in organizations. I suggest that links between Critical Management Studies and the traditional approaches to this issue would bring about clearer analysis of, and greater success in addressing these problems. Of particular interest is the observation of CMS scholars that management is not a neutral undertaking and that organizations reflect the values and interests of particular groups. This, among other ideas from CMS, contradicts many of the assumptions that undergird management practices in general, and diversity training programs in the USA in particular. Emancipation, critical reflection and the importance of understanding the dynamics of power and ideology in organizations are key themes drawn from the CMS literature.

I also examine the role that diversity consultants play in maintaining the current system of group-based inequality by designing individual level interventions. The case is made that many practitioners may be unwittingly playing into the hands of Whites who wish to retain their dominant position in a racial hierarchy. The potential benefits of using the CMS literature as a resource are discussed for practitioners and managers who wish to address racial inequality in organizations, particularly as they encounter resistance from powerful White organizational constituencies.

In the spirit of exchange between CMS and race and diversity studies I also make a case for CMS scholars to employ some of the research methods of traditional organizational scholars, and offer a few examples.
INTERSECTING FOUCAL INTO THE CMS AND ORGANIZATIONAL PRACTICE DEBATE

Daniel King, University of Manchester, UK.

The purpose of this article is to examine the possibilities for thinking the work of Foucault in terms of the intersection of critical management studies and organizational practice. It argues that the current ways in which Foucault has been read have used him as a theorist, which although helpful have obscured the transformative, activist and practical readings of his work. This paper aims to begin to open the possibility for these readings and with it offer a way of thinking the intersection of theory and practice.

For his critics the work of Foucault offers little in the way of possibility for the emancipatory project. It lacks a normative position, marginalises the potential for resistance, questions truth, focuses solely on local struggles, leads to relativism and adds very little new to critique. In short, the adoption of Foucault adds little to transform practice or the broader critical project. This paper will offer an alternative reading of Foucault. Far from preventing the possibility of engagement Foucault’s work is presented as essentially practical. The questions of the relationship between theory and practice, the role of the intellectual and author, the relationship of knowledge and power, the role and possibilities of critique will all be seen as being continual and significant questions for Foucault. Reading Foucault in this way will help us rethink the divisions of theory/practice, inside/outside of academia, academic/practitioner, mundane and emancipatory pressures.

This paper will read Foucault as an activist. Firstly it will examine Foucault’s work with the Prison Information Group (GIP), a strategic alliance between academics, protest groups and marginalised communities which was highly influential for the production of Discipline and Punish. Through this group the traditional division between theory and practice is disrupted. Secondly is the shift from the universal to specific intellectual, which not only changes the role of the intellectual but his relationship to practitioners. “In the most recent upheaval [the uprisings of 1968], the intellectual discovered that the masses no longer need him to gain knowledge: they know perfectly well, without illusion; they know far better than he and they are certainly capable of expressing themselves” (Foucault and Deleuze 1977:207). Thirdly is his concerned with specific and immediate struggles, his texts will be seen as born out of his own experiences and attempts to transform himself. Indeed for Deleuze Foucault’s work centres on two questions; who are we? and what is to be done? Rather than thinking that these two questions are separate they will be seen to be highly interdependent. Through analysing Foucault in this way the role of critique changes. Rather than providing the true nature of society “criticism consists in uncovering that thought and trying to change it: showing that things are not as obvious as people believe, making it so that what is taken for granted is no longer taken for granted. To do criticism is to make harder those acts which are now too easy … [A]s soon as people begin to have trouble thinking things the way they have been thought, transformation becomes at the same time very urgent, very difficult, and entirely possible” (Foucault 2000:456-7). Foucault thus opens the possibility for new ways to think the intersection of theory and practice.
RESEARCH SUPERVISION AS HOLOGRAM: A SPACE FOR CRITICAL INFLUENCE ON ORGANISATIONAL PRACTICE?

Marion Macalpine* and Sheila Marsh, Thames Valley University, UK.

We and our students are situated in the complex discursive environment of the New Labour project for the ‘modernised’ public sector in the UK. Together we explore opportunities for enacting and/or resisting this managerial agenda. Our paper focuses on our supervision of their Masters dissertations, which comprise action research projects in their work contexts in health and social care. We explore how far supervision is a hologram of the action research process, in two ways:

How far does our supervision process reflect the rigour and transparency that we require from participants in their inquiry, in our process of jointly making sense of what they bring to supervision?

How far do we as supervisors develop with them an emancipatory project that has any purchase in their practice in the health and social care environment?

Our paper interrogates our assumption that supervision provides an opportunity and an available space to influence practising managers enacting and/or resisting this managerial agenda. Arising from our commitment to critical management and development and to rigorous research, we have ourselves undertaken an action inquiry. We have captured our live interaction with students in ongoing supervision, as well as reflected with graduates on their experience of the whole supervision process.

This has enabled us to surface the usually private processes of supervising, recorded as they happened and providing material from the inside. We have been able to join this immediate material to retrospective sense-making in second person inquiry between ourselves and our graduates. This inquiry process has offered us a developmental space to illuminate a usually hidden even confidential interaction. This paper offers material to broaden reflection on this potential space for critical influence and action.
‘I DIDN’T HAVE THE BALLS FOR IT’: A SPACE FOR THE FEMININE IN CONSULTING?

Sheila Marsh, Lancaster University, UK.

This paper explores the everyday work of organisational consulting from the point of view of women in consulting. It starts from the relative silence about the experience of women as consultants (and indeed as clients) and aims to sketch the possibility of a feminine space in consulting and what this may look like, as a contribution to notions of ‘critical’ consulting, and in contrast to existing discourses of consulting.

The paper is concerned with the practice and interaction of women in small-scale public sector and not-for-profit consulting, as opposed to extant studies of consulting, including in the critical management literature, which are almost wholly concerned with the private, corporate sector and dominated by consideration of the large consulting firm. It draws on my auto-ethnographic work into the nature of client-consultant interaction from the ‘inside’, capturing interactions as they happen, in contrast to other studies based on retrospective interviews. The material I present within the paper reflects inquiry based in my own practice and with colleagues, in a critical self-reflexive way. I use Critical Discourse Analysis (Fairclough 2003) to explore this.

The paper shows the inter-twined issues of power, emotion and the commercial process within consulting interaction, using the lens of women as consultants. This helps tell a different story about these three core issues, making strong links to Fletcher’s ‘relational practice’ (2001) and Miller’s (1976) view of women, power and work. The nature of consulting as seen in the study compared to the literature is shown as very different and offers the chance to re-frame how we see consulting and the consultant. The paper explores the discursive space for a feminine discourse of consulting and how far may it be fruitful to characterise advisers and consultants in small scale consulting as doing ‘women’s work’ in the sense of relational practice. Could pursuing a discussion of consulting processes in gender terms help explain the contradictory and negative discourses about consulting and consultants among managers and (critical) researchers?
SILENCES AND DISAPPEARING ACTS: THE POLITICS OF GENDERING ORGANIZATIONAL PRACTICE

Margaret L. Page, Surrey University, UK.

This paper is a case study of an action research based gender equality change intervention, written from the perspective of the action researcher. The author tells the story of doing the research and describes the methodology developed. The change outcomes, research findings and methodology are reviewed. The qualities of critical research methodology as change intervention and the risks and rewards of sustaining a critical stance as researcher are considered.

Finally the paper reflects on the challenges and opportunities of introducing critical frameworks into the practice of organisational change. What research methodologies are likely to facilitate action? How can CMS, or in this instance gendering organisational analysis, be useful to change practitioners?
TAKING THE EMPLOYEE’S PERSPECTIVE: NEGOTIATING CRITICAL RESEARCH AND KANGAROOS IN A PSYCHIATRIC HOSPITAL – LESSONS FROM THE FIELD

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The growing interest in critical management studies reveals a complex and potentially problematic relationship between researchers, research participants, organisational management, organisational gatekeepers and those who sponsor research. This is particularly important when empirical research is undertaken within the boundaries of an organisation where multiple agendas and complex organisational hierarchies exist. This paper explores difficulties associated with conducting critical field research in an environment characterised by mixed emotions, including strong feelings of bitterness and distrust. In particular we examine the success or otherwise of specific strategies we used in an attempt to gain acceptance and trust from workers, while still satisfying the research requirements set by the managers who commissioned the research.

After reviewing recent debates in the critical management literature, methodological and ethical issues involved in representing and interpreting divergent voices of and silence from research participants and the competing demands of various stakeholder perspectives are discussed. After giving a brief outline of our research the paper then uses these themes to reflect on our own research experience. We conclude that there will be no easy answer to negotiating complex organisational settings and that researchers must apply a pragmatic but honest approach in dealing with research subjects while continuing to reflect on their own positions.
MUCKRAKING NOVELS; THE SEARCH FOR ANOTHER PARADIGM

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The novels of The Muckrakers, writing in the late Nineteenth and early Twentieth Centuries, expose abuses of laissez faire capitalism and reveal the tragic impact of the American social, economic and political systems on the capitalist as well as the worker. Theodore Dreiser, Upton Sinclair, and Frank Norris, discussed here, tell stories that invite the scholar and the manager to consider philosophical and literary perspectives that are outside the mainstream of research and practice.

Dreiser focuses on the individual. His concern is the impact of the behavior of the capitalist on himself and on others. Sinclair raises the level of analysis from the individual capitalist to that of the socioeconomic system. His concern is the plight of the working class. For Sinclair, the problem is modern industrial civilization. The boundaries of Norris’ vision are extended beyond the realm of individuals, of institutions, and of social, political, and economic systems. He views nature itself as an independent variable, a powerful force that precipitates global consequences. For Norris, the stakeholder is the broad ecological realm of all of humanity.
THE PHANTOM MENACE: CONDUCTING PRACTITIONER-INFORMED RESEARCH WITHOUT LOSING ACADEMIC LIBERTIES

Alexander Styhre, Chalmers University of Technology, Sweden.

The field of management studies is always a contested area. Numerous papers and special issues in journals have been published addressing the status and future of management research. Starkey and Madan (2001) suggest that management research should pay more attention to the concerns, puzzles, and interests of the practitioners in order to bridge the relevance gap between business school research and practitioner’s concerns. Several commentators on the article were however less enthusiastic about Starkey and Madan’s proposal. If management research would be too influenced by practitioners’ interests, the long-term consequences for the field will not be positive, critics contend. Drawing on at least four action research projects in three Swedish multinational companies, the paper suggests that action research efforts is not very likely to pose a threat to traditional academic, scholarly research. Instead, action research can be seen as a complementary approach that will reinforce rather than weaken the more traditional field of management research. In the paper, the notion of practitioner-informed research will be used to denote joint research efforts with acting managers and other organization members that do not belong to a research community such as a university. Practitioner-informed research is based on practitioners’ problematization of their own experiences in daily work, their puzzles, concerns and worries. Rather than using other related concepts such as action research or participative inquiry, the notion of practitioner-informed research is used in order to avoid two misunderstandings. First, previous concepts are to some extent worn out as they have become entangled in various research ideologies and programs. Second, practitioner-informed research does not imply that the researcher is abandoning the ambition to make traditional academic scholarly contributions to the field.
ACTION LEARNING: AVOIDING CONFLICT OR ENABLING ACTION

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This paper builds on the outcomes of collaborations with industry at a time when major emphasis is placed on the need for managers to think critically, to reflect upon their learning and to bring about major change in their organisation. To achieve this balance the authors have been informed by principles of action learning (Revans 1980; Pedlar et al 2005) and critical reflection (Reynolds 1998) utilising these approaches within a range of management education and development programmes. This paper is based on a major case study taken from the collaborative in-company programme area.

The case study describes a management development programme (now in its eighth year) developed for a Welsh County Council (WCC) in partnership with a UK University. The aim of the programme was to develop managers and promote organisational change. Previous evaluation research indicated that improvements in management and leadership capacity were viewed as a success however the impact of change was viewed less positively.

This has led us to question whether the process of action learning undertaken in Higher Education, as illustrated by this case study, is achieving its full potential. Has the process of action learning been fully embraced by all the stakeholders? Do stakeholders feel threatened by the challenges and outcomes of action learning?

Our research suggests that pressure from the different stakeholders may affect the choices made by the participants, encouraging participants to take a less messy and risky approach in their research, arguably at the expense of individual learning, organisational change and development. We propose that a stakeholder perspective highlights some of the problematic issues involved in action learning. In particular the tensions and contradictions experienced by participants: as they strive to implement action within the organisation while becoming ‘critically reflective practitioners’. We suggest that key decision makers in the organisation are (often unacknowledged) part of the action learning process. We argue that acknowledging the potentially conflicting interests of different stakeholders can lead to improved insights into both management learning and organisational development; thereby enabling better action.
IT AND POSTMODERNITY FOR ORGANISATIONS AND SYSTEMS (STREAM 13)

Convenors
Pratyush Bharati, University of Massachusetts at Boston, USA.
*Vladimir, Diatlov; University of Southampton, UK.
*Anita Greenhill; UMIST, UK.
John Haynes, University of Central Florida, USA.
Lynette Kvasny, Penn State University, USA.
Damian O'Doherty, UMIST, UK.
Duane Truex, Georgia State University, USA.
*Corresponding convenors

Stream Description
Our aim is to provide space for scholars of technology, information systems and the organisation who would like to build upon the advance of today’s organisational studies, consider which advantages we can claim specifically, and make our work more commensurable for research colleagues and approachable for practitioners.

We are now enjoying a collection of contributions of innovative future-generative research from all around the globe, academic circles, and industry. The diversity joins around the matter of human understanding of technological complexity.

The papers consider embeddedness of systems into organisational context and new work practices, the other papers offer methodology advance as well as name-generate definitions of technology through considering “what virtuality is”, “emotional digitisation” as well as what “events” and “history” are in IS research. Work of IT professionals and postmodernity in systems design—e.g., information architecture, mind scripts, and views on users by designers—comprise yet another layer of issues covered. On top, there are few examples of technological realisation of postmodernity in social life.

Seeing that socio-technical systems (and their analysis) are getting fragmented and multi-layered under postmodern conditions, the stream remains open to what helps to grasp what “postmodernity” is and how it can be useful. With contributions we have now we look forward to motivating exchange.
SOFTWARE INDUSTRY IN INDIA: ORGANIZATION AND SPECIALIZATION

Pratyush Bharati, University of Massachusetts, Boston, USA.

The software industry in India has emerged in the last decade as an important constituent of the world software industry. The industry is mostly performing information technology (IT) services and the focus is exports. The concepts of value chain, commodity chain or networks have been employed to analyze numerous industries. The international organization of these chains or networks with numerous activities outside the organizational boundaries of a vertically integrated corporation has fueled the IT services industry in India. This organization and specialization of activities in the Indian software industry has not been investigated profoundly. The organization of IT services industry within MNC networks and the industry's specialization of work will provide a better understanding of this industry. A database of IT services firms in India has been collected and compiled from National Association of Software and Service Companies (NASSCOM) data. This data of IT services firms is being integrated with data from other databases and public data. The analyses of data to study the organization of and specialization in the IT services industry in India is currently in progress. The preliminary analyses and results will be discussed with the participants of the conference.
INFORMATION ARCHITECTURE: FROM STRUCTURAL NOTION TO MEANINGFUL COMMUNICATIVE CONCEPT

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The notion of ‘architecture’ is widely used in the context of IS/ICT. It is often to be found in couplings such as business architecture, knowledge architecture, strategic architecture, governance architecture, IS architecture, IS competence architecture, IT architecture, network architecture, computer architecture; the list could easily be extended. Why is the word actually used in this manner? What does it add? Could it simply be replaced by simpler, perhaps less resonant terms such as structure or framework?

Our paper examines the ways in which the term architecture (in particular information architecture) and the architectural metaphor have come to be accepted and used in the context of IS/ICT. In so doing we draw attention to the important cognitive, perceptual and communicative aspects of the metaphor which have all-too-often been ignored at the expense of the structural, constructional and tectonic aspects.

It is important that the cognitive features of the architectural metaphor are brought to the fore in order to highlight the full range of issues central to IS/ICT practice; which itself is a critical aspect of organizational contexts.
TECHNOLOGICAL CHANGE AND POWER REDISTRIBUTION: THE UNINTENTIONAL CONSEQUENCES OF AUTOMOBILE ECOMMERCE

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Marius Janson, University of Missouri-St. Louis, USA.

In this paper we explore how technological change brought by the Internet and electronic commerce (eCommerce) impacts on social conditions of automobile trade and alter traditionally asymmetric power relations between buyers and sellers. By focusing on the social dimension of eCommerce, we aim first to understand why and how the changing automobile trade conditions affect trade practices and buyers’ and sellers’ social behavior. Second, we aim to explain the resulting changes in buyer-seller social relations, especially effects on fairness of trade and power redistribution towards buyers. Of particular interest here are the unintentional and unexpected empowering and emancipatory consequences of eCommerce as an important agenda of critical management studies of technology.

To study social changes brought by eCommerce and achieve our aims, we propose a critical social-theoretic approach where commercial transactions are seen as social actions undertaken by buyers and sellers, conceived as social actors. The critical social-theoretic approach is applied to analyze and interpret empirical evidence from the automobile sellers’ and buyers’ case studies. The comparison of social actions by actors in traditional, face-to-face automobile sales versus eCommerce sales enables in-depth investigation of the social dimensions of eCommerce. Based on this investigation we provide insights into emerging changes in trade practices, involving increasing fairness of trade and power redistribution among the buyers and sellers, neither of which were intentional or expected. Although our research into automobile eCommerce did not reveal the ‘politics of technological change’, we found compelling evidence of the ‘change of politics’ in automobile trade practices, including empowering and emancipatory tendencies created by technological change.
AFTER DISASTER: A RELATIONAL EMBODIED IS DEVELOPMENT PROCESS IN THE RELATIONAL EMBODIED WORLDS OF FRONT LINE PUBLIC SERVICE DELIVERY?

Jim Cowan, Planning and Review officer, UK.

Drawing from Wittgenstein, Vygotsky, Bakhtin and others, Shotter draws our attention to practical, moral, embodied meanings jointly made within language communities (Shotter:1995;2004). This article explores the possibility of IS development as shared meaning making ‘from within’ public service ‘language communities’.

The article attempts a practical application of the ongoing work by both Shotter and Cunliffe to create, in Shotter’s case, a focus on shared worlds of relational and responsive meaning making and in Cunliffe’s case a social poetics from within language as ontology.

The paper firstly reviews in relation to public services, some modernist and postmodern research and thinking about IS. It suggests an inadequate academic response especially in light of the substantial failings in IS development in public services. Through appreciating the significance of structurational and ANT thinking, as well as Coyne’s work, a pragmatic but highly reflexive, second order social constructionist, ‘space’ for public sector IS development is suggested.

Secondly some case material, from unpublished research, is presented and written as expression of the writing of a social poetics as proposed by Cunliffe. Through this it is hoped readers are moved to reflect on their own experiences and understandings of IS development.

The article concludes by taking the ‘transformational’ suggestions from the case material and re-working them from within a pragmatic ‘IS as shared meaning making’ approach to construct intimations of what it might mean for IS professionals to author IS jointly with public service practitioners i.e. what it might mean to use this social constructionist space.
TECHNOLOGY OF ORGANISATION AND POWER OF MIND - SEVERAL STABLE SHARED SIMPLE DECISION PREMISES TO MANAGE TECHNOCHANGE

Vladimir Diatlov, University of Southampton, UK.

The paper investigates empirically how the complex organisation is generated by simple means of software, structures, and institutions including market and regulatory conditions. In doing so, the paper proposes that most decisions on information technology are based on several stable premises. Such decision premises are tools of efficiency of operations over the long-term as well as means by which authority and cause-effect rationality are enacted upon the emergent complex of technology, institutions and people. The paper explores agents and features of the dynamics of such decision premises.

Definition. Term “decision premises” is borrowed from management literature as a simple representation of belief systems, value systems, and presuppositions that form common business language. By this model and study, management belief systems are treated instrumentally rather than psychologically, which is what top managers do by promoting and imposing such beliefs especially in conflict situations.

Dynamics. Decision premises are several but not many, simple but integrated in a self-referent system with multiple logics, and upheld regardless of the context, which constitutes a process-based definition. The value of belief systems is not in their being true, but in providing guidance: it is useful to operate out of certain beliefs for getting certain things done in certain context, even against actual circumstances. Under complexity and velocity, humans profitably adhere to their familiar beliefs systems.

Method. The dynamics, literal definition of several stable shared simple decision premises as well as linguistic search for presuppositions were applied in order to elicit decision premises from interviews and documents on large information systems implementation. The results are presented in a compact form.

Implications. First, the paper outlines a place for several stable decision premises in the broader patterns linking incrementalism and learning. Second, the analysis reveals that economic efficiency and dealing with complexity dominated managers’ concerns in many ways. “Change in practice is cheaper than change in software,” “no key-man dependence,” and the 80-20 rule are typical examples of simple several decision premises. They reinforce high interdependence and “the Pareto Dynamics” of many consequences stemming from few cause-effect linkages. Causality is applied with limited attention to the context and ahead of outcomes. Third, the paper proposes that such decision premises adjust the emergent phenomenon of organisational levels to a specific rationality of top management agents.
EMPOWERMENT OF TECHNOLOGY

Gordon Euchler, University of Cambridge, UK.

Authors in the area of Information Systems (IS) research argue that most theories have problems describing the IT artifact in a non-essentialist way (Markus and Robey, 1988; Hanseth, 2004). Essentialism means that technology has properties, which are completely independent of its environment. Hence the implementation of a certain technology would lead to the same outcome in every context (Grint and Woolgar, 1997). However, in order to analyze technology in all its complexities and to take it seriously, it is necessary to avoid essentialism (Jones, 1998; Orlikowski and Iacono, 2001).

I will present the work of the French philosopher Michel Serres (1987; 1992c; 1995) and its relations to actor-network theory to explain how they try to avoid the problem of essentialism. To do so Serres uses two concepts: entropy and relational materiality. The former implies that every system strives towards entropy, i.e. a state where less energy is available than before – otherwise a perpetual motion machine would be possible. Systems can avoid this downfall only by exchanging of goods, services or properties with other systems. Hence Serres argues that these relations define every entity, for example technology.

More specifically he argues that every entity is depended on other entities. For example whenever an entity engages in a relation with another entity there is, by definition, always a third who can step in between. Due to relational materiality this third changes the network. Hence networks (i.e. technology) can never be completely stable or controlled. The second law of thermodynamics says that in a closed system any process increases entropy and decreases the amount of available energy. Hence a system cannot be completely closed to the aforementioned interruptions, since it needs openness to resist entropy. Hence creating order/entities is less about creating a perfect stable network and suppress all interruptions but about the constant changes and rhythms of changes caused by the stepping in between and how to deal with them.

These ideas allow taking technology seriously and hence they allow technology playing a more important and complex role in our world – technology is empowered. This can be seen as ‘good’ since objects play an important role in our world but are usually not considered in our political or moral models. More rights can be granted to objects. Hereby the idea of empowerment set into a relationship with postmodern ideas of fluidity and flexibility. This can be seen as interesting, since one argument against postmodernism, is that it cannot judge what is good or bad anymore (Parker, 1992).
EXPLORING ‘EVENTS’ AS AN INFORMATION SYSTEMS RESEARCH METHODOLOGY

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This paper builds upon existing research and commentary from a variety of disciplinary sources including Information Systems, Organisational and Management Studies, and the Social Sciences that focus upon the meaning, significance and impact of ‘events’ in both an organisational and a social sense. The aim of this paper is to define how the examination of the event is an appropriate, viable and useful Information Systems methodology. Our argument is that focusing on the ‘event’ enables the researcher to more clearly observe and capture the complexity, multiplicity and mundaneity of the everyday lived experience. The use and notion of ‘event’ has the potential to reduce the methodological dilemmas associated with the micromanagement of the research process – an inherent danger of traditional and ‘virtual’ ethnographic approaches. Similarly, this paper addresses the over-emphasis upon managerialist, structured and time-fixated praxis that is currently symptomatic of Information Systems research. All of these concerns are pivotal points of critique found within event-oriented literature.

A systematic examination of current event-related theory within interpretative disciplines is utilised to direct the focus of the paper towards the more specific realm of the ‘event scene’. The notion of the ‘event scene’ originated in the action based (and anti-academy) imperatives of the Situationists and emerged in an academic sense as critical situational analysis. Event scenes are a focus for contemporary critical theory where they are utilised as a means of representing theoried inquiry in order to loosen the restrictions that historical and temporally bound analysis imposes upon most interpretative approaches. The use of event scenes as the framework for critiquing established conceptual assumptions is exemplified by their use in CTheory. In this journal’s version and articulation of the event scene poetry, commentary, multi-vocal narrative and other techniques are legitimated as academic forms. These various forms of multi-dimensional expression are drawn upon to enrich the understandings of the ‘event’, to extricate its meaning and to provide a sense of the moment from which the point of analysis stems.

The objective of this paper is to advocate how Information Systems research can (or should) utilize an event scene oriented methodology.
EMOTIONAL DIGITALIZATION AS TECHNOLOGY OF THE POST-MODERN – A REFLEXIVE EXAMINATION FROM THE VIEW OF THE INDUSTRY

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The IT of the post-modern is no longer only rational; it must also be subjected to our aesthetic principles and emotionally appeal to the people. It must tell stories and inspire ideas: an aesthetic screen, for example, inspires emotions when using the IT throughout the every day work life. The Autostadt is, for example, a culmination of various developments, which illustrate how they actualize the post-modern in the real world.

Thereby, the liberation from a conditioned past in a (self-)conscious act appears to be critical: the IT has begun to reflexively regard and scrutinize itself and its successes. When the technologies function imperceptibly and no longer obstruct the view of the contents from the surface, a new space for aesthetics and emotions emerges. At the Autostadt, the taking over of these societal changes is attempted. The architecture and presentations become a metaphor for the value of a corporate group.

In the "digital heart" of the Autostadt, the technology no longer stages itself, instead putting itself into service for the people and subjecting itself to them. IT, in its original matter-of-fact and cold-hearted form, is communicative and appears only where it will be needed. The human factor becomes the highest significance in this new service-oriented environment. Therefore, the technology in the Autostadt is not to be understood as a presentation, but rather it presents itself with a conscious understatement. A paradigm shift takes place, which one could call an "emotional digitalization".

We no longer need to turn any gears; we push a virtual button on a touch screen, and a reaction follows in the real world: a light goes on, a door closes, or a sprinkler begins its work. The people experience IT, but they use it subconsciously; technology becomes internalized and is no longer understood as a tool: IT becomes a subtle medium for emotions and information.
DIFFERENT LEVELS OF INFORMATION SYSTEMS DESIGNERS’ CONCEPTUALISATIONS OF USERS

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Within new ubiquitous web-based technological environments, the design of the relationship between information systems (IS) and users should focus on individuals’ perceptual, cognitive, emotional and social space. In contemporary design work the IS-user relationship becomes materialised by a development approach grounded on IS professionals’ implicit or explicit user models, which are constructed by relying on personal conceptualisations of humans.

This paper presents results from an interpretive empirical study clarifying IS designers’ conceptualisations or intellectual frames of reference of users by drawing on in-depth interviews with 20 IS designers. Adopting a phenomenological application of the study of conceptions, phenomenography, IS designers interviews are analysed with respect to the intentionality of conceptions. Designers’ views are understood as different levels of understanding, which refer to qualitative variation emphasising people’s experiences of phenomena as partial or more comprehensive. The analysis discloses that the designers’ intellectual frames consist of separatist, functional and holistic conceptions.

Within the IS designers’ separatist form of thought, the user becomes separated from viable interactions with both the IS designers themselves and IS. This is seen due to a tendency to an objectivist conceptualisation which blurs the designers’ thought to such an extent that people are no longer recognised as humans. Further, people become separated from the development of IS due to disparaging attitudes inherent in designers’ assumptions that users are technologically ignorant. Moreover, this form of thought brings to the fore human characteristics such as negative emotions which are seen as an obstacle to a viable IS-user relationship.

The designers embracing a functional form of thought possess technical knowledge, and value such knowledge in users. They tend to focus on formal job descriptions, external work tasks and individuals’ task productivity. A deficit from a human-centred perspective would be the tendency to overlook human issues and to focus instead on the functional purposes of IS, i.e., external task information, which underestimates users social space. However, these designers emphasise the role of positive emotions or regard that accomplishing the initiative of ISD requires positive sentiments. Within the functional form of thought humans and their behaviour are understood from a behaviourist stance. However, this form of thought adds to the previous separatist way of thinking in so far as humans are actually depicted as performing tasks with computers, whereas in the separatist form of thought the conceptualisations either totally omit human features or humans are seen as unable to use computers. In addition, the human emotional feature that is recognised in this form of thought appears as positive – even though functional - in nature. This way of thinking acknowledges humans as users, and therefore is more developed than the previous separatist form of thought.

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TACIT KNOWLEDGE IN RAPIDLY EVOLVING ORGANISATIONAL ENVIRONMENTS

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Bob Miller

Phenomena in two widely differing organisations suggest that parallel evolution is occurring in different contexts conditioned by the wider context of ICT development and other trends of Post-Modernity. Constant renewal of the self-image and self-knowledge of the organisation becomes part of the day-to-day knowledge-in-use of front-line practitioners and driven by the client-centred approach this process feeds back into the dynamics of the wider organisation, the phenomenon designated by Claudio Ciborra as Drift.

Post-modernity is understood as the abandonment of the model of society as moving towards a rational division of labour meeting the natural needs of rational man. This model assumed the fixity of a number of social spheres and economic sectors based on the centrality of different principles or technologies, which in retrospect can be seen as resulting from spatial and temporal co-ordination and transaction costs.

ICTs facilitated the emergence of the Value Chain. Different technological platforms in the process from raw materials to finished goods and services can be linked on the basis of profitability and criticality while lower transaction costs and de-spatialisation allow outsourcing of inputs. This paradigm has spread from for-profit to not-for-profit sectors. Organisations now abandon the concept of a central product and instead define themselves as providers of solutions. We draw on the experience of two 'solution-providers', one for-profit and one not-for-profit. The concept of a solution or transition creates a greater role for the front-line practitioner in deciding what inputs are required and sourcing.

The necessarily, personal use of tacit knowledge magnifies the inescapable element of drift. The need for practitioners to consider every individual case drawing on their individual knowledge of the accessible competencies and capacities of the organisation means, that choices among the possible solutions to the client's problems lead to, unpredictable effects on the dynamics of the wider organisation.
VIRTUALITY AND THE GENERALIZED OTHER(S): TOWARD AN ANTHROPOLOGY OF THE INTERNET AGE

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Using Latour’s definition of modernity outlined in We Have Never Been Modern, we argue that an “amodern” rather than a “post-modern” perspective is more appropriate for the study of ICT based systems and a sounder basis for developing an anthropology of the Internet Age. We further argue that the domain of “social informatics” as outlined by scholars such as Rob Kling and Steve Woolgar provides a rich, if underappreciated, collection of “amodern” (in the Latourian sense) research on computer based information systems and computerization generally. Emphasis is placed on the manner in which “computerization movements” spur the proliferation of “virtual/material hybrids.” We move on to discuss two topics – virtuality and the generalized other(s) – that we believe deserve much more theoretical and empirical attention. By virtuality, we mean the ability to create a wide array of virtual environments (both simulating and departing from) physical reality in which life-worlds may be constructed and interaction may take place. By the generalized other(s), we refer to Mead’s concept as it has been developed by social psychologists and microsociologists influenced by American pragmatism and European phenomenology. We focus on the necessity of understanding both the self and the generalized other in the context of large scale socio-technical networks. Finally, again following Latour, we explore the importance of both researching and constructing “amodern” narratives – biographical and institutional – through which the development and evolution of the worlds of the Internet Age can be better understood.
RE-ENACTING THE CRITICAL: PROBLEMS OF PERSPECTIVE

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Under the banner of CMS, many different approaches have been applied to resolve specific issues related to the ‘critical’ study of management and organizations (e.g. power, control, subjectivity, technology, gender, etc). While defining CMS is a complex and difficult task, a range of perspectives and authors could be seen as involved in the development of this area (e.g. by attending conferences such as this and publishing in certain journals). The aim of this paper is not to undermine the important work in this area, but to reflect on some of the ontological and epistemological assumptions underlying this ‘critical’ endeavor. For instance, when examining the complex relationship underlying technology and organizations we become aware of the numerous inequalities, hierarchical divisions, and instances of inclusion and exclusion. However, while we may share concerns, the approach and assumptions underlying our work can profoundly impact on how we view and enact the world around us.

Although not the aim of this paper, we begin by highlighting some of the major controversies in the area of CMS. Next, we will review a number of issues that could be seen as problematic in terms of re-enacting the social. This includes the application of what might be viewed as standardized explanations, occasions where there appears to be a certain degree of uncertainty over what needs to be explained and what is viewed as providing the explanation. Moreover, we will examine the notions of the ‘social’ and ‘society’ with regards to the ways in which they are presupposed and certain divisions (e.g. micro/macro) are given in an a priori sense. Then, we will examine the problems of deconstruction as opposed to construction, and the role of critique as an attempt to breakdown illusions and provide conditions of emancipation. Finally, although we do not have any definitive solutions to these issues we seek to provide in the last section, some possible and productive forms of enquiry.
THE ROLE OF HISTORY IN IS RESEARCH

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The aim of this paper is to initiate debate on the contribution that a historical perspective can add to information systems (IS) research. Despite the offerings from the study of history, the IS community has not yet developed a tradition of historical research. As a relatively young field, the need for a historical perspective may not seem obvious, yet if we aspire to evolve into a more mature discipline, then it is imperative that we are armed with the skills to identify changes and continuities within our discipline. Arguably, the adoption of historical sensitivity and awareness is especially pertinent in a field that is often driven by the ‘awesome potential’ of advanced information and communication technologies. All too frequently, we lose sight of some of the difficult problems that are being posed as we are blinded by the glare of technology. If we acquire a historical consciousness we may then avoid regurgitating ideas with little feeling for their historical origin and context. Quite often superficial changes are focused upon by the entire ‘change industry’, those who have an interest in the radical change process. Numerous trends in information systems can be seen as equivalent to the waves of management fashion, albeit linked to more durable technologies (Westrup, 2005). While many of these technologies may appear progressive, the evidence is far from conclusive. A lack of historical consciousness means that concepts and themes are often regurgitated and repackaged several years on, with little thought given to their historical context and origin.

Obviously, adopting a historical perspective is not without its difficulties as history is imbued with propaganda and ideology. According to the historian, E.H.Carr (1961: 23) “history means interpretation” and it is based on the selection of the significant and the relevant. Much of this selection can lead to a skewed understanding of history that is - as the adage informs us - largely told by the victors. Such interpretations are always historically conditioned. As researchers, we ourselves are embedded within this historical-cultural tradition that has evolved over time. For critical researchers, what is needed is engagement in a dialogue with the critical tradition concerned and the exposure of its hidden roots. Sensitivity to historical elements is also closely aligned to an acknowledgement of the political nature of the project and the wider institutional and ideological issues which shape society and social relations.

As a first step to exploring some of these issues, the paper begins by presenting an overview of the historical tradition in IS. It will then go on to outline some of the key elements of historiography, with a particular focus on how this can be used by critical researchers. We draw upon historical studies from related fields (such as: Science and Technology Studies; Organisation Studies; History of Technology) to illustrate the additional insights that a historical perspective can bring to the IS field.
POSTMODERNISM: A HOBBIT'S VIEW OF INFORMATION SYSTEMS RESEARCH METHODOLOGY

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Darryl Coulthard, Deakin University, Australia.

“Even the smallest person can change the course of the future” this is the message that Tolkien’s famous trilogy Lord of the Ring reveals. We use this tale to create a parody about the struggles that Information Systems (IS) research methodology has faced, in particular the move from ‘Positivism’ to ‘Interpretivism’ and the new threat that looms in the form of ‘Postmodernism’. For in postmodern times, it is small people’s voices that will lead the way to change, not just in the methods we use, or the systems we build, but in the society we inhabit. Nevertheless to achieve this we need to first go on a quest to rediscover what qualitative research is and at the same time we will learn that it is ourselves we need to find too. In the true spirit of postmodernism we have used rich metaphor to illustrate the power that storytelling brings to small voices of hobbits like ourselves.
This paper will discuss whether it is possible to combine postmodern and critical theory and thereby derive a workable methodology for critical research. The background of the paper is a piece of research which investigated the empowering potential of ICT and its realisation in Egypt. One of the issues arising was that there was a direct link between national policy on ICT and organisational use of the technology. It was therefore desirable to have a methodology that would allow the concurrent examination of the meta-level discourse of national ICT policy as well as the micro-level organisational practice. It was decided that a Habermasian framework would be suitable to analyse the national policy and that a Foucauldian viewpoint would provide a good theoretical lens to investigate social reality on the micro level.

The paper will briefly present the two different theoretical approaches by concentrating on the term "discourse". It will be argued that there is some overlap between Foucault and Habermas which allows a fruitful combination of these "postmodern" and "critical" viewpoints. The paper will then continue to develop a methodology that facilitates the investigation and allows the comparison of empowering rhetoric and social reality. The paper will very briefly touch on the findings of the research and will end with a reflection of the issues involved.
THE SELF-CONTRADICTORY NATURE OF RESPONSIBLE MANAGEMENT OF INFORMATION SYSTEMS: A CRITICAL DISCUSSION OF THE MANAGEMENT OF ETHICS AND LAW IN WORKPLACE SURVEILLANCE

Bernd Carsten Stahl, De Montfort University, UK.

This paper critiques the notion of heroic management by pointing out the intrinsic contradiction inherent in the idea of managing morality, law, and ethics in information systems. Heroic management is defined as the orthodox business school view of managers as being rational leaders who individually steer the organisation to success. The paper, as part of the tradition of critical management studies, uses the example of employee surveillance to argue the point. Employee surveillance raises a number of complex issues with regards to morality, ethics, and the law. These cannot simply be managed in a heroic manner, partly because of their complexity, but mostly because managers are part of the social construction of the problem and thus cannot act as external observers and problem solvers. The paper concludes with a discussion of the consequences resulting from this failure of orthodox management.
INDEPENDENCE AND IDENTITY IN MOBILE WORK: CONSTRUCTING NEW WORK PRACTICES

Riikka Vuokko, University of Turku, Finland.

In social home care workers often conduct their daily work in complex and unexpected situations. Home care offers basic help for vulnerable clients coping with their everyday life in order to promote independent living at their own homes. Mobile technology was introduced in the hope of upgrading municipal services more efficient and better balanced. The original managerial vision was that better planning of working hours by gathering information of the service calls would lead to increased efficiency at care work. The care workers have previously been rather independent while visiting the homes of the clients during the service calls and they also stated this independency as the main source of job-satisfaction. They were in charge of planning by themselves how and in which order to conduct their daily work. Most of the care workers were complete novices in using any kind of information technology. At first use of the new technology was resisted rather severely. Workers had the attitude that the new system for gathering information, for example, about the duration of a service call and of the tasks that were carried out for a client was actually introduced in order to control the workers during their working day.

A longitudinal ethnographic research on the case has been going on for several years. Some emerging new practices in work can be sketched after observation of work and after interviewing the workers and managers. The first reactions to the formerly unknown technology were hostile, but under our observation period the workers have learned to use their mobile computers. Their attitudes have changed into more positive or trusting ones after the initial learning process. First they saw no advantage in using the system, but now mobile computers are used besides gathering information during the day also to access the existing client information in the client database and to control the often changing time-tables. On the other hand, the implementation has made the work more transparent and this has lead to discussions about “silent agreements” amongst the workers. In the view of social accountability home care is hoped to be delivered evenly and by similar practices to clients. The new technology might have shaped working practices but the workers have also shaped the technology to suit their needs better. Besides just learning to use new technology, the care workers are now questioning the best ways of conducting their daily work. Negotiations with other workers, clients and managers take place as the workers try to construct the technology and their professional identity together. In this research context, professional identity and the values it implies has been defined as a resource which makes it possible for the workers to act skilfully in unplanned situations during a working day. A stronger professional identity helps the worker also to interact with the other workers and with the managers. Chance of attitudes and growing trust in their skills has made the care workers even more independent in their work. This reflects also to the interaction with the clients and with the care managers. In complex situations – for example when the service call does not go as previously planned – the care workers support their own views with the information in their mobile computers. In relationships towards managers this has meant significant empowerment of the care workers. The changes in client relationships are somewhat more alarming. Workers are stressed by balancing between the demands of the managers and the wishes of the clients. If the workers want to “go by the book” it might mean overstepping the client’s self-determination in their own homes.
MANAGEMENT AND GOODNESS III-THE GOODNESS OF STERILITY (STREAM 14)

Convenors
Ron Beadle; Northumbria University, UK.
Heather Höpfl; University of Essex, UK.
Sanjiv Dugal, University of Rhode Island, USA.

Stream Description
The 'Management and Goodness' streams at CM2 & 3 focussed on the ways in which the good is marked in both presence and absence in organisations. We have argued for a construction in which management is seen as both rhetorically ordering and reifying goods while at the same time hiding and marginalising discourse about those goods (Beadle and Höpfl 2003). In contrast the embodied experience of management has been seen as both perverse (Moreton) and tragic (Gosling).

In this third stream we want to consider the construction and resonance of what Jung has termed “sterile perfectionism” in management theory and practice.

In this respect, the stream is concerned with the purposive rationality of organisations and, in particular, with the ways in which organisations reproduce themselves. It is concerned with the purposive behaviour of organisations as expressed in the literature of strategy, total quality management, business process re-engineering and such like and the way in which this implicitly defines and constructs its other as all that is alienated by such definition: the pursuit of abstract notions of the future, and a belief in rhetorical/textual reproduction. This is the pursuit of "sterile perfection" which Jung identifies as the hallmark of patriarchal consciousness. Whitmont puts forward the view that the control of passions and physical needs traditionally has been valorised because it gives emphasis to the "merely rational" (Whitmont, 1991: 243). Organisations as expressions of collective expectations render physicality “dirty” preferring, ironically, to pursue metaphysical ends. The corollary of this emphasis on rationality is a distrust of natural affections (Whitmont, 1991: 245). This attitude, dominated by rationality and the rejection of dependency, reduces the notion of practical “goodness” to nurturing, domestic and servicing functions. This has resulted in abstract dogmatic mental attitudes and a sterile and over-rationalistic social world (Whitmont, 1991: 200). It is precisely in this excessive rationality and the its relationship to practical goodness which concerns us here. The totalising discourses of the organisation are precisely totalising because they can never offer completion. They need to be totalising so as to preclude the possibility of otherness. In privileging constructions over experiences, organisations lose contact with their physicality. In other words, the organisation comes to reproduce itself as text and understand itself in metaphysical terms as the product of that process of reproduction. Yet, the result of this obsessive reproduction is, nonetheless, an inevitable sterility.
IN SEARCH OF ORGANISATIONAL VIRTUE IN BUSINESS: AGENTS, PRACTICES, INSTITUTIONS AND ENVIRONMENTS

Geoff Moore*, University of Durham, UK.
Ron Beadle, Northumbria University, UK.

In this paper we argue that MacIntyre’s virtues-practice-institution schema (MacIntyre 1985) provides a conceptual architecture within which the concept of organisational virtue can be explored. An heuristic involving levels of individual agency, mode of institutionalisation and environment is used to discuss why some businesses protect practices, develop virtues and encourage the exercise of moral agency in their decision-making, whilst others struggle or fail to do so.

In relation to conventional shareholder-owned capitalist business, both the mode of institutionalisation and the environment are shown to be largely antithetical to the development of practices. Other businesses may meet the necessary internal conditions for the sustenance of practice-like features but remain dependent upon features within their environments. To illustrate this we use participant observation to show how one particular organisation – Traidcraft plc – meets the relevant conditions.
MANAGEMENT AND ORGANIZATIONAL HISTORY STREAM (STREAM 15)

Convenors
Charles Booth, University of West England, UK.
Bill Cooke, University of Manchester, UK.
Richard Marens, California State University at Sacramento, USA.
Michael Rowlinson, University of London, Queen Mary, UK.

Stream Description
There have been repeated calls for more historical approaches in the study of management and organizations (e.g. by Mayer Zald, Alfred Kieser, and Gibson Burrell, among others). We see history as a vital component in critical management studies. We invite contributions on a range of historical issues, such as:

Reconsiderations of the contribution of management thinkers in history (e.g. Bill Cooke on Kurt Lewin). Alternative, critical, approaches to the history and development of management thought (e.g. Roy Jacques' Foucauldian perspective) and the re-appraisal of management thought in historical context.

The implications of historical theory and the philosophy of history for critical management studies, especially in regard to narrative, including theorists and philosophers such as Hayden White, Paul Ricoeur and Alex Callinicos. The implications of historical methods and methodologies for critical and (by implication) mainstream approaches to management and organization studies.

The hidden and 'inconvenient' histories of organizations, such as their unsavoury involvement in war, racism, slavery, and repression, or their disregard for human health and welfare, and their treatment of this history in the present.

The commodification of history in the present in commemorative organizational histories, corporate museums, centenary celebrations and the heritage of brands, for example (see the 2002 special issue of Journal of Organizational Change Management on 'The strategic use of the past and future in organizational change').

Counterfactual histories emphasizing the contingency of historical events and their narratives (as in Charles Perrow's recent book Organizing America) as opposed to the anti-narrative historical determinism of mainstream management and organization studies which portrays present organizational forms as inevitable, and, by implication, optimal.

These issue areas are regarded as a starting point, and papers which develop alternatives are welcome. Papers from the stream will be considered for publication in a new Sage journal, Management & Organizational History, to be launched in 2005.
THE CONTRIBUTION OF LIBERATION THEOLOGY TO THE DEVELOPMENT OF CRITICAL SPIRITUALITY: INDUSTRIAL MISSION AND THE MINERS’ STRIKE 1984-85

Emma Bell, Queen Mary, University of London, UK.

... This paper explores this possibility, drawing on liberation theology as a source of inspiration for breathing life into this project through provision of an active, practical theology which is intended to make a real difference in the world through solidarity and action (Gutiérrez 1973, 1999). Stimulated by experiences of oppression, vulnerability and marginalization, liberation theology relies on sociological, in addition to philosophical methods, drawn from the Marxist tradition, to account for the unjust consequences of the capitalist system. The paper also attempts to redress the notable lack of historical perspective within the MSR literature, being guided by a general concern that if the current business school preoccupation with spirituality is to be more than a passing fad it must be informed by history. To this end, it relies on the case study of the British industrial mission (IM) to illustrate how understandings of what constitutes critical spirituality may be informed by past experience.

As a movement which has provided pastoral support and prophetic ministry to people engaged in paid work through the mechanism of workplace visiting for more than half a century, IM is illustrative of a mode of engagement involving the religious sphere of the church and the secular context of industry from which broader notions of what constitutes critical spirituality may be discerned. The paper focuses on the role of industrial chaplains in the miners’ strike of 1984-85, one of the longest and most violent industrial disputes in British history. Although there have been some accounts of the role of the established church in the strike little is known about the role played by members of the clergy based in the mining communities where the industrial conflict took place. This paper uses oral histories (Portelli 1998) of industrial chaplains involved in the 1984-85 miners’ strike to illustrate the realisation of critical spirituality in a workplace context and argues there are lessons to be learned from these marginalized accounts that can inform the future development of this project.

Finally, it is suggested there are parallels between criticisms of liberation theology concerning the feasibility of the engagement between Christianity and Marxism that liberation theology seeks to promote and the recent hostility towards the development of critical spirituality within management and organization. Specifically, if we cease to characterise, or possibly caricature, religion as the source of delusional belief and instead explore its potential reinterpretation in the context of present experience, we can perhaps be slightly more optimistic about the possibility for development of critical spirituality in relation to management and organization. Nevertheless, it should be noted that the involvement of IM in the miners’ strike illustrates how such a project may fail to result in any significant political or social change if such actions are isolated and restricted to a few individuals. Moreover, the contradiction between religious belief and one’s ability to express or enact those beliefs in an organizational context can produce tensions which, far from being liberating or enlightening, are damaging and demoralising.
HOW MODAL NARRATIVES WORK

Charles Booth*, University of West England, UK.
Peter Clark, Agnes Delahaye and Michael Rowlinson, Queen Mary, University of London, UK.
Stephen Procter, University of Newcastle, UK.

Modal narratives are narratives that depend on modal themes – necessity, possibility, contingency – as their raison d’être. In futurology, such narratives are called scenarios; in history and political science, counterfactuals; in science fiction and fantasy; uchronia, allohistories or alternate histories. Modality is a pluralistic field of enquiry: the subject is explored in disciplines as diverse as quantum mechanics, philosophy and semantics, as well as futurology, history and literary studies.

