SUB-PLENARY 1-1

Organizational Time (Let the Good Times Roll)

**When:**
Thursday, July 6, 16:00-17:30

**Where:**
SP 202

How do organizational actors construct their time, and how is this seen from different perspectives? Following recent work in organization studies, we see temporality as the ways in which actors construct their present, past and future. This sub-plenary brings in three perspectives on organizational temporality with the aim of having a conversation between them that identifies salient differences and similarities. Paula Jarzabkowski will discuss the temporal dimension of Strategy as Practice and implications for how actors construct their time. Dan Wadhwani will discuss actors’ time construction through the lens of history. Tor Hernes will discuss time construction from the perspective of philosophy of time.

**Chair/Speaker:** Tor Hernes is Professor of Organization Theory at Copenhagen Business School and Adjunct Professor at the University College of Southeast Norway. He publishes extensively on organization and time, where he explores an event-based view informed by process philosophy. He is currently involved with research on how organizational actors combine near and distant pasts and futures in