Modal narratives are about what might have been, or what might yet be. They are not judged as true or false, but as informative because they focus upon causation, possibility and necessity. One aim is to sensitize analysts to the multiple possible worlds that might have been and could still emerge. Modal narratives do not usually aim to deal with wholly improbable events. They are a genre of narratives that have a rude plausibility but did not, or might not, happen. Their governing trope is the suggestion that the indeterminacy of history provides opportunities for alternative trajectories. Modal narratives are thus a form of conditional statement based on the logic of possible worlds. They are an antidote to determinism; giving full play to contingency and the alternatives available to actors, both known and unknown to them at the time. Their role is, finally, to keep explanations open by introducing multiple possibilities.

In this paper, we discuss certain normative methodological and philosophical features of modal narratives. We tackle the question: ‘How do modal narratives work?’ We argue that modal narratives accomplish their effects through operating within a zone of analytical manoeuvre created by the interplay of cognition and estrangement.

In philosophy, Lewis (1986) adopts a position of strong modal realism – possible worlds do really exist beside our actual one. We have no access to these worlds, yet assuming their existence allows us to work fruitfully with a number of problems in our actual world. We have no access to the future; yet organizational foresight demands we attach a genealogy to possible future outcomes and developments to realise a ‘futurible’ (de Jouvenel, 1967). Similarly, we have no access to the reality that was the past: yet history consists, as Dening (1996: xvi) reminds us, of restoring to the past those qualities of the present which it once possessed: to “give back to the past its present”.

In restoring to the past the sense of uncertainty historical agents faced in making choices, for example, modal narratives allow a re-telling through which may be obtained a more nuanced and subtle understanding of which actions, events, structures, routines and processes may be contingent, probabilistic, or deterministic, and how. In Collingwood’s (1939:100) terms, modal narratives enable us to learn for ourselves the nature of ‘the situation in which to act’.
TIN CAN TOURISTS OR COLD WAR CARAVANSERAI? WALLY BYAM, THE AIRSTREAM, AND THE WBCCI

Charles Booth, University of West England, UK.

In 2005, Airstream, Inc., a US manufacturer of travel trailers (caravans) and motorhomes, celebrates the 75th anniversary of its incorporation. Founded by Wallace M. (Wally) Byam (1896-1962), the company is one of only two surviving US trailer manufacturers from the 1930s. Byam is hailed as an expert designer, engineer and marketer who played a crucial role in the evolution and development of technologies associated with the adaptation of motor vehicles for long-distance travel and tourism, camping and outdoor pursuits. From 1951 to 1960 Byam planned and led a number of ‘caravans’ – groups of travellers living and travelling in Airstreams – to Central America, Europe, Africa and within the North American continent. In 1955, a group of 55 Airstream caravanners formally incorporated the Wally Byam Caravan Club (from 1962 the Wally Byam Caravan Club International – WBCCI). The WBCCI now has over 10,000 members and organizes hundreds of rallies yearly. The club celebrates its 50th anniversary at a rally in Springfield, Missouri, in June/July 2005.

In the first section of the paper, I explore the social, cultural and technological developments in the evolution of the travel trailer prior to the incorporation of Airstream just before the Second World War. In the second part of the paper, I briefly discuss the history of the Airstream company under Byam, and outline certain themes in his business and technological leadership. I argue that in Byam’s conception (and in his marketing) the Airstream iconically combined values of ingenuity, entrepreneurship and the technical excellence of the American engineer, with a secular evangelism concerning travel, adventure and wilderness; and with a commitment to camping as a communal activity. I argue that this conception actively sought to blend appeals to modernist values of engineering and design excellence with the emblematic historical values of the pioneer communities of the early west. This appeal, consciously or unconsciously, was concealed and conveyed within a folksy mythology of the common man (or woman) re-discovering their sense of place in a supportive community of fellow adventurers.

In the final part of the paper, I focus specifically on the 1950s and early 1960s caravans and assess whether Byam and the WBCCI can be classified as ‘cold warriors’. Based on a detailed analysis of Byam’s own writings and other contemporary accounts, I suggest that such an unambiguous attribution is somewhat problematic. Nevertheless, I conclude that the caravans embodied the company values to the extent that the caravans were about putting Airstream, Byam and the WBCCI on display to the world, as much as they were about self-discovery through travel and adventure. In blending a sentimental appeal to bridging cultures and to making connections with the citizens of the world, with the exhibition of American technological and design superiority, the WBCCI clearly represented a powerful example of cold war cultural diplomacy.
DEMOCRACY OR SEDUCTION? THE DEMONIZATION OF SCIENTIFIC MANAGEMENT AND THE REIFICATION OF HUMAN RELATIONS

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The emergence of the human relations ‘school’ of management (HRS, hereafter) in interwar America was less a distinct break with Taylorism or scientific management (SM, hereafter) than it was a right wing and decidedly undemocratic outgrowth. That many of Taylor’s disciples preceded Elton Mayo in analysing ‘the human factor in industry’ is well established in the history of management thought. Likewise, that the Taylorists actively sought to promote greater worker participation in the management process and a greater rapprochement with labour in the interwar period is well documented, but typically overlooked. The conventional wisdom is that HRS was the intellectual progeny of Mayo and his associates in and around the Hawthorne Studies, and that their concern with human problems in industry was both a reaction against, and solution for the shortcomings of SM. The fundamental question this paper seeks to answer is why the history has been written in this way and how it could be that the participatory nature of Taylorist movement came to be written out of typical accounts. In other words, we seek to understand why it was that Mayo and HRS were reified, whereas Taylor and SM were demonised in the 1930s and beyond. We seek to understand how and why the meta-narrative regarding SM and HRS became the received wisdom and who stood to gain from this establishment of managerial orthodoxy. The standard depiction of HRS ‘rising out of the ashes’ of SM is a rhetorical distortion of historical events that cannot be reduced to the mere desire for simpler and smoother historical narrative concerning the development of management thinking. It obfuscates the fact that HRS presented managers with a more subtle yet powerful means of exercising authority which could challenge the democratic approach of the scientific managers who sought to enable workers to become active participants in the labour process.
WORKPLACE VIOLENCE AND THE FORGING OF MANAGEMENT AND ORGANISATION HISTORY

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There is a temptation in the literature to frame workplace violence as a ‘new’ problem, or at least a problem with a very recent history. Within this framing, workplace violence is represented in terms of a narrow range of extreme acts founded on a largely self-evident understanding of violence. The long historical connections between violence, work and the workplace, which provide alternative understandings of ‘workplace violence’, are thus evacuated. This paper proposes that providing historical perspectives to understandings of violence in relation to the workplace will further critical approaches to the topic of ‘workplace violence’ while also providing productive departure points for critical management studies.

Bringing a historical perspective to workplace violence highlights the varied and intimate association between violence and the workplace. Violence as a strategy for attaining desirable work habits, establishing and maintaining control of the labour process, an outcome of performing work or the phenomenon requiring an organised response, are just some of the ways violence has shaped management knowledge and practice. Thus ‘workplace violence’ is not solely the murderous intrusion that many commentators would have us believe. Consequently, a historical perspective can shift the ground from an analytic focus that takes for granted the very phenomenon to be analysed, to a consideration of why workplace violence has emerged now, in this form, and with what consequences.

Situating the concept of violence historically can also have implications for developing critical approaches to management and organisation histories. Violence can provide an important analytical frame for articulating ‘inconvenient’ histories of management and organisations as sites and structures of violence. A violence perspective can also challenge ‘sanitised’ or ‘ahistorical’ accounts that ignore violence in the formation and maintenance of organisations and workplace practices altogether, or contend that violence was left far behind as management and organisations became progressively more humane. A historical perspective therefore, can not only promote critical approaches to workplace violence but also enrich approaches to management and organisation history.
WHEN ACTION RESEARCH BECAME A COLD WAR METHODOLOGY: THE RONALD LIPPITT - JOHN COLLIER CORRESPONDENCE

Bill Cooke, University of Manchester, UK.

This paper proves that the essential characteristics of action research, which form the basis of compelling critiques, have their roots in its status as a Cold War methodology. It presents an early correspondence between two founders of action research, John Collier and Ronald Lippitt, which it then situates and explains in its Cold War context. Collier’s case for a socially engaged version of action research is contrasted with Lippitt’s for one which is technocratically neutral and determinedly not engaged. Collier’s position is seen to anticipate the later “standard critique” of action research based change management as cooptative, as spuriously objective and rational, and as excluding questions about the ends of organizational change in its focus on means. Lippitt’s position is seen as not only defending a narrower, technocratic version of action research, but as articulating it, demonstrating his agency in its development. The historic prevalence of Lippitt’s version of action research, and the demise of Collier’s is explained in terms of the Cold War consequences of Collier’s determined social engagement of his action research institute versus Lippitt’s ultimately more successful, in terms of action research’s survival, negotiation of Cold War realities.
PLAY AT WORK: QUESTIONS OF HISTORICAL INTERPRETATION

Bogdan Costea*, Norman Crump and John Holm, Lancaster University, UK.

This paper discusses the historical background of the use of ludic (play) technologies in managerial practice. It is an exercise in what Reinhart Koselleck called ‘the practice of conceptual history’. Contemporary organisations use play in multiple fashions. The paper revolves around several questions: is play a simple form of extended exploitation, work intensification, oppression? Or is it a manifestation of an emancipatory process? Is this kind of deployment of play in management ideologies new? Is it universal, or is it particular to a certain cultural and historical context?

Such questions however are not very productive. In this paper, we reformulate them: what are the sources of ludic technologies in management? Why do they resonate with the ‘Apollonian’ rationality of mass-production systems? Are they used by a cabal of very rational ‘managers’ to further soften the personal underbelly of the post-political and post-emotional subject of mass-consumed ‘fun’? Is the ‘turn to the self’ in management ideologies, ironically, the ultimate pivot of alienation? Or is the spectre of a new Dionysus haunting ‘Europe’? Could managerialism be only an ‘epiphany’ of a cultural epoch of ‘self-assertion’, rather than a mechanical economic agent perpetuating exploitative capitalism? Could the playful, emancipated ‘executive Dionysus’ be the new face of ‘Apollo’?
TIES TO THE PAST IN ORGANIZATION RESEARCH: A COMPARATIVE ANALYSIS OF RETROSPECTIVE METHODS

Julie Wolfram Cox, RMIT University, Australia.
John Hassard*, Manchester Business School, UK.

This paper addresses a traditionally marginal area of management and organizational research - retrospective research. It identifies, describes and analyses four positions on retrospective research: Controlling the Past, in which attempts are made to maximise accurate recall or to reveal potential sources of error or bias; Interpreting the Past, in which understanding of the present is informed by the construction of past reality; Reconstructing or Revising the Past, in which causal explanations link the past and the present; and Representing the Past, which involves the problematisation of time and research on time. These positions are compared in terms of method, ontology, epistemology, exemplars, variants and potential contribution. From this analysis, methodological implications are drawn for the practice of retrospective research in management and organization studies.
RACE OVER CLASS: THE SECRET HISTORY OF “HUMAN RELATIONS”

Jennifer Delton, Skidmore College, USA.

In the mid-twentieth century the term “human relations” could refer to two things. On the one hand, it was a managerial approach that emphasized the “human” side of the business enterprise and enjoined executives to recognize their firm or factory as a social system, their workers as individuals. On the other hand, it was also a term used to describe the study of conflict, prejudice, and accommodation between different racial and ethnic groups. In this latter incarnation the term was interchangeable with the terms “race relations” or “intercultural relations,” as in, for instance, the Philadelphia Commission on Human Relations which enforced Philadelphia’s anti-discrimination laws. Is there any historical connection between the two uses of the term? Or is this just a homonymic coincidence which confuses indexers today, but signified nothing at the time – like “capital,” which can be a seat of government or a stock of accumulated goods?

It turns out there is a connection between “human relations” as race relations and “human relations” as management technique. It lies in a group of sociologists who began their careers analyzing race relations and prejudice in the United States and then found their way into labor-management relations, promoting a new managerial approach called “human relations,” or behavioralism. This group includes W. Lloyd Warner, Burleigh Gardner, Allison Davis, William F. Whyte, and others. How their thinking about race influenced their thinking about class and what effect this had on American work relations in the 1940s and 1950s is the topic of this paper.

The value of such a study is two-fold. First, it clarifies and delineates the different uses and historical contexts of a ubiquitous phrase – “human relations.” Second, it illuminates the dynamic relationship between class and race in the American workplace, circa 1930 to 1950. In doing so, it will provide a much needed historical understanding to the process by which American businesses integrated their workplaces in the 1960s.

James D. Grant* & Albert J. Mills, Saint Mary’s University, Canada.

“A dollar love had good intentions, a clear conscience, and to hell with everybody.” Graham Greene “The Quiet American, 1962, p. 62

Roberto Unger contends that societies are held together by a combination of institutional and imaginative arrangements that serve to maintain and obfuscate underlying tensions and conflicts. These institutional and imaginative arrangements constitute important stabilizing aspects of the “formative contexts” in which social struggles are played out and constrained. In the words of Blacker (1992), “As conflicts are temporarily resolved, solutions become supported by particular organizational and technological styles, by emerging group interests, patterns of privilege, and the ways in which a basic grammar of social interactions becomes articulated in official dogmas. The imaginative schemas of participants interact with the institutional frameworks in which they operate” (p.279).

In this paper we examine the relationship between US management textbooks, institutional practices and imaginative schemas (Unger, 1987) in the middle part of the twentieth century (1936-60). In a preliminary study based on content analysis and archival research we examine the development of the Academy of Management (AoM) and the writings (and commentaries) of the men who served as President of the association from 1936 to 1960. In particular we set out to assess the impact of these men on the dissemination of management theory in the US during a critical time span.

We focus on the AoM because of its current significance as one of the leading, if not the leading, association of management educators in the US, with more than 15,000 members in 91 countries, and “21 professional divisions and three interest groups” (AoM On-Line, 2004) that reflect a range of scholarly communities and interests, from the more traditional functional area of operations management through to the more radical concerns with Critical Management Studies. Nonetheless, the association continues to be dominated by a largely white, male, and functionalist (Burrell & Morgan, 1979) membership.

Our focus on the period from 1936 to 1960 is due to several factors, (i) 1936 was the year the AoM was founded, (ii) the period as a whole covers three crucial timeframes in recent US history – the Depression, the Second World War, and the Cold War (specifically the era characterized as McCarthyism), and (iii) it was a critical period in the development of modern management theory (Cooke, Mills, & Kelley, 2005) and the development of the management textbook.

In our research endeavors we were specifically interested in the extent to which selected textbooks and the AoM discussed and reflected on issues of class, gender, race/ethnicity, and the broad socio-political era of the Depression, the Second World War, and the Cold War. Thus, we explore a number of emerging themes and issues in the early years that shaped the modern AoM and had some influence, through the management text (Mills & Helms Hatfield, 1998), on wider constituencies of management educators.

We conclude that the early leaders of the AoM played an important role in establishing an organizational culture that encouraged objectivism (Jamison, 1937b), elitism (Jamison, 1937a), ethnocentrism (Newman, 1948), masculinist values and a philosophy of management that was rooted in a commitment to “free enterprise” and anti-communism (Mee, 1953)....
HISTORICAL CONTINGENCY, LEGAL IDEOLOGY, AND U.S. LABOR UNIONS: THE ORIGINS AND EFFECTS OF RIGHT TO WORK LAWS

Raymond L. Hogler, Colorado State University, USA.

Since the 1970s, organized labor in the United States has experienced declining membership density and waning political influence. Many scholars attribute labor’s weakness to employers’ anti-union strategies. Those strategies are successful because employers exploit institutional factors that hinder unions in maintaining high levels of penetration and stabilize wages and benefits. One of the most significant factors is labor’s inability to bargain for compulsory union membership in twenty-two states. So-called “right to work” laws prohibit all forms of union security and have a negative effect on union bargaining power by allowing for competitive strategies based on labor costs. In the National Labor Relations (Wagner) Act of 1935, Congress had the opportunity to enact a uniform national rule protecting unions’ right to negotiate union security provisions, but did not do so. Section 14(b) of the Taft-Hartley Act of 1947 specifically permitted states to opt out of the federal statute with regard to union security. This paper explores the historical circumstances that led to Senator Robert Wagner’s legislative decision and its consequences for American workers.
CANADIAN SILK: A BRIEF HISTORY OF THE INCONSPICUOUS

Charles Jones, University of Cambridge, UK.

Since most business history—the best as well as the worst—relies on the patronage of long-established firms with well-known names, relatively little is known of other kinds of firms. Most simply fail after an ephemeral existence, but there is an intermediary category: those that succeed moderately for a generation or two before being absorbed, unsung, by more successful competitors, or else wound up or allowed to stagnate as their controllers diversify into other activities. Where the records of such firms survive they often offer a different perspective than those of the market leaders. All four firms examined in this paper are inconspicuous in this sense. They are British manufacturing firms, founded in the nineteenth century, each of which set up at least one overseas subsidiary in the early- or mid-twentieth century, and none of which went on to form a fully-fledged and sustained multinational corporation. They are, in addition, inconspicuous in a second and more theoretically interesting sense, as producers of intermediate goods (metal window frames, woven and printed textiles, labels for clothing, automotive components, etc.), and this second kind of obscurity partly explains the first, since their position in the middle of value-added chains exposed such firms to pressures from suppliers of raw materials and components as well as wildly varying effective rates of protection, while depriving them of the gains to be had from twentieth-century advances in advertising. After considering the general predicament of such firms through three fragmentary cases, the paper goes on to develop the best-documented case, that of an East-Anglian manufacturer of broad silks for the fashion trade, which operated a factory in Ontario for over thirty years in the mid-twentieth century.
‘WE SANG OURSELVES THROUGH THAT WAR’: WOMEN, MUSIC AND FACTORY WORK IN WORLD WAR TWO

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Keith Jones, Nottingham University, UK.

This paper examines the role of music in women's experience of factory work in the second world war - an important topic but one largely overlooked in the existing literature. Two important forms of music flourished in war factories - the relaying of Music While You Work through loudspeakers, and the collective singing of workgroups. Drawing on an extensive range of sources, the papers shows that music served to both express and create community in the workplace, and came to be seen as an anthropological necessity for survival in the context of exposure to repetitive and monotonous labour. The music also expressed a complex mix of simultaneous accommodation and resistance to women's position in munitions factory production. A key motif in women's musical cultures was autonomy - suggesting important continuities with the autonomous texture of other shopfloor cultures in Britain in the middle of the twentieth century. The widespread nature of women's singing also has important implications for how we understand the history of music in British workplaces.
IS ORGANIZATIONAL DISCOURSE’S HISTORIOGRAPHY A CAPTIVATED FIELD?

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Organizational discourse’s historiographies are generally organized around a phases model that presents four consecutive approaches: scientific management, human relations, systems rationalism and quality & culture. The categorizations and temporal ordering of this model provide an apolitical de-contextualized basis for mainstream historiographies. The present study challenges this semiotic structure, assigns alternative categorizations and ordering to the discourse’s trajectory and thus opens venues for situating the latter within the cultural and socio-political context of its production.

Based on an analysis of two of the period’s key organizational periodicals, the Harvard Business Review and Advanced Management, and on an analysis of three main bibliometric historiographic studies, this study demonstrates that in contrast to the canonic account: (1) discursive categorizations, prior to WWII, were much less differentiated; (2) alternations between approaches were not as sequential as they are presented; (3) organizational discourse’s apolitical formation was dismantled during the forties and fifties by two political discursive forms: first, a laborist one and than a discourse that appropriated Cold War political culture; (4) the discourse’s trajectory can be better represented as a series of alternations between political and apolitical discursive forms; (5) this alternative account enables situating developments in organizational discourse within the context of post WWII industrial strife and the Cold War political culture; (6) The phases model can thus be regarded as a mechanism of social amnesia: a backward projection that purges the canonic account of any political discursive forms and thus contributes to the blurring of organizational discourse’s relationships with the socio-political and cultural context of its production; and (7) the apolitical framework’s reproduction mechanisms are embedded in the methodologies of mainstream historiographic studies.

Implications for issues of contextualization, de-contextualization and for the historiography of organizational thinking as an academic field captivated by its own object of study, are discussed.
REPOSITIONING COMPANY ARCHIVES AS A DATA SOURCE FOR ORGANIZATIONAL RESEARCH: SOME EVIDENCE FROM A COMPARATIVE CASE STUDY

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Recent literature within management and organization studies has shown considerable interest in the use of historical material and the application and development of an historical perspective. This paper addresses at least some of the challenges - that have not been extensively discussed in management and organization studies - that emerge when conducting such research. An historical approach is essential especially because we cannot recognize change processes in institutionalized organizational structures and practices unless we examine them intensively over a longer period (Kieser, 1994; Calori et al., 1997). Here this means that we emphasize the arising of organizational phenomena, their connections to their temporal and social context and the actors' own interpretations. Such defined historical study also allows us to simultaneously examine events taking place at several levels of analysis.

While the conceptual foundation for such historical organization research seems relatively well developed, we argue that much less attention has been paid to the requirements that this kind of research poses for empirical research material. This is problematic because the adoption of an historical research approach does not offer 'off the shelf' solutions to how to conduct empirical research on the field. Even if problems related to obtaining of research access were omitted the developing of adequate methods of analysis require situation-specific tailoring. Here we focus on the use of company archival material in general and minutes of management and board meetings in particular to discuss at least some of the challenges that emerge when intra-organizational archival material is being used for idiographic historical organization research.

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This paper on Siegfried Unseld, the late head of Suhrkamp publishing house in Frankfurt am Main and a prominent figure in Germany’s publishing trade, brings into focus a subject which is notably absent from management and organisational history alike: the function of the narrative. Whereas the linguistic turn has made quite an impact on the humanities, current business history has yet to take into account that language organises and structures our view of the world. Communication shapes reality. Entrepreneurs and firms are, in essence, semantic constructions involving complex interplay between public self-representation and media. In the following, Hayden White’s tropology is tested as a novel approach to business history. White’s ideas on the power of tropes proved helpful in understanding the deep structures of the discourse on the so-called “Suhrkamp-crisis” during the 1990’s. Strategies such as emplotment, the use of specific metaphors and an inherent sequence of tropes shaped the corporate image of Suhrkamp Verlag and built Siegfried Unseld's reputation as a “publisher of the century”. Although tropology's potential for historical analysis is limited to discourse analysis and to identifying as well as, to a certain degree, understanding shifts in mentality, it should be adopted as a complement to conventional approaches to management and organisational history.
HISTORY, DISCOURSE AND MANAGEMENT RESEARCH ON OFFSHORE IT OUTSOURCING

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Deterministic accounts of the rise of offshore IT outsourcing take little account of human action and the historical events that bring us to the present juncture. In contrast to a deterministic understanding, we argue that offshore IT outsourcing has a history that accounts for our present conceptions and the possibilities we are able to envision. This history does not simply begin with the emergence of IT offshoring in India in the 1980s. Its provenance is much more diffuse: it is predicated upon a complex web of discourse that has arisen historically and shapes what appears to us as real in our present. As part of a larger project to construct a “history of the present” (Foucault 1977) of offshore IT outsourcing, we present elements of genealogy and archaeology. Based on documentary sources from the archives of management research, we detail the multiple vocabularies and surfaces of appearance of the discourse of offshore IT outsourcing to begin to trace the complex grid of intelligibility on which it is predicated. Second, to illustrate the way offshore IT outsourcing had to be constructed, rather than discovered, we attend to the particularity of a collaboration between an Indian IT firm and a North American hardware vendor in the 1970s and to the transformative aspects of this event. We hope by these means to begin to trace the practices, logics, assumptions, accidents and contingencies that have appeared over time in the IT offshoring domain. Through history our intent is to come to a reflexive awareness of the often unnoticed foundations upon which our present understanding is predicated and thus open a space for critically examining and re-thinking current directions.
JOHN R. COMMONS AND FREDERICK W. TAYLOR: THE BARGAINING AND INTEGRATIVE MANAGEMENT TRADITIONS

Christopher Nyland, Monash University, Australia.

This paper explores the campaign waged by the leading Institutionalist economist, John R Commons, against the scientific management movement. Focusing on the period from 1915 until 1921, the paper contends Commons’ campaign emanated from his belief scientific management’s links with the American Federation of Labor (AFL) and independent trade unionists, and its commitment to integrative management, would undermine industrial democracy’s collective bargaining foundation. Exploiting the post-war ‘Red Scare’, Commons responded by launching a propaganda offensive against Taylorism, suggesting that it would lead labor to a socialist dictatorship of efficiency experts under the guise of a workers’ state. This paper also reveals that in Industrial Goodwill (1919) and Industrial Government (1921) Commons willfully misrepresented scientific management as mechanistic and anti-labor in order to undermine the Taylorists’ association with organized labor, and to promote his adversarial approach to management as an advance on Taylorism. As Commons’ view has become the accepted position in industrial relations, the integrationist stream has been edited from the history, while his misrepresentations of Taylorism have become management orthodoxy. This is because Commons’ bargaining-based position marked the limit business was prepared to concede progressive management thinkers and practitioners. Consequently, contemporary management scholars remain largely unaware of the Taylorists’ contribution, and therefore have not fully evaluated the integrative alternative.
EXTENDING THE CASE FOR DEMOCRATIC TAYLORISM: THE INTERNATIONAL LABOUR ORGANIZATION AND THE TAYLOR SOCIETY

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The International Management Institute (IMI) marked a watershed in management history and the endpoint of progressive management thought. Established in 1927 with support from the International Labour Organization (ILO), the Twentieth Century Fund (TCF) and the Taylor Society, the IMI sought to extend management’s scope from employer domination and compromise to worker integration in management decision-making. This paper explores the reasons behind the IMI’s establishment and its disintegration in 1934. The paper contends the ILO and many leading Taylorists’ support for integrative management and European rationalization proved unacceptable to the progressive business ‘backers’ of the IMI, such as Henry Dennison and the TCF’s Edward Filene, who sought to retain business’ management prerogative. This led to the IMI’s demise, ruptured the Taylor Society, and heralded the beginning of the end for the integrative management stream. With business’ post-war ‘rollback’ of the gains labor secured under the New Deal, progressive management theoreticians and practitioners, as embodied in the Taylor Society, retreated from integration to compromise. Consequently, the integrative tradition was expunged from management history and the Taylorists’ contribution demonized, leaving contemporary management scholars unaware of the integrationists’ interwar challenge, as the discipline became more business oriented.
BRUTE FORCE: MEDIEVAL FOUNDATION MYTHS AND THREE MODERN ORGANISATIONS’ QUESTS FOR HEGEMONY

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A cursory glance at the business section of the average modern airport will reveal the popularity of the celebrity CEO autobiography or the story of a major corporation (for example, Iococca & Novak, 1986; Roddick, 1991; Gates, Myhrvold & Rinearson, 1995; Packard, 1995; Spector & McCarthy, 1995; Branson, 1999, 2000). Throughout much of European history, the equivalent best-selling account of foundation and colonisation has been the Aeneas story and its medieval off-shoots, concerning the foundation of states, cities and dynasties by the descendants of Trojan refugees, most notably Brutus, or Brute, founder of Britain. At first sight there might appear to be few similarities between modern foundation narratives and the account of the aftermath of the Trojan War, but this paper will argue that corporate bestsellers are drawing on ubiquitous narrative archetypes which reached their first apogee in a European archetypical foundation story and its medieval development. The genealogy of the story can be traced from Aeneas to Brutus and through to modern leaders such as Phil Knight. The paper will describe the Aeneas and Brutus foundation myths and will then trace the re-emergence of the main elements of the narrative in accounts of the beginnings of three major modern organisations: Marks and Spencer, Nike and Starbucks.

In this paper we shall trace the historical antecedents of some popular elements in modern foundations myths. We will consider the symbolic power of these elements and, through, dissecting them, will demonstrate the persistence of certain narrative elements in the legitimisation of corporate power. We will demonstrate the propagandising properties of a well-constructed corporate foundation narrative and suggest how it can be used to legitimate colonising corporate objectives. We conclude that although organisations may not be aware of the historical genealogy of some of the major thematic elements they employ, there is no such thing as an innocent text, and that the legitimating project of using these powerful narrative elements retains a high degree of diachronic intention.
GET REAL! HISTORICIZING REALITY IN ORGANIZATION STUDIES

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Both practitioner and theorist discourse have predominantly treated Reality as an object to be known. This paper presents the argument for treating Reality as a story to be told.

Reality has been hotly contested in our field at least since Sociological Paradigms, Burrell & Morgan’s landmark articulation of the varying realities jostling each other as different disciplines and conflicting traditions of inquiry sedimented into the uneasy amalgam of orientations presently referred to with deliberate and necessary vagueness as “organization studies,” “the management disciplines” or even “the field.” Subsequent to the publication of Burrell & Morgan’s typology, the terrain grew even more complex, as feminist theorizing, poststructuralism, post-colonial and other indigenizing perspectives appeared. One might think that by the present time it would be a condition of participation in debates about organizational theorizing that one be conversant in the implications of the assumptive differences implied by paradigm diversity in “the management disciplines.”

Instead, the spectre of Reality-as-object is as troublesome as ever. Examples of the problematic include the ongoing, unquestioned use of positivist research practices by the mainstream of the field; reluctance of critical researchers to let go of “class” and “emancipation” as privileged signifiers; the ongoing repetition of unhelpful clichés about differences between “qualitative research and “quantitative research; as well as the ascendancy of a version of Critical Realism that, while epistemologically unsupportable, comfortingly returns Reality to the status of object.

This paper is prolegomenon to a book-length project which will discursively link the picaresque, cross-sectional debates about Reality and organizing into a narrative about this construction and which will argue the usefulness of a narrative Reality as a signifier to deploy in theorist and practitioner discourse about organizing.
ALTERNATIVE NARRATIVES IN THE HISTORY OF GROUP DYNAMICS AND THE
DEVELOPMENT OF T-GROUP TRAINING: A CRITICAL HERMENEUTIC APPROACH

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This paper explores the narrative construction of three textual histories of the theory and
practice of group dynamics. Group dynamics and T-groups have always been associated with
organisational and managerial development, reflecting broader societal trends in the 1960s
and 70s towards experimentation with various forms of ‘New Age’ spiritualised psychology
under the umbrella of the Human Potential Movement. At the height of their popularity the
techniques were experienced by thousands of senior executives, written about in the popular
press and academic journals and recognised as a useful technique for changing human
behaviour in organizations. Two organisations are associated with pioneering this approach,
the National Training Laboratory (NTL) and the Tavistock Institute of Human Relations
(TIHR). NTL was founded in 1947 in the United States and is regarded as having laid the
foundations of the T-group method, while the TIHR is seen as having promoted it in the UK
and Europe through the Leicester Conferences.

To explore the narrative construction of group dynamics, we analyse three key historicising
texts (Back 1972, Kleiner 1996, Fraher 2004) and archival documents from TIHR through the
lens of critical hermeneutics (Ricoeur 1978, Thompson 1981). This approach allows us to go
beyond the conventional ‘chronicle’ approach to writing/reading management history and
interrogate the means of encoding and narrativity that the histories employ. The texts employ
narrativity as a means of mediating between the ‘real’ and the ‘imaginary’, through which the
authors arbitrate and resolve competing claims and conflicting accounts. However, the
process of authorial meaning production is embedded within a social-historical context, and
the texts are symbolic phenomena that require interpretation to assess their contribution to
particular meaning systems. The social, political and moral messages embedded in the texts
are seen in the abstract ideas that individual characters carry, often represented by physical
descriptions. Further, the texts are read as figurative and allegorical. Thus, we find history
represented as a game of chance, in which scientific discovery is a serendipitous process,
and religious allegory is employed as a plot device to structure the narratives. Representing
theories of group dynamics in this way invites the reader to see group dynamics as both
science and faith. Our reading of the representations of events and individuals involved in
group dynamics allows us to accomplish two things. First, to explore the construction of one
area of management theory and to understand the social and political context of that process;
and second, to suggest that reading and writing histories of management is an ontological as
well as chronological process.
MANAGING TO SURVIVE? INDEPENDENT BESPOKE TAILORS IN BRITAIN, 1919-1939

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Fears voiced between the wars, that the menswear trade was undergoing a process of change that would eventually threaten the livelihoods of many independent bespoke tailors, were of course not new. Indeed, concern had been repeatedly expressed throughout the nineteenth and early twentieth centuries about the competition of – among others – ‘brass and glass’ shops, or of clothiers selling cheap ready-to-wear suits and other garments. However, by the 1920s such fears had intensified and gained a new sense of urgency. There may have been little agreement as to whether the greatest threat was posed by the wholesale bespoke or by the ready-to-wear trades, by the tally trade or by the impressive-looking branch shops of large multiple concerns, but it was acknowledged that mass-production, marketing and distribution systems and techniques were disastrously affecting the ‘small man’, especially in the last bastion of his bespoke trade: the suit.

The aim of this paper is to examine the management strategies adopted by bespoke tailors in order to counter this new competition, in the context of perceptions and fears about trade decline. The paper will focus particularly on bespoke tailors' retailing, rather than manufacturing practices, and will consider how advertising, display and salesmanship became fundamental to independent traders' survival strategies. These were not new themes: the need to advertise widely, to adopt attractive displays, and to provide expert salesmanship had long been recurrent themes in the trade literature. However, the paper will suggest that the ways in which these practices were conceptualised and put into effect in the inter-war period cannot be understood without reference to two key themes in contemporary commercial thinking, whose impact will be considered in turn.

First of all, it was widely assumed that by the 1920s certain forms of retailing had become anachronistic, and out of step with ‘modern’ times: in order to be successful, it was believed, businesses had to be ‘up-to-date’ and modern. However, independent bespoke tailoring increasingly came to be seen as invariably ‘old-fashioned’, whatever the actual practices of individual tailors. On the contrary, successful multiples such as Burtons or the Fifty Shilling Tailors were perceived to embody a new commercial modernity, while at the same time in reality adopting many of the successful management practices and techniques of independent tailors.

Secondly, the main characteristic of the inter-war commercial environment was generally perceived to be the conflict between the ‘small man’ and big business, which each side seeking to emphasise the advantage to the consumer of shopping with them: on the one side, personal attention and service, on the other, all the advantages in terms of cost and reliability of dealing with a large-scale organisation.

In conclusion, the paper will suggest that the management practices of independent bespoke tailors in the inter-war period cannot be understood without reference to such wider commercial ideas and debates. These provided a framework against which retailers made decisions about issues such as publicity, display and salesmanship, and thus sought to counter the fierce competition of other retailers selling similar garments.
BRITISH CAPITAL, CEYLONSE LAND, INDIAN LABOUR: THE IMPERIALISM AND COLONIALISM OF EVOLUTION OF TEA PLANTATIONS IN SRI LANKA

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D.C. Cameron, The University of Queensland, Australia.

This paper attempts to provide understanding about the cultural and socio-economic character of the Sri Lankan tea plantations system and its historical evolution to assess the impact of colonial hegemony within its broader socio-cultural and political context in Sri Lanka. The paper also explores historical roots and their interrelationships which shape the present day strategically important issues in the Sri Lankan tea plantations. The main focus of the paper is on how the specific socio-economic changes emerged and their consequences of these with an emphasis specifically labour relations. It emphasizes that the Sri Lankan tea plantation developed historically within feudalistic and peasantry modes of production systems. The paper also deals with (1) the specific patterns of strategy-control relationships within capital in terms of agency relationships and (2) how different social strata emerged within Ceylonese social formation during the period of colonisation.

This discussion explores a series of interrelated issues: how land was acquired for plantations; the problem of an indigenous labour supply; how Indian Tamils became attached to the British Ceylonese plantations through what is known as an 'internal contract system'; how British mercantile capital dominated the productive capital in the British Ceylonese plantations and the articulation of non-plantation agricultural modes of production in plantation capitalism. Therefore, the paper provides an overview of how historical factors helped to shape present day socio-cultural and politico-economic structure of the Sri Lankan tea industry especially tea plantations.
(THE) MOVEMENTS AND MOMENTS OF ORGANIZATIONAL CHANGE (STREAM 16)

Convenors
Göran Ahrne; Stockholm University, Sweden
Raphael Alcadipani; EAESP, Brazil.
Steve May; University of North Carolina, USA.
Craig Prichard; Massey University, New Zealand.

Stream Description
Critical Management Studies provides a space for working at or across the boundaries between existing explanatory, conceptual and methodological traditions in the social sciences. It also provides a space to work on ways to respond to issues of culture, location, distance, control, power, inequality, domination, exploitation and subjection. This proposed stream invites contributions that address these issues as they bear on organizational change.

This proposed stream invites papers and contributions from scholars and activists engaged in attempts to reshape organizations, and reinvigorate established modes of organizational change analysis. In relation to the latter, the stream seeks contributions that ‘work’ the boundaries between social, political, economic, technological, and ideological analyses of organizational change. Our hope would be that such work would support the development of compelling theoretical, conceptual, political and practical approaches to organisational analysis and action. The convenors also invite contributions that draw on unconventional, challenging or multiple explanatory and conceptual traditions and literatures.
SYSTEMIC INERTIA & PATTERNS OF POWER IN THE MANAGEMENT OF HEALTH SERVICES

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Health services are constantly, incrementally evolving and adapting. However, transformative, systemic change of health services is rare. This research explains how and why transformative change is rare. Drawing on complexity theory (specifically punctuated equilibrium and autopoiesis), and the sociology of power and the professions we argue for a new perspective in understanding change in health services by elaborating a theory of systemic inertia. Systemic inertia theory explains how the interconnectedness of complicated professional power, bureaucratic and political dynamics in health services creates a dynamic and constructed process of inertia.

This study examined a transformative hospital redevelopment process that should have created discontinuous change, giving rise to a new model of health service management. A new $300 million hospital was designed and built to replace a hotchpotch of outdated buildings. The CEO of the hospital stated that the aim was to produce a “state-of-the-art” facility; not merely to construct a “high-tech” building but a new and better model for service delivery and a new organisational culture. Managers and clinicians were inspired at the prospect of being an integral part of such an exciting venture. Simultaneously, others began to “dig the trenches” to retain their hard won professional profile and space in the broad landscape of this complex service. Powerful forces of change and inertia were set in motion.

Using a longitudinal, critical ethnographic approach this research explores how the change process was managed over a five-year period. In-depth interviews were conducted with managers, planners and clinicians resulting in a 350,000 word corpus of transcripts. Secondary data also was collected and analysed. The analysis explored participant’s experiences and their perceptions of power dynamics during the hospital redevelopment and revealed how patterns of power create systemic inertia as a social process. The study found that managers, who were integrally involved in the change were continually confronted with difficult decisions, often with a feeling they were launching into an abyss. Moreover, managers attempted to weave a path through competing agendas and power dynamics.

This study suggests that an understanding of systemic inertia can be used to inform change processes in the health system. It explains how the health system seems to be continually changing at the micro-level (because change evolves through patterns of power that facilitate consensus and networks). However, it also explains how broader policy and program implementation is unlikely to be transformative as it is consistent with the dominant (and conservative) power discourse. In this case, the dominant discourse is the new public management (NPM) discourse. The NPM discourse of reform and transformation is presented by its advocates as a panacea for redressing inefficient management and poor accountability in public hospitals. However, this centrally driven, hierarchical, technocratic approach is a new ideological orthodoxy which reinforces stability within the health system. NPM is therefore a key mechanism of systemic inertia.
A SYSTEMIC AND HOLISTIC APPROACH TOWARDS WORKPLACE EQUALITY. HOW CAN ORGANIZATIONS CREATE EFFECTIVE EQUALITY AND DIVERSITY INTERVENTIONS?

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Aulikki Sippola, University of Vaasa, Finland

As the composition of the labour force becomes more heterogeneous due to demographic developments and globalization, working organizations have increasing confrontations with cultural diversity as individual level encounters, with internal and external clients. On an organizational level, managing diversity will be challenged, on the grounds of future uncertainty, to utilize the capabilities of all of the labour force to be able to cope with the changes. The increasing cultural multiplicity therefore, will, sooner or later demand a higher commitment to diversity either by any or all of the following: adjusting existing practises, policies, structures, changing attitudes, perceptions, the behaviour of people or by transforming power relations.

The aim of the study is to find out how increasing cultural diversity affects the preparedness of organisations and the competencies of its members to promote equality. It is proposed that until cultural diversity, from the organizational or from the individual point of view is not seen as an uncertainty factor, the commitment to it stays at a low level. The study approaches an organization as a social construction of processes, structures, meanings and power as organizational sub-systems. If cultural diversity is considered to cause uncertainty, each of the sub-systems is crucial in promoting the management of workplace and service equality and the identified choices in sub-systems offer a responsible and holistic basis for change interventions.

With the help of qualitative studies (an action research and a longitudinal multiple case study), the kinds of changes required in a transformation towards equality in human resource management (HRM) and in customer service were explored. The results obtained indicate that cultural diversity caused uncertainty and provided evidence of the significance of the sub-systems.

The study reveals that the commitment to equality is dependent on both the organizations' and its members' perspective to diversity and willingness or ability to change its own measures. The outcome will assist practitioners in developing and implementing interventions in managing increasing diversity and in enhancing workplace and service equality.
CHANGE AGENTS, DOUBLE AGENTS, SECRET AGENTS: THEORISING ACTIVISM FROM ‘INSIDE’

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The participant who wants to discursively contest policies as texts must come to understand how discursive practices operate, how they distribute power and constitute power, and how discursive interventions are possible. This will apply no less to their own discursive practices, including their own policy recommendations, as to those of others (Yeatman, 1990, p. 160).

The question of activism from ‘inside’ organisations squarely confronts tensions between the “performative stance” and “a commitment… to denaturalization” that are evident in many versions of Critical Management Studies (CMS) (Fournier and Grey, 2000, p.8). Feminists have been long concerned with exactly these tensions, and this paper draws on feminist theory to explore organisational change from ‘inside’ and ‘the bottom up’. The case study looks at organisational change from the perspective of Equal Employment Opportunities (EEO) practitioners working for social justice inside government organisations. Using interview data, it takes a foucauldian perspective in analysing the complex positioning of those who enter certain organisational discourses of gender and ethnicity in order to change them. By taking up positions that legitimise their arguments in the organisation’s terms, they risk losing touch with the political discourses that made them change agents in the first place – in other words they risk ‘selling out’.

In considering ‘how discursive interventions are possible’ (Yeatman, 1990, p. 160), activism, agency and intervention are problematised. The practitioners in the case study were often highly reflexive in their awareness of the complexities, problems and opportunities of discursive practice – although they talk in terms of ‘communication’. As practitioners explained in interviews, they have to be ‘chameleons’, flexible and ‘multilingual’ in a range of organisational discourses.

More broadly, this paper engages with debates over discourse and agency in the critical management studies literature. The issue of agency is the question of how action is possible: What is our capacity to act, to intervene, to create change? The CMS ‘agency’ debates centre around the claim that a foucauldian perspective fatally compromises the possibility of agency, because no action is possible outside existing discourses (Chan and Garrick, 2002; Newton, 1998). The response to this claim is that discourse itself enables degrees of agency, and that foucauldian discourse analysis offers ways to see how agency works in a given discursive setting. The capacity to intervene in a way that creates discursive change, rather than simply reinforces an existing discourse, depends on the ability of the agent to ‘replay and resignify the theoretical possibilities that have constituted [her]’, as Judith Butler puts it (Butler, 1995, p. 42). In this theoretical context, ‘communication’ draws on discursive resources (e.g. the discourse of social justice) in order to intervene in certain discourses that are already dominant in organisations and which frequently run counter to social justice (such as managerialism).

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KEEPING OUR DISTANCE: THE ROLE OF FRONT ORGANIZATIONS IN ACHIEVING SOCIETAL CHANGE

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The use of front organizations as tools for achieving political, social and economic change is a common subject within political science literature but far less so in management. The role that lobby or interest groups play in the provision of information and other resources to politicians and law makers in return for influence is well recognised in the former literature (e.g. Holyoke, 2003; Ainsworth & Itai, 1993; Baumgartner & Leech, 2001). Yet the use of these potentially very influential front organizations by member organizations to generate change has not been a common subject of study for critical (or other) management scholars.

This paper will explore the role of one front organization, the Life Sciences Network (LSN), which was a vehicle for presenting a pro-genetic modification (GM) stance in a national debate over GM. The paper will discuss the way in which the LSN, whose membership included a range of publicly funded organizations that could not openly engage in debate and lobbying, shielded its member organizations from significant engagement in the debate, especially with anti-GM activist groups, during and after the Royal Commission on GM (RCGM) held in 2000/2001.

As the following quotation from the LSN CEO illustrates, the LSN’s strategy was to establish its position as the only legitimate ‘voice of reason’ in the debate on behalf of its members.

“[The LSN] could have written the Royal Commission’s report…the Royal Commission basically accepted the moderate position we took…all that reflects is the fact that the people in organizations which made up the Life Sciences Network were not some radical outrageous group of people looking at this in an irresponsible way…[but] that the position that we had come to was one which was consistent with good policy, and consistent with the strategic interests of New Zealand, which is what the Royal Commission is about.”

In May 2004, Francis Wevers, the ex-CEO of LSN, won the Public Relations Institute of New Zealand (PRINZ) Supreme Award for LSN’s five year, $1.5m ‘sustained public relations campaign to preserve genetic engineering options for New Zealand’ (Motion & Weaver, 2005). The campaign goals were to “normalise use of genetic engineering in the community” and to “make it unremarkable” (Massey University, 2004). The LSN was engaged in hegemonic struggle to ensure that GM became normalised as a taken-for-granted element of the mainstream political discourse in New Zealand (Fairclough, 1992; Gramsci, 1971).

Although the LSN’s PR campaign is of great interest in itself (Motion & Weaver, 2005), in this paper we are more interested in the nature of the relationship between the front organization and its members. We use the very successful efforts of the LSN in driving the political normalisation of GM to illustrate the role of such front organizations in the strategies of member organizations that are constrained in their ability to directly participate in important public debates. We also examine the ambiguous nature of the relationship that may be constructed between front organization and their member organizations which enables member organizations to distance themselves from the front organization’s actions and statements.
E-GOVERNMENT MOVEMENTS OF ORGANIZATIONAL CHANGE: A SOCIAL SHAPING APPROACH

Gregory Maniatopoulos, University of Newcastle upon Tyne, UK.

The landscape of public administration has undergone a paradigm shift in the last few years with radical IT based initiatives that fundamentally affect the way that government bodies perform their activities. In that context new ICT’s have repeatedly been presented as having the qualities, through the organizational re-engineering they enable, to bring about a transformation of public service delivery and the citizen experience of using those services. This paper focuses on the organisational discourse within the specific context of e-government reform and seeks to critically explore the compelling nature and movements of technological change within local government institutions. More specifically, drawing on social shaping of technology approaches this paper contrasts the dominant accounts of this government transformation, which have portrayed it as being relatively inevitable with a more critical perspective, and suggests that ongoing socio-technical configurations shape the application of electronic government. The empirical backdrop to this discussion is provided by an ongoing research towards the adoption of e-procurement solutions within UK local authorities. Effective and efficient procurement through new technologies lies at the heart of the UK’s e-government agenda, and it is seen as an important aspect of the drive by local authorities to e-enable services by 2005. In this regard, the aim of the study is to explore the socio-technical nature of organisational change related to e-procurement adoption and use within UK local authorities.
THE SOCIAL RESPONSIBILITY OF BUSINESS IS TO CHALLENGE ITS ASSUMPTIONS

Richard Parsons, The University of Queensland, Australia.

This paper's title refers to Friedman's (1970) proposition that the social responsibility of business is to increase its profits. Here, I offer a critical view on corporate social responsibility, focusing particularly on the increasingly fashionable notion of 'community engagement'. I use the context of the Australian minerals industry, which leads this discursive shift, and which increasingly perceives a need to maintain a 'social licence to operate'.

Most work on social responsibility assumes the dominant economic paradigm. Authors either deny managerial responsibility beyond shareholders (e.g. Friedman, 1970; Henderson, 2001; Humber, 2002; The Economist, 2005), or seek to justify socially responsible, or sustainable, business by considering its consistency with profitability (e.g. Dunphy, Griffiths, & Benn, 2003; Elkington, 1997; 2001; Hargroves & Smith, 2005; Hawken, Lovins, & Lovins, 1999; McWilliams & Siegel, 2001; Ruf, Muralidhar, Brown, Janney, & Paul, 2001). The mainstream quest, therefore, is for a 'nicer' capitalism, while avoiding the heretical idea of challenging its assumptions.

'Social responsibility' occupies an interdiscursive space between the dialectics of neoclassical economics, social justice and environmentalism (Livesey, 2002). However, this new discourse does not inherently threaten conventional business principles. For example, while companies publicly claim that social reporting constitutes evidence of changed values, such reporting is commonly rationalised because it delivers reputational or business risk-reducing benefits. Furthermore, its style often mirrors traditional financial reports, featuring technocratic language and emphasising quantifiable impacts.

In discussing these ideas, I also consider the stakeholder concept, as a useful theoretical foundation. This concept emerged in strategic management literature (Freeman, 1984), and is perhaps best understood as the development of managerial strategies in response to perceived threats to organisational autonomy. Stakeholder ‘theories’ have been classified as either instrumental, normative or descriptive (Donaldson & Preston, 1995). However, the instrumental view dominates, perhaps because of its consistency with its strategic management foundation, with the dominant economic paradigm, and with orthodox perspectives on organisation, which emphasise objectivity (Westwood & Clegg, 2003). Thus, since it fails to challenge conventional assumptions of neoclassical economics, and since it overlooks power inequalities, the stakeholder concept may be philosophically inseparable from the traditional shareholder concept.
CHANGING RACISMS? RACE EQUALITY TRAINING AND ORGANISATIONAL CHANGE

Elaine Swan, Lancaster University, UK.

This paper examines contemporary race equality training practices in the workplace. In particular, it asks what kinds of organisational changes are imagined to be achievable through these practices. Providing a brief history of race equality training practices in Anglo-American workplaces since the 60s from therapeutically-informed sensitivity groups during the civil rights movement, to 80s ‘confrontational’ anti-racist training to 90s multicultural awareness training and finally through to managing diversity masterclasses in 2004, this paper asks what it means to change an organisation’s racialised practices through training. In relation to the critical agenda of CMS, it questions what happens when black activists and feminists’ anti-racism become ‘corporatised’ by the diversity industry and in particular, diversity training (Ruth Frankenberg 1997).

Training interventions from assertiveness training to culture change programmes conceptualise the means and outcomes of organisational change in many different ways. In particular, race equality training has variously understood the means of changing the conditions and experiences of black and minority ethnic groups in a number of quite divergent ways. For example, training has understood change to be achievable through psychological practices in which it is imagined that people’s emotions are transformed through operations of empathy or micro-cultural anthropology in the form of the 3S’s: ‘saris, steel bands and samosas’; or through radical therapeutic practices which encouraged white people to self-identify as ‘white’ and to cathart; or through educational practices which aim to transform faulty cognitions through the provision of ‘accurate’ information on cultures and traditions (Alastair Bonnett 2000; Stella Dadzie 2000).

A number of political and legislative factors may have led to new conceptualisations of how organisations transform through training activities. Since the publication of the 1999 MacPherson Report in Britain after the murder of the black teenager Stephen Lawrence, it has become more common place to understand the operation of racisms in terms of ‘institutional racism’. Although originally conceptualised by two black academics in 60s North America, Stokely and Carmichael, it is the MacPherson report which brought the idea of institutional racism to the fore of the public mind and public policy-making in contemporary Britain. In conceptualising institutional racism as ‘unwitting and unconscious’ and embedded in organisational procedures and ‘cultures’, as well as in terms of intentionality, MacPherson raised new problems for how organisations might change their processes and their people’s ‘hearts and minds’. The recent Race Relations Amendment Act in Britain, with its clear onus on public sector organisations showing how they are changing their practices and cultures creates new or reconfigured understandings of what it means to transform people, processes and procedures to deliver race equality as defined in the Act. At the same time, the diversity industry, critiqued for its apparent de-politicised agenda, brings with it quite distinct organisational change practices.

Drawing on empirical work with equality and diversity trainers, this paper starts to address a number of questions: How do these different agendas come together in contemporary equality training? Are they, in fact, so different? How is racism conceptualised in these training practices – as something internalised, ignorance, a disease, a threat to white fantasies of civilisation (Bonnett 2000)? …. 
ORGANIZATIONAL DYNAMICS: KNOWLEDGE, INFORMATION & INNOVATION (STREAM 17)

Convenors
Lisa Daniel; University of Queensland, Australia.
Francois Therin; Grenoble Ecole de Management, France.

Stream Description
Organisational dynamics is a significant research area in critical management theory and practice, particularly when the dynamics are related to issues of knowledge, information and innovation. Research from different areas (such as Organisational Behaviour/Theory, Technology and Innovation Management, and Strategic Management) all touch on the subject in unique ways and from varying perspectives. The aim of this stream is to provide an arena in which researchers from different backgrounds can build understandings as well as debate and develop theories, methodologies, epistemologies and interpretations of organisational dynamics as they arise from intangible beginnings to explicit outcomes and forms.
CATALYSTS OF MEANING

René Brohm, Vrije Universiteit Amsterdam, the Netherlands.

Polanyi’s concept of tacit dimension should be read differently from the Nelson and Winter, or Nonaka interpretation. In this dominant interpretation within organizational literature we miss out on the interplay between the focus and background in knowing and participation. When we do address this interplay, we can solve methodological problems that come with the attempt to investigate a knowledge that by (a false) definition can not be known. Furthermore, we can describe the interdependence between knowledge and organization in terms of this interplay between background and focus. In this paper, I will forward the term “catalysts of meaning” as a way of relating personal knowledge to the emergence of organization. The concepts are illustrated by means of an ethnographic study in the IT-sector in the Netherlands.
MODEL FOR CREATING AND MANAGEMENT OF A HIGH-PERFORMANCE RESEARCH AND DEVELOPMENT TEAM: A CASE STUDY FROM THE SEMICONDUCTOR INDUSTRY

Charles R. Davis*, IBM, USA.
Lisa J. Daniel, The University of Queensland, Australia.

R&D management literature provides many insights into the operational aspects of high performance R&D teams including project development, technological collaboration and innovation processes, however the contribution of these works are of limited benefit to those practitioners coordinating the complex relationships, roles, expertise, goals and task requirements of inter-organizational high performance teams. This paper provides an in-depth exploration of an exemplary case of high performance R&D team management in the highly competitive semi-conductor industry. As market leader and technological authority, IBM has cultivated and applies superior R&D management techniques which enable not only the development of world class technologies but an operational environment in which high performance R&D teams can function with a successful, efficient and highly effective convergence.

The importance and value of teams has been well documented in the literature and demonstrated in organizations. In the case of technology intensive organizations, high performance R&D teams are an increasingly complex and specialized resource that require strategic management and deliberate processes to achieve the greatest intellectual and technological contributions to project goals. This paper presents the case of the successful creation and management of a high performance R&D team in the highly competitive semiconductor industry. Clear allocation of tasks, appropriate appointment of key operational leaders and strategic, integrated functional roles contributed to the operational efficiency of this high performance R&D team. Further, a practice of negotiated goal setting, frequent review and reporting processes and a culture of open support, collegial engagement and collective ambition created a constructive environment for advancing technological excellence and project outcomes.

Team members were assembled from internal expertise, strategic technological alliances and international collaborations to form a highly specialized and dynamic high performance R&D team. A well defined and explicit mission statement provided the foundation for team activities and role delegation. This structure enabled meaningful and valuable technical assignments to be delegated to the team members based on each member’s skills, knowledge and interests. In this way a diverse group of professionals became a productive group of team members that shared important and complementary tasks and worked collectively and cooperatively in an organized manner to accomplish a common objective. The importance of high performance R&D teams is discussed here with reference to a successful high performance R&D team in the highly competitive semiconductor industry. The significance of innovative functional management is noted as clearly these teams can produce R&D outcome success and achieve superior performance objectives in excess of what is possible from the simply sum of the collective.
THE TRAJECTORY OF INNOVATION IN E-LEARNING: A CASE STUDY

Ming Lim, University of Cambridge, UK.

This paper is a critique of the processes of innovation initiated, sustained and, ultimately, made real by an e-Learning company in the Asia-Pacific. I explore the dynamics of how the company constructed its credibility in the face of some hostile social, environmental and political challenges over the course of some six to eighteen months in late 2002 through to 2003.

Its background and path of innovation are explored for lessons it might hold about organizational epistemology. How does a company know what the market wants? How does it learn to control the reception of its products in the market? And what accounts for its ability to tap into sources of help, such as networks, social structures, institutional agencies and other actors?

These questions shall be examined in the light of a social epistemology which emphasizes heterogeneity, unpredictability and entrepreneurial creativity. These elements still constitute a fairly new terrain in technology studies, although the question of how technology survives in a competitive market is ever more intensively debated in organizational studies today. In this paper, I shall take up the “sociology of technology” propounded by Akrich, Latour and Callon (2002) in their arguments on innovation and what they call “interresemant”. Interresemant is a model of innovation which emphasizes the tight links between a technology and its socio-economic environment, so much so that innovation can be said to lie not with technical competence, but with how a technical device is shaped according to its’ users interests, agendas and decisions. This paper then applies their framework of innovation-in-the-making and “the art of interessement” to the strategic decisions of a young company seeking to balance innovation with commercial realities by the creative and extensive mobilization of forces which support its interests.
TRANSLATING NEW SCIENCE INTO BIOMEDICAL INNOVATION: POWER, POLITICS AND THE INTEGRATION OF KNOWLEDGE

Maxine Robertson*, University of Warwick, UK.
Mike Bresnen, Leicester University, UK.
Sue Newell, Bentley College, US.
Jacky Swan, University of Warwick, UK.

There are an increasing number of breakthroughs in scientific knowledge that could drastically improve the efficiency and effectiveness of medical practice in terms of the delivery of new treatments and services. A host of institutional actors (e.g. academics, policy makers, industrialists), tracking these developments have promoted the notion of a new ‘revolutionary’ model of biomedical innovation. In practice, however, this model has failed to materialize. In addition, drug development time and costs have increased to an all time high suggesting that innovation performance is actually declining in the biomedical domain.

In this paper we consider the problems of translating scientific breakthroughs into new biomedical treatments and practices from a power / political perspective. It has already been acknowledged that failures often occur because breakthroughs are potentially ‘competency destroying’ and therefore highly disruptive. They cut across established institutionalized domains and structures for the production (and control) of knowledge, and often require radical shifts in practices and relationships among institutions, established medical professionals, and managers. New developments made possible by breakthroughs in science do not tend to align well, with existing powerful public and professional communities. It is, therefore, not simply the scientific breakthrough – the creation of new knowledge - that generates biomedical innovation but, rather, the ability to successfully integrate that knowledge with existing scientific knowledge across a disparate and distributed array of professional communities and organizations.

Little emphasis to date has been placed on the power relations at play and political dynamics occurring across institutions, scientific and medical communities which can militate against the integration of knowledge. In this paper we consider the way in which the implementation in 2002 of a novel UK government funded genetics initiative has actually impeded the integration of genetics knowledge because it has led to the fragmentation of the genetics community in the UK. This is somewhat ironic as the initiative – the creation of six Genetic Knowledge Parks (GKPs) in the UK – was a policy measure specifically aimed at developing multi-disciplinary forums to integrate new genetics and genomics knowledge with existing scientific knowledge in order to develop new treatments and services. We focus on the UK government’s political rationale for launching this initiative, the bidding and funding process that followed and some of the (largely) unintended outcomes that have emerged. We present the case as a highly political process, resulting from threats and challenges to existing power relations at an institutional, organizational and individual level, which has led to disruption of the genetics community. By considering the dynamic creation and re-creation of power relations in our analysis we aim to inform growing theoretical debates about the role and development of professional communities and networks of practice for learning and innovation. Such an empirically-grounded analysis of power and power effects is largely missing from current theory, despite recognition of their importance.
PROFESSIONS AND KNOWLEDGE BASED OCCUPATIONS (STREAM 18)

Convenors

Stephen Ackroyd, Lancaster University, UK.
Jean-Francois, Université Paris-Dauphine, France.
Daniel Muzio, Lancaster University, UK.

Stream Description

Currently the professions are one of the fastest growing sectors of western economies. The traditional professions (law, medicine, accountancy, architecture, engineering, etc) despite inevitable ebbs and flows, have enjoyed throughout the last century, an explosive growth with regards to their size, prosperity and more crucially to their centrality and pervasiveness in contemporary societies and political systems. More recently, a series of new occupations based on alternative forms of knowledge, organisational modes, and service delivery methods have began to prosper and to compete with the established professions. These new forms of expert labour, largely centred around the various forms of consultancy, advertising and IT related occupations, have if anything outgrown and outshone their more orthodox rivals. Moreover, their success has been based on occupational tactics, cultural capital and organisational structures, which are profoundly different from those deployed by more traditional forms of professional knowledge. In turn, the established professions have been forced to reorganise in order to retain legitimacy against these more managerial, entrepreneurial and informational forms of expertise. This makes the development of the knowledge-based occupations and the relationship between old and new form of expert labour a particularly interesting topic. In light of this, the stream wants to encourage debate, dialogue and new thinking on the professions and knowledge based occupations around the following themes:

1. Occupational strategies and tactics. To what extent are these new forms of expert labour relying on alternative and non-professional methods? To what extent are the professions abandoning traditional approaches and adopting more entrepreneurial and managerial tactics?

2. Jurisdictions. What is the jurisdictional relationship between old and new forms of expert labour? How can we assess the challenge posed by new knowledge-based occupations to the established professions?

3. Knowledge and innovation. To what extent to these occupations rely on different forms of knowledge and cultural capital? What is the role played by the discovery of new and innovative sources of knowledge in the rise of new forms of expert labour? To what extent does the reliance on distinct bodies of knowledge influence, the practices, structural arrangements and service delivery modes which contra-poses the professions to new knowledge base occupations?

4. Organisational forms. To what extent have new forms of expert labour developed and adopted innovative modes of organisation and how crucial have these been to their success? To what extent are the professions mimic these new organisational solutions and reviewing established practices and structures?
THE EVOLUTION OF PROFESSIONAL WORK

Paul S. Adler* and Seok-Woo Kwon, University of Southern California, USA.

Professional work is evolving, but the direction of change is hotly debated. This paper traces the main lines of evolution in terms of three organizing principles: community, bureaucracy, and market. We use doctors in hospitals to illustrate and to ground our argument. First, through a review of professional tasks and expertise, the structure of professions and professional organizations, and their values, we establish a baseline characterization of professions as institutions in which the primary organizing principle is community, and the corresponding coordination mechanism is trust. We then examine the forces for change, and review evidence for the growing salience of market and bureaucratic principles in structuring professional work. Whereas much research assumes that the greater salience of market and/or bureaucracy principles means a diminished importance for the community principle, we argue that the community principle remains dominant but is changing form. Specifically, the professional community is evolving from a more primitive, Gemeinschaft, guild form towards a post-modern form we call “collaborative.” The form of trust is shifting from blind to reflective. The professional community is being "socialized."
THE ORGANIZATION OF EXPERTISE: SWEDISH ORGANIZATIONS’ PRODUCTION, SUBCONTRACTING AND PURCHASE OF INTERACTIVE MEDIA SOLUTIONS

Fredrik Augustsson, National Institute For Working Life Research, Sweden.

Organizations are embedded in ongoing flows of constantly evolving ideas, knowledge and expertise that alter opportunity structures. Now and then, new areas of expertise emerge, requiring responses from organizations as to how to relate to this new expertise. Is it a knowledge area that is important for the organization? Is it an expertise to be developed internally or is it better purchased from an external market? What is the nature and structure of this expertise, etc? Simultaneously with these reflections, in some potential user organizations, other organizations begin reflecting on the practice of realizing the expertise in concrete products and services: Can these be provided by the existing organization? Can new businesses be started based on it? What is the scope of the expertise and its associated products, etc.?

The current paper focuses on one such situation, the area of interactive media production, which largely emerged in the middle of the 1990s. Organizations at that time had very limited tradition of either purchasing or producing these services. There were no groups of actors that could easily claim expert status in the production of interactive media. It was further not given that interactive media was a form of expert knowledge that firms should purchase rather than produce internally. In the following, the emerging content and structure of the demand and supply for interactive media services in Sweden is studied. The first area studied is the extent and organization of interactive media production and purchase among larger Swedish companies and government agencies and, second, interactive media production as performed by experts, including external IT/management consultants. Based on the above, it will be argued that the purchasing of advice is a fundamental and complex process, involving central “make or buy” decisions impacting on the organization and provision of expert knowledge, and thereby the division of labour within and between firms.
A STRUCTURATIONIST ANALYSIS OF ORGANISATIONAL FORMS OF FIRMS IN THE KNOWLEDGE ECONOMY

Louise Briand* and Guy Bellemare, Université du Québec en Outaouais, Canada.

We compare organizational forms to a set of integration practices, whose structuration can be examined. Moreover, we suggest that structurationist analysis makes it possible to explore the firm, networks, and their modes of regulation and to show how and why organizational forms are reproduced and transformed.

In light of the theories of late modernity and structuration, we have shown that organizational forms are “undecided” but not random phenomena. Conceptualised as sets of integration practices that develop with social activity, organizational forms are therefore both the process and result of elements that support and constrain their constitution.

We therefore suggest that structurationist analysis can contribute to theory-building and to the study of organizational forms because it makes it possible to (1) explore the firm, networks and modes of regulation, (2) understand reciprocal firm-network influences and (3) explain how and why new organizational forms are established. Finally, because it forces us to give greater conceptual space to power and domination, structurationist analysis makes it possible to show how and why the actors adapt to, assimilate, reproduce and transform organizational forms.
'WE ARE ALL MANAGERS NOW': THE ALMOST COMPLETE DISPLACEMENT OF A PROFESSIONAL ENGINEERING IDENTITY IN A U.K. UTILITY

C. Carter* and F. Mueller, University of St Andrews, UK.

This paper investigates the organizational changes that took place in the British Electricity Supply Industry in the period following the sector’s privatisation. The changes were far reaching, with them comprising of the transfer of ownership to the private sector, shifts in corporate governance, combined with the threat of predatory takeovers, and, the establishment of a Regulatory structure. The structural changes to the field were accompanied by hostility, among many of the powerful new stakeholders – such as City Investment funds, large Accounting Firms, Management Consultants and the Regulator – to the industry. The hostility was directed at the nationalised traditions of the industry. More specifically, it focussed on the centrality of professional engineering. The corollary of such pressure was that it served to de-legitimate the past and create the conditions where it was possible for a new discourse of managerialism to colonize a space within Regional Electricity Companies. Yet concomitantly within the organization, senior employees, especially those with an engineering pedigree, readily appropriated the discourses and practices of contemporary management thought. Whereas throughout the nationalised era senior employees constructed their identities through being ‘good engineers’, following privatisation they increasingly made sense of their world through the discourse of ‘managerialism’.

This paper is a study of the way in which the discourse of ‘managerialism’ was promoted, embraced and subsequently came to challenge and ultimately displace the extant mode of organization – that of professional engineering. We explore the changes that took place in the sector through the analysis of CoastElectric, one of the twelve regional electricity companies.

The main focus of this paper is to explore the way in which our case study organization was diffusely responsive to resource dependencies and institutional models in its organizational field. Our analysis is distinctive in that it engages with both the symbolic and economic aspects surrounding the changes within the organizational field. Moreover, this paper seeks to highlight the way in which exogenous and endogenous forces compound one another (Sherer and Lee [2002]).

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PROFESSIONALS IN LOVE, OR THE COOL, CREATIVE AND ENTREPRENEURIAL SUBJECTS OF NEW MEDIA PRODUCTION

Alessia Contu, Lancaster University, UK.

This paper tackles the discursive formation articulating the reality of those who are involved in producing new media. These subjects are somehow characterised by a certain level of ‘sameness’ whereby they are represented as cool, entrepreneurial and egalitarian subjects. This is, I would argue, the hegemonic articulation fixing the identity of the new media subjects. In this paper I tackle this formation by considering the role played by their construction as ‘professionals in love’, considering this as an ideological fantasy, the screen in which the politics of production is played up. My arguments are developed by analysing the empirical material produced in a three years long ethnographic study of a new media agency called, using a fictitious name, Sumary.

It is obvious, you might think, that one thing is the dotcom entrepreneurs in Silicon Alley of which Pratt (2001), for example, talks about; another is the owners of small business, which I will analyse in this paper. Yet, this distinction is what is blurred in the narratives and analysis making up the mainstream literature on new media production. For example, there are very few considerations, and even less questioning, of the subjectivity of being the owner of a small business, a manager of a corporate new media giant, or a designer employed in a company or being a free-lancer developer, designer or project manager. In a kind of harmonic whole, those working in the new media are all indistinctly described as highly educated professionals who think of themselves as entrepreneurs and free agents (Christopher, 2002) spotting possibilities offered by the internet and exploiting them (Girad and Stark, 2002).

These are individuals whose labour process is organised often in teams and most of the time on projects (Miron and Heydebrand 2002, Grabher, 2002, Stark and Girard, 2002). The nature of their practice makes these workers quintessentially ‘knowledge workers’ (Drucker, 1992; Reich, 1989) who require an ‘organisation unfettered’ (Child and McGrath, 2001). In the specific, what traditionally would be called “organisational structures” are said to be fluid, ‘with lack of hierarchy and management control, and presence of great autonomy’ (Gill and Dodd, 2000:49). Finally they are part of the creative class (Florida, 2000) who love and who are passionate about their practice and their work (Gill and Dodd, 2000).

The new media practitioners are professionals, but as Grabher (2002) specifies not in traditional terms, since their work is based on a mixture of very different skills (design, technical and graphic) that is emerging. In other words, as a profession it lacks all that a profession is. For example, it does not have traditional assigned certifications released in recognised institutions which seal their being members of a recognised and valued group; as, for example, in the case of lawyers, accountants, or, perhaps most aptly, architects. The latter is perhaps the closest example to new media professionals, as they are also a professional group which also regularly does project based work.

In this paper I question this image of the new media as ‘young, cool and egalitarian’ (Gill, 2000) and, I would add, entrepreneurial subjects and the mode of governance that is said to optimise their productivity. Drawing upon the material I have produced in my analysis of Sumary’s labour process, I consider how individuals are caught in an ideological fantasy of love, where they are signified as “professionals”. I unravel what the meaning of professionalism is, and how it facilitates the exploitation and intensification of their labour…. 
CHANGING JURISDICTIONS WITHIN THE HEALTH PROFESSIONS? AUTONOMY, ACCOUNTABILITY AND EVIDENCE BASED PRACTICE

Mike Dent, Staffordshire University, UK.

Medicine and nursing in the UK are being reorganised. The changes reflect a shift from a tolerant professional autonomy to a 'responsibilised' version. Within the 'work situation' of these professionals we see a de-emphasis on individual clinical experience and professional judgement in favour of evidence-based medicine and practice and pressures to adopt prescribed care pathways. This change reflects, a process that will have important ramifications for medicine and nursing in terms of jurisdictions, stratification and autonomy. A process that is the subject of this paper.

In 2001 the government began the process of introducing an overarching Council for the Regulation of Health Care Professions. This body has oversight of the work of health professions including the medicine and nursing. The new order will have implications for medical autonomy and status within the National Health Service as well as for nurses' professional aspirations.

For over 30 years, British governments have attempted to get the medical profession to implement a sound system of accountability and more flexible work arrangements with limited success. Nurses, meanwhile, have been exercised by the notion that they were not a 'real' profession even though they were organised as one. Under their code of practice the range of nursing work is not explicitly set out, rather the nurse is required to work within her level of competence. One important implication is that the boundaries of nursing and medical work can be changed and nurses' roles can be expanded into more specialist areas either as adjuncts to or replacement of physicians. A possibility explored more by government than the professions.
PHYSICIAN DISCONTENT: DISSENT OR CO-OPTATION IN RESPONSE TO CAPITALIST INITIATIVES?

Teri Domagalski, Florida Institute of Technology, USA.

The medical profession in the U.S. has witnessed the erosion of its empowered status and professional dominance during the past quarter century. Structural changes in the healthcare industry, such as the inception of managed care programs, have subjected physicians to cost containment strategies and other forms of external accountability. Technological advances have enabled allied healthcare occupations to perform work that was previously the sole domain of physicians, and accessibility to medical information has resulted in better educated patients who are more likely to challenge the authority of physicians.

Physicians have responded to these initiatives in a number of ways. Some have traded in solo practices and joined large medical groups while others have joined the salaried ranks as employees of health maintenance organizations. Increasingly, medical professionals are returning to school to obtain advanced degrees in business and law. Yet others have looked to unionization to stem the loss of autonomy from regulatory forces and corporate profit objectives.

The question addressed in this paper is whether the rejoinders of medical professionals represent forms of dissent by active agents seeking to circumvent the subjugation of their professional dominance, or if these responses reflect a profession that has been coopted by the imperatives of capitalism.
THE CONSULTANT AS SECTOR SPECIALIST – A KEY ELEMENT OF CONSULTANT KNOWLEDGE

Robin Fincham*, Stirling University, UK.
Timothy Clark, Durham University, UK.
Karen Handley, Tanaka Business School, UK.
Andrew Sturdy, Warwick Business School, UK.

For some, management consultants are considered models of exceptional expertise and knowledge-intensive labour, while for others the idea of ‘consultant knowledge’ is almost an oxymoron. In recent critical studies consultants have been viewed as prime examples of the knowledge worker and as prototypical of trends towards mode 2 knowledge creation, whereas in others management consulting is seen as a ‘system of persuasion’ rather than a system of knowledge. In seeking a realist middle ground between these somewhat idealised positions, this study seeks formations that provide credibility and legitimacy for a ‘weak knowledge’ field like consulting. The one we focus on is the industrial sector in which the client organization resides, and ‘sector knowledge’ as a potential resource for consultants in their role of outside experts. The paper explores the role of management consultants as sector intermediaries through two case studies: a high-level strategy consulting exercise in the oil industry and a large-scale IT development in a financial services firm. These provide usefully contrasting examples; they represent two of the main forms of contemporary management consulting – strategy formation and systems implementation – and they also reflect the ‘contingent’ nature of consultant work – one case involved a relatively powerful client while in the other the client-consultant relationship was more symmetrical and equal. In exploring client-consultant and firm-sector interaction, simplistic notions of sector know-how being ‘brought to’ the client by the consultant were dispelled. As were other anticipated positions, namely that consultants might use sector experience as a resource (the more the better), or might ‘take sides’ in predictable fashion against the client in contract negotiations. In this way ‘the sector’ was seen as a kind of habitus in which rationalities of action and decision making were situated rather than following some expected logic.
TRUST ME, I'M A PROFESSIONAL: TRUST, CREDENTIALISM AND THE NEW PROFESSIONS

Sarah Gilmore*, Andreas Hoecht & Steve Williams, University of Portsmouth, UK.

Given the intangibility of the services offered by professionals, trust has to occupy a central place within the provider/client relationship. One mechanism that has traditionally facilitated this process is that of credentialism – a key tool in the attainment of social closure. This paper explores the differing methods by which trust is established in new, knowledge-based professions through a comparison of two different aspirant groups: personnel/HR practitioners and organisation consultants. It indicates that where aspirant professions such as personnel/HR are concerned, whilst the process of credentialism is important regarding the assertion of professional status, the ability of these groups to use it to attain the status traditionally associated with social closure is limited.

This occupational group seeking a heightened professional status will be contrasted with that of the organisation consultant – possibly an archetype of the new form of expert labour – and the markedly different processes used here to engender client trust. These appear to be less reliant upon credentialism and more concerned with alternative intangibles concerning the client’s belief in the consultant(s). This is largely determined by a combination of factors: their clientele, their track record with these organisations and their reputation concerning their ability to deliver their services, the knowledge possessed by the consultant – what they do, their culture and their sensitivities here. Such contrasts call into question not only the nature of trust at the heart of professional relationships but the ways in which client/provider relationships are being reconfigured and conceptualised within the professionalism literature – leading us to ask whether new models are now needed which reflect this occupational dynamism and the shifting role played by credentialised trust.
TECHNOLOGY, KNOWLEDGE AND NURSING: THE CASE OF NHS DIRECT

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T. Strangleman, London Metropolitan University, UK.
J. Goode, University of Nottingham, UK.
D. Luff and A. O'Cathain, University of Sheffield, UK.
D. Greatbatch, University of Nottingham, UK.

NHS Direct is a relatively new, nurse based, 24 hour health advice line run as part of the UK’s National Health Service (NHS). The service delivers health advice remotely via the telephone. A central aspect of the service is the attempt to provide a standard level of health advice regardless of time, space or the background of the nurse. At the heart of this attempt is an innovative health software called CLINICAL ASSESSMENT SYSTEM (CAS). Using a number of qualitative methods, the paper highlights how the interaction between the nursing staff and this technology is key to the service. The technology is based on management’s attempt to standardise and control the caller-nurse relationship. Thus the software can be seen as part of an abstract rationality whereas how it is deployed by nurses is based on a practical rationality which places practice and experience first and sees the technology and protocols as tools.
THE DEVELOPMENT OF THE MANAGEMENT CONSULTANCY BUSINESS: A CO-
EVOLUTION PERSPECTIVE

Matthias Kipping, Universitat Pompeu Fabra, Spain.
Ian Kirkpatrick, Leeds University, UK.

The rapid, some say ‘explosive’ growth of the management consulting industry in the last
decades of the twentieth century has attracted considerable attention in both the academic
and the popular management literature....

has probably gone furthest in this direction. He argues that by exploiting the fears and
uncertainties of, consultants have created a kind of addiction, turning managers into
“marionettes on the strings of their fashions” (Kieser 2002: 176; cf. also Ernst and Kieser
2002). Kieser and many others see this as part of a wider phenomenon, often labelled the
‘management fashion industry’, which also includes individual management gurus, the
popular management press and the business schools (e.g. Abrahamson 1991; Micklethwait
and Wooldridge 1996; Suddaby and Greenwood, 2001)

Theoretically, these approaches build on theories of fashion (most explicitly Kieser 2002) or
‘performance’ (cf. Clark 1993 who uses a theatrical metaphor; or Clark and Greatbatch 2002
who refer to Becker’s art world) and – to explain the rapid diffusion of these fashions –
imetic isomorphism from the neo-institutional theory (e.g. Alvarez 1998). But these accounts
raise two major concerns from an empirical perspective. First of all, they portray managers as
gullible victims of the fashion setters, who have no ‘functional’ reasons for hiring consultants
other than their own fear of control loss (Fincham, 1999). This however conflicts with
empirical evidence which show that managers are quite aware of what they are doing and
have a multitude of reasons for using consultants, some of them having much to do with
legitimising their decisions (Jackall 1988, cf. Kipping and Armbrüster 2002). And neither does
this view take into account that consultants are at least as insecure in their role as managers
(Sturdy 1997), perhaps not surprisingly given the constant threat of project termination.

Secondly, the fashion-based view of consulting development actually fails to explain the
tremendous growth of this business activity. If consultants (and others) constantly launch new
fashion, which replace the previous ones, all they tend to do is ensure their survival and the
stability of demand. This is also evident from the bibliometric research that underlies much of
the management fashion literature. All it shows is the rise and decline of certain management
ideas without any major change in the overall level of fashion. This conflicts with the historical
literature, which reveals that consulting as a business has grown tremendously since the
beginning of the twentieth century, when it was largely the domain of individual practitioners
(e.g. Nelson 1995). Some of these eventually set up larger organizations, but while these
counted several hundreds of consultants in the interwar period, many of today’s dominant
consulting firms employ tens of thousands, a few over 100,000 (Kipping 2002).

It is this kind of change that demands explanation. While fashion and neo-institutional theories
have provided helpful insights, they appear insufficient. We therefore draw on critical realism
and co-evolution theories to show how management consultants gradually established
themselves ‘in the interstices of organizations’ (Ruef 2002). Our main argument is that
consultants exploited opportunities provided by structural changes in managerial capitalism
(cf. Chandler 1990, Fligstein 1990, Guillén 1994) and the availability of new ‘control
technologies’.....
SOCIAL RELATIONS: THE BLACK SHEEP OF KNOWLEDGE MANAGEMENT THEORY AND PRACTICE

Marie-Josée Legault, Université du Québec, Canada.

Since it is claimed that, in the so-called knowledge economy, knowledge is the most crucial economic resource in the struggle against fierce international competition, it follows that management must pay particular attention to how it manages this resource. But what does "manage" mean in this context? Does it extend to appropriation? These questions have not been formally raised to date.

As a new discipline, Knowledge management (KM) and its management specialists are producing a growing body of work, consisting primarily of handbooks and manuals. Management consultants can't seem to get enough of it and will willingly tell whoever hires them that KM is the key to the constant innovation that will help companies maintain their competitive position in today's market.

This paper presents a sociologist's critical look at this body of work in which sociology has so far shown little interest, whether to contribute to it or to review it (with noticeable exceptions, like Scarbrough, 1999, of course). Given the scope of this phenomenon in the world of work today, it should arouse anyone's curiosity.

One of the ways that the KM experts propose as a means of managing knowledge is a system for pooling knowledge to which employees must contribute. One of the necessary preconditions of knowledge management is knowledge sharing. Nevertheless, KM implementation experts continue to note the relative lack of success of knowledge-pooling practices, especially among qualified professionals. The few explanations that KM promoters offer are grossly inadequate from the point of view of the sociology of work and of professions. These fields of sociology provide (among others) the foundations for a materialist interpretation. I draw on several sociohistorical explanations of the appropriation of knowledge to outline an explanation for the failure of knowledge-sharing practices among qualified professionals.
PROFESSIONS AND THE PURSUIT OF TRANSPARENCY - TWO CASES OF PROFESSIONAL RESPONSE

Charlotta Levay* and Caroline Waks, Uppsala University, Sweden.

Current day health care is marked by an intensified pursuit of transparency, manifested in the increased importance of quality assessments, performance indicators, rankings, clinical audits, etc. As pointed out by Michel Foucault, transparency is a matter of power: to render something visible is a first step to control it. Hence, the struggle for increased transparency is to some degree a struggle for dominance. More specifically, the autonomy of health care professions seems to be challenged by the many demands for external monitoring. As stated by earlier research, there are signs of managerial colonisation of professional domains. Professional responses vary. In some cases, the professions react with resistance or decoupling strategies. In other cases, they become actively involved in assessment procedures and criteria. By influencing the terms of evaluation, they attempt to further the interests of their own profession, speciality or organisational unit.

This paper examines two cases of inspection mechanisms that are meant to increase quality and transparency in Swedish health care – the accreditation of medical laboratories and the so-called national quality registries, which are run by medical professionals and gradually being opened up to the public.

The cases represent different kinds of attempts to increase transparency. Still, there are common themes and developments. In the study, we use them to abstract a process model of professional response. According to the model, after initial resistance, professionals tend to get increasingly involved in how their activities are examined and represented. Thereby they manage to influence assessment principles. At the same time, participation in external reviews becomes less and less voluntary; soft regulation turns into required practice. This model appears to accommodate earlier, somewhat contradictory research findings on the subject. It points at a paradoxical outcome, where intensified external inspection is combined with maintained professional control over evaluation criteria.
EFFECTIVE KNOWING IN MULTIDISCIPLINARY PRACTICE

Eivor Oborne-Barett* and Sandra Dawson, University of Cambridge, UK.

Recent healthcare reforms in the UK have led to organised multidisciplinary collaboration in diagnosing and treating patients. This is particularly evident in cancer care. In this paper, we take multidisciplinary team meetings as an analytical focus to examine the development of knowledge in a multidisciplinary professional practice. Drawing on two in-depth longitudinal case studies we look at how tacit and explicit components of knowing are shared amongst team members in constructing medical diagnoses and a team wide management plan for the patient. We examine how colleagues from diverse occupational groups are able to develop a broader and more wholistic understanding of cancer and its management. In so doing, we unpack the privileging processes inherent in multidisciplinary medical practice, related to the hierarchies of medicine and medical knowledge. By creating an authoritative and unified account of practice, the more powerful may speak for the group and alternative accounts are largely erased. We contribute to the ‘knowing in practice’ perspective by examining how the reconstitutive link between ‘knowing and doing’ breaks down, highlighting the need to look closely at the broader contexts of power in an interdependent group context. Thus ‘effective knowing’ amongst team members requires that individuals are given the opportunity, and have the capacity, to convince other clinicians that their knowledge is authoritative. We discuss implications for multidisciplinary collaboration on cancer practice.
THE INTERNATIONALISATION OF CORPORATE COMPANIES AND DEVELOPMENTS IN THE LEGAL JURISDICTIONS OF THEIR IN-HOUSE ADVISORS

Ashly Pinnington, The Robert Gordon University, UK.

In this research, I discuss the accounts of in-house lawyers' descriptions of the internationalisation of corporate legal practice by applying two theories of professional jurisdiction. The first is Abbott's (1988) concept of the system of the professions and in particular the idea of the core of a professionals' work jurisdiction being based on generation and appropriation of knowledge. The second is Bourdieu's (1987) concept of the juridical field as a field enjoying substantial symbolic power but overall less autonomy than the scientific or literary fields. The purpose of the analysis is to explore relationships between the internationalisation of client companies and the internationalisation of legal advice in what may be an emergent global legal field.

Fundamental to Abbott's (1988) approach is the assumption that professional jurisdiction is an arbitrary territory sustained through work practices in which the professional solves problems (real or imaginary) for the client. These jurisdictions Abbott portrays as being contested between different groups of professional in a social and economic system of the professions. Bourdieu's theory of the juridical field places a similar emphasis on the relatively high autonomy of the jurisdiction but attends less to the capacity of abstract knowledge for generating a territory of valued labour concentrating more on the variety of symbolic resources available in the field. The symbolic capital of the lawyer is conceptualised as a type of capital which operates in accordance with basic requirements for maintaining the rule of law thus paying attention to powerful political and economic institutions and actors. Its overall sense of a professional jurisdiction is a semi-autonomous field wherein clients have to submit to the arbitrary symbolic practices of lawyers. I then conclude by seeking to evaluate the relevance of professional systems and symbolic capital to in-house lawyers' descriptions of legal order and the rule of law.
PSYCHOANALYTIC THOUGHT AND THE CRITICAL MANAGEMENT PROJECT (STREAM 19)

Convenors

Paul Freedman (Lead Convenor); Bournemouth University, UK.
Yiannis Gabriel; Imperial College, UK.
Russ Vince; University of Hull, UK.

Stream Description

The convenors of this stream invite papers that address the links and connections between varieties of psychoanalytic thought and critical management. We seek to recover and revisit those aspects of critical theory that have been repressed/forgotten and which lie within the psychical domain. We are also seeking to reclaim the critical tradition of psychoanalysis, started by Freud and continued by Reich, Marcuse, Norman O. Brown, Rieff, Jacoby, Lasch and many others, which has tended to be overshadowed by the containment of psychoanalysis within therapeutic discourses.
FALLING IN LOVE WITH INVESTMENTS: A PSYCHOANALYTIC REVIEW OF THE DEATH INSTINCT IN CRITICAL MANAGEMENT OF ORGANIZATIONAL RELATIONSHIPS

Adrian N. Carr*, University of Western Sydney, Australia.
Cheryl A. Lapp, Labyrinth Consulting, Canada.

Although life and death are of similar implacability, the former is more likely to be an object celebrated and the latter, an object disregarded, by subjects or people in Western society because it seems we value that which reminds us of life; and we try to forget that which reminds us of death. A general object-relations view of human experience is based upon two primitive dispositions of relating to objects in the world: one is adoring, caring and loving or reassuring; and the other is comprised of destructiveness, hatred, envy, spite or persecution. The former parallels Eros, the class of instincts comprised of life (sex) and self-preservation; and the latter, the class of instincts embodied by destructive behaviors, known as Thanatos or the death instinct.

The death instinct is one of the most controversial of all meta-psychological concepts that remains relatively unexplored for its psychoanalytic significance in the social sciences and in organizational studies and management discourses. Drawing upon depth psychology and the work of the critical theorist Herbert Marcuse, we seek to reveal; a) the hidden and subliminal nature of the death instinct; b) the manner in which the individual and group psyches’ defend against it; and c) the manner in which these defenses can be manifested in our workplace relationships when we fall in and out of love with organizational investments.
DERISION AND MANAGEMENT

Eric Faÿ, EM-Lyon, France.

While many studies have enlightened several rhetorical and linguistic structures of managerial discourses in organizations, few have analysed from a Lacanian standpoint the impact of these linguistic structures upon the subjectivity of the people concerned. The aim of this article is to demonstrate that many modern management techniques, resulting from the hybrid combination of communication and instrumental rationality paradigms, generate specific recurrent structures of languaging in organizations. These hybrid structures generate what I call here homo managerialis and are similar to the concept of derision as it has been expounded by Denis Vasse in a psychoanalytical context. Derision, in Vasse’s psychoanalytical perspective, is a violent way to address to someone which starts with openness and ends up by closeness. It severs one’s link with desire, confidence in life, makes work a pain, generates false sociability. This similarity between the structure of modern management techniques and derision is demonstrated through the analysis of three archetypal situations. Finally, based upon Vasse’s specific post-Lacanian psychoanalytic anthropology which lends itself to the analysis of derision and from M. Henry’s phenomenology of life, this paper will suggest a new understanding of human being and reason which is the basis for a new understanding of organizing which prevents derision.
‘MARCUSE, MEMORY AND THE PSYCHOANALYSIS OF WORKPLACE RESISTANCE’

Peter Fleming, University of Cambridge, UK.

This paper develops a psychoanalytic approach to memory in relation to workplace resistance. When mentioned in the context of resistance, remembrance is often conceptualised as a nostalgic longing that insulates one to a disappointing present. Herbert Marcuse’s critical re-reading of Freud (especially in Eros and Civilization), however, provides an alternative way of approaching memory in antagonistic industrial settings. According to Marcuse, time is the enemy of eros because joy wants eternity: “Timelessness is the ideal of pleasure…the mere anticipation of the inevitable end, present in every instant, introduces a repressive element into all libidinal relations and renders pleasure itself painful” (Marcuse, 1955: 162). The flux of time, Marcuse maintains, lets people forget both individual traumas and painful historical struggles that inform the present. But, “to forget past suffering is to forgive the forces that caused it – without defeating these forces” (Marcuse, 1955: 163). Memory of an anxiety-free past is therefore an important framing element of contemporary struggle, structured by the recollection of a ‘subhistorical’ unity in which the child-mother fissure had not yet emerged. Remembrance of this genus places eros at the centre of social relations and repudiates the command to forego pleasure for the sake of pointless labour. Indeed, this was an essential feature of Proust’s temps retrouve, in which happiness flows from the recapture of lost time. The flux of time is defeated as remembrance freezes a blissful past. In a society dominated by a conservative forgetting (perfectly captured by Harvey’s [1989] concept of ‘space-time compression’ in which the present is all there is) then “happiness is essentially a thing of the past” (Marcuse, 1955: 163). However, this is not nostalgia but fantasy.

The terrible sentence which states only the lost paradises are the true ones judges and at the same time rescues the temp perdu. The lost paradises are the only true one’s not because, in retrospect, the past joy seems more beautiful than it really was, but because remembrance alone provides the joy without the anxiety over its passing and thus gives it an otherwise impossible duration. Time losses its power when remembrance redeems the past (Marcuse, 1955: 164).

This kind of memory is not a nostalgic longing but a structuring fantasy that attempts overcome the Lethe of time and see a new present. Pleasure and time are thus pitted against each other. The implications for these ideas are discussed in relation to studies of workplace resistance.
CHOICE IS YOURS: A PSYCHODYNAMIC EXPLORATION OF HEALTH POLICY MAKING IN THE BRITISH NATIONAL HEALTH SERVICE

Marianna Fotaki, Manchester Business School, UK.

Patient choice and empowerment is at the forefront of the debate about the future of public health provision in many industrialised countries. However, choice is not an undisputed concept and has different meanings in various disciplines. Choice is also likely to have different meanings and implications for different services, groups of users, and governance arrangements, or even for the same individuals under different circumstances. Irrespective of these complexities current debate in the UK and elsewhere is mostly phrased in the language of politics and economics. Analytical frameworks outside the dominating positivist, deterministic social science paradigms rarely penetrate mainstream health policy analyses. This is despite the fact that most models of health incorporate psychological well being as one of their key components while multidisciplinary social health model (Berkman et al, 2000) accounts for destructive behaviour and less ‘rational’ attitudes to health that may result from individual choices (Hoggett, 2001). The paper argues that this neglect disables policy effectiveness and impoverishes the debate. It redresses this imbalance by applying psychoanalytic concepts to understanding policy dynamics and limitations using the example of patient choice in the British NHS as a case study. On a system level, the study’s aim is to separate declared from unexpressed policy goals and to theorise on the role of imaginary institutions (Castoriadis, 2005), and their defensive and less obvious functions (Obholzer, 1994) in society. It then reflects on the implications of policies formulated in distance from operational reality drawing on group dynamics to delineate their consequences for healthcare organisations. Finally, by focusing on the deeper primitive anxieties that are evoked and enacted in patient-doctor interactions, it examines opportunities and limitations involved in developing patient autonomy. The study argues for extending policy analysis beyond rational and behaviouristic paradigms in order to anticipate intrinsic conflicts which are part health policy making.
ORGANIZATIONS AND THEIR DISCONTENTS – MIASMA, TOXICITY AND VIOLATION

Yiannis Gabriel, Imperial College, UK.

This presentation explores some of the darker sides of organizations – miasma, toxicity and violation – using psychoanalytic insights. It analyses some of the inevitable burdens that organizations place on their members but also some of the surplus privations and sufferings that some organizations inflict of them. Following an extended introduction to some core psychoanalytic ideas and theories, the paper develops a theory of organizational miasma, a concept that describes a contagious state of pollution, material, psychological and spiritual, that affects all who work in particular organizations. Miasma offered not as another organizational metaphor, a prism through which to view particular organizations. Instead, the paper delineates the fundamentals of organizational miasma, as a theoretical concept describing and explaining numerous processes of certain organizations. These include a paralysis of resistance, an experience of pollution and uncleanliness, and feelings of worthlessness and corruption. By drawing on psychoanalytic theories of mourning and depression, the paper examines the destructive and paralysing form of critical and self-critical attitude that is crucial to the experience of miasma and warns against lionizing critique and criticism. The talk is illustrated with paintings by Marianna Gabriel.
CHANGING STRUCTURES: UN-CHANGING PROCESSES?

Paula Hyde, University of Manchester, UK.

My aim in this paper is to explore ideas about organisational change in relation to psychodynamic ideas, such as defensiveness, and to explore the extent to which sustained change may be possible in service industries such as health care. The reproduction of individual defences (splits and projective identifications) in society become embedded in institutions and are re-enacted by organisational members. So, for example, patterns of denial, where hospitals become responsible for death or emotional distress, become embedded in the health care system. This leads to manic denial and ineffectual attempts at change that mean never having to experience the psychic reality of suffering and death, for example.

The paper suggests that whilst organisational change may be possible, some apparently radical changes are less radical than they first appear and other changes are slowly reversed over time as staff change and common systems, structures and procedures are introduced. Attempts at radical change may then be understood in terms of manifestations of defensive activity against anxiety through processes such as denial, splitting and projective identification. This is not to argue that change is impossible, rather, the paper suggests that emotional work is required to sustain these changes and that some attempts at change are in fact defensive in nature.

Localised attempts at change may fail because organisational defences are sustained through bureaucratic systems. Anxiety relating to proposed changes can lead to defensiveness in the workers that may be supported by organisational structures and procedures. Attempts to change existing patterns of work can increase anxiety and lead to more entrenched resistance in the form of organisational defences. As a result the service received by patients/ customers, for example, may barely change.

Psychoanalysis argues that change is possible through a process of self-exploration and self-knowledge that leads to counterproductive defences being overcome and the working through of anxieties. It may be that this type of emotional work remains necessary to effect real change in social institutions such as health services.
UTOPIAN PSYCHOLOGY AND THE EXPULSION OF OBJECTIVE TRUTH: CBS NEWS AND THE KILLIAN MEMO DEBACLE

Howard S. Schwartz, Oakland University, USA.

From its origin in Marx, critical theory has shown a peculiar lack of interest in how to do things right. It has been content to be critical, as if undermining what is bad will, by itself, result in good. This is so with regard to psychoanalytic critical theory as much as with any other kind. And the utopian orientation of writers like Marcuse and Brown suggest why this is so. Utopia, after all, requires no management and, indeed, permits of none. For management is always about getting people to act in ways that they would not otherwise act. It is about power, that is to say, and power obviously has no place in utopia. In this regard, the critical management project may be said to consist in the attempt to destroy management in the name of utopia.

But psychoanalytic theory should be skeptical of utopianism, since psychoanalysis reveals its origin. Utopia is an image that refers back to the early state of fusion between infant and mother, before reality, in the fullness of its indifference, intruded upon this intimate connection. This suggests that the target of critical management theory is reality itself, or at least the indifference of reality.

Part of the critique of indifferent reality is the critique of objective truth. In the utopian project, truth cannot be seen as being independent of our wishes and desires, for it is only our fusion with maternal goodness that permits us to safely act on our desires. A representation of this intimate connection would need to be part of it. Language would have to be our language, permitting and enabling representation only of our unique selves. An objective language, and hence any objective truth, could exist in our world only through intrusion and violation. Indeed, given the structural centrality of self within then utopian project, objective language would have to appear as equally centered upon the self, but with hatred rather than love. The task, then, of critical theory, would be to expel it -- indeed, at best, to destroy it. Utopianism necessarily generates a Manichean outlook in which the forces of goodness struggle against the forces of evil, and in which there is no place for an indifferent, objective reality that stands apart from and outside this struggle.

This obviously would pose a problem for organizations, whose structure at any given moment must be specified objectively (Schwartz, 2002). It would be especially lethal for organizations whose very raison d’être is objective truth, such as academic and journalistic institutions. Political correctness, which may be said to be a user guide to the Manicheanism of utopian language, has made a wreck out of many universities (Schwartz, 2003). This has often been observed. What is less widely known is that it has also made a wreck out of many news organizations (Hirschhorn, 2003).

In this presentation I will discuss a recent incident at CBS News. In this event, veteran anchorman Dan Rather broadcast a story, during the US presidential election, in which it was claimed that President Bush had been treated with favoritism during his National Guard service and had been derelict in his duty, even to the point of refusing a direct order to take a physical examination. The story, which Rather claimed to have been thoroughly substantiated, was based on several memos presumably written by Lt. Col Jerry Killian, Bush’s commanding officer, to his file. It was said that they had recently been located and provided to CBS by an unimpeachable source.

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‘LEARNING-IN-ACTION’ AND ‘LEARNING INACTION’: SYSTEMS PSYCHODYNAMIC THINKING AND CRITICAL ACTION LEARNING

Russ Vince, University of Hull, UK.

The connection between systems psychodynamic theory and critical management studies lies in the contribution both might make to an understanding of ‘political relatedness’ in organizations. These disparate theoretical approaches compliment each other in ways that are helpful to comprehending how emotions and politics collide in everyday processes of management, as well as recognising the organizational dynamics and power relations that are constructed from such collision. The aim of this research was to investigate and to further develop ‘critical action learning’ both in theory and in practice. The study identified emotions and power relations that were part of managers’ attempts to learn and to lead, as well as how these reflected organizational dynamics within the Health Service in Wales, UK.

In the study, action learning performed an expected function of mobilising individuals’ ‘learning-in-action’. Using systems psychodynamic thinking, an approach was developed which focused on individual managers’ projection of feelings into the learning set. Emotions experienced within the learning set were seen as a reflection of wider organizational dynamics. Action learning was also constrained by ‘learning inaction’. Learning inaction refers to participants’ unconscious knowledge or fantasies about when it is politically expedient to refrain from action, and the organizational dynamics that underpin their failure to act. Analysis of ‘learning inaction’ generated insights about the impact of organization on action learning, as well as revealing some of the emotions and politics that underpin managers’ actions within their roles. These two organizational dynamics form the basis of further discussion of critical action learning.
POSTCOLONIALISM (STREAM 20)

Convenors

Anshuman Prasad; University of New Haven, USA.
Kiran Mirchandani; University of Toronto, Canada.
Subhabrata (Bobby) Banerjee; University of South Australia, Australia.

Stream Description

Postcolonial theory and criticism (or “postcolonialism”) has left a clear mark in a number of disciplines such as anthropology, cultural studies, history, literary criticism, political science, sociology, and the like. Despite some recent scholarly efforts, however, the field of management studies (including critical management studies) continues to remain mostly untouched by the postcolonial ferment taking place in the social sciences and the humanities. The Postcolonialism Stream of the International Critical Management Studies Conference offers an opportunity to critical management researchers to address this troubling state of affairs. This Stream, accordingly, is designed to provide a forum for employing postcolonial modes and strategies of inquiry with a view to critically investigating past and/or present management (and management related) practices, texts, theories, methods and approaches to inquiry, and research procedures and productions.
PRE-COLONIAL, COLONIAL AND POST-COLONIAL PSYCHES

John Bergin, University of Wolverhampton, UK.

This paper seeks to explore the concerns of this particular stream through the lense(s) of post-colonialism in one particular post-colony and through one particular form of colonialism, viz. the discourses of psychology. It is argued that as the economies of these islands have been dominated by the system of international capitalism, so the conduits of capitalism have colonised and continue to preoccupy the very modes of thinking of entire populations. Indeed an attempt was made to engineer this on the island of Ireland by the establishment, in 1832, of a system of National Schools whose function was to ensure the delivery of an English speaking population to the wider UK economy. However, it is suggested that the exercise wasn’t entirely successful in that the English spoken in Ireland is a language which still facilitates a type of thinking, primary thinking, which doesn’t fit easily with the requirements of what may be termed the one-dimensionality of a consumer society and its thinking, secondary thinking. By referring to some contemporary literary theory and criticism in the realm of Irish-English literature consideration is given to the possibilities offered by primary thinking with and the suggestion that it may be prescribed as a way of thinking of work and organisations in such a way that the excesses of managerialism, as a product of secondary thinking, may be restrained.
POST-COLONIAL INDONESIA: A STUDY OF THE IMPACT OF FOREIGN AID ON PUBLIC SECTOR INSTITUTIONS IN WEST KALIMANTAN

Adang Budiman* and Amanda Roan, University of Queensland, Australia.

Prior to 1998 Indonesia experienced remarkable growth and was considered one of the leading underdeveloped countries in Asia and a newly industrializing economy. The negative impact of development however, has subsequently hijacked the success of some of these economic, political and social achievements. In this paper we investigate the impact of the colonial legacy and the inflow of foreign aid on the development of Indonesia’s public sector institutions. In particular we argue that institutional insufficiency, combined with the flow of aid aggravated issues of corruption, collusion and nepotism (CC&N) within the Indonesian public sector. This study has its theoretical underpinnings in the work of authors who are loosely grouped as underdevelopment theorists. The focus of this research is on local/provincial government in the province of West Kalimantan. Interview data collected from active and retired civil servants in West Kalimantan is used to explore the relationship between aid projects, institutional insufficiency and CC&N.
CONSTRUCTING THE POSTCOLONIAL MANAGER. ORIENTALISING LATIN AMERICA IN THE TEXTBOOKS

Gabriela Coronado, University of Western Sydney, Australia.

Global businesses have reached an influential position in defining the conditions of contemporary society in the context of globalisation. Their managerial discourses and business practices play an important role in conditioning forms of relationships between different players, local and global businesses agents in the global market. In this context Latin American societies, the regional focus of this paper, have been increasingly influenced by the ways business discourses define values and attitudes to cultural work practices and forms of negotiation.

Through discourse analysis the paper explores the strategies used in International Management textbooks to fulfil the intended or unconscious aim of reproducing the postcolonial role of the West, in fact the Anglo West, as the legitimate power and culture able to continue the ‘colonisation’ of the ‘Other’, the ‘primitive’, the less developed or developing countries. Using different discursive strategies the textbook represents, or rather misrepresents, the cultures of ‘developing’ Latin American countries, articulating different voices to represent the world through the lenses of two ideological complexes: globalisation and postcolonialism. Building the relationships in those terms affects how potential, Latin American ‘partners’ are seen and used for the competitive advantage of global corporations.

The voice of the authors carries the perspective of the dominant discourse, taking on the authority to speak about the ‘Other’ on behalf of the whole management community (potential managers or partners of American corporations). Audiences are able to read the meanings from two distinct perspectives, as members of the hegemonic business community or as members of the cultures represented as ‘other’. The textbook guides how to manage other cultures, constructing a dialogue between authors and readers, both in principle AmericanUS, who share the implicit ideology of the hegemonic culture, and the need to understand the ‘Other’ cultures to become effective global business players. When the ‘Other’ is the audience, they are ‘civilised’ passively, learning how to do business by adopting the culture of the civilised manager. Reinforcing cultural values as postcolonial ideologies ensures the ‘graduation’ of postcolonial managers, potential expatriates with a colonial attitude, or local business elites with internalised colonised minds, both committed to the interests of Global corporations.
CROSS-CULTURAL MANAGEMENT DISCOURSE – IDEAS OF DEMOCRACY, DEVELOPMENT, MODERNITY AND PROGRESS IN HOFSTEDE’S CULTURE’S CONSEQUENCES

Martin Fougère*, Swedish School of Economics and Business Administration, Finland.
Agneta Moulettes, School of Economics and Business Administration, Sweden.

During the last two decades, which have witnessed a growing internationalization and globalization of businesses, cross-cultural management has established itself as a significant research field. Studies in this field are usually characterized by a comparative nature and a main interest in differences between different cultural – and usually national – contexts. Much of the initial inspiration for the setting-up of this distinctive field can be argued to have come from Hofstede’s (1980) seminal study, Culture’s Consequences.

In this paper, our intention is not to merely repeat the numerous already formulated criticisms concerning ontology, epistemology and methodology, but rather to focus on the very words of Hofstede himself, in his second edition of Culture’s Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations (2001). What is interesting is that Hofstede’s main purposes in writing this second edition have been to address the criticisms that his work received in the previous twenty years, and to demonstrate that the results are (still) valid. It even seems that Hofstede wishes to extend the relevance of his model to wider societal and world issues – as is shown, for instance, in the new, broader title. Beyond his rigorous quantitative approach, it is the way he comments on his results that serves to legitimate this claim for extended relevance. Our main aim here is to analyze the discourse that is conveyed by Hofstede’s comments on his results; especially, we will focus on the ways in which Hofstede instrumentalizes some of the correlations he finds in order to tell something about such concepts typically of importance to – and defined by - the West, such as ‘democracy’, ‘development’, ‘modernity’ or ‘progress’.

We critically discuss how, by presenting deep cultural values as a central explanatory factor for virtually anything - for instance, ‘innovation’, ‘intolerance’, or also even ‘wealth’ -, Hofstede’s vision of the world is one that greatly undermines the burdens of history, especially the colonial and neo-colonial facts, and thus tends to point to the idea that inequalities should be blamed on the people’s ‘collective programming of the mind’ (Hofstede, 2001, 9) alone. As cross-cultural management discourse becomes more and more institutionalized as legitimate knowledge, one can, with a Foucauldian lens, see this knowledge as contributing to producing both a guilt-free Western subjectivity and a collective cultural responsibility on the part of the people from so-called ‘developing countries’.
SHIFTING LOGICS OF EXCHANGE: TO PROSPER, AND TO SURVIVE

Saija Katila, Helsinki School of Economics, Finland.

We, in the Western World, seem to be living in a world dominated by the fluctuations of the stock market where brokers and investment bankers are seen to represent the professionals of global trading. We have come to equate Stock Markets as places where we virtually sell and buy shares of large multinational companies. This reality seems, however, to be very far from the everyday life struggles of Two-Thirds World (Esteva & Prakash 1998). The paper attempts to draw our attention from the virtuality of global stock exchange to corporeality of human struggle in changing circumstances of wealth, poverty, starvation and violence – experiences fairly common to many people in the world.

The paper focuses on local Non-Western modes of managing, organizing and economic exchange by telling a life-story of a family attempting to prosper and survive in times when the society where they are living in is crumbling down. The paper is attentive to the micropolitics of context and struggle and will give less attention the macropolitics of global economic and political systems and processes. The paper is based on biographical interviews of a migrant family living in Finland. The biographies of three different family members are constructed into one story which is written from the perspective of economic activity.

The story tells about the everyday life of the family in different times and contexts - family life during peace, war, concentration camp, refugee camp and migration. It will highlight the multiplicity of economic activity and the multiplicity of “stocks” being traded in different contexts. It further highlights the context specificity of value of different “stocks” - when circumstances change US dollars or diamonds have no purchasing power, whereas a bag of rice and a live big do. The paper further makes visible the bodies of knowledge which were relevant in each of the changing contexts and conditions the family met during their journey through time and space.

The detailed touching life story of a family on the run aims to show the material complexity, reality and agency of Two-Thirds World lives and bodies by focusing in the everyday life and local gendered contexts and ideologies of the family under study. The paper could be seen as a celebration of the spirit, endurance and flexibility of the human body and soul – the human ability to maintain agency in times of poverty, domination, humiliation and terror.

This is a story that needs to be told.
THE PRINCIPLES OF ISLAMIC CORPORATE GOVERNANCE

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Few issues have moved to centre stage as quickly and decisively as corporate governance. Ten years ago corporate governance was a phrase scarcely heard. Enron, World Com and other corporate disasters have changed all that. In many countries there is a new interest in how firms’ decision-making structures are organized, and the effect of these structures on shareholders and other parties. Almost invariably, however, the issues have been considered from a Western perspective. There is a growing interest in the topic of corporate governance in the Muslim world, but as yet no encompassing framework has emerged to evaluate the distinctive features of the Islamic perspective.

This paper endeavours to provide such a framework in order to explore the key features of Islamic corporate governance. Its starting point is that governance is essentially about decision-making: by whom, for whom and with what resources. However, Islamic law and its distinctive Islamic institutions imply very different implications for decision-making than conventional approaches. Islamic corporate governance necessarily has a wide commission, with obligations extending beyond shareholders, financiers and management to suppliers, customers, competitors and employees, embracing the spiritual as well as the temporal needs of the Islamic community. Nevertheless, while the mandate is clear, and the ethical underpinnings of Islamic corporate governance principles are unequivocal, there are some important challenges in implementing this vision, most notably in terms of legal aspects, accounting and general governance issues in Muslim countries.
PREPARING CHINESE EMPLOYEES FOR THE FOREIGN MNC IN CHINA

Guo Ming* and Ralph Stablein, Massey University, New Zealand.

China is the world’s largest emerging economy. Recent entry into the World Trade Organization is hastening its integration into the world economy. Western based multinationals (MNC) are crowding the Chinese organizational landscape, creating a demand for English-speaking Chinese nationals trained in Western business techniques. Chinese families are sending their young to universities throughout the world to gain this training. For many Chinese young people, MNCs are the employers of choice.

Academic discussions of employment in MNCs in China have been formulated as HRM issues. The recent special issue of the International Journal of Human Resource Management is typical (Warner, 2004). Adoption of Western HR practices is considered progressive (Shen & Edwards, 2004). Divergence from Western practice is an essential Chineseness or Asianess (Rowley, Benson, & Warner, 2004).

In contrast, we draw on insights from postcolonial scholarship, recent work on subjectivity in the workplace (Collinson, 2003) and treat Roy Jacques’s (1996) Manufacturing the Employee as an exemplar. Like Jacques, we try to describe the conditions of possibility for a new kind of social relation in the economy. However, we also attend closely to the subjective experience of the potential employee who sees employment in the MNC as desirable, who expends major investments of time, money and effort to achieve this goal, and who retains a sense of alienation and discomfort at the same time (Fleming & Spicer, 2003; Kunda, 1992). Said (1978) provides a frame for our understanding of East and West, though our concern here is less with Western scholarship than with contemporary Chinese struggles for meaning in interaction with the West.

Our objective for this research is to explore the subject position of the contemporary Chinese professional employees who work in the MNCs in China – a relatively new position on the Chinese employment scene. We adopt Foucault’s idea of ‘subject position’ to question who these potential Chinese employees are. In order to generate a better understanding of the Chinese employees’ subject position, we gathered multiple forms of data, including historical and contemporary archives on China and Chinese employees, and the first author’s personal stories and interviews with people working in foreign MNCs in China.
THE FALLACY OF BUREAUCRATIC RATIONALITY IN DEVELOPMENT THINKING - A CROSS-CULTURAL APPROACH TOWARDS ORGANIZATION AND POWER

Monique Nuijten, Wageningen University, The Netherlands.

In this presentation it is argued that the study of organization in the development debate should be on the agenda for rethinking. In the development literature, the common view is that 'modern', 'democratic' forms of organization can improve the situation of the poor and lead to sustainable development. Local organizations play a crucial role in, for example, studies on the effective and equitable management of natural resources. The line of argument is that by introducing organizations with clearly defined collective aims, democratic forms of decision-making, and procedures that secure transparency and accountability, the whole group is 'empowered'. So, manuals abound about how to teach 'poor' people the basic skills of organization. However, these approaches can be criticized for the naïve ideas about the degree of co-operation possible and unrealistic views on the relation between organization and power (Shepherd, 1998).

Most of these approaches tend to ignore the multi-dimensional differentiation among the poor based on economic differences, gender, age, and ethnic identities. As Leach, Mearns and Scoones argue community-level organizations are assumed to regulate the use of relatively homogenous environments in the community’s interests. Yet, local communities may be internally differentiated, and the natural-resource claims of social actors positioned differently in power relations may be highly contested (Leach et al. 1997: 5). In fact, ‘it is striking the degree to which simplistic notions of community are being reinvented in the context of practical efforts towards community-based sustainable development’ (Ibid: 11).

In this presentation, it is argued that besides the above-mentioned limitations, this approach to organization in development studies is flawed in more fundamental ways. First of all, these theories are based on the implicit notion that formal bureaucratic organization and rationality is one of the underlying principles of the success of ‘western modernization’. Although in western organization studies the functionalist systems approach has been replaced by many other approaches since the nineteen seventies, this ‘systems model’ of organization is still ‘imposed’ on places where ‘the west’ intervenes in ‘the name of development’. Secondly, these approaches do not pay attention to the political economy of poverty and development. By blaming developmental problems on a lack of organizational capacities and cultural backwardness, the political context and force fields in which development intervention takes place, are ignored (Nuijten, 2004).

As an alternative to this approach, a critical, practice perspective to organization is proposed (Nuijten, 2003). Forms of organization are analyzed in their socio-political contexts and from a historical perspective. This means that relations of power, hegemony and domination are always part of the organizational analysis (Wolf 1990). The notion of force field is used to refer to more structural forms of power relations (Bourdieu and Wacquant 1992: 94-115). It is argued that force fields cohere around certain problems and resources and lead to forms of ordering in which socio-political categories with differing positions and interests define themselves. These force fields and modes of socio-political ordering have consequences for the resulting forms of governance and the working of organizations.
A POSTCOLONIAL PERSPECTIVE ON ORGANIZATIONAL GOVERNANCE IN NEW
ZEALAND: RECONCILING MAORI AND PAKEHA FORMS

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We attempt to integrate corporate governance literature, postcolonial literature and kaupapa
Maori research principles (Bishop, 1994; Smith, 1999) to address the governance of
contemporary organizations oriented to Maori development. Historically, Western scholarship
has resulted in “(A) great deal of research on Maori people conducted by non-Maori (which)
has had belittling or disadvantaging effects. Such research has oversimplified Maori history,
undervalued Maori knowledge and underestimated Maori learning processes (Bishop &
Glynn, 1992).

We briefly review the history to provide a context for our main concern - the governance of
contemporary organizations oriented to Maori development. Aotearoa, also known as New
Zealand, experienced British settler colonialism in the modern period. Initial attempts to
establish an orderly and peaceful relationship between the British and the indigenous peoples
were short-lived. The indigenous peoples referred to themselves as tangata whenua (people
of the land). Commonly held land was central to the pre-contact economy and cultural life. As
was the experience of other settler colonies (Veracini, 2003), the transfer of land from the
indigenous people to the settlers relied on a “founding violence.”

The colonial government used the introduction of a land tenure system as a means of
alienating land. Requirements to describe and define the physical dimensions of the land and
to identify an owner open the way to land sales. Leaders, who before Western contact could
legitimately claim to be the trustee of their peoples past, present and future in a particular
area, now became owners of a commodity whose sale could be realized individually in the
present.

Even when land was not alienated, new forms of individualized collective ownership were
imposed. By requiring the identification of individual share owners and the succession of that
ownership to each subsequent generation by European rules, land ownership became
fragmented. This fragmentation suggests from a very different source, the problem of
separation of ownership and control that Berle & Means (1932/1968) identified in the modern
corporation. Thus, Pakeha (European) and Maori look to corporate governance as a
potentially positive model for collective decision-making in this situation. In the remainder of
the paper, we review and analyse the various models of ownership and decision-making that
have been designed to overcome this history.
KEEPING THE NATIVES RESTFUL: COLONIZATION, TOYOTA AND THE METHODS OF LONG-DISTANCE CONTROL

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Affecting control of distant operations has long been one of the major problems facing multinational corporations. Subsidiaries typically deal with the local environment on a daily basis and may not be too concerned with distantly imposed global agendas. In other words, the strategic concerns of those at the center are often in direct opposition to the operational concerns of those at the periphery. In this paper, we explore this possibly contentious issue, by employing postcolonial ideas approached with a sensitivity to Actor-Network Theory. The British colonization of India is of particular interest, as primary efforts were initially of a non-military nature. The colonizers were challenged to create a governable state using (at least eventually) means that were palatable to those who were to be colonized. We focus on two methods employed in the colonization of India. One method, employed initially, was used to control the emissaries sent as representatives to India. The main problem was to maintain the integrity of the emissaries as they faced a range of circumstances, thereby sustaining their durability and fidelity. The faithfulness of their actions resulted in an undistorted communication between the center and the periphery. As colonization proceeded, another more governmental approach was needed. This knowledge-based method involved the control of the environment in which the emissaries operated, the country of India itself. Colonial technologies enabled the enrolment of the emissaries, the natives and all those heterogeneous elements that encompassed them. Consequently, colonial knowledge both enabled conquest and was produced by it. The natives were kept restful. We conclude the paper by positing that these methods, refined through time, are possibly being deployed and driven by many multinational corporations. We illustrate our contention by investigating the global expansion tactics of the Toyota Motor Company.
SWACCH NARAYANI, THE GODDESS OF CLEANLINESS: THE CREATION OF A GODDESS AS AN ORGANISATIONAL INTERVENTION

Christina Schwabenland, London Metropolitan University, UK.

This paper describes a case study into an NGO (non-governmental organisation) in India which has invented a goddess in order to effect transformations in many dimensions including personal, political, societal and symbolic. Based on primary evidence gained through participation and interviews, and secondary evidence from articles written by the organisation’s founder, the paper describes the background to the goddess’s creation and the desired transformations and explores some of the ways in which the goddess, through the ambiguity of her symbolism, creates a space for resistance.
SUBALTERN MANAGEMENT STUDIES: ARE THEY “CRITICAL”?

Alexander Styhre, Chalmers University of Technology, Sweden.

In this paper, the Gramscian notion of the subaltern, central to the field of postcolonial studies and labour process theory and industry sociology, is discussed as a conceptual category and an empirical domain that is rarely addressed within critical management studies. Rather than addressing the working lives of subaltern groups, critical management studies tend to speak of behalf of such groups in their absence. This representation of the subaltern is often aimed at criticizing decision-makers, top managers, CEOs, management guru writers and other privileged groups within industry and the production of management theory. Although critical management studies researchers have the best intentions when defending certain practices, norms and values or established ways of working against various sorts of managerial innovations such as lean production, business process reengineering, total quality management, the absence of subaltern groups in such evaluations of management practices helps to reinforce and reproduce the role of the subaltern as individuals being excluded from the discussion, represented by others, unable to speak for themselves.

In the paper, a number of studies that we here is referring to as “subaltern management studies” will be reviewed. They are: Paules’s (1991) study of waitresses in an American diner restaurant, Constable’s (1989) examination of Filipina domestic workers (“maids”) in Hong Kong, Cock’s (1989) ethnography of domestic workers in South Africa, Drori’s (2000) study of the textile industry in Israel, and Ong’s (1987) analysis of what she refers to as “neophyte factory workers” in recently industrialized parts of Malaysia. This literature review serves to point at the absence of subaltern studies in Critical Management Studies and emphasizes that the construct of the subaltern is a more complex and highly indeterminate position that enables for certain strategies of resistance to become (at least partly) able to resist exploitation.
INDIGENISING POST-COLONIAL GOVERNANCE: THE HARVARD PROJECT ON NATIVE AMERICAN ECONOMIC DEVELOPMENT AND ITS RELEVANCE TO ABORIGINAL POLITICAL LIFE IN AUSTRALIA

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It is widely acknowledged that indigenous communities in Australia are in crisis (Dodson, 2003), and increasingly that this is a crisis of governance. Anthropological analysis of pre-colonial Aboriginal political life has characterised it as ‘ordered anarchy’ (Hiatt, 1998). The introduction of order into anarchy results from the tension between relatedness and autonomy mediated by an ideology of nurturing (Myers, 1986). Colonisation of Australia resulted in the coercion of Aboriginal people into settlements - either missions or pastoral enterprises. Since de jure emancipation settlements have been nominally under Aboriginal control (see Sullivan 1996). The conundrum for post-colonial public policy in Australia, that this paper addresses, is how to effectively service Aboriginal peoples needs, encourage the good governance that self-determination requires, institute regimes of respect for civil and human rights within these communities and still remain sensitive to the fact of a continuing lively Aboriginal culture informed by pre-colonial forms of sociality. The Harvard Project on Indian Economic Development (US) appears to hold out the hope of a post-colonial indigenised governance attractive to both government and indigenous interests. It proposes that there are three pre-requisites for development in indigenous communities: sovereignty, good institutions (meaning, in this instance, good management), and cultural match (Jorgensen and Taylor, 2000; Cornell, 2002; Dodson and Smith, 2003). This paper takes the Harvard project’s prescriptions as problems rather than solutions and asks whether they are reconcilable with Aboriginal political life on the one hand, and contemporary views of intersubjective social relations on the other (eg Jackson, 1998). Indigenous communities are clearly embedded in post-colonial settler relations in multiple ways (see Kymlicka’s summary of this view 2001:22; Waldron, 1992). Authority in indigenous life, as much as in post-colonial administration, is layered, contextual, contested and continuously subject to exegesis such that both the totality of the settler state and the essentialised nature of indigenous groups that confront it are called in question. This paper looks for ways of meeting three competing aims: effective indigenous governance, respect for indigenous culture, and acknowledgement of the need for human and civil rights within indigenous communities that reflect that they are embedded in wider socialites.
THE ARAB AS DANGEROUS OTHER

David Weir, Ceram Sophia Antipolis, France.

In this paper we argue that the study of management and organisational practices in the Arab Middle East is typically lacking in the Western discourses, which are mainly located in business schools and management academies. This is especially surprising, given the immense economic and geo-political significance of this region and the intrinsic compatibility of some Arab management practices with emerging models of networked and virtual organisations in the globalised economy. We discuss the possible bases for this relative neglect, considering Said’s account of Orientalism, Maalouf’s analysis of Identity and Douglas’s typification of Purity and Danger. We suggest that the typifications of the Arab in Western discourse constitute an identification of the Arab as a “dangerous other”, and that this characterisation enables Western scholars and business-people to evade engagement with the Arab in terms of the criteria of rationality we understand as appropriate in business and management discourses. This typification has inhibited the self-conscious description, research and analysis of this region, its business and management practices and its modes of belief and explanation. Instead we privilege irrelevant and misleading typifications derived from a discredited evolutionism, an unproven dichotomisation of “simplicity” and “complexity” and an unexamined preference for ignoring the global and universalising aspects of the Arab world in favour of its local and regional dimensions. In ignoring the opportunities to engage with the “same-ness” inherent in these milieux we have wilfully encouraged the “differences” with which we now have to engage.
HUMAN AND SOCIAL CAPITAL IN THE SRI LANKAN TEA PLANTATIONS: A NOTE OF DISSENT, CULTURE BEYOND UNIVERSAL AND NATIONAL CULTURAL DIMENSIONS

D.W. Ananda Wickramasinghe*, University of Sri Jayewardenepura, Sri Lanka.
Donald Cameron, The University of Queensland, Australia.

This paper examines idiosyncrasies of tea plantation culture and politics in relation to Sri Lankan national and popular cultural typologies, with special reference to female tea plantation workers. Tea production in Sri Lanka is heavily based on manual labour, and it is the largest industry that provides accommodation for employees and their families. In this paper, it is argued that politico-cultural production relations have dominated labour productivity in tea plantations. Ways in which female workers have been marginalised, through patriarchal politics, ethnicity, religion, education, elitism, and employment are explained. This culture of the plantation community operates negatively with respect to the management agenda. It is also argued that social capital development in tea plantations is important not only for productivity improvement, but also for reasons of political and social obligation for the nation, because migrant plantation workers have been working and living in plantations over 150 years.
RECONTEXTUALISING AND RECONCEPTUALISING DELINEATIONS AND INFUSIONS OF MILITARIZATION IN ORGANIZATIONAL THEORY AND LIVES (STREAM 21)

Convenors

Ryan Bishop; The National University of Singapore, Singapore.
Peter Stokes; Edge Hill College, UK.

Stream Description

In the contemporary moment, particularly post-Vietnam, attitudes within academic enquiry regarding military and “militarily infused” events and affairs are, in most instances, subject to only a reticent engagement and an almost automatic invocation of certain commonly perceived representations. In its popular cultural form (Hassard and Holliday, 1998), the systematic marginalisation of the effects of militarization on organisations and wider society typically aims to account for military impacts in terms of a set of stereotypical images (sic: harsh disciplinary regimes, fascist figures embedded in archaic hierarchical power structures). As such the normative representation of the military is presented as being an organisational form and experience which is distant and remote from other organizations and other modes of being in the world. These representations not only overlook and eclipse many potentially fruitful opportunities for analysis and comment but also lead to a generalized perception that the military is largely a self-contained body that has little influence on social and cultural formations. In those instances where militarised contextualisation is invoked in organizational texts, these accounts tend to examine (in an ossified manner) military events, histories and discourses in order to transport and graft these experiences onto business settings. (See Fineman and Gabriel’s (1996) brief but illuminating remarks and concerns on this issue.) This approach distils, in a not altogether irrelevant, but nevertheless simplistic manner, lessons which can be gleaned from military contexts and concepts in order to ensure heightened effectiveness or success in terms of some form of competitive advantage for business. Similarly, militarized presentations are commonly used as lenses for cultural interpretation in which business and warfare become analogues for understanding international business interactions, especially between North American/European Countries and Asian Countries, with the latter being delineated as markedly martial.
BEYOND HYPERMODERN MILITARIZED KNOWLEDGE FACTORIES

John Armitage, Northumbria University, UK.

This paper is an intervention into and examination of hypermodern forms of militarization or what I call hypermodern militarized knowledge factories, exemplified here by the increasingly militarized universities of North America. The paper specifies the important arguments of my intervention into the hypermodern militarization of higher education in North America so as to offer a means of access into the debate and into related discussions for those not accustomed to them. It then considers and analyzes the implications of my investigation for how we may reflect on and act in contemporary society.

The topic of my intervention is the hypermodern militarization of higher education in North America at the start of the twenty-first century. What I shall intervene in, then, are hypermodern militarized knowledge factories symbolized by the contemporary North American university and, in particular, how the knowledges, social lives and mentalities of faculty, students and other concerned civilians are understood by such factories.

This intervention is consequently part of my ongoing project on hypermodern militarized knowledge factories. My hope is that it will be perceived as having some sociological, political and philosophical significance and have a bearing on debates over the hypermodern militarization of knowledge. My aim is to generate discussion with the intention of influencing how social theory carries out its work. However, and while a number of critical researchers might consult this paper for its characterization of hypermodernity in the era of Empire and of the multitude (Hardt and Negri 2000: xiv; Hardt and Negri 2005), I do recognize that my descriptions of hypermodern society, politics and philosophy are susceptible to critique, inclusive of self-critique. Yet I believe that my argument is one we should not disregard. Initially, though, it is important to tease out the details of my intervention.

Essentially, what I want to argue in this paper is that hypermodernity can in part be described as an escalation of faith in militarized knowledge factories. In order to appreciate hypermodern militarized knowledge factories, let us begin by examining the concepts of intervention, hypermodernity, militarization and hypermodern militarized knowledge factory.
THE IMPACT OF THE MILITARY METAPHOR ON THE ORGANIZATION OF THE SALVATION ARMY IN THE UK

Helen Cameron, Oxford Brookes University, UK.

This paper explores the impact of adopting quasi-military features upon the organizational practices of The Salvation Army by comparing and contrasting the time of its founding in the nineteenth century with the 1960s. It aims to show how the adoption of a military metaphor ties an organization to the social perceptions of the metaphor as well as the organization.

The military metaphor, adopted in 1878, resulted in a hierarchy of ranks, the adoption of uniforms and flags and the founding of brass bands. The rules of the movement were laid down in ‘orders and regulations’ and officers were brought to London for a common training programme. From an organizational perspective, The Salvation Army marked an innovation within Protestantism in applying bureaucratic principles of organization to the evangelisation of the urban poor. Booth said that his mission to the poor needed to be as systematic as the railways.

Two World Wars and National Service meant that most young men had experience of the military, experience which those who were Salvation Army members were able to transfer into the disciplines of their religious life. National Service ended in 1961 in the UK. The dominance of the bureaucracy in organizational theory was severely shaken in the 1960s.

My research through archives, autobiographies and interviews with participants during the 1960s shows how the effectiveness of bureaucratic organization and the appropriateness of military metaphors were under challenge. The paper will seek to assess the impact of this challenge on the organizational practices of The Salvation Army.

The paper concludes by taking seriously the argument of critical management theorists that organizational theory is shaped by the society in which it is formed and that societal change affects the way in which organizations enact their founding values.
“A SECRET CODE OF PAIN AND MEMORY”: WAR TRAUMA AND NARRATIVE ORGANISATION IN THE FICTION OF J.G. BALLARD

Paul Crosthwaite, University of Newcastle upon Tyne, UK.

My paper approaches autobiographical and literary narratives as organisational practices: that is, as processes by which the undifferentiated rhythms of temporal experience are ordered and rendered intelligible. It considers the challenges posed to these practices by traumatic experience – specifically childhood exposure to military conflict – through a discussion of the life and work of the British novelist J. G. Ballard.

It seems likely that Ballard sustained some degree of psychological trauma as a result of his incarceration in a Japanese prison camp during World War II. My aim in this paper, however, is not to attempt to establish the nature or extent of Ballard’s putative psychopathology. I want, rather, to suggest that there are striking affinities between the changing role played by his wartime experiences in his writing, and the ways in which trauma is registered and “worked through” by its sufferers. I believe that Ballard’s career offers a fascinating example through which to explore strategies by which biographical material that is, at the very least, profoundly troubling may be organised into narrative form.
WAR CULTURE AND ORGANISATIONAL CULTURE: THE IMPLICATIONS OF THE COMPARISON FOR STRONG CULTURES IN ACTION

Cynthia Dereli, Edge Hill College, UK.

The bases for this paper are on the one hand a conceptualisation of organisational culture and on the other an in-depth study of the impact of war on a societal culture. The conclusions drawn relate to the implications and dangers of on the one hand accepting ‘war’ as a casual metaphor for organisations and on the other hand of the development in itself of strong organisational culture. The model of culture with which the paper works is one of interconnectedness and interdependence of parts, creating a societal culture which helps to create the individual’s sense of self in society.

The experience of war which has been taken as illustrative of war culture in this paper occurred in the nineteenth century. The war which was fought in the Crimea between 1854 and 1856 can be seen to have impacted on the whole of English society. This was not exactly ‘total war’ either in Clausewitz’s original sense of the term or in the twentieth century interpretation of that concept. However, the ways in which the war influenced thinking, establishing its own vocabulary and redefining familiar language concepts, created a sense of viewing life through the lens of war. The problems and tensions which are endemic in a culture of war were particularly exposed in this mid-nineteenth century crisis, and as a result it provides a useful model.

The implications of this war culture will be considered in relation to organisational culture where its components are developed on the model of war. While the transference of strategy from the theory of war to organisations is the most common cross-over or use of the war metaphor in organisations, it will be argued that it is in relation to the development of a strong organisational culture that most can be learned from study of a society at war.
(CON)FUSING THE REEL: MEMORY, MEDIA AND WAR

Richard Godfrey, University of Wales, Aberystwyth, UK.

Never before has our relationship with the past – some judgement of it, celebration, commemoration or denial of it – been so much part of public culture. (Hoskin 2001: 333)

With the spread of global media communications it is now possible to view, in ‘real time’ events occurring anywhere in the world, one only has to think of the fall of the Twin Towers or the recent events in the Vatican City to remind us of such events. Witnessing these historic events through some kind of electronic media though creates a peculiar situation. We have ‘experienced’ the event but were not there in person. Some representational form has mediated our relationship to it. Such events, however, leave a mark; they reside in our collective memory. Indeed, often these images come to define, or represent the event itself. For Baudrillard this is cause for concern. “The event and its dissemination are too close together.” (1994:6).

The main aim of this paper is to unpack some of the ‘mediated memories’ that were produced by the war films released during the period 1998-2002. Working primarily through a close reading of Steven Spielberg’s Saving Private Ryan (1998), I propose that this new body of films produces a new ‘regime of memory’ on World War 2, manipulating and shaping our understanding of, and relationship to, the history of the war and the key themes and discourses that are produced through its mediation.

When combined with the wealth of similar texts that flood our TV screens, bookshops and video stores at the present time, certainly within the UK, and with the political rhetoric and scale of the 60th anniversary commemorations of the D-Day landings, there seems to be a putting in place of a new consensus about the meaning of this war. Especially significant, is the way this commemoration is as much about reflecting on the present as it is about remembering the past.
PUBLIC AFFAIRS AS A CHAIN OF COMMAND FUNCTION

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Brigadier Mike Hannan (retired), Former Director General, Public Affairs Branch, Australian Defence Force, Australia.

In the 21st century organisations need to be effective managers of their relationships with key stakeholders, be they customers, employees, government, media or local communities. However, the management function charged with facilitating this process, public affairs, is often run as an auxiliary activity rather than as core business. At its worst, public affairs is run as an arm of marketing and in some cases, human resources. In times of crisis, the public affairs specialists are brought to the management table, but usually at a time when there is little left to do than mop up the pieces. Even in progressive organisations where the public affairs function is valued, the PA specialists are literally marginalised, established as an internal consultancy offering services to its client base.

A new model of public affairs has been developed by the Australian Defence Forces Public Affairs Branch that will challenge the way organisations now manage their public affairs functions. Following the formal military chain of command, public affairs is now an integral management function throughout Defence, with each commander personally responsible for public affairs issues. Ironically, at a time when military management practices are considered tired and old, it is a military organisation that has embraced communication literature and operationalised it. In the new structure all managers (read commanders) must manage public affairs as a fundamental business practice in the same way they manage sales, personnel and the bottom line. The message is essentially that the management of issues, media and ultimately the reputation of the organisation, is everyone’s business.

This paper examines the role of public affairs in contemporary organisations, conducts a comparative analysis between military and civilian public affairs requirements, outlines the ‘chain of command’ model and discusses the lessons and opportunities for organisations in the 21st century.
GRAPPLING WITH THE STEREOTYPE: BRITISH ARMY CULTURE AND PERCEPTIONS, AN ANTHROPOLOGY FROM WITHIN

Charles Kirke, Cranfield University, UK.

Media portrayals in the United Kingdom tend to show the British Army as an institution that is impersonal, conservative, class-ridden and repressive, but still manages to fulfill its purpose. These themes appear to have entered the public consciousness to exist as common stereotypes. The author, a retired Army officer of 36 years' service and a social anthropologist, presents a sociological model of life in the Army that counters these stereotypes, giving access to life in the British military organizational culture at unit level. As far as the members of the Army are concerned, this culture is robust, supportive, coherent and engaging, with multi-threaded internal communications. The model, which serves both to present a picture of life in the Army from within and to provide the observer with an analytical tool, is founded on the long-established idea of ‘social structure’. However, ‘social structure’ is not used in the traditional sense as if it were a reified entity which compels individual agents to action. It is used in a novel way to depict separable families of attitudes, assumptions, and conventions of behaviour, each appropriate in different sets of contexts. These families, called ‘social structures’ in the model, comprise the formal, the informal, the functional, and ideas and attitudes connected to belonging and identity. Such an approach is appropriate for the Army because frameworks of rules are important for individuals, most of whom have no wish to court trouble by opposing formal rules and want to fit in informally with fellow-members of the organizational culture. Once the model has been set out, five short case studies are presented to demonstrate how it can be used, revealing in the process some of the varied ways in which British soldiers behave and interact. The overall result is a gateway to understanding the British Army better, and to show how misleading the stereotypes are.
THE “MILITARIZING” OF ORGANIZATION AND MANAGEMENT STUDIES: RECONNOITRING THE TERRAIN – RESTRING THE BATTLEFIELD?

Peter Stokes, Lancaster University, UK.

This paper considers the treatment and situation of “military” in organization and management studies with particular regard to the juxtaposed ideological commitments and traditions of managerialistic–modernistic and critical management studies (CMS). The discussion commences by acknowledging the extensive engagement with military issues in literatures other than organization and management, for example: occupational psychology; history; international relations; and strategic political studies. It argues that discussion of the military in relation to management and organization studies, whatever the ideological commitments, is underdeveloped.

Within this situation, managerialistic-modernistic-style academic and practitioner texts tend, more readily, to seek some form of nexus with military spheres. Typically this discourse is predicated on a notional reciprocal benefit involving heightened competitive advantage for corporations and greater operational efficiency and effectiveness for the military. In contrast, there is sparse consideration of military perspectives or influences in CMS commentaries. The discussion identifies a number of recurrent situations and traits in the contemporary literature: a managerialist-modernistic epistemological predilection in which militarised discourse and language are privileged; engagement with commonly cited texts (typically, by way of example: Clausewitz’s (1832) On War; Machiavellli’s (1513) The Prince; Sun Tzu (500BC) The Art of War); and, operation of potent popular cultural representations ranging from harsh disciplinary regimes filled with shouting NCOs to celebratory news reports of military professionalism. (Hassard and Holliday, 1998). Overall, the contemporary situation with regard to treatment of the military in organization and management studies is problematised as polarised and shallow or, alternatively, reactively marginalised.

The paper proposes a reconsideration of the present situation and suggests a reshaping of stereotypical boundaries in the engagement of organization and management studies with military. The argument points to common human dimensions of experience and proposes narrative and socially constructive critical approaches in order to provide a means with which to recast and blur current hegemonic delineations to a greater extent than prima facie representations and stereotypes may imply.
BONDS OF BURDEN AND BLISS. CONSTRUCTION AND MANAGEMENT OF SOCIAL RELATIONS IN A PEACEKEEPING ORGANISATION.

Teemu Tallberg, Swedish School of Economics and Business Administration, Finland.

From the point of view of organisational social networks a peacekeeping organisation involves a complex dynamics of construction and management of social relations. In the peacekeeping context social relations among men and between men and women as well as the formal and informal practices that these relations are managed by give structure to organisational culture. In the male-dominated organisation men give each other social support through network ties and homosocial practices, but networks are also contexts of competition and oppression, and of construction of masculinities that are in hierarchical relations with each other and with femininities.

As Finnish peacekeeping troops comprise equal numbers of military personnel serving in Finnish Defence Forces and reservists, peacekeeping organisations provide a context of militarisation in sense of encounters between the civilian and the military spheres. These encounters constantly both question and redefine the division into the two spheres. What is also negotiated in these encounters is gender. This paper discusses the role of everyday organisational practices and discourses and the gendered social bonds of peacekeepers in (re)production of military masculinities. The paper is based on preliminary analysis of empirical material gathered through a seven-month ethnography among Finnish peacekeepers in training and service. Discussion on the multi-layered contextualisation of the observations becomes central in the representation of empirical data. The study integrates different perspectives deriving from social network analysis, critical studies on men and organisational studies.
SAY WHAT YOU MEAN, AND MEAN WHAT YOU SAY. IT HELPS IF YOU SPEAK THE SAME LANGUAGE

Ivan Yardley, Cranfield University, UK.

This paper examines the inappropriate use of the military metaphor in business and academic literature and proposes a new avenue of research in order to bridge the gap between the military commander and the business practitioner.

In this paper the author reviews work by academics that have directly compared problem-solving process in non-military organisations and that of military organisations. This investigation aims to establish a critical debate regarding the compatibility and therefore the relevance of such comparisons.

The author suggest that business literature has evolved its understanding of the benefits of the military campaign, or the qualities of the war leader, into a search for a greater understanding of the capabilities that will enable their organisations to survive and flourish.

This paper makes the case that the simplistic translation of the military language and jargon into the business environment can be both misleading and dangerous. The issue of context is often overlooked and then to compound matters cases are reverse engineered to make a point or to support an argument. It is the author's belief that fundamental issues that form part of the operational processes and decision making are embedded within history and culture of the armed forces and that very little evidence exists of researchers drilling into these areas as part of the research process. For this reason it is contended that exploration of the evolution of the military language, processes and supporting architecture is fundamental to our understanding of which lessons can be used to positive effect within the commercial world.
SERVICE WORK AND CONSUMER CULTURE (STREAM 22)

Convenors
Marek Korczynski; Loughborough University, UK.
Cameron MacDonald, University of Wisconsin-Madison, USA.
Melissa Tyler; Loughborough University, UK
Yiannis Gabriel, Imperial College, UK.

Stream Description
This stream continues the vibrant and growing research tradition which critically analyses the nature of service work in contemporary consumer culture. It has become more common for analyses of service work to step outside of the management-worker dyad of traditional critical sociology to focus on aspects of what Leidner has termed ‘the customer-worker-management triangle’. While this development is welcome it is still the case that in practice in this literature ‘the customer’ often becomes a shadowy, ill-defined figure rather than a central aspect of the analysis. This stream calls for papers in which the analysis of the customer and consumer culture more generally, in the context of service work, is more fore-grounded. It offers an opportunity for a meeting between the critical study of production relations and the critical study of consumption.
NOSTALGIC INNOVATION - THE PAST AS A STRATEGIC RESOURCE

Leanne Cutcher, University of Sydney, Australia.

Nostalgia in an organizational context is often seen as a negative emotion associated with an unwillingness or inability to adapt to change. A number of studies have identified the way in which management discourage feelings of nostalgia and present the past as something we do not want to return to (Strangleman 1999, Munro 1998, Gabriel 1993).

This paper shows how an Australian regional bank has been able to draw on customer and worker nostalgia for a “golden era of banking service” in a positive sense. The bank claims to offer a return to an era of banking when management, workers and customers knew each other and were genuinely involved in each other lives – a time of ‘community’. The bank’s customer and employee relations’ strategies emphasize notions of belonging, genuine social relationships, and personal authenticity. This has enabled bank management to bring the customer into the organization as a co-producer of the retail banking service and to engender high levels of employee commitment. Drawing on in-depth case studies of four community bank branches, the research contributes to our understanding of emotion in organizations by outlining how nostalgia can be drawn on to reinforce contemporary customer and employee identities. The paper shows how an organization can use nostalgia positively to be innovative in the present.
‘LOOKING GOOD, FEELING BETTER’: EXCLUSIVITY AND AESTHETICS IN THE SERVICE ENCOUNTER

Allanah Johnston* and Jorgen Sandberg, The University of Queensland, Australia.

The majority of ‘service’ literature has focused on the production side of service work (i.e. employees and management), while treating the role of the customer and/or consumer as secondary (Korczynski and Ott, 2004). Those authors who have addressed the role consumption plays in shaping and maintaining individuals’ self-identity have tended to over-emphasize the dominance of consumer culture in shaping ‘our consciousness’ (Ritzer, 1999), with little in the way of empirical evidence to support these assertions. This paper develops the conceptualization of service work and consumer culture literature, by placing more emphasis on the customer in the service encounter. Using an ethnographic study of a ‘high class’ department store, this paper addresses employee and customer identity and the nature of managerial, employee and customer control within this ‘exclusive’ context. Of particular interest is how employees and customer’s ‘embody’ this control. Using Bourdieu’s (1986) conception of class and habitus, the concept of exclusivity goes beyond the management/service worker dyad by providing a means of investigating identity control by the organization over both customers and service workers. However, an organization’s exclusivity is not a closed normative pursuit of control, and shows this enterprise is part of a contested terrain, while revealing the ambiguity and ‘openness’ of control practices and pursuits. In order to uphold the ideal of exclusivity, management, service workers and customers must all engage in a precarious quest for establishing and maintaining a sense of control and/or identity. This paper demonstrates the continuing contradiction between bureaucratic practices of control and consumer culture, and highlights the need for research that investigates the context-dependent nature of control in service-related and consumer studies.
NO PLACE LIKE HOME: A SPATIAL ANALYSIS OF HOME BASED SERVICE WORK

Emma Surman, University of Exeter, UK.

In this paper I seek to extend the discussion on the tensions of customer service work by providing an analysis of the spatial as well as the social environment. I do this by exploring the production and consumption of call centre services when the operative moves from the call centre to work from their own home. The geographic division between home and work emerged as an effect of the process of industrialisation that took place during the 18th and 19th centuries (Cott, 1977; Hall, 1995). But, by bringing the public world of work into the private space of home the teleworker collapses this division (Surman, 2002) and I argue that this leads to a space which, to borrow a term from Foucault, is more heterotopic (Foucault, 1986; 1994). As such, by ‘working at home’, the home-based call centre operative faces a further contradiction over and above that experienced by their office based colleagues.

In the disciplines of geography and anthropology the interconnection of the social and the spatial has been well established (see Ardener, 1993; Massey, 1995; Thrift, 2002). However, within organisation studies the spatial has long been overlooked in favour of the social (Baldry, 1999). By analysing the production and consumption of customer service from a socio-spatial perspective, I add to the literature on the social geography of organisational life which, in addition to being limited, has only tended to focus on those activities that take place within the organisation (Fleming and Spicer, 2004).

The empirical material for this paper is taken from a study of call centre workers who were employed by a large UK bank. They were provided with all the equipment necessary to enable them to operate in the same way as any other member of the call centre team but to do so from their own home. Some of them worked in a spare room or in a room designated as an office but others did not have a separate space in which to work and so had to use their living room or bedroom.

Whilst previous research into customer service has revealed how staff are often encouraged to treat their customers as if they were guests or visitors to their own home (Hochschild, 1983), teleworking (almost) removes the need to pretend. Whilst the customers did not physically visit the home, the teleworkers did take the calls whilst sat at home and many reported that this did lead them to treat customers differently. Although the customer is unmanageable (Gabriel and Lang, 1995) the teleworkers at Any Bank felt that by working at home they were better able to manage their interactions with the customer. The quotes at the outset of this abstract reveal that they felt they were able to provide the customer with an improved service. However, their stories also indicate that they felt better able to cope with the irate and difficult customers and generally had greater freedom in carrying out their work.

In the paper I draw on interviews with the teleworkers but also transcripts of telephone calls of both home and office based call centre staff to explore the socio-spatial aspects of this customer service experience. In addition to looking at how the change in the place of work might affect the production of the service, I also consider how it might affect its consumption. Although the teleworker and the customer do not come into visual contact and, therefore, the customer can not see the change from office to home, the teleworkers reported that the customer could detect a difference. However, although sensing something had changed, the teleworkers could not admit to the customer what this ‘difference’ was for the managers had forbidden them from telling the customer that they were working from home.
GROWING CUSTOMERS: CHILDHOOD, CONSUMER CULTURE AND SERVICE WORK

Melissa Tyler, Loughborough University, UK.

Consumer culture and childhood seem to have become established as sociological ‘projects’ in recent years, yet relatively little dialogue appears to exist between these two areas of interest. Rather, these two literatures tend to coalesce around distinct moral perspectives and ontologies of childhood, which position the child either as the knowing, choosing, ‘becoming’ subject of consumption, or as a malleable child ‘being’; the latter conceived largely as a protected species whose innocence needs to be preserved. Developing relatively separately from this ‘either/or’ debate on childhood and consumer culture, critical analyses of customer service provision within the field of CMS have tended to neglect the role of children as consumers (and indeed, as service providers). This paper reflects on some of the issues raised by these emerging but seemingly disparate interests and seeks to draw together insights from the sociologies of childhood and consumer culture as well as recent work on customer service provision. In doing so, it explores the ways in which established analyses of the relationship between management, service providers and customers might be re-thought in light of recent debates on the ontologically ambiguous status of children and childhood in consumer culture.
SOCIAL NETWORKS (STREAM 23)

Convenors

Kurt April; University of Cape Town, South Africa.
Marylou Shockley; Oxford University, UK
Anet Potgieter; University of Cape Town, South Africa.

Stream Description

The notion of social networks and social network analysis have attracted considerable interest from the social, behavioural, managerial, computing and mathematical sciences over the last decade. Much of the interest stems from the appealing focus on relationships, implications of those relationships within organizations and sustainability of organizations. The aim of this stream is to provide a platform for researchers, from varied disciplines, to debate and develop their understanding of ‘social networks’. It is the convergence of the disciplines that makes this stream attractive, and it is hoped that a diverse range of perspectives and research methodologies, from the corners of the globe, can be showcased in this stream.
SOCIAL COMPLEXITY – AN INTEGRATING CATALYST FOR COMPLEMENTARY RESOURCE COMBINATIONS IN THE SOUTH AFRICAN ASSURANCE INDUSTRY

Kurt April, University of Cape Town, South Africa.
Marylou Shockley, Oxford University, UK.

Much of the business literature on competitive advantage investigates corporate effort at the strategic level and tends to focus on key success factors that sustain advantage. Porter(1980), one of the first researchers to explore within-firm dynamics of how advantage is created, used “value chain” analysis as a tool for inter-functional linkage. Our research contributes to intra-firm exploration, using resource based theory first conceived by Chamberlain (1933), Selznick (1957) and Penrose (1959). Resource Based Theory (RBT) introduces the notion that assets can be exploited to create value not only through inter-functional linkages (as in value chains) but also through unique processes, knowledge, and cultural values.

We have extended RBT to include a concept called complementary resource combinations or CRCs. CRCs are not factor inputs (in an economic sense) like tangible and intangible assets; they are complex combinations of assets, people, and processes that firms use to transform somewhat inert resources and assets into unique outputs such as products and services. Through our study of four assurance firms in South Africa, we have developed a model called a “Framework for Sustainability” that shows how these firms use CRCs, especially combined with IT assets, to market place advantage.

This paper focuses only on each firm’s CRCs and identified enabling social complexity attributes. CRCs exist in a complex web of social interactions and may even depend critically on particular individuals. Our research findings indicated that assets and resources such as IT hardware and software do not per se possess properties of “rarity;” it is through combinations with an array of processes, actions, strategic intentions and programmes within the firm, i.e., CRCs, that enable a firm to build socially complex and unique barriers to imitation that support core capabilities sustaining a firm’s competitive advantage over time.
EXPLORING THE RELATIONAL NATURE OF LEADERSHIP IN SILICON VALLEY
PROFESSORIAL ENTREPRENEURSHIP: A COMPARISON OF ELECTRICAL
ENGINEERING AND COMPUTER SCIENCE DEPARTMENTS AT UC BERKELEY AND
STANFORD

Dimitris Assimakopoulos*, Grenoble Ecole de Management, France.
Martin Kenney, University of California at Davis, USA.

This paper explores professorial entrepreneurship and leadership using three sets of
relations: “founder” of a start up firm; “director” member of a board of managing directors; and
“advisor” member of a board of scientific or technical advisors. These leadership dimensions
for measuring entrepreneurship and corporate involvement are explored for electrical
engineering and computer science professors at Stanford and UC Berkeley with recently
developed computerised social network analysis techniques. The relational data are derived
by Kenney and Goe (2004) and can be seen in a series of 2-mode ‘professors by firms’
graphs below. Based on these graphs network measures are calculated with Ucinet 6
software for networks of professors and firms involved. The analysis and findings suggest as
expected that Stanford professors of electrical engineering and computer science have
quantitatively demonstrated a higher level of leadership and corporate involvement compared
to their colleagues at UC Berkeley (UCB) with regard to starting and managing firms in the
region. However, a striking finding is that UCB professors demonstrate higher level of
leadership than their colleagues at Stanford with regard to the third dimension for sharing
advise among themselves and with the firms in the region and beyond.
A CULTURAL CRITIQUE OF ORGANIZATIONAL CHANGE: GETTING IN TOUCH WITH REALITY

Vanessa Dirksen*, Ard Huizing and Bas Smit, Universiteit van Amsterdam, The Netherlands.

In organizations, change ideas are often implemented as ‘instruments of modernity’ (Giddens, 1991) prescribing a unified pattern of work, behavior and thought. Reflecting a strong belief in the engineerability of organizational reality, they generally serve the purpose of enhancing management control. A cultural critique of organizational change entails investigation of how such change ideas evolve from discourse to praxis, how they are received by the organization’s relevant social groups (Bijker et al., 1987), and how they impact everyday organizational life. For that, we performed an ethnographic study in a large IT firm where we followed a change project that was aimed at improving the organization’s learning capabilities through the concept of virtual community. By contrasting the organizational discourse around this concept, the intentions and appropriations of the firm’s management and moderators, and the responses of the employees, we describe how the introduction of this modern change idea caused a dynamic interplay of negotiation in which numerous divergences and tensions between the practice espoused and actual practice played a decisive role. For a deeper understanding of this dynamic interplay, the larger part of this paper unravels the cumulative layers of meaning employees attached to the virtual community idea. The first layer involves actors taking a stand vis-à-vis the technology and the organizational practice in which it is applied. The second layer illustrates that the appropriations of the employees are based upon the relational and situational nature of their professional identity. In this way, we deconstruct the boundaries of the virtual communities imposed, and show the networks of belonging with which the employees truly identify. In other words, we demonstrate how prescriptive instruments of modernity can lead to an artificialization of organizational life and suggest that fostering people’s passion for knowledge and their identification with the organization could provide a more productive alternative.
SOCIAL CAPITAL: BRINGING FOUCALT AND HABERMAS IN

Claire Gubbins*, University of Limerick, Ireland.
David O’ Donnell, Intellectual Capital Research Institute of Ireland, Ireland.
David Maguire, Napier University, Scotland.
Thomas Garavan, University of Limerick, Ireland.

The purpose of this paper is to initiate a critical evaluation of the ‘social capital’ concept from both Foucauldian and Habermasian perspectives. We explore some of the similarities and discontinuities between both and argue that these perspectives can assist in bringing some philosophical and theoretical counter-balance to the extant overly managerialist and instrumentalist discourse on social capital. The dictates of the steering systems of Power and Money (Habermas) or Power (Foucault) are the loudest drivers; on the other hand, the thundering silence on issues related to the pathological colonisation of human lives emanating from such an instrumentalist focus demands to be addressed from a more critical standpoint. In general terms we claim that a fundamentally lifeworld process has been appropriated to suit system ends and then re-injected back into lifeworld lives with often pathological consequences. The commonality in managerialist, Foucauldian and Habermasian approaches is that each can be addressed from a relational perspective. Unsurprisingly, there are substantive differences. Managerialist discourse is largely individualist; Foucault dispenses with the individual entirely and addresses relations of power; Habermas also dispenses with methodological individualism and the philosophy of consciousness in moving to address communicative action and the relations between individuals as his point of departure. We, therefore, do not attempt any naïve logical synthesis here due to the incommensurable nature of these three world-views. We merely seek pragmatic, albeit critical, insights to counter-balance the recent managerialist appropriation of the social capital concept—which is fundamentally a potentially healthy lifeworld process as distinct from a latently strategic tool of capital accumulation.
USING BAYESIAN AGENTS TO ENABLE DISTRIBUTED NETWORK KNOWLEDGE: A CRITIQUE

Anet Potgieter*, Kurt April and Richard J. E. Cooke, University of Cape Town, South Africa.

RBT states that there are dynamic relationships between individual-resource interactions, which ultimately determine an organisation's global behaviour in its environment. When combining in idiosyncratic, functional ways to enable an organisation's global behaviour, we call them complementary resource combinations (CRCs), and socially complex resource combinations (SRC's) when referring to only the complex web of social interactions of these resources. Casual ambiguity refers to the inherent uncertainty when the global behaviour is both tangibly evident and known, but the way in which the unique local interactions between SRCs amongst themselves and the environment ultimately contribute to the global behaviour is often unclear.

Thus, in order to understand social complexity and causal ambiguity of an organization, the SRC's emergent behaviours and the causal local interactions must be observed over time, and the inter-relationships must be identified and made tangible.

In our research, we use simple agents to observe the local and global behaviours, to datamine the inter-relationships and to model the SRC’s. These agents are organized into two types of agencies: Bayesian agencies and competence agencies.

The Bayesian agencies are the observers – they collectively implement specialised, distributed Bayesian behaviour networks, which enable the agencies to collectively datamine relationships between emergent global behaviours and the local interactions that caused them to occur. The competence agencies are the actors – they use the beliefs of selected Bayesian agencies and perform dynamic network analysis. In dynamic network analysis, temporal data is used to predict changes that will occur in the SRC’s. Most importantly, the Bayesian agencies observe and mine temporal patterns in various metrics over time, and the competence agencies evolve the SRC’s.

Relationships discovered and maintained by Bayesian agencies and competence agencies are integrated into cutting-edge, resource-based topic maps (ISO 13250:2002), which provide a way of modelling the SRC’s.
LEADERSHIP COMPETENCE: A SOCIALLY NETWORKED PROCESS

Pieter Vermeulen*, Kurt April & Greet Lhermitte

No matter how strong their academic aptitude, no matter how supportive their family home, no matter how extensive their formal education, no business leader starts his / her career fully competent to lead a business corporation: they have a lot to learn. Earlier studies have shown that business leaders learn from experience, that they do so in often accidental and ad-hoc ways, that this required self-directed enquiry and reflection that ultimately led to sense-making within a particular social context, and that overcoming challenges and difficulties at work often trigger their self-generative learning capacities. Many studies in the management discipline have focused either on what it takes to be a business leader (normative) or what business leaders do (empirical), but little is known about the development of business leadership competence. This paper proposes that highly accomplished business leaders encounter specific ‘formative events’ throughout their career that play a central role in the development of their social identities, and their capacities to deal with change. Business leadership is all about dealing with change, and this provides opportunities for self-discovery, social learning and enables learning-to-learn agility. ‘Groundedness’ and ‘adaptability’ together are the secrets to business leadership success. These two qualities are characteristic of the outlook of all great business leaders, and are acquired during critical, perspective-changing incidents, often accompanying significant change, throughout their lives. This paper explores the conceptual roots of these concepts and shows that the life-stories of highly accomplished business leaders attest to them on every page.
SPACE + TIME IN ORGANIZATIONS (STREAM 24)

Convenors
Adrian Carr; University of Western Sydney, Australia.
Alexis Downs; St. Louis University, USA.
Philip Hancock, University of Warwick, UK.

Stream Description
Management and organization theory has a long history of recognizing space and time as significant resources. Frederick Taylor ('Speedy' Taylor, as some of us have dubbed him) immediately comes to mind in this context. Speedy Taylor viewed space and time as commodities factored into job design, organization processes and control mechanisms. In that era of 'Scientific Management', time and space existed within a broader framework in which epistemology was 'grounded' in the scientific method. As Lash and Urry (1994) suggest, clock-time was the modern organizing principle. Largely absent and certainly foreign to clock-time was any firm consideration of time and space as socially constructed.

Representative of late modernity, Giddens (1991) developed notions of time/space distanciation: i.e., the stretch of social practices over space and time. Telecommuters relying upon technological expert systems are distanced from social systems and follow subjective calendars. Just as technology constructs telecommuters, architecture and various spatial configurations construct the attitudes, values and beliefs of human subjects. In addition, time, physical objects and spatial configurations may be invested with emotional content and leave their traces within us. Thus, from the point of view of social construction, time and space become distinct from their measurement.

Despite their differences, the schools of scientific management and social construction explain time as continuous or interrupted, but still linear and, perhaps, laminar. On the other hand, theorists such as Michel Serres and Paul Virilio conjure alternative notions of time and space. Serres (1995) suggests that time is chaotic and turbulent. He notes that 'le temps' is the French word for both weather and time. For Serres, "time develops more like the flight of Verlaine's wasp than along a line, continuous or regularly broken by dialectical war" (1995, p. 65). Virilio turns his attention to the digital world and virtualized objects. For Virilio, as for Serres, the formation of the senses is critical.
CARVING OUT TIME AND SPACE IN THE MANAGERIAL UNIVERSITY

Gina Anderson, University of Western Sydney, Australia.

This article considers the ways in which changes to the management of universities have implications for the use, control, and mobilisation of time and space within them. It presents the views and perspectives of academic staff experiencing these changes, drawing from 27 interviews with academics from eight Australian universities, and a range of disciplinary backgrounds. In interpreting these implications I draw upon labour process perspectives, associated with critical approaches to the study of work and organizations. It is argued here that the ways in which academics conceptualise and use time and space reflect significantly different frames of reference and cultural formations from those employed by many other workers, and that the implications of these different orientations should be considered more comprehensively in the management of change within universities.
DESCRIPTION AND ASRIPTION IN RISK CAPITAL – THE PRACTICE OF CALCULATION AND THE APRÈS-COUP OF JUDGMENT

José Bertil González Guve, Royal Institute of Technology, Sweden.

Judging is what we do when the premises in a situation, as in this paper in the case of a Swedish VC-company judging a potential high-risk investment, are such that we cannot deduce from them which way to go next.

According to the psychoanalytical view of time found in the concept of “après-coup”, (“after-the-event”, my translation) time does not progress in a linear way but in a kind of backward loop. (Kay, 2003) Its crucial tense is the future perfect. For example a childhood experience will reveal itself to have been traumatic if it is reactivated as such. Après-coup does however not mean that the past does not determine the present – it does, but in a way that is itself over-determined by the present.

With empirical data from a case study of investment decisions in high-risk, high-tech projects, this paper argues that judging and the practice of calculation are best understood in un-linear terms, not only of time, but also of significance and understanding. In the case two hired expert consultants judge that the product to be developed has no commercial market. Another one says it is a potential top-of-the-line technology with great market potential. How do the VC-people make up their minds?

At some stage of the judgment process the investment manager will present the project to the board. The prepared presentation – i.e. the re-presentation of the project at hand – will be neatly dressed in the garment of calculative thinking. The figures representing the project will be analyzed, scrutinized and well argued. Calculation is however not an operation made with things already in place, but an activity by which things are constituted. Judging the project at hand – i.e. writing reports, calculating economical figures and ratios and making the case of a recommendation – is thus a case where describing and ascribing go hand in hand.

Heidegger (1994:34) noted that the wheel is determined by rotation and not rotation by the wheel. Kalthoff (2003) makes an analogous argument, saying that the calculation and its media of expression (e.g. mathematical signs, writing, grading etc) determine the economic risk – and, in doing so, the market, the business and the return.

Inspired in the après-coup view of time the paper distinguishes between two directions in the relationship between fact and judgment, between description and ascription. This should not be mistaken for the well-known rationalization of facts (e.g. Cyert and March, 1992), which implies that the fact occurs before the rationalizing, hence implying a linear view. Instead judging (i.e. the making up of ones mind without having the possibility of deducing) requires a leap (Glendinning, 1998) from doubt to judgment, a transformation enabling us to judge a totality in which our descriptions and ascriptions go hand in hand. Our judgments, as well as what strikes us as obvious, are not single propositions, but a whole. In Wittgenstein’s words “… a system in which consequences and premises give one another mutual support.” (Wittgenstein, 1969, § 142, Italics as in the original)
THE AESTHETIC MEDIATION OF ORGANIZATIONAL SPACE-TIME – A CRITICAL SEMIOTIC

Philip Hancock, The University of Warwick, UK.

The recognition that the aesthetic represents an integral aspect of everyday organization life has become increasingly widespread within certain quarters of the organization studies field. From the seminal work of Gagliardi (1990), through that of Strati (1990, 1992, 1996, 1999) and up to and including a range of edited and authored publications (Linstead and Höpfl 2000; Carr and Hancock., 2003) - as well as a number of international conferences and conference streams – our interest in the aesthetic has emerged as an almost inevitable evolution of our concerns about culture, emotion and the body as significant organizational phenomena.

In this paper, I critically explore the importance aesthetic representations of space/time play within a collection of visually orientated, expressive organisational artifacts, which are themselves structured in such a way as to pursue the conceptualization, realization and ultimately expression of a series of performatively constituted organizational identities. I argue that what emerges as notably characteristic of such material is an attempt to mediate experiential tensions engendered by the temporal and spatial instabilities of the everyday experience of life within modernity at the level of what the likes of Tedman (1999) has referred to as the aesthetic level of meaning.

Emergent from this is the proposition that such material can, in part, be understood to reflect a combination of several recurring generic themes (vitality, subordination, ephemerality and authenticity), each oriented towards a reconciliation of temporal and spatial experience within a framework that emplaces the redemptive role of organization within a broader cultural logic of productive angst. That is, located at a nexus point at which the tensions and contradictions of modernity’s ever quickening drive towards instantaneity – of the annihilation of space by time (Virilio, 1977) - corporate organizations are increasingly required to mediate potential ruptures between established natural and cultural rhythms of everyday life and, in doing so, offer an alternative space/time of respite and/or reconciliation.
TO HAVE TO HALVE TO HAVE: ‘BEING’ IN THE MIDDLE IN CHANGING TIME’S SPACE

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Adrian Carr; University of Western Sydney, Australia.

Today’s middle managers can act in ways to be promoted or to have more, if, while simultaneously serving self-interest, they also choose to serve both “tops and bottoms”. Consequently, middle managers need to be in constant temporal and spatial compromise: they must show multiple allegiances by maintaining diverse relationships while attending to task. Middle power decreases when perceptual boundaries become stonewalled to the extent that synchronistic consideration of other(s’) contextual spaces is eliminated. Without the desire to better invest through paradigmatic transformation, the middle manager is unable to become divested of ‘bad’ values, attitudes and beliefs, which therefore, impedes leadership toward the establishment of ‘good’ cultural norms. Privileged relationships can be diminished by learning to co-create negative capability so middle managers become less fearful of helping self and others rather than self or others. This passage through space and time occurs by continually moving through intermediaries to split differences between contraries or between master and slave. To survive in today’s organisations, middle managers need to be, synchronistically, masters and slaves. In post-modern parlance, being well in the middle is to do well as servant leader.

Psychodynamically, being and doing well in the middle entails continual moving away from modern times’ ‘bad’ ego defences toward post-modern times’ ‘good’ ego offences. This means enacting synchronous splitting of differences between the ‘bad’ and ‘good’ of self and others, because self and others are at the same time, ‘good’ and ‘bad’. However, lack of desire, anxiety, and or inability to do or to make these changes creates the post-modern mid-life crisis of stagnation. Ontological security is achieved by moving toward insecurity without becoming either secure or insecure - by achieving decentred centeredness. We are masters and slaves; leaders and servants and paradoxically, splitting is the means by which different personalities are able come together to share in servant leadership. The purpose of this paper is to explore the necessity to have to halve to have while being in the middle in changing time’s space.
THE (RE)PRODUCTION OF ORGANIZATIONAL TIME

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In recent years and months, the “everyday life” associated with procreation, reproduction and domesticity has become a political lightning rod for governments and organizations around the world. The domestic sphere, hitherto prohibited -- in effect relegated to virtual non-existence -- by the unrelenting demands of professional bureaucracy and competition, can no longer be ignored by the world of professional management as both men and women demand more respect from employers for their parental identities, familial responsibilities and individual needs for leisure and self-fulfilment.

The contemporary blurring of boundaries between professional and domestic work (resulting in rapid, radical and possibly permanent, changes in work structures and practices) represents a fascinating moment of enquiry for management theorists. The question is how we intend to re-produce time for ourselves as social, not merely -- or even — economic beings within an organizational context. In an era where the domestic sphere can no longer be ignored by dominant corporate and political discourses, there is still a silence around how organizations propose to deal with the effects of space/time configurations that have held workers in their grasp for well over half-a-century and are now woefully antiquated and unable to satisfy the modern worker. This paper is an address of, and to, that silence.

To clarify my arguments, I shall draw on the work of Henri Lefebvre -- his conceptualizations of the space-time matrix, I argue, are extremely relevant to current debates around the allocation and uses of contemporary “work” and "leisure" time. Even more importantly, his polemic may help us strategize our conceptions of space and time to ensure a new vision of “the future of work” in post-capitalist societies.
POLITICAL ECONOMY OF SENSES (FRAMES, MIRRORS AND WINDOWS OF ORGANIZING)

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Space and time are not objective “frames”, through which we experience and organize. They are ‘mirrors’ of our sensory organization of perception and expression manifesting the “distribution of the sensible” (Ranciere). They may become windows opening new forms of organizing and way of experiencing social interactions. In order to influence an open process of socialization and direct it into evolving organizational forms, critical management scholars should understand a political economy of the senses, which determine and constraint windows of experiential and organizational opportunity. Tracing political economy of senses in action allows to observe organized mobilization of emotions and gradual replacement of the Benthamian-Taylorian “Panopticum” with the neo-Platonian cave, whose walls are covered by flickering computer, television and mobile phone screens.

Socializing new members into organizations, replacing durable company loyalties with professional identities applicable in temporary projects and changing networks allows to stretch the limits of complexity and flexibility. Individuals have to “fit” more often and into more differentiated interactions, endowing them with meaning and generating enough trust and commitment to continue cooperation. Emotional and social imbalances created in this way are usually left out of the managerial and functionalist accounts of “change without pain”. Only indirectly can they be traced in “myths”, “stories”, “narratives” - the alternative narratives and microstories (Boje) as they are explored, exposed, framed. Political economy of senses should allow us, in its critical mode, to understand the framing and reframing. Are they “framed” by a despotic eye, which insists that “every picture tells a story” (Gabriel, Jay) and acquires a new source of power with the digitalized communications imposing virtual visual realities on individualized masses of communicators (Castells)?

Self-reflexive critical researchers navigate between mirrors of our past (long shadows of class inequalities) and windows of opportunities.
SPACING, TIMING AND ORGANISING

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Paolo Quattrone, University of Oxford, UK.

The emergence of various forms of constructivism has led to various theoretical problems. This includes the definition of the unit of analysis (e.g. ‘Individual’, ‘Organization’, and ‘Society’, ‘the Economic’ ‘the Social’, ‘the Natural’), the existence of such entities, issues of durability, and finally the explanatory role assigned to such categories in defining much of life. Within this discussion paper we wish to explore the notion of ‘organisation’ and ‘organizing’ from a perspective alternative to those prescribed by social constructivism. This will partly involve interrogating this definitional issue in relation to technologies and inscriptions that play a key role both in the ‘existence’ of organisations and yet allow their continuous change. What we need is a view of ‘organisation’ that is more than an abstract construction of the mind (a social construction) and less than a representation of a real object (almost as if it were a solid, physical entity), a different heuristic to which Latour (ad vocem) has given the name of organison. Tarde provides part of the solution by viewing everything as society (e.g. an atom, Microsoft, a fly, etc.), and by highlighting that not only do they need to repeat to exist, but also that to ‘exist is to differ’. What is required, however, is a more in-depth examination of the different ways id-entities repeat themselves into ‘existence’ and ‘difference’. In particular, we wish to focus on organison as a particular form of repetition and difference to explore if there are specific features involved in achieving ‘organizations’. This requires an understanding of how this is accomplished without too quickly reifying entities, and by also examining how this relates to the creation of spacings, timings and actings. For instance, how do organizations achieve a sense of durability in terms of ‘bigger’ and ‘longer lasting’, and how do certain techniques play a role in accelerating the stabilization of scripts that allows such an extension in spaces, times and actants (as such ‘extensions’ in space and time require a great deal of work and complex mediations).
HYPERMODERN ORGANIZATION AND ITS MANAGERIAL CONSEQUENCES: ENRON AS A PORTENT OF PAUL VIRILIO'S INTEGRAL ACCIDENT

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John Armitage, Northumbria University, UK.

The contemporary business environment is characterised by growing complexity and the intensification of competition as the forces of globalisation reach out across every region of the economic, political, social and cultural world. Alongside this is a growing demand for continuously improving business performance resulting from the increasingly short-term perspective of financial markets. The current era is consequently experiencing the pressure to accelerate business activity on a scale and at a pace never previously witnessed. Therefore, we argue that today’s business organizations may be characterised as hypermodern organizations, or organizations predicated on the need for excessive speed.

Indeed, in response to the current business environment, managers are adopting hypermodern practices characterised by a relentless and progressively more frantic search for new and highly profitable ideas. Hence they recruit highly talented and motivated individuals to develop innovative profit opportunities and employ management consultants to discover and implement new organizational knowledge, all with a view to meeting the demands of accelerated environmental conditions. In this paper we explore the hypermodern organization with a focus on the speed at which management techniques and practices are evolving. Moreover, through an examination of the rise and fall of Enron, the American, Houston-based, energy company, we evaluate the need for speed and its managerial consequences.

The paper thus explores the concept of hypermodern organization through an examination of the increasing speed through which new managerial techniques and practices are created, adopted and abandoned. The consequences of this continuous and accelerating cycle of change on the development of business organizations are considered through the lens of the French social theorist Paul Virilio’s writings on speed. In particular, we consider Virilio’s concept of the ‘integral accident’, which Virilio associates with excessive speed in contemporary society, in the context of the business organization. Through an analysis of Enron’s demise we show how this catastrophe can be conceived of as a portent of the integral accident and reveal the value of Virilio’s work to an appreciation of the contemporary business environment.
TIME THIEVES AND SPACE(S) INVADERS: TECHNOLOGY, WORK AND THE ORGANISATION

Ian Towers*, Linda Duxbury and John Thomas, Carleton University, Canada.

My baby takes the morning train
He works from nine till five and then
He takes another home again
To find me waitin' for him¹

The walls of the office are no longer strong enough to contain the artefacts of Information Technology. The technological chains which once bound office workers to the desk have been broken. Whereas white collar/knowledge workers who wanted to tell the time while they were working needed to look only at the clock on the office wall, they now have to look at clocks in restaurants, airports and the kitchen wall. 9-to-5 has been replaced by 24/7. Sheena Easton’s song would now probably be on the lines of:

My baby takes the morning train
He checks e-mail and talks to Spain
He works from nine till five (if he’s lucky) and then
He comes home and talks to Spain again
And finds me not waitin’ for him
While he does his e-mail and writes that report for Tim
Because I am usin’ my BlackBerry down at the gym

The work organisation exists wherever and whenever an item of mobile technology is being used for work. The territories of office work are being extended in the dimensions of time and space, and so are the boundaries of the organisation. In this study we address the following questions: Is work technology a thief of time, and if so, how? Is the employer the fence? Are there any anti-theft devices? Is there a barrier to protect against invaders of (private) space? Is there an effective alarm system? We report on a case study where we investigate how white collar workers negotiate the shifting borders of the organisation. We look at how staff use certain technological tools outside the office, how this affects their work, their relationship with the organisation and their private lives. We discuss strategies they employ to deal with the blurring of temporal and spatial work and non-work boundaries, which is caused by the spatial and temporal expansion of the organisation. This paper combines empirical material from a large case study with theoretical discussion of the findings.

Notes
1. From the 1981 song Morning Train (Nine to Five), performed by Sheena Easton
METAPHORICAL MEDIATION OF ORGANISATIONAL CHANGE ACROSS SPACE AND TIME

Jeff Waistell, Open University Business School, UK.

This study shows how metaphors mediate organisational change across space and time. There is a review of the management literature on space and time and a philosophical framework developed from the literature on postmodernism, hermeneutics and metaphor. The data consists of 113 speeches by Vice Chancellors of a distance learning University, recorded in texts. Texts are apposite for this research as they transmit meaning across time and space. Hermeneutics is an appropriate methodology because it enables interpretation across temporal and spatial distance. This research shows that textual metaphors mediate change across space and time in five ways: transferring from familiarity to strangeness, providing coherence across space and time, decontextualisation and recontextualisation, 'breaking distance', and changing reality through changing language. The practical implications are that metaphors enable managers to communicate change across time and space, and help staff accept it by simultaneously mediating continuity and change. Textual metaphors are continuously available and interactive, enabling dialogue between managers and staff across time and space. The research limitations are the focus on formal organisational texts and exclusion of informal texts and conversation. Furthermore, the focus on textual metaphors means that change outcomes are not studied; there should be further research on how metaphors affect change over time and space. This paper is original in showing how metaphors mediate change across both space and time. Metaphors translate the organisation across distance, fusing spatial and temporal horizons, effecting organisational change by changing language. The organisation becomes a metaphor of itself, recontextualising across time and space.
STRATEGY: POWER AND POLITICS (STREAM 25)

Convenors
David Levy, University of Massachusetts, USA.
Steven Phelan, University of Nevada, USA.
Kate Kearins; Auckland University of Technology, New Zealand.
Lorraine McKechnie, Caledonian Business School, UK.
Glenn Morgan, Warwick University, UK.

Stream Description
This stream invites papers that develop critical approaches to the study of strategy. In particular, papers are welcome that investigate the relationship between strategy, power, and politics, both internally within an organization, and its relation to the external world. One approach might be to investigate critically the assumptions and discourse of strategy, in order to understand the social processes whereby 'strategists' and 'strategic projects' attain privileged status. Another approach might be to examine the political economy of strategic behavior, for example, to develop a critical understanding of the tactics and distributional outcomes of corporate political strategy.

Peter Ackers, Loughborough University, UK.

Sometime during the summer of 1949 Hugh Clegg first met Allan Flanders, who had arrived at Oxford to take up the post of Senior Lecturer in Industrial Relations (IR) from the start of the Michaelmas term. For the next twenty years, their partnership shaped the development of a peculiarly English and Oxford IR paradigm. Flanders tends to be feted as the ‘theorist’ within this joint project, much as Beatrice drove the project of the Webbs. John Kelly (2004) has described Flanders as a ‘much more powerful intellectual figure’. Clegg is positioned, in contrast, as the empirical cart-horse, who manned the public enquires and built the academic institutions through which Flanders’ ideas could flow. This is how Clegg, in his modesty, often presents the partnership. ‘He was more of a theorist, and he was a slow worker, and a bit of a perfectionist, whereas I’m a fast workers and more slapdash’. [ii] Yet Clegg’s own academic output was prodigious, compared to Flanders’ relatively slight oeuvre, and it began before Flanders entered the scene, continued long after his death, while much of it was written and researched with only slight reference to his partner. Moreover, by 1949 Clegg was already established as a Fellow in Industrial Relations at Nuffield College, with almost three decades of learning and experience behind him. Within a year he had published two monographs, which established his approach to industrial relations.

This essay questions three central and interlinked assumptions that surround the IR legacy of Hugh Clegg: The first is that Clegg, throughout his academic career, was primarily an empiricist who left theoretical work to others and largely drew on concepts that he borrowed from them. This view is almost universally held, even among his closest admirers. The second is that Flanders was the theorist in the partnership and the main source of the concepts that Clegg developed in his empirical studies. This reading is probably just as widespread. The third is that Flanders and Clegg’s creation, British IR pluralism (as opposed to just American) was a direct product of Cold War Anti-Communism. This links to the first and second propositions, by assuming that the intellectual driving force of the new paradigm was Flanders and by demonstrating that anti-Communism was his driving obsession. Kelly (1999a, 1999b) has persuasively made this case for Flanders. His image of Flanders can itself be questioned, as can the notion that Flanders’s political ideology is the golden key that unlocks the entire paradigm. Below I strive to restore Clegg as an independent intellectual agent in the construction of IR pluralism: a man who (1) made his own early seminal theoretical contribution; with (2) little aid from Flanders; and (3) drew on his own rich political and ideological background and academic influences.

Notes

[i] This article follows one central theme of Clegg’s work during the Nuffield, Oxford, hence the dating. There will be a separate treatments of (1) his applied research and public policy role which transcends this period and ran until 1981, as of (2) his historical work, which was there at the beginning of his academic career, took a back seat during the Warwick years and was the preoccupation of his retirement.

[ii] ‘Hugh Clegg; Confidential Discussion with Brian Harrison on 29 Sept 1987 at 7, Nash Square, Regency Drive, Kenilworth, Warwicks CV8 1JE [incorporating his subsequent corrections]. Henceforth Harrison interview, p.5
CSR AND STRATEGIC MANAGEMENT: THE PROSPECTS FOR CONVERGING DISCOURSES

Simon Brooks* and Paul Thomas, University of Glamorgan, UK.

The notion of sustainability will have particular meanings in a debate on corporate social responsibility (CSR) but to a strategist the word ‘sustainable’ is most closely associated with the words ‘competitive advantage’. Indeed strategy and strategic management could be summed up as the pursuit of ‘sustainable competitive advantage’ for organisations. The prospects for convergence of these constructs in the strategy literature is of interest as the indications from the CSR debate so far show that CSR tends to be considered within particular academic silos, although as papers such as Chapple et al (2003) demonstrate, there is welcome debate about the prospects for a multidisciplinary approach to the topic.

This paper proposes that CSR should be considered as a strategically important concept for organisations, in other words at the level of the business or the whole organisation, and that thinking about CSR as a strategic issue will aid the development of multidisciplinary perspectives on the subject. There is some evidence of writing on CSR and its impact on strategy (see for example: Burke and Logsdon, 1996; Porter and Kramer, 2002; Husted, 2003), although these should not be confused with attempts to link proxy measures for CSR with narrow conceptions of strategic success such as financial performance or short term shareholder added value (see Balabanis et al 1998, for a fuller treatment of this issue).

Why should CSR be a strategic matter? At a fundamental level, CSR relates to strategic intent, in other words what is the organisational purpose or mission? Corporate social responsibility questions the very purpose of organisations, effectively asking who benefits from organisational activities. However, there have been a range of developments in the strategy discourse that suggest possibilities for a partial convergence with the discourse of CSR.
STRATEGY UNDER THE ‘MACRO-SCOPE’: FURTHER EDUCATION COLLEGE STRATEGIES IN CONTEXT AND THE COMMENSURABILITY OF DIFFERENT RESEARCH APPROACHES.

Neil Clarke, University of Lancaster, UK.

The paper derives from current research into the links between the performance of English Further Education (FE) colleges and the development and implementation of their strategic plans and orientations, and has two objectives: to argue the case for adopting a broad analytical perspective on these substantive matters; and to discuss some related, reflexive matters, namely the use and value of theoretical perspectives and methodologies sometimes thought incommensurable or at least as “odd bedfellows”. The paper sets out a comprehensive, realistic and critical sociological understanding of some of the key historic, economic, ideological and societal factors of potential influence on, or otherwise of interest to FE colleges and their strategists, in order to develop some ‘middle range theories’ (cf Merton, 1968) concerning the likely influence of these factors on these interests, and the ‘points of contact’ (cf Layder, 1997) between them. Taking the context seriously in this way could mark out this approach as characteristically critical realist, for it is such researchers and scholars that have most recently and cogently articulated the need for such seriousness (Stones, 1996; Pawson and Tilley, 1997). However, in that the author is also appreciative of the sometimes highly symbolic or even theatrical aspects to any presentation of any given college’s ‘performance’ and its strategies, and to the work the latter are deemed to guide, it can be seen that such an ascription needs to be augmented by the addition of social constructionist thinking, particularly of the symbolic interactionist stripe (cf Goffman) – a mix of theoretical and methodological approaches debated previously within the strategy literature (Mir and Watson, 2000; Kwan and Tsang, 2001). In the light of this debate and in reference to some of the projects findings, the key aspects to and the proposed benefits associated with this arguably hybridised methodological approach are outlined.
ORGANISATIONAL CHANGE AND LEARNING PROMPTED BY NGO CAMPAIGNS

John Coopey* and John Burgoyne, Lancaster University, UK.

This paper theorises and evidences exchange between NGOs and companies. NGOs politically challenge companies in the global economy and society.

Unlike inter-organisational learning in industrial networks, the contestation is between different ethical entities. NGOs champion welfare neglected by the market whereas companies are charged with pursuing shareholder interest. NGO’s press companies to include in their balance sheet the costs imposed by their transactions on those who are not party to them.

Unitary values are not dominant among corporate employees who are open to wide-ranging social and political discourses and decision options.

NGOs act at institutional and employee levels. Institutionally they work with governments, funders, professional, trade associations. Simultaneously they deal with managers and employees.

Critical to company penetration are tempered radicals (Meyerson and Scully1995), ‘who do not easily fit within the dominant cultures of their organisations or professions ... [but] can behave as productive members’ (p. 586). Occupying this ‘no-man-land’, with role ambiguity and identity threat, tempered radicals affiliate with like-minded others.

This creates 'communities-of-practice' acting for organisational innovation (Brown and Duguid, 1991). We call them 'communities-of-values', translating external to internal 'business' language. This avoids co-option and safeguards the use of multiple languages with multiple constituencies.

A community-of-values imports a wider view, including NGO proposals, so colleagues look beyond morally limited conceptions in resolving issues outside normal business canons.

Reference


COMPETITOR ANALYSIS: EMPATHY AND IMAGINATION

Matthew Eriksen*, U.S. Coast Guard Academy, USA.
Sanjiv S. Dugal, University of Rhode Island, USA.

Although strategic management theorists have created perspectives other than the Classical perspective that is based on Modernist assumptions, United States business schools remain wedded to this single approach. We will examine some of the consequences to the Classical perspective being taught as the only perspective to strategic management in most U.S. business schools – this practice is spreading to business schools outside the U.S. This paper is concerned with the limitations of Classical perspective to strategic management. Specifically, we will concern ourselves with competitor analysis and the place of empathy and imagination in this process. Empathy and imagination are not necessary to effective employment of the Classical perspective to strategic management. In fact, empathy and imagination are considered illegitimate under the Classical perspective due to their subjective nature. We will try to divine why, paradoxically, the employment of the Classical perspective, although not the most universally effective perspective, may be sufficient when competing within U.S. markets or in other Western markets but that employing this approach in international markets, especially in the East, becomes problematic. In these markets, the employment of the Systemic perspective is more effective and it suggests that the development of strategic managers’ skills of empathy and imagination are crucial to effective competitor analysis.
ENVIRONMENTAL ANALYSIS: A SOCIAL CONSTRUCTIVIST PERSPECTIVE

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Sanjiv S. Dugal, University of Rhode Island, USA.

The academic field of strategic management has developed through the taken-for-granted assumption of modernism (Cummings, 15). This paper offers an alternative frame of reference through which to conceive an organization’s context. This frame of reference is social constructivism.

This paper will examine the effects of utilizing a modernism frame of reference to understand the nature of organization’s context and provide an alternative understanding based on the assumptions of social constructivism. The understandings these two different views provide are most clearly understood within the context of an emerging industry. In addition to examining the effect of employing these different assumptions to emerging industries, we will examine the effects in mature industries.

We begin the article by talking about the two experiences that were the impetus for this article: the viewing of the documentary film The Fog of War: Eleven Lessons form the Life of Roberts S. McNamara and from a talk by Admiral James Loy Undersecretary, United States Department of Homeland Security (these will be developed in the paper).

On September 15, 2004, Undersecretary of the United States Department of Homeland Security talked to the Officer’s Association luncheon at the U.S. Coast Guard Academy. The main challenge that Department of Homeland Security is facing was how to obtain domain awareness. The frame of reference used to conceive the environment during, for example, communism is no longer valid – they know longer make sense. Where the domain exists is in the unfolding actions of the terrorists and our reactions. Thus, we need to understand how the terrorists think about the world and themselves and how this manifests itself into action.

References
MEETINGS AS STRATEGIZING EPISODES IN THE BECOMING OF ORGANIZATIONAL STRATEGY

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David Seidl

Despite their pervasiveness and significance in organisational life meetings have received comparatively little serious academic attention as organisational phenomena. Even those few studies that have discussed the organizational role of meetings (e.g. Schwartzman, 1987; 1989; Huff, 1988; Weick, 1995) have remained rather vague on the ways that meetings come about, how the ongoing processes outside the meeting influence the processes within, and what impacts meetings have on the organisational processes. In this paper we maintain that a study of meetings as strategizing episodes can add to our understanding organizational strategy as a process of becoming.

Meetings are particularly conspicuous in the strategy process. They are scheduled on a regular basis, being part of the stabilizing of strategy, for example in the strategic planning cycle. However, they are also turned to during critical strategic incidents, calling forth a meeting whenever an important strategic issue arises. Meetings can thus be understood as focal points for the strategic activities of organisational members, inherently associated with the stabilizing of strategy into recurrent patterns but also its evolution during times of crisis or change.

Drawing on the conceptualisation of meetings as episodes in the flow of organisational activities (Hendry and Seidl, 2003) and based on empirical data of 51 strategic-level meeting observations, this paper elucidates the episodic nature of strategic meetings in shaping organizational strategy. In line with the concept of strategy as an ongoing flow of organizational activity (Jarzabkowski, 2005; Johnson et al, 2003; Spender, 1995) our study is based on an ontology of 'becoming' rather than an ontology of 'being' (Luhmann, 2000; Sztompka, 1991; Tsoukas and Chia, 2002). Accordingly we start from the assumption that 'stabilities' in the social world cannot be taken for granted but need to be explained as particular achievements (Chia, 1999). In this sense we will equally focus on meetings as episodes in stabilizing strategy as well as its change.

The paper is in four sections. First we outline our perspective on organisational strategy as a process of 'becoming' and the concept of strategy meetings as episodes within that becoming. Second, the methodology is laid out. Third, our empirical material of 51 strategic-level meeting observations is presented and analysed with regard to its implications for strategic stability and change. Finally, the paper concludes with a discussion of the findings and their contributions.
STRATEGIES OF POWER: A CRITICAL REENGAGEMENT WITH STRATEGIC PRACTICE

David L. Levy, University of Massachusetts, Boston, USA.

The limited critical writing on strategic management has tended to emphasize the discursive and constitutive power of the language of ‘strategy’ in constructing certain problems as ‘strategic’ and privileging particular personnel as ‘strategic managers’. These critical approaches are limited by a lack of concern with the practice and content of strategy. This paper takes a contrary position, and argues that the ‘practices of strategy’ do have critical import. Understanding the nature of these strategies not only informs a deeper understanding of the political nature of corporate activities and their embeddedness in broader relations of power, but it also suggests how subordinate groups might challenge these relations of power.

This paper highlights the political nature of strategic practice and refocuses attention on the content and effects of strategy. It recovers and elaborates a strategic concept of power, drawing from the work of Gramsci, Machiavelli, and other sources, and demonstrates its relevance in contemporary economic, environmental, and social struggles. In particular, strategic power is relevant in considering how actors attempt to construct and defend a set of social and economic structures and relationships. Gramsci’s notion of hegemony is used to conceptualize the contingent stabilization of such systems, and it is argued that the concept can be applied at the level of industries and issues.

Strategy, from this perspective, is much more than a rhetorical device to preserve executive privileges and define which tasks are important; rather, strategy is a facet of power that is exercised through the deployment and coordination of material, discursive, and organizational resources. The effective practice of strategy enables organizations to navigate through the complex and dynamic terrain of economic and political formations, but also to transform the structures in which they are embedded. More fundamentally, the concept of hegemony, in the sense of a complex social order stabilized through a balance of forces, suggests a rich notion of power that has both structural and strategic dimensions. It is a conception of power that envisages agents located, constrained, and constituted within broader economic and political structures, yet with sufficient autonomy to analyze and intervene in these structures. Moreover, it facilitates the development of a critical, emancipatory concept of power in which actors who are disadvantaged in terms of formal positional authority or financial and military resources can act strategically to change these conditions.
REORGANIZING MODERNITY

Eamonn Molloy, University of Oxford, UK

John Law's seminal texts 'Organizing Modernity' (1994) rejected the idea of a single modernist social order and proposed that there is only materially heterogeneous ordering. In the context of organisation theory, Weick and Quinn (1999) echo this proposal arguing for a vocabulary shift from 'change' to 'changing'. Pressing the conceptual implications of this turn further, Tsoukas and Chia (2002) call for a conceptual shift from 'organisations' to 'organisational becoming'. This animation of orderly concepts is anchored in commitments to question the hierarchical, unequal and oppressive consequences of modernity. Yet, if there was ever a consistent concept defining modernity, it must have been the idea of change, expressed through the driving narrative of post-enlightenment progress. Evidence from surveys and case studies of reorganization practices in the 'Organising for Success' research project with Richard Whittington, suggests a potential challenge to post-modern theories of organizational change. Not only is explicit organizational change conducted in an ordered manner, but organising the work of organising – in other words, organisation - is also orderly. From this perspective, change is what modernists do.
A PROPAGANDA MODEL OF BUSINESS SCHOOL BEHAVIOR

Steven E. Phelan, University of Nevada Las Vegas, USA.

This paper draws examples from strategic management, entrepreneurship, and marketing to indicate that business school academics engage in a range of behaviors that filter reality in ways that promote (or shield) corporate interests. A variation on Hermann and Chomsky’s propaganda model is used to explain the apparent self-censorship of business school academics. Five factors are identified that act to de-radicalize business school output, namely career path concerns, compensation, recruitment and endowment issues, advisory boards, and data sourcing. The implications and limitations of the model are then discussed.
STRATEGY, THE PATH OF HISTORY AND SOCIAL EVOLUTION

Carl Henning Reschke, University of Witten/Herdecke, Germany.

Critical theory as well as as its intellectual precursors in the social sciences are interwoven with an evolutionary view on societal development. In contrast, the process of social evolution has been seen rather critical in the economic branch of social science. In this paper I want to show that an evolutionary approach to economic areas, such as strategy, is useful. An evolutionary approach to strategy can build on the knowledge developed in ecology and evolutionary theory. It permits to transfer knowledge of processes, patterns and mechanisms associated with specific situations to social sciences, which can be used to make more enlightened choices and judgements. This transfer requires justification, of course. It can be justified by pointing out the similarities and differences between social and economic evolution. Social evolution has to be seen as equivalent to a learning process that is rooted in the changes in mental representations of actors. Given this epistemological view of social evolution, we can argue for an analogous role of psycho-social 'replicators', the human and social 'units of evolution', to biological replicators can play. Differences lie for instance in the different feedback from variation to 'new generations', which is usually meant when speaking of Lamarckian evolution. I describe a model that can describe the process of competitive interaction as an evolutionary process. This model is based on a dichotomy between real variables and perception of actors. The ‘problems’ that arise in this setting give rise to the opportunities for strategy-making.

The paper is outlined as follows: In the first section I describe the connection between social thinkers and evolution. Interestingly, there is a link between these thinkers and the genealogy of critical theory, e.g. in Hegel and Marx. In the second section, I describe social evolution and justify the transfer of biological models to the domain of social sciences. In the fourth section, I describe the model and in the fifth section I link back the characteristics arising from the dualistic nature to critical theory.
IS THERE SPACE FOR STRATEGY IN THE RESEARCH AGENDA OF CRITICAL MANAGEMENT SCHOLARS?

Raffaele Rufo, University of Melbourne, Australia.

Strategy has been traditionally represented by critical scholars as the exercise of power through a system of ideological practices. Studies in organizational communication have then developed a more applied understanding of how strategic story-telling works as a rhetorical device to legitimize sectional interests. It was assumed that an objective reality exists outside the strategy-making sphere, that can purposefully and coherently be represented to reproduce power structures.

Recent works inspired by poststructuralism have questioned the overarching function of ideology in power relations. Power is re-defined as a peripheral field of relational activities in which organizational members produce their subjectivity. Subjects cannot step outside organizational reality to shape its representation or act directly upon it to their own interest. This rational/monolithic approach to strategy is not well equipped to contribute to this debate.

The paper evaluates the contribution of the newly-developed image of strategy as a discursive practice that exerts power/knowledge and disciplinary effects on organizational subjects. It also considers the novel studies of resistance that dispute the pervasiveness of these effects. It is argued that, if power is a strategic field of actions, then all subjects can, at least in potentia, strategize their resistance. The emancipatory potential of strategy has thus not yet been fully explored.

To strategize resistance means to resist intentionally and implies becoming aware of the reason to resist and the potential effect of resisting practices on the broader organizational systems of meaning. Intentionality develops in the struggle for subjectivity and requires the subject's knowledgeable reflection on it. This reflection is not informed exclusively by the need to secure a socially valued sense of self but also by a personally contested image of what "ought to be". This precarious image rests on the materiality that each subject brings to the struggle: its thoughts, feelings, aspirations and perceptions.
STRATEGIC PRACTICE AND RESEARCHING ‘THE EVERYDAY’

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At the close of an ethnographic/ethnomethodological study I sought to re-emphasize a simple but essential point:

"when I turned to actual strategic practice what I saw were embodied, emotional and moral human beings talking to each other" (Samra-Fredericks, 2003a: 169).

What I most often saw (and recorded) were strategists/managerial elites' talking their way through the day and as they talked, they also breathed life (ibid) into those familiar objects/artifacts such as documents/policies (constituted from prior talk-based routines) and made them meaningful for their present purposes alongside their scribbles on whiteboards or the numerous charts/diagrams displayed on their laptops and so on. In so doing, they also observed/invoked and hence 'talked into being' (Heritage, 1987) a historically and culturally derived configuration of an economic, legal, political, social/moral order. Today we are witnessing growing 'calls' to turn to close scrutiny of what strategists actually 'do' alongside much welcomed references to a need to turn to 'ethnography' and ethnomethodology (e.g., Clegg et al, 2004; Clark, 2004) to prise open practice to fine-grained analysis. Initially conceived in the mid-1980s, my research effort has revolved around what managerial elites/strategists do and how they do it during their everyday and naturally occurring talk-in-interaction: that is, their routine constitution of tasks (shaping strategic direction), self (identity as strategist/managerial elite) and; that entity known as 'organization' or those 'order(s)' noted above. In my case, it also necessitated drawing upon a range of seminal accounts within the micro-sociological and ethnomethodological traditions (e.g., by Garfinkel, Goffman, Sacks). This research approach and intellectual infrastructure also uniquely displaces accounts of a neutral, rational or objective notion of strategic/management practice alongside revealing why prescription around skills and/or employment of 'bodies of knowledge' for effective practice is problematic (see Ezzamel and Willmott's critique, 2004; Samra-Fredericks, 1996, 2003b). Furthermore, it is also hard to side-step the initial 'gauntlet' thrown down by Knights and Morgan's (1991) seminal contribution if we are interested in strategic practice and a critical perspective.

While taking up the empirical and analytical challenge which Knights and Morgan's paper gave rise to was purposefully set aside in my earlier efforts, what was discernable from having observed/recorded/transcribed and subjected to fine-grained analyses of strategists-at-work were glimpses of their 'real-time' exercise of power where, for example, masculine notions of practice 'seeped into' the interpersonal domain through metaphor use and displays of particular 'types' of emotions thereby assisting assembly of identity (for some members) (Samra-Fredericks, 1996, 2003a, 2004). Indeed, if we take one aspect of critically informed scholarship to be a concern with how meanings are 'fixed' (to advantage) and hence how power is exercised (Mumby, 2001) or, aim to explore the 'micro-practices of closure' (Deetz, 1999), then undertaking such talk-based ethnographies are one crucial first step. Only then can we render to close inspection how that 'capillary' image of power relations (from Foucault, in Deetz and Mumby, 1995) is routinely constituted. It is also one basis for displacing management education which focuses on functional and technical skills while neglecting the 'social, moral, political and ideological ingredients of managerial work' (Reed and Anthony, 1992). We cannot avoid these ingredients when we move close to strategic and management practice. Why? Because we are dealing with human beings.
A CULTURAL POLITICAL ECONOMY OF BUSINESS STRATEGY IN A DEVELOPING COUNTRY CONTEXT - THE CASE OF THE SRI LANKAN TEA INDUSTRY

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Donald Cameron, The University of Queensland, Australia.

This paper contributes to the development of a critical understanding of business strategy of the Sri Lankan tea industry within broader socio-cultural politico-economy perspective. The broader insight coming from this thesis will enhance the understanding of the stakeholders of the industry particularly the plantation managers, policy makers, and funding and training agencies to develop more realistic and context sensitive business strategies and management practices for the development of industry.

The Sri Lankan tea plantation sector rests on the fact that in its historical context and the present set of issues. It is a rich and peculiar case study capable of shedding some light on the ongoing debates in methodology, theory, and their practice in the arena of strategic management. The Western/Northern business strategy is conventionally developed and practiced within organizational process. Strategy ideology and managerialist perspective promise to bring success through improving competitiveness of such organizations or industries. Therefore, it is significant to assess the validity of applicability of this perspective for the tea industry in Sri Lanka.

Therefore, the main puzzle of this thesis is to critically examine the applicability of the Western/Northern business strategy ideology and approaches to the Sri Lankan tea industry, particularly tea plantation companies. This thesis therefore provides a critical analysis of the Western/Northern business strategy ideology and mainstream perspectives, which are dominant in decision-making process in Sri Lanka.

The overall purpose of the study is to understand the origin of the mainstream strategy ideology and managerialist perspective developed in the West. This thesis therefore examines inherited problems with lack of critical reflexivity of the Western/Northern strategy perspective which limit its applicability in understanding the Sri Lankan tea industry context where broader and direct socio-cultural and political interactions and power relations are important component of the business strategy decision-making process.
TALK AND TEXT: RHETORIC, REALITY AND RESEARCH (STREAM 26)

Convenors
Ann L. Cunliffe; University of New Mexico, USA.
Jeanie M. Forray; Western New England College, USA.
Cliff Oswick; University of Leicester, UK.

Stream Description
This conference stream invites papers and interactive sessions from those wishing to explore, in a critical way, the relationship between language, reality, and research.

Recent debates in Organization Studies raise questions about the nature of language, moving its role from a taken-for-granted periphery to a problematic centre. Postmodern, poststructural, and social constructionist scholars are amongst those seeking to replace notions of language as a means of representing an external reality, with notions of language as constituting reality. Language is viewed in a multiplicity of ways, as eliding, evoking, literal, metaphoric, rhetorical, a ‘game’, dramatic, poetic, unstable, transparent, creative … all bringing the complexities and uncertainties of language to the fore. Such views have had far reaching implications for the way we conceptualize and thus research organizational life. If we accept that we cannot step outside language to explain our experience – that the very act of speaking and explaining give order to experience – then how can we possibly hope to say anything meaningful about the management of organizations?

Organization theorists employing a linguistic perspective address this question by taking a wide variety of theoretical and analytical approaches, from interpretive analyses of the variety of implicit meanings in discourse, to poststructuralist analyses of the instability of text, and postmodern analyses of discourse as a process of discipline and control. What ties these research streams together is their underlying sensitivity to a relationship between language and reality and an ongoing effort to re-present organizations and organizing through this link. In this stream, we will continue these conversations.

We are interested in papers, panels, or interactive sessions that explore the philosophical, theoretical, and practical aspects of linguistic approaches to conceptualizing, researching, and managing organizations. We encourage the submission of interdisciplinary or multidisciplinary papers (i.e. from communications, poststructuralism, sociology, psychology, education, organization studies, philosophy, public administration, political science, and other cognate areas). Papers may also explore the ontological, epistemological, and/or methodological aspects of language from a variety of perspectives, including; semiotic, discursive, textual, ethnomethodological, deconstructive, narrative, and poetic.
EXPLORING THE ROLE OF 'THE EMPIRICAL': FICTITIOUS REALISM IN CRITICAL MANAGEMENT STUDIES

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The status of empirical material is indeed an evergreen issue in social scientific research, management studies – critical as well as 'non-critical' such – included. Stemming from Hellenic thinker Sextus Empiricus, eagerly stressing the necessity to focus our attention to the various appearances of the world that constitute the stream of our experiences, the notion of 'empirical studies' connotes in its most general and literal sense an emphasis upon sense data as the main source of knowledge. As an empirical discipline – in contrast to purely metaphysical ones – management researchers are inevitably forced to relate to, use or challenge empirical representations of management reality.

As for critical management studies (CMS), the role and function of empirical material becomes even more an urgent question. This paper is an attempt to address and discuss this issue in a mode that takes seriously what can be regarded as the unique task underpinning CMS, i.e. that of challenging, opening up and disclosing frozen conceptions of reality – all in the name of emancipation. We argue in this paper that such a task produces a set of special demands on the empirical material and its relation to theorizing, demands that transcend the function of correspondence.

In order to profoundly problematise the role of 'the empirical' within CMS we are in this paper suggesting the incorporation of a notion of fictitious realism into the methodological discourse. 'Fictitious realism' intends to connote the twilight zone wherein 'reality' meets 'fiction' in empirical accounts. In acknowledging the fictional aspects of empirical texts, the emphasis is shifted, from the text's link to 'reality', to its potential effects.

In the paper we explore and elaborate upon 'fictitious realism' and discuss the various opportunities as well as challenges it offers the critical management researcher. We furthermore propose some ideas as to the possibilities of using, what in an empiricist tradition of thought would be labeled as, 'simulated' empirical material as well as fictional artifacts (books, movies, art) as fruitful empirical material in the CMS-project. The text, its production/consumption, and its role in the emancipatory project are at the core of fictitious realism. By means of exploring and discussing the role of empirical material in CMS, we hope to contribute to a broader and more reflexive notion of 'the empirical' within the field.
RESEARCHING TALK: UNCOVERING CRITICAL REFLECTION IN MANAGEMENT LEARNING

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Debates in Critical Management are often focused on issues of power and control in corporate settings; a great deal of work undertaken under the CMS banner is distinctly anti-managerialist in nature. In this paper, we divert from this agenda by exploring how a greater understanding of critical reflection can help improve and support managerial practice in small firms. In so doing, we add to the growing debate about the nature of learning in the small firm and offer understandings which both add to the literature and the managers themselves and by so doing bring about real change as opposed to merely offering observations; an approach which resonate with recent calls to close the gap between management research and practice (e.g. Starbuck, 2004).

The methodological approaches used to both collect and analyse our data include elements of Critical Discourse Analysis (Fairclough, 1995) and Social Poetics (Cunliffe, 2002). The paper explains how these approaches have been deployed so that managers are placed in the centre of the research process. Such an approach offers maximum benefit for them as they struggle with their day to day problems. But it also enables us to gain an understanding of their views they hold, how they were formed and how they change. The settings examined are a number of learning 'sets'. Observation and interviews were carried out during a large-scale, government funded project in the Northwest of England. Findings from five of sixteen interviews are presented; early indications suggest the value of peer critique and shared introspection profoundly affects managers' behaviour.

We see managers as 'practical authors' (Shotter and Cunliffe, 2003) who deal with complex concepts using language that makes sense for them. Consequently, our research approach reflects the jointly constructed nature of outcomes and findings. By this we don't mean to imply that our research is not underpinned and guided by the ideas of management theorists and philosophers but rather that we are conscious that these cannot be offered as recipes for success for small businesses but as tools and techniques for critical reflection and useful action.

References


LANGUAGE AS A LIMITATION TO THE INVESTIGATION OF ORGANIZATIONS

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Organization scholars seldom turn the lens through which they study the communication practices of others upon themselves. Consequently, this study examined how scholars in organizational communication studies, a subfield of communication studies, constitute a relation of ontological complicity with their subfield through textwork. Data were constructed by interviewing twelve scholars about their textualization practices, archiving their publications, and textualizing reflections on the textwork performed to accomplish this study. Analysis indicated that these scholars constitute their complicity through textwork-games which enable them to legitimize their (1) expressive interests within organizational communication studies, (2) expressive interests within other fields, and (3) practice of research. Subsequent discussion of these games generated useful implications for rethinking the constitutive power of communicating research.
TOWARDS A SOCIAL POETICS IN UNDERSTANDING PUBLIC SERVICE DELIVERY WORLDS: WHAT CAN WE LEARN FROM PRACTITIONERS DEVELOPING INFORMATION SYSTEMS IN SOCIAL CARE?

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This article attempts a practical application of the ongoing work by both Shotter and Cunliffe to create, in Shotter’s case, a focus on shared worlds of relational and responsive meaning making and in Cunliffe’s case the writing of a social poetics from within language as ontology. It is to learn more about this particular kind of writing that is the main purpose of the article. The article presents moments of change in relational responsive meaning making going on between public service practitioners. Through the writing of these moments, in the paper, conclusions are drawn which contribute to further understanding of what it means to engage in social poetic writing.

What results is an appreciation of the ability of practitioners to resist ‘the disciplinary’ in favour of the ‘the poetic’: this kind of writing seems very well suited to revealing powerful moments shared among practitioners when their combined efforts enable them to establish a new direction.

What also becomes clear is that for such writing to touch or move readers to reflect prospectively on their own realities it is not enough to have what Tannen refers to as ‘involvement strategies’. It is also necessary to draw from and juxtapose with a body of prospectively oriented literature so that dialogic relations form between this literature and the material from practitioners thereby opening new possibilities for readers facing their ongoing stream of equivalent relational responsive activity.

The debates about writing social poetics are just beginning, and I hope to have added the perspective of a practitioner-researcher turning to language as ontology and grappling with how to begin to write in ways consistent with it. I hope to have pointed prospectively towards future writing and that by continuing in this way a body of writing accumulates which further supports practitioners and researchers feeling able to see research itself as a socially constructed process without implying new dogmas, fixations and closures.
SPIVS, SHONKS AND RUTHLESS SHARKS: DISCURSIVE PROCESSES OF IDENTITY CONSTRUCTION IN THE HIH COLLAPSE NARRATIVE

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In what has been dubbed as “Australia’s biggest corporate collapse”, HIH Insurance was placed into liquidation in 2001, with losses of AUD $ 5.3 billion and devastating consequences for the Company’s policyholders and employees. This case attracted a great deal of attention, no doubt due to its widespread economic and social impacts but also, it can be said, because it reads like a moral tale in which senior executives of a major business corporation break the rules of corporate governance and social responsibility, and are punished in the end for their greed, dishonesty and disregard for people.

Combining elements of narrative analysis and discourse analysis, this paper demonstrates how discursive approaches can illuminate issues of identity construction in corporate settings. More specifically, it investigates the processes through which the identities of HIH’s senior executives are constructed in the key texts that produced the broad narrative of the HIH collapse. Borrowing from Fairclough (1995) and Phillips & Hardy (2002), a three dimensional approach to discourse analysis is adopted, connecting texts to discourses, and situating discourses within the broader socio historical context that creates the conditions for their production — in short, connecting ‘proximate’ and ‘distal’ contexts (Wetherell 2001). In more specific terms, it is contended that the narrative generated by the corpus of texts of the HIH collapse is shaped by the ‘Grand Discourse’ (Alvesson & Karreman 2000) of globalisation and associated capitalist discourses of expansion, entrepreneurship, competition and risk. These discourses are in turn situated within the socio-historical formation of ‘high-modernity’ (Giddens 1991).
FROM PRIMA TO GOOD HOUSEKEEPING: THE PRACTICE OF TRAINING AND THE REPRODUCTION OF MIDDLE-CLASS FEMININITY

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In early 2002 a flyer promoting the “Conference for Women” arrived in our mail trays. Designed and delivered by a commercial training organisation it promised its targeted audience of “carefully selected professionals”, “breakthrough success strategies” for the workplace that included tips on how to respond in non-emotional ways, how to “dress for success”, and how to ask for support in more “masculine” ways. Intrigued by the discourses of gender contained in the event’s marketing material, we decided to pay the £99 registration fee and took up our “personal invitation” to be conference delegates.

The basis for our paper therefore arises from a feminist reaction to a contemporary trend: the increasing number of organisations and consultancies that are servicing the corporate sector with advice on how women can achieve workplace equality. The “Conference for Women” flyer is just one amongst many promotional materials advertising workshops and conferences aimed at women that we receive in our daily mail. Generally targeted at women at different levels of the organisational hierarchy, we began to question whether women received different or similar messages about gender identity in organisations depending on their position on the organisational chart.

Our aim in this paper is to study the ways in which gender is presented as an issue to women, who are working at the lower end of organisational hierarchies, within socio-educational events that occur outside the academic context. The paper works to make sense of the “Conference for Women” as a practice, which requires us to ask what are the ‘routine activities’ at work in the event and what discourses are present (Swidler, 2001). In drawing on work that looks at social and cultural reproduction, including Bourdieu’s work that examines the role played by education in this relationship, we suggest that this training intervention is an example of a practice that represents and enacts a specific discourse about gender that is essentially middle class and one mediated through the popular press. In discussing how the event plays the role of cultural intermediary we conclude by suggesting that gender discourses concerning working women that are present in women’s magazines become an explicit curriculum that corresponds to ways in which women are being framed within business. The ‘tips’ and ‘techniques’ common to both sites can, we argue, be conceived as acting as the ‘link curricula’ that educate the performance of gender in/at work.
PRACTICAL PUSHING: CREATING DISCURSIVE SPACE IN ORGANIZATIONAL NARRATIVES

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The authors (and colleagues) have been involved for many years in organizational change work using a feminist poststructural lens. The goal has been to make visible – and discussible-- the gendered power dynamic embedded in an organization’s discourse thereby creating discursive space in which new, more equitable possibilities might surface. This paper overviews our approach, gives findings from one organization as an example and summarizes what we have learned (positive and negative) about the practical application of poststructural critique.

What underlies our method is an acknowledgement of the relationship between knowledge, power and discourse (Alvesson & Deetz, 1996; Lukes, 1974). We think of ourselves as feminist poststructuralists because we adopt poststructural principles but with a specific focus on the gendered nature of knowledge production and the way it maintains and reinforces the power relationships between the sexes (Calas & Smircich, 1989; Diamond & Quinby, 1988; Jacobsen & Jacques, 1997; Weedon, 1987). While poststructuralist inquiry has many distinguishing characteristics, the most relevant to our approach are (1) its perspective on the relationship between power and knowledge, (2) its emphasis on the role of language and other forms of representation in constructing experience and (3) its concept of resistance.

One of the common critiques of poststructural inquiry into organizational systems is that it is not actionable. We have experience that suggests otherwise. And while the organizations we have worked with might not recognize the language of power and resistance we use to describe our approach at a conference like this, their members would, we believe, attest to the way in which a diagnosis such as we describe here has opened up new avenues for change in masculine work practices and routines that have long gone unquestioned. There are limits and contradictions in the approach, however, and we are eager to discuss these with an audience who can help us engage these issues and give us practical help that will not diminish the power of the poststructural lens.

References


Q: WHAT IS AN ORGANISATION? A: IT’S SOMETHING IN THE TEXTUAL EYE OF THE BEHOLDER

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Critiques of the existence of such a thing as ‘an organisation’ can be traced to the work of Silverman (1970), although the seminal discussion in problematising the concept of organisation is Cooper and Burrell’s (1988; 1988; 1989) exploration using the theories of Foucault and Derrida. Chia (1994; 2000) similarly argues for an ontology of becoming rather than that ontology of being that still dominates research in organisations. Organisations here are ‘processual, heterogeneous and emergent configuration of relations (p. 594). Categories such as ‘individuals’ and ‘organisations’ are not already given but are rather entities in a process of becoming, or ‘actions, interactions and local orchestrations of relationships’ (p. 595). In such a format, organisations should be seen as social effects, not as nouns but as verbs. Knights’ (1997) perspective suggests the need to push even further beyond dualistic analysis, to deconstruct both ‘organisation’ and ‘organisational subject’. At the same time as this perspective on organisations has developed, a competing perspective has emerged which argues that organisations have an identity.

In this paper we critique the concept of organisational identity, and in so doing add to the body of literature that is deconstructing the notion of ‘organisation’. To do this we aim to demonstrate how the powerful constitute through talk and text the organisations which are their fiefdoms. We use as a case study the largest organisation in the UK: the NHS. We undertake a close textual analysis of a speech made by the Chief Executive of the NHS, and compare what he said with the perspectives of a range of people working in this thing called ‘the NHS’. We read these perspectives through the lens of Edward Said’s contribution to postcolonial theory.

This reading leads us to suggest that ‘organisations’, as ongoing processes of becoming, encompass many different organisations. Brought into being through individuals who themselves carry the archive of a culture within the psyche, they cannot be understood without comprehension of the archive that is brought with them. In a former colonial power we thus need to be alert to how cultures of colonisation continue to be enacted within the day-to-day, and we suggest that the organisations constituted in the every-day worlds of staff are imposed upon by the power-play of the colonialising power of the chief executives.

We conclude that the notion of organisations having an identity is a performative injunction by which organisations should have an identity. But the identity they should have is that dictated by the powerful, such as chief executives. This has the result of rendering illegitimate the lived organisations brought into being through the interactions and investments of those working ‘in’ the organisation.
TALKING LEADERSHIP

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The need to conduct detailed studies of leadership-in-practice has long been recognised and yet few studies explore the everyday doing of leadership. This paper uses data from meetings collected as part of ongoing ethnographic studies of ‘leadership’ in the UK post-compulsory education sector. The material is analysed to highlight certain facets of ‘leadership work’ in action, documenting some of the interactional features of meetings and examining how and in what ways ‘leadership’ is observably accomplished. The meetings described here demonstrate how such occasions involve subtle forms of ‘leadership work’, and how such work involves fairly mundane and ordinary skills and practices such as talking, listening and negotiating. These everyday skills are not usually described in relation to the more transformational or ‘heroic’ models of leadership that dominate leadership literatures. We demonstrate how such ethnomethodological approaches to the study of leadership work in meetings can offer fresh insights into the practical accomplishment of educational leadership.

The meetings we document demonstrate some of the complexities of ‘leadership work’. What appears as a straightforward problem is treated as an organizational game that needs to be played out; demonstrating not just ‘leadership’ but skilful administration and the management of performance, interpretation and power relations. The meetings provide evidence for Bittner’s (1965) suggestion that formal organizational structures are treated as ‘schemes of interpretation’ by competent organizational members who manipulate these rules to suit their own agendas. The ‘doing’ of leadership in this context, requires a kind of organizational craftsmanship or ‘organizational acumen’. This is a relatively under-explored part of educational leadership in the UK learning and skills sector. If there is anything ‘special’ about leaders and leadership it may be that researchers have yet to realize the importance of the unexplicated and seemingly invisible ‘work’ that is essential in the doing of educational leadership.
THE ENTHYMHEME IN NATURALLY OCCURRING TALK: NEEDING TO STATE THE UNSTATED

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While simple arguments typically contain premises and conclusions, there is often also a requirement to insert an implied premise or warrant to connect these (Toulmin 1958; van Eemeron et al 1997). The unstated may actually be the most important aspect of the argument, and it may be that it is only through drawing this out that the argument becomes coherent. In this context, this paper focuses on the enthymeme, a central feature of rhetorical argumentation. According to Aristotle (1991) the enthymeme was the rhetorical equivalent of the syllogism and often is erroneously referred to as a truncated syllogism. Thus, while the syllogism has a major and minor premise included within the logical structure, the enthymeme is often defined as having a withheld or unstated premise, which an audience is required to add in order to make an argument comprehensible. Thus, the argument that Tony Blair is a conservative because he is friends with George Bush, needs to have included the implied premise that friends of George Bush are conservatives. Without this statement inserted the argument is incoherent. While the paper is focused on enthymemes as incomplete arguments, enthymemes are also situated within a context of the probable or indeterminate (Hairston 1986). The paper therefore argues that the enthymeme in reflecting the contingent and unstated aspects of talk and argumentation, reflects well the manner in which naturally occurring talk proceeds. In terms of examining naturally occurring talk, the analytical focus of the paper is a recording of an NHS pay negotiation between local managers and shop stewards. As the analysis will show, much of the talk within the negotiation was in the form of enthymemes and it is by identifying this that the talk becomes more comprehensible. Finally, analysis of the enthymemetic nature of the talk also enables a “revealing of the patterns through which people create, and justify their ideas and ideologies” (Cohen 1998: 114).

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MANAGING METAPHORS: LANGUAGE AND MEANING IN ORGANIZATIONAL STUDIES

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An important body of research addresses the use of metaphor in organizational studies. The research generally suggests that metaphor is a useful tool in understanding how organizations are conceived by researchers and stakeholders, how metaphors influence members’ perceptions of their role in the organization, and how attention to language adds to our knowledge of organizational behavior. The theoretical foundations of the research remain open to debate, and scholars reach different conclusions about the nature and effects of metaphor. This paper proposes the argument that metaphor is epistemic in nature and conveys meaning which is inseparable from its unique and discrete form. A comprehensive description of the function of metaphor adds to the analysis of “discourse” in organizations. It further extends one line of theory currently under development in the field.
DOING THINGS WITH WORDS: THE CASE OF 'MANAGEMENT' AND 'ADMINISTRATION'

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Over the last two decades, management, rather than administration, has become the dominant category through which both academics and practitioners talk, write and argue the organization of public services. More recently, the discourses of leadership have also been increasingly deployed in this context. Based on interviews with UK National Health Service trust chief executives, I examine these particular discursive changes, exploring what the distinctions do rather than what the categories might represent. The intent is to remind us of some of the things we do (in reality and to reality) when we deploy such words, especially in the debate about control. It also suggests possibilities for disturbing the dominance of the terms that are generally axiomatic in constructing arguments about the public sector; a dominance that has come to favour the interests of some as it denies the interests of others.
WHOSE VOICE IS IT ANYWAY? FEMININITY, TEXT & ORGANIZATIONAL RESEARCH
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“My problem (in writing verse, and my reader's problem in understanding it) consists in the impossibility of my task: for example, to express the sigh a-a-a with words (that is, meaning). With words/meanings to say the sound. Such that remains in the ear is a-a-a." (Mayakovsky cited by Kristeva (1977) in Moi (1986: 157)).

This paper explores the paradox between masculine and feminine writing inherent in Cixous’ work. In doing so it explores the neglect of feminine writing in language-based organization studies and also problematises naming feminine writing as woman’s writing. Arguing for the need to rewrite the feminine into organizational research, the paper explores the neglect of feminine writing in the field of language and organization. Two recent major contributions in the language and organization subject area have both neglected the conceptual, methodological and representational issues of feminine writing (see Grant et al 2004; Linstead, S. 2003). Indeed in exploring management texts on philosophy, feminine philosophers are underrepresented (one notable exception being Hopfli's (2003) discussion of Kristeva). On the other hand, outside organization studies feminist critiques of language are plentiful (see Cameron 1997). However we could ask whether this is a case of ‘many feminisms, one voice?’ Feminist voices in management and organization, as attempts to challenge the masculinist discourses of management and to rewrite the feminine into management, have long recognised feminine as abject, as other. What is less theorised is how feminism therefore masks difference. This paper problematises the limitations of feminist language in its relation to an écriture feminine, the feminine as multiple and fluid, and draws on previous work (Linstead and Brewis 2004; Linstead forthcoming) to deconstruct binary thinking whilst rewriting a corporeally grounded feminine. The paper considers the implications this has for doing and theorising organizational qualitative research and suggests that one way forward is to write self-multiplicity in research: re-citing (redeploying discursive resources in intertextuality); re-siting (changing the positioning of the self in power relations by reinscribing); and re-sighting (opening up new, virtual visions of possibility) ….

The issue of voice is central to this discussion. The objectification of voice, implied by the “it” in the title, sees voice as a property of the “whose”, and this possessive property mediates the subjective and the objective. It turns the owner into a unitary, stable identity as voice phonocentrically closes the gap between representation (speech) and the speaking subject. There is no single individual or collective voice. Even the voice creates positions which homogenise the fragmented speaking subject and, particularly for this paper, feminist voices even when relativised. When we explore the “voice is” of “whose voice is it anyway”, we are placing the “being” of voice under erasure (sous rature)- it is not fixed but constantly echoing, re-echoing, contradicting, shifting, becoming and changing over time. A voice differs from itself (différance) because it contains differences. Voice consumes difference but does not eradicate it. Thus where traditional approaches look for difference between voices to determine distinctive identity, difference in this approach is also significantly interior. Indeed we find little internal consistency within a voice because of the interior presence of otherness - traces of other voices, contradiction, attraction, repulsion, obligation, fear, reciprocity, paradox and doubt. The voice therefore always differs from what it is going to be (becoming) because it is inherently unstable whilst simultaneously constantly changing in relation and response to other voices, as both practice and process. So then, this paper explores feminine voice as performative.
DIALOGUE AND COMMITMENT- OR THE DISCOURSE OF NON-CHARISMA IN LEADERSHIP

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This paper takes its departure from a three-year empirical study including ten open-ended interviews with leaders having in common that they belong to knowledge-intensive organizations, and that they formally are in charge of professionals1. The main conclusion of the study was that apparently six discourses contributed to a leadership discourse order namely change, charisma, values, empowerment, dialogue, and commitment (Madsen, 2003).

The charisma discourse was articulated through some of the leaders’ presentation of themselves as being “the steersmen of the ship” “the father figure” or “the alpha male”. However, at the same time the earlier taken-for-granted charisma discourse was challenged and partly rejected. More specifically through their talk of leading professionals leaders raised the importance of not giving a too charismatic impression. Their construction of dialogue and commitment as being important seemingly contributed to this. In a broader perspective this may indicate upcoming negotiations of the charisma discourse related to the paradox of the leader’s construction of individual versus social identity.

The field of leadership has earlier been dominated by functionalistic models and theories (see e.g. House, 1997; Yukl, 1989) for reviews. Especially the period since the 1980's has furthermore been characterized by a renaissance of trait theories meaning that a very strong focus has been given to the leader as individual, which is in opposition to assumptions of individuals collective construction of reality based on dynamic interaction.

References


Notes

1. The label professionals is here used about employees educated as technicians.
THE POETRY OF ORGANIZATIONAL CULTURE

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Ritual, dance, song, chanting and other types of ceremonial activities are a significant part of the practice of many of the world’s religions. The religion called capitalism involves similar ceremonies. The symbolic actions of business actors also emanate from the human requirement for the spiritual. Many of these spirit-based symbolic actions are founded in a paternal order, that is, they are distinctively male. Perhaps, the same archetypes that incite poetry create angst enough to inspire the organization of human activity. In this way, poetry can be seen as implicit to culture as prose is explicit to law.

Consider the fledgling entrepreneur’s inbox. It may well include communications from people representing scores of other organizations essential to the life of the one the entrepreneur is trying to establish. Capturing an audible audit of these affairs and stringing them together without explanation, would result in something on the order of poetry, poetry generated by purposeful activity centered around the exchange of hard currency, tangible products, thoughts aloud, the making of sense, expression of frustration, acknowledgement of defeat, the sounds of triumphant spirit. There is a reason American footballers appear unable to suppress celebratory exercises, and it is that the spiritual part of the human reacts against the forces that would contain it. But as for discerning these forces, spirit does not know business from bees wax.

A stenographer records in prose the flow of a highly-organized assemblage. A poet better serves the recording function when the flow of a meeting features the spontaneous generation of thoughts and feelings. Viewing culture as poetry (and not prose), serves as a reminder that culture is essentially performative and not informative. It is the abstract by-product of life going forward. It is the completion of the human through the re-emergence of the feminine.
AVOIDING THE ‘F’ WORD. EXPLORING DISCOURSES OF GENDER CAPITAL MANAGEMENT

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“separating women’s expressed wish for equality from the one word that we have that describes someone acting on that wish [is] the main reason why women’s desire for higher status is not reflected in reality” (Wolf, 1993: 65)

From the 1980s onwards there has been a steady decline in the numbers of women who are willing to describe themselves as feminist. The consequences of this linguistic refusal are, as Wolf observes in the above quote, both costly and real. But Wolf not only cared about the consequences of the rejection of the word feminism but also worried about the act of rejection in and of itself. It should matter, she argued, that women of all classes and races (and younger women in particular) disliked the word and would not use it to describe themselves (1993: 66). This trend away from the identification with feminism is also reflected in organisations where ‘feminism’ is interpreted as a commitment to the cause of women at the expense of commitment to the organisation. Given that women no longer have, or wish to (re)claim, an association with the word feminism how can the political agenda of gender be furthered in organisational settings?

This paper explores contemporary discourses of gender through an examination of data collected at a "Women in Leadership" conference held in Berlin in 2002. Five of the conference sessions were taped and later transcribed into text documents. These documents were then analysed in order to discern what discourses of gender were in use, whether there were significant silences around feminism as a concept and what effect there was on the ability of the women present to talk politically.

The data reveals the extreme sensitivity of women in presenting their political demands for change within organisations within a gendered context. There is a common theme in the data, which reveals a persistent and deep-seated concern with how men are reacting to gender discourses. And also how women’s initiatives had to be hidden under more ‘masculine-friendly’ terms. In the struggle to find an appropriate (and non-threatening) expression of their demands women are handicapped by their own political correctness, a political correctness that threatens to erase gender from the agenda and to transform it into a business performance issue.

Bibliography


WHAT IS “OUT THERE” DOING IN HERE: TALK OF “OUT THERE” IN WORKPLACE MEETINGS?

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This paper considers how meeting participants use the phrase “out there” in their work. The paper is located within a broader project using meeting texts to look at how organisation is accomplished where I take meeting talk as organisational action. From within an actor-network theory (ANT) approach I conducted observation research, attending the fortnightly staff meetings of an office-based organisation for six months, audio-recording, taking notes and transcribing tapes shortly afterwards. I watched conversations, and following ANT, tried to avoid making prior assumptions.

The phrase “out there” was used by meeting members in each of the series of thirteen workplace meetings analysed. I have asked what members were attending to each time the phrase was used. This paper takes one meeting as its focus and uses conversation analysis (CA) to carefully examine one use of the phrase.

I use the involvement of the phrase in the meetings to consider members’ work in making organisational actions and realities (Latour 1996). Is the use of the phrase part of “the procedures which render actors able to negotiate their ways through one another’s world-building activity” (Latour 1999 p. 21)? With “out there”, do meeting members take places other than this meeting to be where the action is? I argue that “out there” refers to places and situations that exist precisely in what are made of them in particular settings. Further, we need to ask just where the effects of this making occur. Such effects occur not “out there” or elsewhere, but here.

The intention of this paper is to contribute to studies of talk in action and research in workplaces that attempts to understand organisational members' world-building activities.

References


TRANSLATING TEXT INTO SOCIAL PRACTICE: THE CASE OF ‘PARTNERSHIP’ IN A BRITISH PUBLIC SERVICE CONTEXT

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The academic and consultancy conjunctures have produced a steady stream of texts that seek to explain and/or prescribe management and organizational arrangements and processes. These have been seized upon enthusiastically by managers who are keen to find solutions to the problems they face and resources that might alleviate the pressure they work under. However, often it seems that there is a gap between the rhetoric of the text and the reality of the practice (Watson 1994). This rhetoric/reality gap is often referred to in terms of a failure to turn theory into practice, or a failure of implementation.

In this paper I argue that this gap has not been properly theorized in the organizational and management literature. Models which focus on organizational learning and development as an information diffusion process (DiMaggio and Powell1983; Finnemore 1993; Galaskiewicz and Wasserman 1989; Haveman 1993) have tended to focus on institutional arrangements and communication channels with the actual ‘transmission’ process remaining rather obscure (Thomas 2003). Alternatively, the idea of absorptive capacity has tended to assume that organizational learning can be modelled on the learning of individuals (Cohen and Levinthal 1990) and fails to properly account for the political and social processes involved in learning and development. The issue of implementation has been under researched in the strategy literature, tending to draw on highly abstract concepts such as organizational culture without engaging with the actual activity of strategic management and the strategically managed. More recent calls for the study of micro-strategy issues and the discursive processes at work in strategy making seem to offer more scope for the development of implementation (Johnson et al 2003), but even within the public policy area were the issue of implementation has been more carefully considered the process remains somewhat contested and obscure (Barrett 2004; O’Toole 2004; Schofield and Sausman 2004). A theorization that considers and explains the myriad reasons why a ‘plan’ is not enacted as planned is something that should be developed as a matter of urgency.

This paper argues for a discourse based account of strategy or policy implementation and development based on Harvey’s (1996) dialectical model of social practice (Thomas 2004). In the proposed framework the implementation of new prescriptions for organization involves a translation process between the various moments of social practice that Harvey (1996) identifies, namely discourse/language, power, beliefs/values/desires, social relations, institutions/rituals and material practices. In particular it involves the translation of discourse into new discursive resources and into different moments of practice. Whilst the translation process between different forms of discourse may be relatively easy it seems less likely that the process would be as straightforward between discourse and other moments of practice.

Elsewhere I have explored the potential of the model for explaining certain features of the development of management and organizational discourse (2004). In this paper I develop the framework for the analysis of a specific policy issue arguing that the framework can be used to theorise the implementation process of policy (and by implication managerial strategy). In this case I examine the discourse of ‘partnership’ that has increasingly been promoted by UK central government as a route towards the improvement of public services (DETR 2001, ODPM 2002). Whilst the notion of partnership is not entirely new (Ranade and Hudson 2003) the gusto with which is it currently being promoted is, and it suggests that it may be a good example through which to explore any rhetoric/reality gap….
HOW DOES A POLICY TEXT MEAN?

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In my contribution to the conference I will critically explore, theoretically and empirically, the meaning of written policy texts in ordering and legitimising processes in organisations. I want to do so by discussing the hegemonic idea of (organisational) culture-as-text, that underlies and at the same time enhances the use of written documents for management purposes. The idea of culture-as-text (see Ricoeur, 1981) suggests that culture, or for that matter organisational culture, can be isolated from its context by extracting a piece of the complex and detailed ongoing social action and putting boundaries around it. This process results in a textual fragment of culture, that can be ‘read’, ‘transferred’ to different contexts and that can be identified as a ‘portion’ of culture. Texts thus contribute to the idea of culture as being durable, shared and transferable. The idea is being criticised in linguistic anthropology (cf. Silverstein & Urban, 1996), because it would support a decontextualised and static view on culture.

From an organisational perspective, the culture-as-text idea would feed the illusion of a manageable, controllable organisation culture. Such a view would support the attempts of managers to create images of organisational realities by means of written texts that meet their goals and intentions.

The view of culture-as-text inspires me to understand the meaning of written texts in a different manner. By way of illustration, I will present a discourse analysis of parts of a strategic document written by the management of a large Christian school for higher vocational education in the Netherlands (Vermeulen, 2001). The organisation faced an identity crisis concerning its Christian denomination. The meaning of its Christian identity in Dutch society has become fragmented; there are no more stable and consensual frames of reference about Christian identity. Among students as well as among staff a variety of opinions about the identity of the school existed. The text, that had been given the title “A Journey”, aimed at constructing a coherent narrative that would connect the school’s (Christian) identity and the changed societal context anew. I will illustrate how this has been done by means of a variety of stylistic devices.

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DISCOURSES OF PERFORMANCE: EXPLORING THE ROLE OF HIGH PERFORMANCE WORK SYSTEMS IN A HIGH STREET BANK

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The central argument of the High Performance Work Systems (HPWS) literature is that the implementation of a cohesive system of Human Resource Management (HRM) practices will generate improved organisational performance. This paper explores this claim and, in particular, the manner in which a concept such as individual performance, central to the mechanics of a HPWS, is constructed and sustained through language. The paper draws upon empirical research conducted in two distinct areas of the same High Street Bank and analyses this in order to consider the variety of discursive tools used to describe individual performance. By focusing on the language used by managers and employees in each of these areas, the research aimed to investigate how the concept of performance was socially constructed within each workplace and how this could be related to the themes of the HPWS literature. The paper argues that, rather than relate performance to specific managerial practices (as suggested within the HPWS literature), the nature of individual performance in these two environments was a product of discourses of personality, paternalism, and control. The combination of these discourses meant that performance remained an essentially abstract concept and, crucially, one that was used by employees to construct an identity in the workplace. Consequently, the paper argues that adopting a linguistic perspective can reveal inherent complexities and contradictions in a concept such as individual performance and, in so doing, can further highlight the limitations of abstracting it to overall organisational performance. Finally, the paper suggests that a discursive approach is also able to move beyond what Watson (2004) has called ‘the popular ‘rhetoric versus reality’ style of HRM writing’ (451) and develop a more substantial critique of the discipline.
TECHNOLOGY AND POWER (STREAM 27)

Convenors

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Stream Description

Our knowledge of the complex relationship between technology and power in the social arena has advanced considerably in the last few decades. We realize that technology can produce new forms of power, as well as sustain old forms of it. We also understand that existing relationships of dependency play a critical part in the evolution of new technologies. Our understanding of how technology comes to embody social relations in its construction or use has advanced substantially. Similarly, we are beginning to see how technologies are continuously enacted in a recursive relationship between agency and structure.
THE POWER GAMES OF INNOVATION: INSIGHTS FROM A KNOWLEDGE-BASED COMPANY

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In today’s so-called ‘knowledge-based economies’, where knowledge has been defined as the keystone of business competitiveness (Boisot, 1988; Drucker, 1993; Sveiby, 1997), Knowledge and Innovation Management is attracting increasingly the attention of practitioners and researchers, who try to ‘crack the code’ and gain control over the knowledge creation processes. Popular managerial press (e.g. McKinsey Quarterly, Harvard Business Review) has set the questions of the debate around certain core-themes, which present innovation either as an administrative question or a technical problem, a social or a political matter (Carr, 2003; McFarlan and Nolan, 2003; Brown et al. 2002; Hamel and Prahalad, 1989; Kanter, 1988; Quinn, 1985). Most of popular theories split innovation in various stages, and attempt to control each stage with administrative or technical devices. All successful ‘stories’ recognize the crucial importance of the ‘innovation hero’ – the ‘bold entrepreneur’, the ‘visionary manager’ or the ‘mad inventor’ - who is ready to fight against tides and ‘save’ another innovation. Ultimately, the innovation is assessed as ‘success’ or ‘failure’ depending on the profit it returns once the new product is launched in the market. In simple words, the dominant discourse on innovation management assumes the controllability of ideas and innovation processes, and sets out to manage it either by controlling directly the process or the environment/culture within innovation is supposed to grow. In either case, the dominant language is the language of economic rationality, which provides the tools to measure the possibilities for success of each idea at every stage.

Alternative research has doubted the adequacy of these assumptions (Frost and Egri, 1991; Fonseca, 2002); the present paper joins this stream of debate and briefly discusses aforementioned the approaches. In specific it challenges the current models of analyzing innovation, for they neglect or downplay the force of the politics and the power games enacted in setting up and managing the processes of innovation, in the best cases reducing politics to networking. It is argued that in a knowledge-based company, where competition is assessed at the edge of rare expertise and hard to imitate innovations, knowledge becomes a precious resource, on the ground of which power struggles – internally to an organization as much as externally – are enacted for its control (Foucault, 1980; Clegg, 1989).

To the support of these arguments, I present and discuss the case of two Innovation mechanisms of a major multinational Oil Company in two of its Technology Groups with operations in the UK. I argue that two mainstream innovation management approaches (‘innovation as rational planning’ and ‘innovation as culture’) have shaped the understanding and actions of the Business Groups in setting up the innovation mechanisms; however, the negligence of the power struggles that were enacted sentenced the innovation processes to become passive ‘technical solutions’, without achieving to spread and engage the experts’ population.
REINFORCING CONTROL OF EMAIL SYSTEMS THROUGH ELECTRONIC MONITORING AND CONTROL: THE EXPERIENCES OF MANAGEMENT AND STAFF

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Patrick Finnegan, University College Cork, Ireland.

An email system is a critical business tool and has become an essential part of everyday organisational communication. However, many organisations have experienced negative impacts from email systems in recent years due to ad-hoc implementation, prolonged management neglect and user abuse. These uncontrolled and chaotic environments are problematic for organisations. Thus, organisations consistently seek methods to bring their environments under control and technology often plays an important role in this control. When electronic communication can potentially undermine management control, management predictably assert that control more vigorously. Consequently, more and more organisations are responding to the negative effects of email systems by electronically monitoring email activities, drafting email policies and generally restricting email system use. However, electronic monitoring of email can be contentious and excessive restructuring of email can reduce its effectiveness. Furthermore, staff as self conscious and capable agents always mediate the realisation of control and can act to change it. Staff can react to change a particular context or form of control by applying their own forms of dissent, protest, and potentially transformative action. This paper presents the results of a single case study investigation of staff reactions to electronic monitoring and control of an email system. The findings highlight the significant variations in staff reactions to electronic monitoring and control of an email system through multiple time frames. The paper also reveals the different interpretations by management and staff of electronic monitoring and control of an email system. The paper concludes by identifying a number of key concerns of staff about electronic monitoring and control of an email system.
POWER, TECHNOLOGY, AND WORK/FAMILY RELATIONS: EVIDENCE FROM THE LITERATURE ON SUPPLEMENTAL WORK-AT-HOME

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In a review of research on the topic of power and Information Technology, Jasperson, Carte, Saunders, Butler, Croes and Chang (2002) noted a relative paucity of articles that view power from the societal perspective. Viewed from this perspective, power is a function of major societal forces that shape the relationships among individuals and organizations. Somewhat earlier, Robey and Boudreau (1999) called for a conceptual approach to information technology that they labeled oppositional, rather than deterministically and unilaterally causal. We believe that adopting an oppositional approach, and a societal perspective on power, provides a useful starting point for analyzing the way in which Information Technology is used by business organizations and by employees to shape and maintain gendered work and family roles. As a specific locus of analysis, we investigate in this paper two power relations in work/home balance decisions revealed in the evolving practice of technology-mediated supplemental work-at-home: the power of employers over employees and the power of males over females.

Venkatesh and Vitalari (1992) define supplemental-work-at-home (SWAH) as a type of work arrangement in which individuals who are employed full time outside of the home perform additional job related work at home. This SWAH is performed outside of the normal work hours and on the behalf of their employer. Venkatesh and Vitalari (1992) note that although supplemental work is not a new phenomenon, its recent growth is “…fueled…” in part by the availability of new types of information technology such as cell phones, e-mail, voice-mail, and portable computers.

Information technology is clearly a conduit for SWAH to infringe on family life. Research on diverse samples of employees reveals the heavy use e-mail, voice mail, and cell phones to conduct work-related activity during ostensible family time (e.g. Hooks and Higgs 2002). Similarly, research on distributed work arrangements like telecommuting reveals a potential for telecommuters to experience blurred work-family boundaries as the result of their work arrangement.

We argue that technologically-mediated supplemental work arrangements reflect and reinforce power relationships. The encroachment on family life is enabled by the ready availability of information technology that can be used to continue the workday even after the workers have returned home. This is made possible by the power of the economic system as represented by employers, and reflects an ingrained privileging of paid work over domestic work and caregiving. We review the SWAH literature to critically reflect upon this power of employers. Further, we argue that technologically-supported SWAH reinforces power differentials across genders. This argument is developed by integrating the analysis of power and SWAH with the extant critical literature on the gendered natures of evolved work and family roles.
TECHNOLOGY GOVERNANCE IN THE INFORMATION AGE. THE CASE OF PHARMACEUTICALS AND THE INTERNET

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In a civil society, the governance of technology is a matter of law and regulation, but also of responsibility and accountability, within which issues of public safety and security must be balanced against individual and collective rights. Within sociology, studies have not fully examined the complexity of how governance is achieved, and how environmental changes may threaten governance systems. Drawing on Antonio Gramsci’s theory of hegemony as an outcome of consent among dominant and subordinate interests, and Rosenau’s (1995, 1997) analyses of global governance in terms of sources of authority and systems of rule, this paper explores the negotiated character of technology governance in a case study of consumerism and the pharmaceutical industry. This industry is one of the most highly regulated in the world, but in the information age, traditional patterns of governance are challenged, and new strategic alliances may emerge as significant players in governing the industry. The paper uses ethnographic and documentary data to explore the emergent governance processes, and concludes that governance is a dynamic process, forever breaking down and being reinvented to address societal changes. We suggest that this theoretical framework and methodology can form the basis for a productive sociology of governance.
THE CITIZEN IN “PUBLIC” AND “PRIVATE” INFORMATION TECHNOLOGY STANDARDS DEVELOPMENT: RFID (RADIO FREQUENCY IDENTIFICATION) STANDARDS

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The radio tagging of individual items sold by retailers, item-level RFID (Radio Frequency Identification), is a technology generating great interest. The vision behind the development of the technology is that every individual item on the retailer’s shelves will have embedded in its packaging a tag with a unique identity that can be read remotely using a tag reader.

However, civil liberties groups are concerned that the technology will enable public use of products to be monitored. If the tags are “live” on the products taken from the store tag, readers may be set up in public places to monitor surreptitiously the possessions of people passing by. Concern about the privacy implication of citizens carrying around products with built-in radio devices which can be read surreptitiously has led to the emergence of activist groups campaigning against RFID technology, for example No-tags in the UK and CASPIAN in the US (Albrecht, 2003).

One arena in which the functional capability of RFID technology is being shaped is in technical standardisation committees. Two global RFID standardisation processes have emerged: a “public” process within ISO, the International Organisation for Standardisation, and a global private consortium EPC (Electronic Product Code), dominated by large potential users and systems suppliers. However, in each case opponents of the technology are not directly represented. The claim of Froomkin (2003) that open consensus in standards development represents a state approaching a Habermasian idealised legitimating discourse (Habermas, 1996) is critically discussed, particularly where technologies are ideologically contentious.
POWER AND DISCOURSE IN THE MANAGEMENT AND ORGANISATION OF ERPS

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Enterprise Resource Planning Systems (ERPs) are packaged business software systems that automate the integration of data across an organisation and impose standardized procedures on the input, use and dissemination of that data (Hall 2002).

In this paper we draw on data from a major study of ERP implementations in Australian organisations. Data were collected through interviews with between 6 and 12 managers, workers and consultants at each of eight case study organisations. The case studies also made available a range of pertinent documentation including internal memos, organisational newsletters and reports.

Drawing on Hardy and Phillips’ (2004) framework of analysis we argue that in order to understand the work and organisational implications of ERPs, it is essential to examine the complex, mutually constitutive relationship between discourse and power. In so doing, we show how these power dynamics lead key actors to produce texts that influence discourse pertaining to ERP and why some of these actors are more successful in modifying the discourse in ways that are useful to them.

Our understanding of power relations in the context of ERP implementations is also informed by approaches and models of organisational change. ERP implementations are examples of large-scale technology driven organisational change and the organisational change literature directs attention to the differential impact of change on different organisational groups and individual members. It also highlights the diverse reactions to change, including resistance, that are often characteristic of those members and groups (Ross et al. 2003).

Our study demonstrates the way discourses reflect the different power dynamics of different groups, and can be seen to contribute to the constitution of the power of management and workers in organisations with ERPs. On the basis of this analysis we also draw some conclusions as to the implications of ERP implementations for the nature and dynamics of power in organisations, and the role of dominant and resistant discourses in mediating and constituting those power relations.
METHODS OF E-DEVELOPMENT – MODELS AND CONSEQUENCES

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There is a growing discourse on “e-development” occurring in many communities of practice, such as technology providers, development professionals, national governments, and multilateral agencies. This discourse is far from harmonious, but a set of assumptions and reasoning have begun to take hold that present an optimistic and myopic view of the complex set of issues surrounding “e-development” and the digital divide. We witnessed this first hand this past February during an interview we gave to a group of graduate business students working on behalf of a major technology company. These students were charged with drafting a report on “Information Technology in Developing Regions” to be used as a practical guide for product development and sale in emerging regions. The interview was rather mundane, but we took pause with one of the final questions, “What are the important trends in implementing technology solutions in developing countries?”

This break in conversation provided a segue into a larger philosophical discussion on development, since the rabble-rousing question stemmed from the critical, and pervasive assumptions in the discourse on e-development. The first assumption was that well-defined technical solutions exist. A second thornier assumption was in the phraseology - “technology solutions for developing countries.” The assumption thus that e-development represents a holistic, coherent, and generalizable concept. One rarely hears of product development or accounting for developing regions, why is e-development different? An unspoken but related assumption, seen rather ubiquitously in most e-development exchanges, is that Information and Communication Technologies (ICTs) are synonymous with personal computers and the Internet. E-development ceases to be a catalyst or trigger for development, but morphs into a measure of development – in the same vein as health and economic measures.

Finally, that developing nations represent a single unit of understanding, and that the technical solutions for this unit differ from developed nations. In this paper, we explore some of the concepts shaping these notions and classifications, and try to piece out some important distinctions that help us better understand the role of technology in these contexts.
POWER, CASH AND CONVENIENCE: THE POLITICAL SPACE OF THE ATM

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Louise Whittaker, University of Witwatersrand, South Africa.

The automatic teller machine (ATM) is currently, and for the foreseeable future, the dominant mode of access to cash for those living in the UK — as such it is an technology central to the lives of most economically active individuals. In this paper we present the ATM as a political space where a multiplicity of relationships — primarily but not exclusively between the customer and the bank — become configured in ways that serve some interests and not others. The paper draws on the work of Winner, Harraway and Latour in discussing the translation of ATMs as it occurs in the UK, with further reference to South Africa and the USA.

In order to make some of the politics of the ATM more visible, we illustrate the political struggles through three interconnected narratives: (a) the talking ATM, (b) the insecure ATM, (c) and the charging ATM. In each of these descriptive accounts we attempt to show how the ATM becomes (or is) a space that is configured and reconfigured through a multiplicity of political translations resulting in a multiplicity of cybernetic ATM networks. Finally, we briefly discuss how these narratives interrelate to form the political space of the ATM.
BEYOND THE PANOPTICON: TECHNOLOGY, ORGANIZING, AND FORMS OF RESISTANCE

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The idea that the evolving means of production (i.e. technology) would be the trigger through which the proletariat (the expropriated) would replace the bourgeoisie (the expropriators) as the dominant class is a constant theme in the writings of Karl Marx. In a proletarian state, expropriation (and presumably power) would vanish. Curiously, this Marxian "technological utopianism" has largely disappeared from critical perspectives and been displaced by the "technological dystopianism" of research streams such as Labour Process Theory or Foucauldian analyses of knowledge and power. "Technological utopianism" survives primarily in managerialist and Schumpeterian research. This paper argues that, though Marx’s vision of the future was more utopian than scientific, that Marx’s basic insight that the evolving means of production offers an avenue for resistance to power and the possibility of the less powerful gaining more voice in evolving relations of production is still useful and deserves further development. The paper further argues that drawing on recent research in the Sociology of Work and Occupations, the Sociology of Science and Technology, and the Sociology of Deviance can do much to strengthen the “class-based” analysis of Marx and offset the excesses of more managerialist and Schumpeterian research. The paper ends with a discussion of these ideas in the context of the “culture of calculation” and the “culture of simulation” as discussed by Sherry Turkle in her book Life on the Screen.
TECHNOLOGY LAGGARDS: DEVIANTS OR VICTIMS?

Jeremy Klein, Scientific Generics Ltd, UK.

This practitioner paper is written through (i) personal involvement in empirical research for the UK Government’s programme to achieve the switchoff of analogue television, and (ii) membership of the Government’s Digital Inclusion Panel. In both of these contexts Government has been preoccupied with some consumers’ non-adoption of technology and in both instances has ascribed meaning to technology non-adoption. Government minister Tessa Jowell described the TV viewers who do not intend to switch to digital TV as “a hardcore of refuseniks” (Jowell, 2004). But when another UK Government minister, Patricia Hewitt, set up the Digital Inclusion Panel she explained that the Panel would “identify those groups most at risk of digital exclusion” and stated that Government “must continue to bridge the digital divide” (Hewitt, 2004).

These ministerial pronouncements both deal with the non-adoption of technology but construct this non-adoption in opposing ways. The digital TV refuseniks are implicitly associated with those who resisted authority in the former Soviet Union: they are deviants, implacably impeding government policy. But the digitally excluded are seen as victims, needing help to access the new world of digital technology. The demographics of these two groups are substantially the same: so it seems that the digital refuseniks could often be the same people as the digitally excluded. This internal inconsistency points to the conflicting interpretations of technology non-adoption.

Whereas technology adoption has received much attention in the literature, technology non-adoption has received comparatively less attention. The adoption of technology is conventionally assumed to follow an ‘S-curve’ in which technologies diffuse through a population – from innovators through early adopters, the early majority, late majority, and finally the laggards (Rogers, 2003). Innovators and early adopters are portrayed as enthusiastic for new technology whereas late adopters are seen, in the extreme, as ‘laggards’, failing to adopt new technology despite its benefits. The diffusion model has been attacked by Latour (1987) on a number of levels. Latour questioned the agency given to the diffusing artefacts and the notion that diffusion occurs merely through the changing balance of enthusiasts and detractors.
PRECAUTION AND POWER: RESISTANCE IN A RISK SOCIETY

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The precautionary principle, an increasingly prominent feature of domestic and international environmental policy-making and law, was enshrined into the 1992 Rio Declaration on Environment and Development (UNCED, 1992) as Principle 15:

"In order to protect the environment, the precautionary approach shall be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation."

It authorizes regulatory action, such as banning risk-generating technologies, based on potential or uncertain harm to the environment. The ascendancy of precautionary discourse has not, however, been without controversy; discussions in the North American popular press often characterize the precautionary principle as a disruptive force with major social and economic consequences. For example, Pollan (2001: 92) informed readers of the New York Times Magazine that, “in fact, the precautionary principle poses a radical challenge to business as usual in modern, capitalistic, technological civilization”, while more right leaning commentators have written extensively about “the perils of precaution” (Miller & Conko, 2001).

In this paper, we relate precaution to theories of power and resistance. We argue that precautionary discourse facilitates a new form of collective resistance appropriate to contemporary “risk society” (Beck, 1992). Specifically, the ascendance of the precautionary principle represents a relative loss of “nondecision-making power” for actors who formerly benefited from inertia in the face of scientific uncertainty about risk-generating technologies, including firms. We use stakeholder theory to elucidate the implications of the precautionary principle for business, showing how the precautionary principle: (1) transforms a certain class of “stakeholder issues” (i.e. concerns of particular stakeholders) into “social issues” (i.e. concerns which merit societal attention and deliberations about appropriate responses), using Freeman’s (1984) terms; (2) transforms “moral” stakeholders of a given firm into “strategic” ones, using Goodpastor’s (1991) terms; and (3) converts “demanding” stakeholders (i.e. those whose claims are urgent but who lack power and legitimacy) into “definitive” stakeholders (i.e. those whose claims are urgent and who have power and legitimacy), using Mitchell et al.’s (1997) terms. Thus, for any given technological artifact, the set of “relevant social groups” involved in its social construction (Bijker, 1995) is expanded, with once sidelined actors now legitimated and empowered, and this affects patterns of adoption, diffusion and abandonment of particular technologies.
IMMUTABILITY, INIMITABILITY AND AUTONOMY: THE 3 LITTLE PARADOXES OF THE TOYOTA RE-PRODUCTION SYSTEM

Akbar Saeed* and Abhijit Gopal, University of Western Ontario, Canada.

The Toyota Production System (TPS) has been the focus of much attention in both the academic and practitioner worlds, as it has long been recognized to be the primary source of Toyota's stellar performance as a manufacturer. However, traditional research approaches have fallen short of rendering the system known, as evidenced by the ambiguous results of would-be imitators. In this paper, we use Actor Network Theory (ANT) and Foucault's notion of disciplinary power to address three apparent paradoxes of TPS. We then propose that the secret of Toyota's success may not lie in the system itself, but instead in the system of re-production that faithfully creates and recreates an entire informational ensemble of human and non-human actants. We conclude that it is the fidelity of this reproduction that has eluded researchers and practitioners alike. Such fidelity is critical in ensuring the continued success of TPS and consequently the exceptional performance of the Toyota Motor Company.
TECHNOCRATS AND TECHNOPRENEURS – POWER PARADOXES IN SINGAPORE’S NATIONAL INNOVATION SYSTEM

Pi-Shen Seet* and Charles Hampden-Turner, University of Cambridge, UK.

This paper explores the complex power relationship in Singapore’s National Innovation System (NIS), specifically between two major groups of players, namely, the technology entrepreneurs or ‘technopreneurs’ and NIS bureaucrats and policy makers or ‘technocrats’ in the context of a NIS that is itself struggling to reconcile the contradictions between ‘planning’ against ‘entrepreneurship’ as it seeks to transform itself to support a more entrepreneurial and knowledge-based economy for the twenty-first century.

The research follows Alvesson & Willmott’s (1992) critical theory agenda in that there is value in studying tensions between key groups in the inter-organisational space and in particular critiquing the exercise of power in the context of a NIS. The study in particular takes up Hamilton-Hart’s (2000) call for more research to be done on the quality of ties between state and non-state actors in Singapore. In addition, to examine issues beyond the superficial exercise of power, the study uses Lukes’ (1974) three-dimensional classification of power as a framework to study both observable and unobservable exercises of power between the technocrats and technopreneurs.

The paper argues that unlike the consensual power relationship that is assumed, the power relationship is largely tilted towards the technocrats and away from the technopreneurs. Using Hampden-Turner’s (1990; 2000) dilemma methodology as an interpretive lens in which to analyse the relationships between the technocrats and technopreneurs, the research found three major patterns of power paradoxes in which the power relationship is skewed towards the technocrats as shown below:

<table>
<thead>
<tr>
<th>Power Paradoxes</th>
<th>Technocrats’ perspective</th>
<th>Technopreneurs’ perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meritocratic effect</td>
<td>A system based on academic ‘merit’ that focuses on answers</td>
<td>A system based on diversity and play that focuses on ‘questions’</td>
</tr>
<tr>
<td>Multinational Corporation – Government-Linked Corporation (MNC-GLC) effect</td>
<td>Wooing MNCs and sponsoring GLCs</td>
<td>Empowering Technopreneurs</td>
</tr>
<tr>
<td>Process-engineering effect</td>
<td>Process Engineering skills within highly structured environments</td>
<td>Soft skills within complex, dynamic environments</td>
</tr>
</tbody>
</table>

The paper concludes with a few observations that the NIS may be undergoing a shift in the power-relationship to correct some of these imbalances but cautions that these changes could take time and may be met with resistance.
TECHNOLOGY DEVELOPMENT AND STAKEHOLDER INFLUENCE: THE EXAMPLE OF GOLDEN RICE

Ursula Weisenfeld* and Astrid Hunck-Meiswinkel, University of Lüneburg, Germany.

Technology development and implementation include social processes where various stakeholders voice their interests and concerns: stakeholders influence the process of technological advance in a variety of ways. These interests and concerns, in turn, are shaped by the stakeholders' institutional context.

If the parties involved have a different institutional environment it could be difficult to achieve an agreement on how the technological development and implementation should proceed. In the context of technology transfer, supplier's and recipient's institutional environments are likely to vary and thus, the acceptance, adaptation and use of technology by the recipient may well differ from what the supplier of technology expected these to be. Successfully embedding the technology into its 'new' institutional environment requires some knowledge about the receiver's environment (what are legal, normative and cultural requirements).

The examples of China and India as potential adopters of 'Golden Rice', a genetically modified rice strain containing pro-vitamin A, illustrate the role of stakeholders and institutional environments for the acceptance and use of a technology.

Both China and India have joined the WTO and increasingly place more emphasis on biosafety and international trade issues. Both countries face problems in feeding a huge population and in both countries rice is the staple food.

Relevant key differences in the institutional environments can be seen in the political system and the associated regulatory system and in the roles civil society and the media play as stakeholders.

To transfer technology successfully, identification of key stakeholders' interests and perceptions, assessment of the institutional framework on a local level and the integration of stakeholders on a local level are of paramount importance.
A CULTURAL POLITICAL ECONOMY OF BUSINESS STRATEGY IN A DEVELOPING COUNTRY CONTEXT - THE CASE OF THE SRI LANKAN TEA INDUSTRY

D.W. Ananda Wickramasinghe*, University of Sri Jayewardenepura, Sri Lanka.
Donald Cameron, The University of Queensland, Australia.

This paper argues that managerialist approaches hold some promise but quickly move toward prescriptive managerialism. Western based strategy promotes instrumental rationality, reproduces hierarchical relations of power, and systematically privileges the interests and viewpoints of particular groups. So, thesis proposes a critical perspective-cultural political economy approach to understand such a context before rush for prescriptive strategies.

The Sri Lankan tea industry, particularly tea plantations decision makers have been predominantly depending up on the Western/Northern business strategy ideology and managerialist approaches over the last two decades especially after the privatization of tea plantations. It is evident that the Sri Lankan tea industry, particularly tea plantations are underperforming on almost all conventional economic indicators.

Limited applicability of the Western/Northern strategy approaches and the power relations of the strategy process were explored through the actors’ perspectives. The study found that the power relations in the industry in strategy processes lie within ethno-politics, trade unionism, elitism, patriarchal labour and family structures and religious value systems. This is, especially the case in the tea plantations. Therefore, it is suggested that understanding the power relations in strategy decision-making processes within a wider social and political context, will allow managers to make better decisions. To attempt implementation, managers require a sense of ‘reality’ which is based on the effects of ‘forgetting, neglecting or denying the subjectivity’ which is the condition necessary to render the strategy frameworks and strategies possible.

In this study it has been found that strategy can only be studied effectively, and recommendations for improvement made, if there is a good understanding of the socio-cultural dynamics of the society. The indigenous caste system, British-derived education and class systems, current labour dominance of an idiosyncratic political landscape, and land ownership issues stemming back to pre-colonial times, are some of the factors flavouring business activities in Sri Lanka in the 21st century.

Finally, study suggests that true grassroots approaches to strategy such as labour empowerment, can segregate the asymmetrical power relations of the industry and tap the creative energy of workers while uprising insurgent strategies to enhance the industry performance.
THEATERS OF CAPITALISM (STREAM 28)

Convenors

David Boje; New Mexico University, USA.
Slawomir Magala; Erasmus University, Netherlands.
Grace Ann Rosile; New Mexico State University, USA.
Raymond Saner; Center for Socio-Economic Development, Switzerland.

Stream Description

We seek symposium presentations that integrate theatre with critical management theory and global capitalism. Four thematic perspectives are suggested below but these are not intended to be all encompassing.

One theme is that theatre can bring change to organizations and society. In Europe and North America, plays are written for specific organizational problems, and staged in front of organizational audiences with the aim to change management and employee's work behaviors (Clark and Mangham, 2002; Schreyogg, 2001). A critical view would examine, for example, how it is usually management that orders and controls the theatre intervention to raise awareness and to change organizational structures and thinking on the part of spectators (employees and other managers). These plays reflect in both their organisation and performance the organisational hierarchy. The spectators attend to celebrate the heroic endeavours of management as they are portrayed on stage. Consequently, organizational theatre does not forsake the stage or the script, fearing that “improvisatory anarchy” will preempt the official and sanctioned ways of representing power (Derrida, 1978: 239). This kind of theatre has important links to other genres such as the masques of the Tudor and Stuart courts, which sought to celebrate the achievement of those in power. Key questions include, how is control exercised, what is the spectators experience and do these plays achieve their objectives? Is agit prop and forum theatre possible in organizational context?

A second theme is theatre as metaphor, to look at corporations as performers on the global stage (to look at the spectacle on stage, what is back stage, and what is in the corridor of power between off and on stage)....

A third theme is complexity and theatrics. If organization and interorganizational behavior is a network of theatrical production, in distributed networks of consumption, then the question is what are the complexity and chaos dynamics? ....

Fourth, organizations are using theatre to accomplish Disneyfication, McDonaldization, Las Vegasization, and Enronization (Boje, 2002a, b) Each is a different style of theatre ....
A THEATRE OF CAPITALISM: RENÉ POLLESCH AND THE DRAMA OF ENTERPRISE DISCOURSE

Timon Beyes, University of St.Gallen, Switzerland.

“Damn Deleuze”, an actor shouts laughingly, having lost his line again, unable to keep up with the bewildering cut-ups and samplings of recent social theory and fragments of entrepreneurial “lingo” that make up the plays of German writer René Pollesch. (cf. Pollesch 2002, 2003) Pollesch, who writes and directs his plays mostly at the “Prater”, side stage of Berlin’s “Volksbühne”, has created a theatrical approach some critics have dubbed “discourse theatre”. It is a theatre of capitalism. More specifically, it can be read as a theatre of entrepreneurship.

Drawing on poststructuralist theories, Pollesch mostly de-individualizes his texts. There are no characters being developed on stage, it is just texts: assemblies of popular management and entrepreneurship literature and “postmodern” theory. What seems to be missing is any Brecht-like lesson and subsequent code of practice pressed upon the audience. The actors throw themselves against the walls of the discourses constructing them as entrepreneurs of themselves, so to speak, without ever finding a way out.

Accepting the deleuzian notion that science and poetry are knowledge in equal measure (Deleuze 1987) and that every literary text appears as part of orders of knowledge if it reproduces, confirms, corrects or moves the borders between visible and invisible, sayable and unutterable (Vogl 2002), my paper will sketch different readings of Pollesch’s plays:

- Theatre of capitalism (…..)
- Theatre of entrepreneurship (…..)
- Entrepreneurial theatre (…..)

Departing from Pollesch’s brand of theatre and using it as a case study at the same time, I will interweave these readings with the purpose of exploring a possible opening in entrepreneurship research, adopting a broader approach to entrepreneurialism as a generalized concept for introducing innovative thinking, rearranging the established and producing the new. (Steyaert/Katz 2004) Analytically, I will propose a spatial perspective, relying upon the writings of Lefebvre (1991), Soja (1996, 2000), de Certau (1984) as well as Foucault’s principles of heterotopology (1991).

Underlying the paper will be the assumption that it takes sites and spaces for entrepreneurship to happen and that sites and spaces may be constituted through entrepreneurial activities. ”What spaces have we privileged in the study of entrepreneurship and what other spaces could we consider?”, Steyaert and Katz (2004) ask, looking for other places than Silicon Valley to study entrepreneurial activity. And, it might be reformulated here, what kind of spaces have been observed in the study of managerial entrepreneurialism, and what other spaces could be observed? As I will try to show by interconnecting Pollesch’s theatre, entrepreneurship studies and socio-spatial theories, there might be much more to the everyday dramas of entrepreneurship - and hence: the everyday dramas of capitalism - than commerce and economic drive.
FOREIGN DIRECT INVESTMENT IN CHINA: THE STORY AND STORYTELLERS OF THE SARS EPIDEMIC

Usha C. V. Haley, University of New Haven, USA.

This article proposes the discursive metaphor of theatre to discuss Foreign Direct Investment (FDI) in China; this theatre involves various storytellers and communicates several stories. While concentrating on the stories and storytellers of the SARS epidemic of 2003 in China, the article highlights the spectacle of FDI in this country and the social and economic commodities that it produces for local and global consumption.

FDI has poured into China at an ever-increasing rate over the last two decades. In 2003, China overtook the United States as the largest recipient of FDI in the world. This paper explores the uneasy alliances that have broadcast this phenomenon and the audience that has bought into the commodities that it produces. Through analysis of reports of the SARS epidemic in China, it identifies some of the dynamics behind FDI in China.

The core alliance in this theatre of capitalism includes foreign multinational corporations and the Chinese government. Foreign multinationals have become necessary to the survival of China as they generate the great bulk of exports for this Communist country. FDI helps to prop up a system of aging State Owned Enterprises and rising conspicuous consumption as well as notions of progress that separate modern from Maoist China. To woo multinationals, the Chinese government has offered cheap land (grabbed from some groups when necessary), cheap utilities and cheap labor. To placate the Chinese government, many multinationals have had to change their methods of operation, including how they make decisions and on what basis they make these decisions. Our research has found that most US multinationals have never made a profit in China, but, most plan to expand their operations.

This core alliance produces a global spectacle: for example, cheap Chinese labor now fuels over 70 percent of imports in the US electronic sector, contributing to continual downward pushes on consumer prices, in the USA and China. Many small firms in China have been driven out of business, as profit margins have become razor thin; similarly, many small firms in the USA have been unable to compete. Consumers enjoy cheaper prices in the USA and worldwide, but the US trade deficit with China exceeds that with any other country. Concurrently, mass production in China has contributed in many ways to the Wal-martization of the global economy. Investments in the core alliance between the Chinese government and foreign multinationals have resulted in marginalizing several local groups – including migrant labor and the remote Western provinces. Pursuit of progress has resulted in massive expenditures on infrastructure (often disenfranchising long-time settlers in the cities to gain land), as well as resulted in severe pollution and water shortage problems. The concerns of multinationals (such as SARS, which seriously interfered with production) gained more attention in China than the problems of AIDS (which has infected far more people).

The core alliance has generated symbolic stories from both sides: a) that of stability, low risk and progress from the Chinese government b) that of rational long-term investment, and efficient enclaves of integrated rational production from the multinationals. As an epidemic that arose in a crowded, developing country and was spread in a haphazard fashion through multi-level insidious contacts between multinationals and locals operating in this developing country, SARS presented a challenge to the stories of both the Chinese government and the foreign multinationals. Consequently, the narratives had to be managed….
CREATIVE LEADERSHIP

Piers Ibbotson and Diana Winstanley*, Kingston University, UK.
Jennifer Whyte, Imperial College, UK.

Note: This session will be run as a drama workshop rather than utilising the traditional approach of ‘presenting a paper’, however there will be a full paper on the ideas on which this session is based.

The theatre is a rich source of ideas for critiquing, parodying, dramatising and performing management in organisations. Yet the theatre is not separate from management, a separate entity using ‘management’ as dramatic material; it also enacts management and leadership in its creative projects. Theatre projects and the work of the director and ensemble to bring together a work for performance have their own structure, culture and approach to the work.

This paper focuses particularly on ideas of creative leadership performed in the production of theatrical spectacles. Using vignettes and stories drawn from participant observation of a number of Royal Shakespeare Company performances taken from inception to execution, the experience of theatre directors is taken and applied to business and management in general. The paper develops the idea that leadership is performance and that these performative aspects have not been fully recognised in the literature.

The paper takes five themes to develop this point, all of which revolve around the notion of developing the ensemble. The first theme is of rehearsal and improvisation as a metaphor for the creative process in the group and a way of leading a group’s development. The second theme is around the issue of status, where on the one hand the leader enables an equality before the task, but develops versatility at working at different status levels. The third theme concerns uncertainty, and the ‘negative capability’ that can arise where directors and leaders are able to contain anxiety and work through a process of ‘unknowing’. Fourthly, directors work through an intensity of concentration and effort that allows for indifference to failure and a suspension of judgement that at the same time acts as a catalyst for new projects to come into being. This aspect we call ‘the gaze’. Finally, creative leadership has the capacity to view creative constraints as opportunities for development rather than barriers to action.
PLOTTING PROFITS, IMAGINING POWER: COLD WAR, MANAGERIALISM AND MULTIMEDIA

Slawomir J. Magala, Rotterdam School of Management, The Netherlands.

Contemporary culture resembles a drama staged in decorations, which had been designed during the Cold War. Cold War is over, but contemporary plots are played out in old decorations. Cold War – in spite of bellicose rhetoric – has served as a metaphysical setting of political and social management. In politics and economics, it reinforced the bureaucratic organization as the dominant form of coordinating increasingly complex processes and social movement as its major alternative. Managerialism became a tacit ideology of professionals controlling those, who pursued the American dream of profit and upward mobility. Alternative, social protest movement became a tacit organizing principle of those excluded, exploited and exterminated. In societies, professional managerialism reinforced the tendencies towards ideological fundamentalism as an ersatz-community. In states, managerialism triggered commercialization of processes, which had previously been controlled by public authorities and elected officials. In cultural production, managerialism resulted in growing class inequalities of knowledge professionals and growing indifference of general public towards avant-garde art. Social sciences and avant-garde art became instruments in ideological struggles, as testified by the Kuhnian purges of the academic communities and by the dictatorship of the commercial art displays. Gradual turn towards image at the expense of plot in visual arts and literature accelerated these processes. Warlike rhetoric, including the ideology of war on terror, is an attempt to recycle Cold War fears in a post-Cold War world. Is the ideological question “Who Are We?” a sufficient alibi for this re-engineered political drama staged in a virtual multimedia space? Are alternative narratives born in “microstorias” and pirate utopias of Cyberia?

Motto

“The Eurocentric vision had already been drafted for a more and more discredited use in the Cold War…We must begin to rid ourselves, consciously and resolutely, of the whole complex of attitudes associated not just with Eurocentrism but with identity itself, which can no longer be tolerated in humanism as easily as it was before and during the Cold War.”(Said, 2004, 45,55)

“This turn away from a disinterested, unitary positivism in favor of a view of scientific knowledge as discovered/constructed in the pursuit of a weltanschaulich preconception, or in the elaboration of a preconceived program of knowledge production, has been ascribed to Thomas Kuhn Structure of Scientific Revolutions”(Forman, 2002, 120)
LEARNING FROM THE ARTS: COMPARING POSTMODERN THEATRE AND POSTMODERN ORGANIZATIONAL CONSULTING

Raymond Saner, Centre for Socio-Eco-Nomic Development, Switzerland.

Organizations of the private and public sector have already been compared with the theater (Mangham, Overington, 1987; Vail, 1990; Schreyögg, 2001) and many authors focusing on organizational culture have consciously or unaware borrowed from the repertory of theater and dramaturgy, especially when using terms like heroes, scripts, plots, internal audiences, myths, legends etc.

While such cross-fertilization has helped illustrate some of the dynamics of organizational life, little has been done in regard to direct comparison between contemporary theater and contemporary organizational practices. The goal of this presentation is to move closer to both worlds and to directly compare the most recent development in both fields, namely Off-Off Broadway Theater with contemporary Management consulting or Off-OffWallstreet Consulting (OOW).

The basic findings suggest that both OOB and OOW show manifestations of postmodernism and that both are signs of the times pointing at a possible paradigmatic shift of Western industrialized countries towards a postmodern way of being in this world or possible heralding a reverting back towards a pre-modern state of being analogous to the previous turn-of-century period of symbolism and neo-classicism.

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SCENES FROM NARCISSISTIC AND DANGEROUS “ALPHAS”: “SOVEREIGN INDIVIDUALS” AND THE PROBLEM OF CULTIVATING THE “CIVIC” IN CYBERSPACE: A DIGITAL PRESENTATION

Kym Thorne*, University of South Australia, Australia.
Julianne English, Pembroke School, Australia.
Alexander Kouzmin, University of South Australia, Australia.

This paper examines Davidson and Rees-Moog’s (1997) notion of the Sovereign Individual as part of a continuing integrated investigation into interlocking approaches to free market globalization, the virtual organization and individual agency shared by neo-liberal and postmodern thought. Particular attention is given to whether global markets and information technology establishes a new cyberspace realm that conditions the ability of governments to regulate economic and social activity and to cultivate individual actions.

This paper investigates whether is possible for de-physicalised cyberspace to provide sufficient nourishment for any individual, sovereign or otherwise. This exploration questions the privileging of the Sovereign Individual discourse and practice that eliminates all alternative approaches to Public Administration, identity and community. This paper suggests that the challenge for public or civic administration is to escape the illusions and impractical schemes presented by those interests which benefit from elevating the Sovereign Individual above all other forms of sovereignty and making the visible invisible, communities non-communities and persons non persons.
(THE) VIRTUALITY CHALLENGE: GENDER, ORGANIZING, AND THE NET (STREAM 29)

Convenors

Eva Gustavsson; Göteborg University, Sweden.
Jerzy Kociatkiewicz; Polish Academy of Sciences, Poland.
Monika Kostera; Warsaw University, Poland.

Stream Description

One of the challenges in today’s organizations is the increasingly prominent role of IT. As virtuality becomes ever more fully incorporated into organizational practices and relations, its manifold consequences are never easily foreseen nor described, and are not limited to affecting everyday organizational life. While we can think of consequences in terms of practical, managerial, political, organizational, and social aspects, a particularly significant locus can be found around the issue of gender, and we would like to take this opportunity to bring together and discuss current research dealing with the interplay between gender and virtuality.
TECHNOLOGIES OF THE BODY: HEROISM IN CAPITALIST AND STATE-SOCIALIST SOCIETIES

Dirk Bunzel* and Mihaela Kelemen, Keele University, UK.

The main aim of the paper is to explore the relationship between body and society within former state-socialist societies and identify differences and commonalities with contemporary Western conceptualisations of the body. We argue that state-socialist conceptualisations of the body show a fundamental ambiguity: a central tension exists between the propagation and worshipping of a healthy body as material foundation for the new “homo socialisticus” and its relentless exploitation for the sake of economic and social progress. The ambivalence towards the body motivated social policies and was identifiable in many aspects of everyday life.

The socio-economic relevance of the body pertains to both socialist and capitalist societies: whereas state-socialist ideology tended to reduce the body to a mere means of production (Marx, 1981) contemporary Western consumerism focuses on the body as a means of consumption (Baudrillard, 1998). However, the body for consumption is not so different from the body for production. Both bodies are produced by technologies of domination and technologies of the self. In both societies the body functions like a machine: the system feeds it with heroic images, and expects it to act in a certain pre-determined way. Both types of bodies are produced by experts: in capitalist societies, psychologists, marketers and advertisers produce an ideal type of a body whose essence is represented by a lack of essence: image is all that counts. Here, the image relies not on some inner qualities of the body but on acquiring material goods and a style of life which signals wellness and prosperity. In socialist societies, the body is produced by politicians with the help of production experts: a healthy body is one which works hard for the good of the collectivity, one which is prepared to sacrifice its health and beauty in order to create wealth for the society. In line with this, the heroic images associated with the body are also in stark contrast. The capitalist heroes to be worshipped today are celebrities such as pop stars, actors and sports people (and to a less extent business people or politicians). These are usually young and healthy people who can afford an extravagant life style and whose image is one of coolness. In contrast, the socialist hero is the ordinary worker or farmer whose life is dedicated to the socialist cause via hard work, reproduction and other basic human activities upon which supposedly a just, humane and realistic society is to be based. In both systems, however, these heroes served to integrate and regulate the society with some degree of success. The intention of ‘representing’ the healthy body may be different across the two ideologies of capitalism and socialism but the body and its experiences remains a constant throughout.
VIRTUAL MATERIALITY – PICTURING POWER AND INNOCENCE IN ORGANISATIONAL WEBPAGES

Nina Kivinen, Åbo Akademi University, Finland.

Discourses of disembodiment in relation to the internet, cyberspace and virtuality prevailed in the 1990s, successfully penetrating different disciplines and approaches to the study of internet culture. This “cyberutopian voluntarism” (Slater 2002) entails that in cyberspace all inhibitions could be broken and action on the internet would not limited by the restrictions of society in the ‘real’ world nor by the body. The self would no longer be trapped within the corporeal body; instead the mind could successfully be separated and left to roam the spaces of cyberspace. The clear link to a Western philosophical tradition of dualities is evident, and thus the resilience of the discourses that separate the online and offline understandable. But clearly during the past few years research has successfully challenged this dichotomy (see e.g. Slater 1998, 2002, Angerer 1999 and Muri 2003), arguing for different ways in which materiality and embodiment can be understood in virtual spaces. Similarly, this paper will challenge the view of the internet as a disembodied space, where individuals and organisations are freed from their bodies, by arguing for a materiality of images on the internet. This paper will argue that a material and gendered cyberspace is constructed through the images on a corporate website. Through the pictures of “innocent black children”, “powerful men” and “maps of the world”, the world and its bodies are brought over the dividing line between the ‘real’ and the ‘virtual’, thus reproducing social order on the internet.
WEBSITES AND SERVICES BRANDING: IMPLICATIONS OF UNIVERSITIES’ WEBSITES FOR INTERNAL AND EXTERNAL COMMUNICATION

Jerzy Kociatkiewicz* and Monika Kostera, Växjö University, Sweden.

Computers and related technology tend to appear as highly sexualized in advertisements (Kociatkiewicz, 2004). Their sexuality is linked with a strong taboo against explicitness as well as against overt cultural interpretation of the sometimes quite obvious sexual undertones of the ads.

In this paper we would like to consider one of the issues connected to the sexuality of computers and perhaps also to the taboo: the gendered presentation of computer equipment. Are the computers and related technologies represented as female or male in the ads? Or are they, possibly, androgynous? What gendered symbols are associated with different pieces of computer technology and how are they displayed in the pictures? Do those representations presuppose a gendered reader?

Drawing upon inspirations of Actor-Network Theory and gender studies for interpreting sociotechnological relations, we have carried out a cultural analysis in order to answer some of the above questions. We concentrated mainly on ads appearing in Polish computer magazines around the year 2000. Furthermore, we consider the social consequences of how computers are gendered: how the non-human actors are positioned in working contexts and how their organizational roles are affected.

References

WEBSITES AND SERVICES BRANDING: IMPLICATIONS OF UNIVERSITIES’ WEBSITES FOR INTERNAL AND EXTERNAL COMMUNICATION

G Moss* and R Gunn, University of Glamorgan, UK.

Services branding has traditionally relied on importing ideas from the classical goods Brand Management Marketing sector and this has resulted in a paucity of research into factors affecting Services Branding. According to recent research, the source of the values contained in the ‘artefacts’ which contribute to communicating and reinforcing corporate values are best identified internally. At the same time, research shows that ‘consumers will be more drawn to service brands perceived as having values congruent to their own’, whether actual or aspired. Neglected in this is the issue of plurality of internal stakeholder values as well as a possible conflict between internal and external stakeholder values.

The purpose of the research described here is to consider the compatibility of internal and external stakeholder values in specific reference to the design of Higher Education websites. The analysis, using an interactionist approach to web aesthetics reveals that the majority of University pages use a male aesthetic, a mirror of the senior internal stakeholder constituency. Questions are asked as to the suitability of this aesthetic for a market of external stakeholders in which women play an increasingly important part. Practical constraints, in terms of the demographics of the IT profession are also examined.
REDISCOVERING DEPENDENCY AND SUBJECTIVITY: MOTHERING WITH DISEMBODIED INFORMATION AND COMMUNICATION TECHNOLOGIES

Bec Neill*, University of South Australia, Australia.

Kym Thorne, University of South Australia, Australia.

Becoming a mother is an archetypal experience in a woman's life. The transition to motherhood is, for many women, a beginning or renewal of exploration of identity. This paper contrasts the experiences of mothers in social and institutional environments increasingly dominated by information and communication technologies with the emancipatory claims of technology proponents within globalised and virtualised Information Age societies. Through the oral narratives of two Australian mothers, stories of technology driven worlds amplifying already fractured and subordinated identities of motherhood are recorded.

Within these stories of informational technology interaction, mothers are effectively rendered as an invisible constituency within universally interconnected networks and virtual time and space. In public institutions, driven by neo-liberal policy and transformed by network logic and informational technologies, invisible mothers are rendered partially visible when mothers are construed paradoxically as creators of family and economic dependents of either state or partner. In private markets, mothers are treated contemptuously both as consumers and labour supply and within global media networks mothers’ identities are dichotomous and distorted.

In exploring the gap between the ideals of the Information Age and mothers experiences, a technological contempt for mothers is found. Whilst patriarchal conceptions and myths of mothers have nurtured this contempt, unresolved and unrealistic feminist discourses and exclusive information system and technology design processes have created spaces in which it flourishes unabated. The paper warns that the continued exclusion of mothers places a generation of mothers, and their children, at risk and calls for the inclusion of mothers at the sites of technology production and design and at institutional sites where mothers negotiate with information systems and technologies.
FEMININITY, MASCULINITY: THE INTERNET USAGE OF WOMEN ON MATERNITY LEAVE

Henriett Primecz, Corvinus University of Budapest, Hungary.

There is nothing more feminine than giving birth and being at home with a newborn child on maternity leave. Modern societies, which clearly divided the work place and the place of consumption (home), provide possibility of maternity leave for women who gave birth. Women usually can choose when to return to work. In Hungary state provides monthly allowances for those women who stay at home with their children up till three years. Most women take this possibility and often women with more than one child stay at home for 6-10 years. During these years they are cut from the rest of the society, but nowadays Internet became a means of getting contact with the rest of the world. Originally, the Internet was mainly used by men, so the topics and issues placed on the Internet was either for professional purpose or for men's interest. But recently there are increasing number of sites about women, and specially child-care issues, and also forums for women on maternity leave where they can discuss all their problems about children, family, and being at home.

In my paper I wish to examine these feminine types of web-sites and femininization of the Internet through interviewing professional women having small children. In my research I show and analyze the most often mentioned websites by my interviewees, adding their comments concerning when and why they read the mentioned webpage.
WHITHER THE MBA?- THE FORMS, PROSPECTS AND CRITIQUES OF THE MBA (AND BUSINESS SCHOOL 'EDUCATION') (STREAM 30)

Convenors
Michael Brocklehurst, Imperial College, UK.
Andrew Sturdy; Warwick Business School, UK.
Michaela Driver; East Tennessee State University, USA.
David Knights, University of Exeter, UK.
Diana Winstanley, Kingston University, UK.

Stream Description
The MBA has become a potent and widespread symbol of management knowledge and privilege and fuelled academic careers and management departments. It has also been subject to a range of critiques as a form of managerialism, neo-imperialism, universalism and commodification for example. At the same time, there are attempts at reform either at the margins in terms of ‘critical’ or locally adapted approaches to management education or more mainstream calls for ‘practical relevance’ or ‘scientific rigour’. Indeed, some (periodically) see the MBA as having reached a peak and facing decline or the need for radical transformation. Conversely, partly through the strong and continued influence of the MBA, some university departments are becoming more like proto-typical businesses and the staff and syllabi transformed for consumption rather than critical reflection and practice. Overall then, it is timely to assess critically the current state and prospects of the MBA as well as its critics.
CRITICAL AND ENGAGED: THE PUBLIC ROLE OF MANAGEMENT EDUCATORS AFTER ENRON

Todd Bridgman, University of Cambridge, UK.

A concern about the complicity of business schools in recent corporate scandals coincides with a debate in the management education literature about ‘relevance’. There is consensus that business schools need to be relevant, in order to justify continued funding from the state and to repel the competitive threat posed by non-university providers of management education, however there is no agreement about what ‘relevance’ means. There are signs that the ‘relevance’ debate is becoming more urgent. Whatever the successes of the past, the ‘golden days’ for business schools may be over as more questions are raised about the value of an MBA. Coupled with concerns that MBA programmes have become the training ground for future corporate fraudsters, it is a difficult time for business schools and it is timely, therefore, to consider the critiques, forms and prospects of the MBA and management education. This paper considers the threats to, and possibilities of, the performance of a critical public role by business school faculty, drawing on the theoretical framework of Laclau and Mouffe’s discourse theory and an empirical study of UK research-led business schools. The notion of a critical public role is highly relevant for those associated with CMS. Despite appearing to be well positioned to develop a critical public role, critical management scholars are routinely and vigorously criticised for their efforts in the public arena, often by those sympathetic to the CMS agenda. Drawing on Laclau and Mouffe’s insight that identities and practices are ultimately contingent, I conclude that critical intellectual identities and practices can be accommodated, and indeed fostered, within an increasingly commercialised business school environment. By extending interactions with audiences outside the academy, faculty can make a useful contribution to public debate on issues of organisation and management, whilst demonstrating their institution is ‘relevant’ to external stakeholders.
HOW CRITICAL ARE BUSINESS SCHOOLS’ TIME-BOUNDED STRUCTURED MBA PROGRAMMES?

Kok Leong Choo, University of Wales Institute, UK.

The time-bounded structured Business School MBA programme is still growing in popularity and playing a crucial role in producing and re-producing the practices of management despite receiving extensive criticism about its relevance, accuracy and desirability. This article focuses on two issues relating to MBA management pedagogy in UK Business Schools. Firstly, the article examines the theory and practice of time-bounded structured MBA programme in a formal Business School educational setting. Secondly, it evaluates the extent to which the programmes encapsulate the tenets of critical management andragogy. The overall aim is to establish the current status of the theory and practice of the Business School MBA programme from a critical perspective that has been receiving very little attention. The study hopes to lay a clearer foundation for critical pedagogical research. The research methodological strand is interpretive incorporating discourse, discursive and linguistic analysis to identify the hidden and unarticulated problematic premises, presumptions and presuppositions underpinning the theory and practice of Business school MBA programmes. The theory and practice of the time-bounded management programme is underpinned and driven by these assumptions (Cunningham and Dawes, 1997). A selected sample of 100 UK Business School MBA prospectuses and ten MBA course validation documents were examined in the overall study. The findings seem to show that the UK Business School time-bounded structured MBA programme philosophy and aims, teaching and learning, and assessment strategies are firmly based on orthodox management principles and they are falling far short of a critical perspective. The findings reinforce many of the problematic assumptions that had been identified by Cunningham and Dawes (1997). Key Words: time-bounded structured MBA, business school, criticality, critical management andragogy, interpretive.
STRANGE BREW: THE MBA AND INSTITUTIONALIZED HYPOCRITICAL ISOMORPHISM IN MANAGEMENT EDUCATION

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In this paper we theorize educational practice, as represented by the MBA, as a complex interplay of global standards, market realities and local agencies which, rather than faithfully reproducing a unitary global model, results in a new hybridization of education. Further, we suggest that for universities it is the quality of this hybridization (rather than just the nature of the standards), which is the most important factor in the delivery of the MBA. Given that the unpredictable dynamics of local realities will always exceed the confines of the standards we argue that accreditation unwittingly promulgates a ‘necessary hypocrisy’ at the local level. We also argue that it is this institutionalized hypocritical isomorphism (a divergence between attesting to disembodied standards and dealing with the lived experience of educating) that can enable the MBA to retain an educational vitality. We will illustrate our point with a case study from the MBA program at UTS.
THE DEVELOPMENT OF “IMPOVERISHED SOULS”: A CRITICAL APPRAISAL OF THE CASE METHOD WITHIN UK MBA PROGRAMMES

Graeme Currie*, Alison Seymour, Sue Tempest and Nick Tiratsoo, Nottingham University, UK.

The use of the case method for MBA teaching has been transferred from the USA to business schools across the world. As a reflection of this, within many UK MBA programmes the case study represents the “bedrock” of pedagogy. However, given the spread and importance of the case study method as a pedagogical vehicle for management education, it has been subject to limited critical scrutiny. Our intention is to address this research gap by examining the reasons for and process of writing case studies for management teaching, the content of these case studies and how case studies are implemented by management teachers and students within the classroom to promote learning.

We are particularly concerned that sources utilised to provide the case narrative are rather narrow and undertake content analysis of ten top selling cases to illustrate this. We find that a partial view of the company’s strategy is presented, which privileges certain voices. For example, within the Easyjet case, which was the top selling case in 2001 and 2002, the narrative is produced through prolonged engagement with the chief executive and supplemented by formal company documentation. Perhaps, unsurprisingly the chief executive is presented in rather heroic terms, as a “Robin Hood” figure or “man of the people”. The overall effect is that the case presents an image of the chief executive and the company that strays little beyond that promoted within public relations material.

We also observe the management teacher and MBA students in case study action within two leading UK MBA programmes. Following which, we interview the MBA students and management teachers to discuss our observations. Apparent here is that some management teachers use the case study to present a best practice model of management. One consequence is that MBA graduates, upon return to business organisations, may regard problems as amenable to a pithy report, which they can subject to an analysis analogous to the case method utilised in the MBA classroom. Yet we are optimistic that this is not widespread and highlight that other management teachers present the case as more problematic than intended by the case writers and teaching notes. Relatedly, the management teacher may create a receptive context for students to bring in additional information to problematise the case.

The issues raised in our analysis of the use of case studies for learning reflect broader debates about the purpose of MBA programmes and business schools. Most obviously there is a question regarding whether transfer of American business school models to the UK, connected to which is the case study teaching method, is appropriate. Also highlighted within our study is that case studies may be utilised in conjunction with a particular pedagogical approach, which is managerialist. This, we argue, is unlikely to provide a receptive context to discuss the “darker” side of contemporary capitalism. Further MBA graduates may be developed with strong analytical skills but lacking the necessary intuition and political nous to practice effectively, and lack sensitivity to the invidious effect of organisation and management practice upon employees and society.
“BEYOND OUR IMAGINATION”: THE VOICE OF INTERNATIONAL STUDENTS ON THE MBA

Graeme Currie, Nottingham University, UK.

The pedagogical framework of the MBA, derived from the cultural norms of Anglo-American education, lays the expectation upon students that their role be as proactive within the learning process as the management teachers themselves. This may have been less problematic for American and British business schools where home-based students provided the main cadre of MBA participants. However, increasingly American and British business schools rely upon international students, particularly Chinese students, as a source of income (Financial Times, 25th June 2004: 10, 18). As a consequence, in my paper, I argue that previous taken-for-granted pedagogical notions need to change.

My paper considers, at the level of management education practice, the cultural asymmetry evidenced in the experience of two cadres of Chinese students undertaking MBA study at a UK business school. I seek to bring their voice, hitherto under-represented in pedagogical debate, to the attention of MBA management teachers (Clegg and Ross-Smith, 2004; Collin, 1996). The objective being to provide a better understanding of Chinese students’ pedagogical need and how management educators might render a more effective learning process for all students by addressing the much valued cultural diversity inherent within their MBA populations.

My analysis of accounts of Chinese students’ response to MBA pedagogy reveals that they are asked to adjust to a new role, which their previous organizational experiences and socialization ill-prepares them for (Ashforth and Saks, 1996; Jones, 1986). As clearly demonstrated in my study, learning is compromised for Chinese students, associated with which we should note signs of disillusionment from them about the value of western education.

So, what are the critical first steps to change our management education practice to take account of the increasing numbers of Chinese students embarking upon MBAs and the way in which they are accustomed to learning? Simply, our point of embarkation should differ. What I mean here is that, instead of privileging our Anglo-American pedagogical assumptions in a non-reflexive way management teachers should be sensitive to the incoming assumptions of our cohorts of Chinese students. My study offers some reflection upon how the management teacher might do this. Taking a dialogic approach allows the voice of Chinese students (and other international students) to be, hopefully, captured in its own terms. The title of my paper, ‘Beyond Our Imagination’ highlights that we fail to do this.
‘EXPERIENTIAL MANAGEMENT EDUCATION AND THE EMOTIONAL POLITICS OF LEARNING. HOW MIGHT THIS INFORM MORE CRITICALLY REFLEXIVE PEDAGOGIES?’

Carole Elliott, Lancaster University, Lancaster.

In 1996 Thomas and Anthony expressed the fear that an examination of management educators’ own practices might reveal their hostility to the managers they teach. Rather than exposing hostility to managers, the purpose of this paper is to argue that greater consideration to classroom practices, particularly in respect of their impact upon managers' learning, can open up possibilities to conceive and incorporate managers’ experience in alternative, more critically reflexive ways. Based on a series of interviews with part-time students gathered over a 32-month period, the paper will consider their perspectives on a MBA programme informed by an experiential adult education tradition. The paper will examine student reflections in the light of possibilities put forward by educators regarding management education's role, purpose and the form it takes.

The paper begins by discussing the experiential tradition in management education and development and notes this tradition’s lack of attention to emotional aspects of learning. The paper then draws attention to the politics of education and learning that has provided a focus for critical pedagogues, in particular developments initiated by feminist pedagogues who argue that critical pedagogy has not been sufficiently self-reflexive regarding the politics of its actions. The MBA's programme design and structure is then presented, including an analysis of the educational traditions that inform its pedagogic design. I then present findings from the research that illustrate interviewees’ emotional and political responses to the MBA’s learning processes. The paper concludes by reflecting on the political nature of management learning and education, and suggests that the ambivalence experienced by students might be more explicitly incorporated into MBA learning and assessment practices.
SCIENCE OR CRAFT? – A CRITICAL EXPLORATION OF TWO FORMS OF MBA EDUCATION

Carole Elliott* and Sarah Robinson, Lancaster University, UK.

Since the start of UK management education’s growth-spurt in the late 1980s/early 1990s, there has been a continuous stream of appraisals, and re-appraisals of the form and role of the MBA amongst political and business leaders, as well as management educators. Attempts have been made to render it more ‘critical’, and more relevant to specific organisational contexts. ‘Critical’ studies of management education have however, tended to be content, rather than process, oriented (Reynolds, 1997), highlighting the normative assumptions of the Harvard model’s content that normalises management practice (Grey and Mithev, 1995).

An influential criticism of the US-influenced MBA model has posited experientially-based forms of generalist management education provision as a positive alternative. These more specialised programmes are presented as being tailored to the needs of practicing managers, and as offering recognition of the craft-like nature of management (Mintzberg, 2004). A dialectic is thus set up between the management ‘science’ (analytic/classical US-style MBA (bad) taught to new graduates, with various practice-based (good) forms that are offered by some UK business schools to currently practicing managers.

The aim of this paper then is to examine two forms of MBA provision, which arguably represent both models, but which are offered by the same Management School. Our purpose is to analyse the extent to which it is possible to identify differences between the two models, both in terms of the ways they are presented by the institution and in terms of the expectations and professed needs of the students entering them. We do so by focussing our analysis on the forms of capital (Bourdieu 1986) presented to prospective students, and the knowledge-constitutive interests (Habermas) inherent to the MBAs’ proposed content and design.

In presenting a comparison between the students’ motivations and expectations at the start of both programmes with their lived experience, we consider to what extent course design influences students’ choices, and to what extent student needs relate to either a craft or science model. We conclude by suggesting that in focussing discussions on the merits (or otherwise) of ‘science’ and ‘craft’ forms of MBA, attention has been distracted away from the significance of pedagogic practice on students’ experience and – potentially – their future management practice.
GROUP THEORY IN MANAGEMENT EDUCATION – WHAT’S MISSING?

Carole Elliott* and Michael Reynolds, Lancaster University, UK.

Whilst there are examples of more recent texts aimed at management students that work out of a critical perspective and which critique more familiar interpretations of ‘group’ behaviour and team performance, we see a number of limitations to both traditional and critical interpretations. A search through the library and the campus bookshop is likely to confirm that for the most part, management students are introduced to a familiar litany of group theory, such as the Hawthorn experiments, theories of group formation, experiments on group conformity and prescriptions for team membership. Invariably the idea of ‘the group’ is reinforced as a ‘given’, consolidating the basic construct as a prime site for the achievement of harmony between individual needs and organisational demands.

This observation might also apply to the application of ‘group’ work in management education settings as well as to the content of written texts. A review of recent papers indicates that the issue of groups within management education practice is broadly approached from a position that views groups as a useful pedagogical tool through which students can be equipped with skills appropriate to managing within work settings.

Yet with some notable exceptions, it is as though thinking about ‘the group’ in an organizational or pedagogical context has become an intellectual backwater. Traditional ideas are continually recycled with little reference to current developments in social theory. In particular, little attention is paid to the methodological foundations of analyses that seek to make sense of what happens within groups, and the construct ‘group’ remains largely unexamined.

In our paper we will question the extent to which analytical frameworks from earlier work are useful within the contemporary management education setting and explore the possibility that there are social perspectives with more interpretive power which might be applied to understanding groups. Informed by our experience of working with multi-national groups of Masters students, we will discuss how traditional interpretations take less account of cultural and institutional contexts as a consequence of their methodological and analytical underpinnings. We will contrast familiar interpretations of ‘group’ phenomena with those derived from alternative perspectives - for example, discourse analysis or psychodynamic theory - which take more account of context and the permeability of the boundaries between groups and cultural, historical and organisational processes.
UNDER ATTACK – FACULTY’S EXPERIENCE OF ENCOURAGING CRITICAL REFLECTION IN BUSINESS SCHOOL EDUCATION

Nanna Gillberg, Charlotte Holgersson, Johan Hvenmark, Pia Höök* and Monica Lindgren, Stockholm School of Economics, Sweden.


The analysis of the paper builds on our own experiences as faculty from teaching feminist theories and encouraging critical reflection within a compulsory course in organization theory at an elite business school in Sweden. The aim was to deepen the students understanding of power and culture in organizations and to develop their ability for critical reflection. The syllabus consisted of feminist organization theory and critical theories on organizational cultures and entrepreneurship and a problem-based learning philosophy was used.

The faculty involved in the course, four women and one man, were scholars in organization theory, well acquainted with and highly committed to teaching critical organization studies and gender theories. Two of the women in faculty team had co-authored the textbook on feminist organization theory included in the curriculum. They were members of a research group that were subject to an aggressive public attack by a right-wing journalist during the same semester as the above-described course was given. The attack – launched through a book, TV interviews and letters to editors of leading newspapers – claimed that the research group was partly to blame for the feminist orientation of Swedish politics and that the students at the elite business school were being “programmed” by feminist researchers. The whole thing provoked a heated debate in national media about feminism, and the journalist’s publisher sent personal offers to all the students at the school to buy her book at a bargain price. The faculty received little official support from the school management during the attack. The analysis links the processes in the classroom with the business school culture and the main pedagogical philosophy at the school, as well as the debate on feminism both within the business school and in media. The dominant culture at the business school is tainted by a bourgeois, business masculinity, and only students with top grades are admitted to the school. The student’s reactions when confronted with critical theories were ambiguous and diverse. Some actively tried to understand the theories taught, some were very confused and insecure and some openly showed their disrespect for faculty and the literature on the syllabus. However, even though feminist organization research at the school was under public attack, and students were having heated debates about the syllabus and the research on the “student web portal”, this was seldom voiced during the seminars. Overall, both the student’s and the faculty’s attitude was defensive. It was only after grades had been set that some aggressive confrontations between faculty and students took place. The defensive attitude among students can be understood as partly a result of the dominant discourse in Swedish society advocating equal opportunities thus not making resistance towards feminism legitimate, partly as a result of the highly competitive and achievement oriented culture at the school. This, in combination with the lack of support from the school’s president resulted in defensive attitudes among the students as well as the faculty.
CRITICAL THEORY, GAME THEORY, AND THE MBA BUSINESS ETHICS COURSE

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Ethics is in demand. In response to a general public perception that there is some sort of moral crisis in Corporate America, (e.g., Enron/Arthur Anderson) those who sit on curriculum committees for the MBA feel the pressure to create complete business ethics courses. Less and less are satisfied with the notion of "ethics across the curriculum", where bits and pieces of moral issues are tossed into traditional MBA courses in marketing, management, finance, etc., all with the "add ethics and stir" mentality. Comprehensive and practical stand-alone business ethics courses are being developed. Absent the ad hoc approach then, what makes a comprehensive MBA level business ethics course hang together; what is the driving theoretical paradigm?

Normative ethics provides the foundation for understanding business ethics in philosophy departments. And while normative ethics works well in training students to make moral decisions, there is more to business ethics than utilitarian and deontological reasoning. From a postfoundationalist pragmatic, and critical perspective, other tools can be just as useful. In business schools, the paradigm for knowledge creation lies with quantitative methods. But statistics can only measure perceptions; quantitative methods can never express what should be done. More recently, some turn to game theory as a way of exporting from economics a means for understanding business ethics; and while it fails as an exhaustive paradigm, game theory has its place as one tool among many. But can game theory be critical? In order to illustrate a critical application of Game theory to business ethics, I will look at Marx's account of collective action problems in The Critique of Political Economy, and Capital V.1 (and elsewhere), and then show how Marx applied game theory to business ethics problems like child labor law.
MORE SUCCESS THAN MEETS THE EYE: A CHALLENGE TO CRITIQUES OF THE MBA - POSSIBILITIES FOR CRITICAL MANAGEMENT EDUCATION

Amanda Hay and Myra Hodgkinson, Nottingham Trent University, UK.

Management education and MBA programmes in particular have been consistently criticised for failing to speak adequately to management practice. One response to such criticisms has been to suggest a wider consideration of Critical Management Education (CME). Drawing on research findings from an empirical study of MBA learning in the UK, the paper argues that MBA learning is more valuable to the manager in practice than critics contend. Moreover, the learning which is valued resonates with a critical understanding of management suggesting that some form of CME may already be operating. We argue that further building on this understanding provides the potential for a more prominent CME. We propose that the experience brought to and lived within the MBA programme provides an opportunity for self reflexivity and in turn a platform for a wider questioning of management practice.
THE MBA PARADOX: CRITICAL EXAMINATION OR PRACTICAL RELEVANCE?

Richard Kwiatkowski* and Joe Jaina, Cranfield University, UK.
Mary Creagh MP, House of Commons, Westminster, UK.
Veronica Hope Hailey, Bath University, UK.
Simon Knox, Lance Moir, David Myddelton, and Chris van der Hoven, Cranfield University, UK.

The contemporary MBA seeks to include critical examination and professional and personal development. However, there is an implicit tension present between these positions. In particular, there is a need to examine the latent paradox of vigorously questioning managerial assumptions and practice on the one hand, whilst on the other providing individual development wholeheartedly within that self same critically questioned context.

Based on extensive research, we outline a possible learning ontological and epistemological position in the particular context of a Cranfield MBA, whereby a specific rather than generalised solution may reconcile these potentially conflicting and competing positions.

We suggest that these competing positions can be deliberately held in tension through the medium of a third element which we term ‘experience’.

Our work provides pointers for an MBA design approach that will include a dynamic and ever-changing interplay between three very different elements, whereby there is synergistic exploitation of the elements, and thus an MBA created where the outcomes transcend the inputs. The inclusion of a new facet within the heart of the MBA can help cement these other positions in a dynamic tension that will ultimately benefit the MBA itself, its students and those teaching within it.

The essentially relational nature of education means that when adult learning is considered, a dynamic tension created by the human boundaries in an institution are likely to be more enduring than rigid rule based approaches, or the fantasy that our ivory towers will endure unchanged. The inherent experience of living in such a dynamic, chaotic, reactive, thoughtful, respectful, creative and institutionally unique educational space is, we believe, an exciting development, and one which could be utilised elsewhere.
MANAGEMENT LEARNING AND THE MBA: THE BEAST THAT MORPHED INTO A CHAMELEON

Karen Legge, Bridgette Sullivan-Taylor and David Wilson

Critique of the MBA is as widespread as the number of Business Schools and Management Departments offering the degree. Mintzberg (2004) summarises many of the extant arguments against the MBA, regarding it as overly managerialist, a poor example of Masters’ level scholarship and as more instrumental to individual careers and a provider of significant revenue streams for Business Schools, than it is a vehicle for scholarship and learning. Mintzberg suggests that corporate MBAs are a solution to this problem since they allow reflexive and situated learning. This paper is an in-depth study of three UK Business Schools each offering a corporate MBA. It investigates to what extent sponsored MBAs exhibit signs of facilitating learning through the inter-relationships between their sponsoring organisation, the Business School and amongst the MBA students themselves. To what extent was there evidence of a common language and shared perspectives, for example, engendering the formation of communities of practice (or their equivalent) which initiate and develop organisational learning? The results indicate, first, that Business Schools differ in their characteristics and their inter-relationships with sponsoring organisations. The paper identifies three types of business school, university-based, non-university-based and a hybrid.

The data further suggest that the MBA should be studied in context. Far from being a unitary degree, the MBA seems highly fragmented and equifinal. A general critique of MBAs (such as that outlined by Mintzberg) would therefore seem misplaced since it treats the MBA as generic. Our data reveal the opposite. What characterises and colours the MBA depends on context.

From a sample of 1200 respondents, the data reveal a distinct lack of learning in sponsoring organisations as a result of their managers undertaking MBAs. Individual learning was jealously guarded by candidates undertaking an MBA, with many instances of refusing to share any knowledge at all. The individualisation and highly Darwinistic nature of MBA study were strongly supported by our data.
DEVELOPMENT OF THE LEARNERS' MANAGEMENT PHILOSOPHY IN A CRITICAL MANAGEMENT STUDIES COURSE

Catherine H. Monaghan, Cleveland State University, USA.

This study addressed the factors affecting the development of learners’ management philosophy during their participation in a CMS course. Two factors emerged in response to the research question. One factor centered on the way participants linked prior experiences to the content, using experience as a guide for the usefulness and validity of the course. The second factor identified the role of the instructor and discussion. The results of this study revealed that a CMS course can impact the learner's management philosophy in multiple ways within the same course. Some learners enter CMS courses with critical management philosophies and critical management educators can provide a legitimate space for them to find their voice. At the same time, we can provide spaces for them to engage in actual practices to change organizations. In this way, CMS can move from deconstruction to action with potential to affect how organizations operate in the world.
BECOMING INTERNATIONAL? - INTERNATIONALISATION AND THE MBA: A CRITICAL EXPLORATION OF STUDENTS’ EXPERIENCES FROM FOUR MBA PROGRAMMES

Sarah Robinson, Lancaster University, UK.

This paper concerns students’ experiences of studying on internationalising MBA programmes at four leading UK Business Schools. It aims to unpick the notion of what internationalisation is, what its consequences are and what interests are being served.

The paper draws on 45 interviews with full-time MBA students. Interviews were analysed using a critical hermeneutic approach (Thompson 1981) focusing on expressed worldviews and using discursive analysis to explore understandings and experiences of internationalisation. Analysis showed a difference between what students wanted from an internationalised course and what institutions were thought to be offering. Students felt that institutional provision was mainly concerned with structure and content whereas they focused on developmental issues. This paper argues that internationalisation approaches were not best serving the students’ international needs. In addition it argues that internationalisation risks becoming a process of homogenisation and division if issues of ideology and power and hegemony are not explicitly addressed.
THE FORMS PROSPECTS AND CRITIQUES OF THE MBA - NEW SENSES FOR MBA STUDENTS

Esther Roca Batllori, Universidad Carlos III de Madrid, Spain.

This paper begins with the idea that new proposals of management education and new pedagogies for MBA programs might be inspired by two basic questions: What sort of knowledge must practitioners possess in order to manage organizations? And how might such knowledge be taught in MBA programs?

In searching for answers to this question, I propose a reconceptualization of Aristotelian practical wisdom as being an essential ‘sense’ in management and an alternative to the rational/positivist paradigm that currently underpins MBA programs. In this paper I demonstrate how Aristotelian prudence allows the recovery of moral considerations and values in management practice, which have been traditionally marginalized by instrumental reason, by reconciling emotional and technical reason. The article analyses the impact and implications that this ‘shift of sense’ entails for the conception and objectives of management education and for business school pedagogy.
CRITICAL PERSPECTIVES ON TEACHING LEADERSHIP CRITICALLY TO MBAS

Amanda Sinclair, Melbourne Business School, Australia.

In 2004, after a year’s leave, I started teaching a new MBA subject on leadership in what I hoped was a more critical way. In this paper I draw on and explore my experiences of launching two versions of this Leadership and Change subject – one in the MBA and one in the Executive MBA program. I describe what I did and what happened, including what were the obstacles – in myself and the structures around me - how it felt and how students and the institution responded. As well as introducing students to a more critical way of thinking about leadership (and the discipline of leadership studies has been both hostile and immune to more critical analysis, see Knights and Willmott 1992), I was experimenting with a more critical way of operating. I wanted to be more consciously embodied, to teach from a different place. By working experientially as well as critically, I hoped to create a space in which students could challenge their ways of knowing and learning about leadership and experiment with different ‘ways of being, leading and following’ in the group.

This paper is also an experiment in finding a different critical voice. A lot of critical management research seems to have become unduly and lamentably abstract and detached. Here, I aim for an emphasis on ‘practical’ rather than ‘intellectual’ reflexivity (Cunliffe 2002, also Czarniawska 2001). By interweaving personal reflection with insights from critical theory, I make explicit the ‘me’ in this account – as power-holder, participant and observer; as mind, body and heart, dripping with and scoured by emotion at times. In this sense I am also seeking to make a methodological contribution. Neither pure narrative nor theoretical exploration, my desire is to excavate insight from points of intersection between critical theory and personal experience. To that end I introduce ideas about structure versus agency, concepts from psychodynamics such as containers, anxiety and holding environments, and identity issues including my experience of doing “intensive remedial identity work” (Alvesson and Willmott 2002) throughout the teaching process.
THE BAUHAUS AND THE BUSINESS SCHOOL: ANALOGIES AND ANTINOMIES

Christina Volkmann*, University of Wales Swansea, UK.
Christian De Cock, University of Exeter, UK.

We offer a case history of one of the twentieth century’s most famous organizations: The Bauhaus. In mapping the various tensions and contradictions running through the Bauhaus we endeavour to provide a richer texture to the ‘relevance’ debates which are so prominent in the field of management and organization studies today. We also aim to contribute to the emerging literature on the ‘use’ of aesthetics and art in our field through a closer investigation of teaching at the Bauhaus. However, this is not to say that we equate art and management, or the teaching of art and the teaching of management. Indeed, whilst we start out by exploring possible analogies between the Bauhaus and today’s business schools, it is this exploration in itself that we wish to scrutinise at the same time. In doing so, some pitfalls and limitations of looking to art and aesthetics for inspiration in terms of business school and management education will become visible, the antinomies we allude to in our title.
WHITHER THE MBA? OR THE WITHERING OF MBAS? CRITICAL REALISM AND REINVENTING MANAGEMENT EDUCATION

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Gordon E. Dehler, College of Charleston, USA.

This paper employs a critical realist perspective to contextualize management education, including the MBA, and facilitate debate on the prospects for its reinvention. Two decades of substantive management education critique has not resulted in any fundamental change in models of content and process used to educate managers. We argue this is a matter of ontology and discuss of the advantages of a critical realist ontology for addressing this issue. A critical realist analysis identifies the generative mechanisms at work that both necessitate and constrain reinvention. We argue that one generative mechanism in particular, a legitimation crisis, could ultimately lead to the transformation of management education. This is explored systemically at institutional, programmatic, and pedagogical levels.
LEARNING ORIENTATIONS ON THE MBA

Diana Winstanley*, Kingston University, UK.
Lazslo Sabjanyi, Ashridge Management College, UK.
Andrew Sturdy, Warwick Business School, UK.
Yiannis Gabriel and Karen Handley, Tanaka Business School, UK.

The MBA has been heralded as the panacea to improve management practice in the UK. However the research reported here gives little mention of the transfer of skills, knowledge and attitudes into the workplace. In fact for some students, we were surprised to find that they utilised ‘covering strategies’ to conceal the fact that they were studying or had studied for an MBA, and moreover some wanted to keep the world of work and the world of the MBA totally separate. When we investigated deeper we found that there were a range of reasons given by students for their decision to enrol on an MBA programme, only one of which was to become a better practitioner. The research draws from two research studies conducted at Imperial College – one called ‘learning to practice’ which ran from 2001 – 2003 and one ‘learning orientations’ which ran from 2003 – 2004. Both of these focused on the learning experience of the MBA programme (full-time and executive) at Imperial College.

As well as raising concerns as to the utility of MBA programmes in developing management practitioner skills, it also raises questions about the reasons why students enrol on MBA courses and their approaches to learning. It found that there were at least 10 learning orientations – strategic career builder, practitioner, challenger/competitor/active participator, benchmarker / validator, socialiser / insider, collective learner, outsider / isolate, lover of learning, badge collector / consumer and crumpler. However we would not argue that students should be simplistically placed into such a typology, many students exhibit features of several, and even change through their learning experience. The benefit of separating out these orientations is it enables us to see the multiple and competing roles of an MBA, rather than to classify students. We also argue that traditional tools for exploring learning styles such as the Honey and Mumford’s adaptation of the Kolb’s learning cycle are not able to fully capture the different behaviours of students with such different learning orientations.

The research therefore questions some historical myths about the role of the MBA for students and graduates, in particular its role in developing better management practitioners. It also has implications for our understanding of the nature of management learning and the value of an MBA.
ASYMMETRY IN TRANSNATIONAL ENCOUNTERS: ACCOUNTING FOR MBA EXPERIENCE THROUGH A CHINESE LENS

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This paper takes issue with the problem of misinterpretation in transnational encounters. As a starting point, it suspends a normative theoretical lens, derived from western experience, for understanding a non-western research subject. Here, the subject is Chinese in MBA group settings. What appears puzzling Chinese behaviour begins to make sense when an interpretation is grounded in their intellectual tradition. By accounting for the Chinese experience, the paper scrutinizes illustratively unexamined views. Methodologically, doing so abandons the customary move of accounting for an ‘other’ from a seemingly neutral conceptual lens through which powerful effects of erasing the voice of that ‘other’ are created in the first place. It is time that ‘an other’ were not seen as a mere dispensable backdrop but inscribed. Otherwise, cross-cultural dialogue remains a disingenuous and futile gesture.
WISDOM, ETHICS, AND MANAGEMENT (STREAM 31)

Convenors

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René ten Bos; University of Nijmegen, The Netherlands.
David Rooney, University of Queensland, Australia.

Stream Description

While wisdom is occasionally mentioned in management research and practice, it has not been explicitly integrated into its conceptual frameworks. Wisdom is regarded as a desirable attribute in people, but what is it, particularly in a management context? Why is it good? How can it be fostered? These questions need to be considered within the context of three contemporary ideological hegemonies. One is the neo-classical economic orthodoxy (frequently labelled neo-liberal) where market forces and utility value determine action. Another is neo-liberalism, which valorises individuality, “entrepreneurship”, and self-regulation among other things. The third is postmodern ontological and ethical relativism, which devalues fixity and tradition as the strictures of grand narratives.

One would think that this is not a particularly fertile landscape to introduce the concept of wisdom into management theory and practice. However, there are signs that people are coming to understand the life-negating impact of contemporary private and workplace practices (the division between which is increasingly blurred). Mintzberg, Schein, Schön, and Argyris are among those looking beyond the current nostrums. Of course, feminists such as Calas and Smircich are also challenging these orthodoxies. Aktouf (1992) urged management practitioners and researchers to turn away from the technical, control-obsessed, short-sighted approach and turn to more people-oriented humanistic values in organizations. Regulation and surveillance may produce conformity and regularity, but does it provide a framework for wise action.

Although wisdom has been confined largely to the religious domain in Western thought since Aquinas, perhaps it’s time to read Aristotle or Vico again for a new perspective. Social psychologists such as Sternberg and Baltes have been studying wisdom for some time now. Could the confluence of history, philosophy, psychology, and management & organizational theory produce some worthwhile insights about wisdom?
TOO WISE OR TOO WOMANLY?: THE PARADOX OF GENDERED WISDOM

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The paradox of gendered wisdom is a topic that has received little attention within critical management literature. This may be a function of several things - the scarcity of literature dealing with the topic of wisdom within organisations in general (Weick 2004) or the absence of a specific focus within organisational studies literature on women and wisdom within the workplace (Calas and Smircich 1996). In this paper we propose to discuss the paradoxical nature of wisdom and gender within the modern organisation. We discuss the process of the gendering of wisdom through the theoretical lens of the works of Carol Gilligan (1982) and Dorothy Smith (1987, 1990), particularly in relation to their work on moral decision-making, relations of ruling and bifurcated consciousness. We contend that while women have been seen to bring a “special” kind of wisdom to organisations in recent years as touted in the feminisation of management literature (Helgeson, 1990; Sinclair 1998), we also observe that the process of quarantining women’s wisdom as “special” or “different” may lead to a hierarchical layering of legitimate organisational wisdoms, where men are associated with wisdom based on male rational logic, and women are associated with wisdom that is “too womanly” or too oriented towards private sphere or local domains to be considered useful within an extralocal or organisational contexts. We argue that the practice of wisdom is still highly gendered within organizational contexts, and that only a full understanding of the complexity of the paradoxical nature of gendered wisdom will help us address the organisational inequities and asymmetries that stem from this paradox.
WISDOM OF THE MOMENT: PREMODERN PERSPECTIVES ON ORGANIZATIONAL ACTION

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.... Although the case for organization studies scholars paying serious heed to premodern forms of thought was given impetus by Burrell's (1998) advocacy of 'retro-organization theory', there still remains a great deal of work to do in articulating how such perspectives might enhance our understanding management practice. Accordingly, we seek here to contribute to the current debate in organization studies concerning the relevance (or otherwise) of premodern thought to the post-modern condition. Both authors of the proposed paper are fascinated by ancient systems of thought and practice. Gosling is a student of the classics - particularly the works of Plato - while Case is a practitioner and student of Theravada Buddhism. The idea for this paper stems from an on going conversation which has led us to think that there are valuable lessons for contemporary organizational practice to be had from a better appreciation of premodern and non-modern ethics.

In this paper we address a number of inter-related themes that speak to the 'Wisdom, Ethics and Management' call for papers. We begin by engaging in a close etymological and philosophical analysis of the concept of 'wisdom'. Several questions deserve addressing in this regard: (1) what does the term 'wisdom' mean in contemporary parlance and how does this contrast with its semantic value in cultural contexts and times far removed from our own? (2) What are the intellectual and spiritual origins of wisdom as understood in the western world today and to what extent is there a continuity or discontinuity with the conception and enactment of 'wisdom' in oriental societies? With respect to the second question, certain authors (for example, Chia 2003) contend that there is a marked bifurcation between eastern and western outlooks and resulting ethical dispositions. The case for continuity comes from a reading of Hadot (1995, 2002), whose radical reinterpretation of classical Greek texts requires a reconsideration of the accepted meaning of 'philosophy' and the place of wisdom within the ancient world....

Inspired by Hadot's oeuvre, we set about trying to re-conceptualise the roles of 'virtue' and 'wisdom' in organizational contexts. Is it possible for those endowed with authority in contemporary organizations to lead philosophical lives in the sense meant by Hadot? Our analysis leads us to reject universalistic and essentialist conceptions of action and ethics within organizational settings. It is necessary, we suggest, to eschew the easy panaceas of much contemporary writing on management and leadership ethics and, in their stead, develop an appreciation of 'situated' or 'enacted' ethics of the sort that would be consistent with both Stoicism and Buddhism. Such an understanding would also be broadly consistent with certain post-structural and post-modern conceptions of ethics (Bauman, 1993; Derrida, 2002; Foucault, 1988), although there are also important dissimilarities that one is obliged also to acknowledge in this respect ....

Having set out a theoretical argument with regard to the concept of wisdom, virtue and enacted ethics, we introduce an empirical study to explore the implications our ideas for understanding the momentary accomplishment of management and leadership in organizations ....
IN SEARCH OF ARISTOTLE AND PLATO – BACK DOOR EUGENICS

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The household or traditional family unit is perhaps our primary and familiar experience of hierarchy, community and purpose (telos). In this paper I explore the relation between contemporary household management (oikeonomia), and, corporate interest. As Aristotle (Nicomachean Ethics, Book VI: Ch 5) reminded us, the virtues and qualities of prudence and practical wisdom (sodsua ten phronesin) belong to those who are able to manage, act upon, or dominate in, the household.

In relation to this plot, I explore the corporate and commercial interest in children as particular known solidified forms (consumers e.g.) and for new sources of profit. In order to develop this I go in search of Aristotle and Plato’s excellence (arête). My interest is in how the boundaries of the household sphere are being continuously permeated and revised by the sovereign pater of efficient organization. My argument is that children are being groomed, produced and racially bred for future consumer and entrepreneurial organized society. I argue that this metaphysical wisdom (sophia) is technical (episteme) and strategic (strat-egos); a machinisation of human life (Heidegger, 1961) that conceals and disguises the motives of back door eugenics or social engineering.

My ethical argument, concern and care is Heideggarian. I argue that such grooming and breeding is an issue for us as human beings. What I suggest is that this expresses and discloses our entanglement (Heidegger, 1962:H346 – 347) in a warped and flawed (Plato, Republic Book 11) tragic society, where the value of money and acquisition is now primary. So, I seek to develop and mediate my argument in relation to, and around, a particular and pertinent example concerning school discipline. I focus on two girls from different secondary schools in Essex, England. The girls were isolated and separated from their classmates, and normal curricula lessons, for having dyed hair or ‘extreme’ hairstyles. I use this example to connect to how traditional forms of authority, centre and omnipotence (parents, teachers, age) are being reversed and de-differentiated. Through the child’s participation in fashion and the material values of consumption, parents (household) and teachers (school) are being undermined (extirpation/ purgation of old values e.g.). However, through traditional disciplinary technologies of morality and control (school rules e.g.) children are also harmfully undermined, estranged and alienated (isolation e.g.).
ON LEARNED STUPIDITY: KNOWLEDGE MANAGEMENT, STUPIDITY AND FORGETFULNESS

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Knowledge management (KM) systems claim to gather and regulate the existing knowledge potential of an enterprise. The effect is increase in effectivity and competitive advantage. However, knowledge management does not reflect on knowledge. They invariably are directed towards the gathering of information so that all the existing knowledge is available for all the participants. The ideal of KM is a perfect transparent body of knowledge wherein everything is known and available. This resembles on the one hand Hegel’s dream of the absolute spirit and on the other hand Faust’s dream of knowledge. But by doing so they reificate knowledge as something separate from the thinking process. This procedure is known as stupidity.

Knowledge management can be seen as a form of learned stupidity. This is a form of stupidity that comes from knowing a big amount of facts and information without the reflective practice that originates them. Flaubert’s Bouvard et Pecuchet was the first to show this kind of stupidity. By separating knowledge from reflection KM achieves exactly the opposite of what it sets to obtain. It lessens the knowledge. In opposition of the learned stupidity of information systems stands Cusanus’ docta ignorantia a thinking that knows that it does not know and therefore is wise.

Not only the reification of knowledge in Km accounts for a loss of knowledge, also documenting information and creating a vast body of knowledge helps. The bigger the body of knowledge the more oppressing it is for the creation of new knowledge. In knowledge development forgetfulness plays an equal role as does remembrance of the past. Nietzsche explains that the choice for the one or the other is given by the old Greek principle of ‘know yourself’ but then knowledge is subordinate to something completely different to effectivity and competitive advantage.
INTUITIVE PRACTICAL WISDOM AND MANAGEMENT

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This article investigates in which sense practical wisdom could be rethought as an appropriated ‘sense’ for management practice.

It describes a reconceptualization of Aristotelian practical wisdom in which the intuitive component of practical wisdom is enhanced and practical and technical reasons are reconciled. I will turn to Levinas’ insights to rethink the Aristotelian practical wisdom and its source of inspiration in such a way that the role of emotion in moral action would be reinforced. The recognition of the role of emotion in moral action and wise deliberation demands to redefine its source of inspiration in accordance with the indeterminate character of the moral

By reinterpreting the intuitive component of practical wisdom as Levinas’ moral impulse, the wise deliberation will be illuminated by the face, and the conflictive and emotional aspect of phronesis is disclosed. It allows that practical wisdom emerges as a ‘sense’ to manage and understand our current organizations.
PRACTICAL WISDOM: RE-FRAMING THE INTERNATIONAL PREPAREDNESS CONVERSATION

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In the post-9/11 world, ‘preparedness’ has increasingly become a strategic challenge for private- and public-sector organizations around the world (cf. Deloitte, 2003; PriceWaterhouseCoopers, 2004). In particular, as organizations have been forced to ‘think the unthinkable’, they find themselves constrained by what is actually ‘do-able’. Of course, there is certainly much that could be done to be better prepared for the unexpected, but what exactly should be done and by whom? Where to start? How to proceed? How to determine when and if ‘preparedness’ is actually achieved? What are the normative values that preparedness efforts nominally seek to uphold or sustain?

We respond to the challenge of preparedness by developing a new conceptual framework for management practice in the face of uncertainty and ambiguity. Specifically, we refer to the concept of ‘practical wisdom’, defined following Aristotle (1962) as the virtuous habit of making decisions and taking actions that serve the common good in the face of ambiguous or uncertain circumstances. This concept has been dealt with extensively in philosophy (esp., following Ricoeur, 1986; Gadamer, 2002; also, cf. Gallagher, 1997), but in recent years it has increasingly been attracting attention in the social sciences (esp., following Bourdieu, 1998; also, cf. Flyvbjerg, 2001; Noel, 1998; Stern, 1997), including organizational and strategic management studies (Clegg and Ross-Smith, 2003; Calori, 2002; Eikeland, 2001; Tsoukas and Cummings, 1997).

Throughout these various literatures, it is clear that although practical wisdom involves an acknowledgement of the limitations of scientific knowledge when it comes to the complex human social world, it does not collapse into nihilism or into ‘might makes right’. Instead, practical wisdom focuses attention precisely on well-being (eudaimonia) as a balancing of interests, time horizons and relationships to the world (following Sternberg, 1998). Moreover, because practical wisdom refers to a ‘habit’ (hexis) rather than an intention or an outcome, it acknowledges that these balances are processual and contingent, depending as much on aesthetic judgements of the value of lived experience as on rational judgements of the economic value of capital.

In this paper we critically review the existing conceptual framework for strategic preparedness, develop an alternative conceptual framework based on practical wisdom, and elaborate the implications of this alternative framework with reference to empirical case illustrations.
OPEN STREAM (STREAM 32)

Convenors

Peter Fleming, University of Cambridge, UK.

Stream Description
‘MUSIC TO OUR EARS’ – REJUVENATING DEWEYAN PRAGMATISM WITHIN ORGANIZATION STUDIES

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This paper responds to ongoing calls to move beyond the Foucauldian orthodoxy when thinking about subjectivity in organisations. We believe that the work of John Dewey is an underutilised classical source with which to address this topic. Music provides a particularly fertile area to deploy Dewey’s ideas for two reasons. First, although he wrote little specifically about music, he wrote at length about the cognate issue of experiences of art. Second, music is an aesthetic medium that is able to ‘hook’ into emotions and feelings in a non-textually mediated manner, fundamentally at the level of embodiment. Our paper stresses Dewey’s realist view of experience and emotions alike. We supplement his concept of immanent meaning, with Suzanne Langer’s idea that music involves ‘presentational symbolism’ as much as it does ‘discursive symbolism’. This conceptual combination allows us to write about the relationship between music and subjectivity in a way that overcomes the subject-object divide in relation to aesthetic objects of experience in organisations.
ORGANIZATIONAL THEORY AND ALTERNATIVE MEDIA

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It interesting to note there is an absence of research in the management literature looking at the influence and importance of media in developing organizational theory. Media as a topic has had a serious research focus in other social science areas; communication, cultural studies, and sociology for example. What seems to be missing is an integration of the research in these areas with organizational thinking. We suggest in the paper that now more than ever, specifically because of the increasing hegemonic character of mass media, we need to look at the changing face of media and its importance and influence in how we reveal and explain organizations. In particular we argue that the role of what has become to be known as ‘alternative media’ is a crucial phenomenon to organizational theory.

The ideas associated with the term ‘Organization Theory’ are complex, dynamic, ambiguous, and reflect a myriad of philosophical perspectives. It is as a result of the diversity and interaction between perspectives that organization theories provide rich and valuable tools and processes for thinking about and revealing the characteristics found with and within the phenomena understood as organizations. The multitude of perspectives brought to bear on organizations is a direct result of the diversity of the individuals involved in the process, individuals who in their separate contexts have been influenced and exposed to varying degrees of structuring forces. Cultural, social, spiritual and environmental forces, to name a few, are all influential in molding how we as individuals view, think, and understand the world, or maybe more accurately provide avenues for how the world is revealed to us. In contemporary western society, particular North America, not the least of these influencing forces is mass media, and as Niklas Luhmann (2000: 1) advocates, all we know about our society comes through mass media. Thus it is crucial that we begin to explore the media as an integrated part of organizational theory.

References:

SPACE, TIME AND MONEY – A STUDY OF ACCOUNTING IN PRACTICE

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Based on empirical research this paper attempts to answer in what ways accounting numbers affect people’s lives and work. By seeing how accounting operates as a chain of translations, this practice is conceptualizes as a producer of powerful and hard-to-resist forms of space/time/value relations which lies at the heart of everyday life and work today. The paper discusses how this practice translates people, objects, and actions into numbers, and thence into money or monetary values, and vice versa, based on three different organisational settings. At the everyday level of working, accounting operates as a way of approaching the world in an apparently neutral manner, yet shapes that which can be thought, said and done, delimiting or re-limiting existence. In other words, the space/time/value relation created by accounting proves to be a powerful base for the construction of personal and professional identities. It is not thereby simply a disciplinary force in the sense of constraining or repressing identity, instead this relation actively enables certain experiences or perceptions to emerge, even while it excludes others.
MARX ON ALIENATION AND BUTLER ON UNLIVABLE LIVES – COMPLEMENTARY WAYS OF THINKING THROUGH WORKING LIVES IN THE 21ST CENTURY?

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The area in which I carry out most of my research and teaching is the UK’s National Health Service. I thus research into the working lives of, and teach at masters level, people who are relatively privileged workers. Amongst them however I find huge swathes of disillusionment, feelings of exploitation, a sense of being utterly subordinated to an uncaring organisation. The NHS is not unique – studies across the public, private and service sectors reveal similar experiences. The best description I have found for these expressions of pain is Marx’s Theory of Alienation deriving from his early work in the 1844 Manuscripts (Marx 1988).

The intellectual tide is however against using that theory to explain or understand such expressions of exploitation. The theory of alienation itself was aimed at understanding a workforce seemingly very different from the relatively privileged workers I am discussing here, and its theoretical roots seem antithetical to conditions better explained through poststructuralist perspectives.

Judith Butler (1990; 1993; 2004) offers a body of theory, developed to explore gender but transportable to other areas of interest such as the workplace, which explores abject subject positions. In her latest work (2004) she offers the concept of ‘unlivable lives’. A life that is livable, that is bearable, is a life, she argues, that allows for the constitution of the human, of personhood. There are norms (in Butler’s case these are norms of gender) that make certain lives unlivable. Such norms are ‘a form of social power that produces the intelligible field of subjects’ (p. 49), and which limit the possibility of personhood for those who do not conform to the gendered norm. What this leads to is the possibility of posing a question as to what renders lives in organisations unlivable.

In this paper I read these two perspectives through each other’s lens, experiment, in the spirit of postmodern Marxist writers (Gibson-Graham. 1996) with combining both approaches, and discuss the possibility of using both together to help develop understanding of working lives in the 21st century.

References

RESISTING RESISTANCE: THE CONSTRUCTION OF COMPLIANCE IN A CONSULTANCY FIRM

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The impertinent may argue that the vocabulary of the study of organizations can be reduced to a set of evergreen concepts: structure, culture, technology, process, control, system, environment, leadership, stakeholders, power, strategy and so on. This proposition is, of course, unfair and underestimates the sophistication and the degree of conceptual development of the field of organizational analysis. Nevertheless, the impertinent would have an important point: the list, although incomplete, shows the extent organization and organizing is about order.

Put simply, management builds on the ideas of vertical division of labor and hierarchy, and, ultimately, on the exercise of power. Although you wouldn’t know if you ask managers. Most managers prefer not to mention power, and almost all pretend not to have it. In our egalitarian times, power is a dirty word. One can probably receive a MBA and spend a whole working life as a manager without ever having to concede that the occupation has anything to do with power, even less the wielding of it. Their education would have been most helpful in providing evasive language. Mainstream management theory generally prefers to refer euphemistically to power, by concepts such as leadership, restructuring, and downsizing, or even inverse euphemisms, such as team-work, and empowerment, than to engage directly with the many facets of power.

The social realities of power in organizations are not only poorly understood. There are strong trends that suggest that organizations are transformed into new structures and shapes. More specifically, there are developments that suggest that the division of labor between managers and worker is in transition. This is particularly true in the case of so called knowledge work. In short knowledge work is work that involves the application of sophisticated knowledge by knowledgeable individuals, or indeed, the development of new knowledge. The emergence of knowledge work, and the knowledge worker appears to contradict, or at least short-circuit, vertical division of labor. Knowledge work per definition includes individual judgment and discretion. Thus, it appears, it also excludes the manager, at least as conventionally understood. Knowledge work perhaps needs the orchestrated work of several knowledgeable specialists, but it leaves little room for pure orchestrators.

However, in this paper we are going to discuss and analyse a case where knowledge workers appears to subject not only to managerial division of labor, but also to extreme work conditions – in particular long working hours – and appears to do so willingly. This phenomenon prompt at least two questions: how does this happen?, and why don’t the knowledge workers resist? In this paper we attempt to answer both.

The paper is disposed as follows. We start with an elaboration of the characteristics of knowledge work. A discussion on the concepts of power and resistance follows. After a short note on methodology, the case is introduced and briefly described. Patterns of resistance and compliance in the case are analyzed and discussed. The paper concludes with a discussion on the relationship between compliance, identification, subordination, and conformity.
CONTESTING KNOWLEDGE: ADVOCACY AS ORGANISATIONAL LEGITIMATION OR RESISTANCE

Judy Motion* and C. Kay Weaver

Within New Zealand, a number of established and new advocacy groups have actively promoted discourse positions in relation to the role of genetic engineering (GE) in society. This paper analyses the discursive strategies deployed by pro and anti-GE organisations to influence the public debate on genetic engineering. Interviews were conducted with all of the pro and anti-GE advocacy groups and analysed using a critical discourse approach (van dijk, 1993, Fairclough, 1992) to identify the knowledge contests (Gieryn, 1999), legitimacy strategies, and the implications for democracy.

The pro-genetic engineering organisations were represented by the Life Sciences Network, the primary pro-GE science and business lobby group. Although advocacy tactics were articulated with the public interest they were aimed at informing and influencing political decisions. The anti-GE discourses were generated by a number of multi-national, national and local organisations, including Greenpeace. The advocacy strategies of these anti-GE organisations are analysed as public relations discourses that attempt to legitimate their position through ‘a discourse of the middle ground’ (Livesey, 2002) and advocacy of the precautionary principle. In the New Zealand political economy context, the anti-GE discourses may be interpreted as discourses of resistance. We contend that advocacy is a form of public relations and can therefore be analysed from a critical public relations perspective. The critical public relations perspective we apply draws upon Foucault (1981) to ask, what are the links between these contested discourses, what are the contested claims, what is at stake, and how do the discursive technologies result in the production of power and propagation of knowledge? The analysis of advocacy strategies during a societal controversy provides insights into lobbying and activism, the communication practices of organisations and community groups, and contributes to the development of critical public relations theory.

References
THE CONTEMPORARY ACADEMIC LABOUR PROCESS, THE INSTITUTIONALISATION OF RESEARCH PRACTICES AND QUALITATIVE RESEARCH

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It is commonplace to divide management research into quantitative and qualitative approaches. Problematic as this is (Morgan & Smircich, 1980; Dachler, 1998), the distinction is a ready and often drawn upon discourse in management research practice. Various commentators have argued that management and related research is dominated by quantitative measures and that there is a specific need to encourage the pursuit and publication of qualitative research (Bartunek & Seo, 2002; Gephart, 2004). With this in mind, we have been investigating various stakeholders’ perceptions of qualitative management research and their suggestions for interventions in current research practices. In this paper, we report on one aspect of these conversations: specifically, how our participants constructed the current context of academic work (the contemporary academic labour process) and how this was argued to influence research practices (by institutionalising quantitative research). We contend that in some of our participants’ conversations, qualitative research and qualitative researchers were positioned as constituting resistance to the imposition of various managerial control strategies on the academic labour process.
VIRTUAL ORGANIZATIONS: SOME USES AND ABUSE IN POLITICAL AND ORGANIZATIONAL-DESIGN DISCOURSES

Kym Thorne, University of South Australia, Australia.

This paper explores the contemporary fascination with seemingly new, benign and transcendent virtual organizations. The paper extends Gerlach and Hamilton's (2000) investigations into virtuality within the genres of business restructuring and science fiction. The paper unravels a purposefull, enveloping consciousness that masks both neo-liberal fictions and post-modern fantasies dominating the virtual organization discourse.

This paper proposes that practical examples of de-physicalized, technologically transcendent virtual organizations crucial to this virtual consciousness do not exist or are fundamentally different from expectations. The paper proposes that the presumed new epoch of global capitalism based on the productivity unleashed by virtual organizations is illusionary.

The paper concludes that once virtual consciousness is penetrated not only is the material and ideological aspects of virtual organizations unmasked but it is possible to locate a pragmatic, conjoint, physicalized type of “virtualised” organization that is not new, benign or transcendental. This type of co-destiny virtual organization (such as terrorist organizations and organised crime) is more reflective of enduring concerns and contemporary purposes fundamental to what organizations make visible or render invisible.
CONFORMITY, COMPLIANCE AND CULTISM WITHIN ENRON: IMPLICATIONS FOR THE THEORY AND PRACTICE OF MANAGEMENT

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Enron is one of the most spectacular failures in business history. Thus far, most attention has been focused on its accountancy practices. This paper, by contrast, explores its internal culture. In particular, it argues that its culture mimicked a number of traits commonly found in cults. These include an emphasis on charismatic leadership, particularly in the persons of Kenneth Lay and Jeffrey Skilling; the promotion of a compelling vision, of a totalistic nature; individual consideration, expressed in a recruitment system designed to activate a process of conversion and corporate largesse intended to reinforce the process of affiliation; and the intense promotion of a common culture, characterized by conformity and the penalization of dissent. The paper therefore discusses the defining traits of cults. Drawing on the vast archive of material now available on Enron, and in particular on the accounts of former employees, it then discusses to what extent Enron can be usefully regarded as an example of a corporate cult. Finally, the discussion is located in the context of emerging trends in business and leadership practice, and considers the extent to which what happened in Enron is suggestive of a growing business phenomenon.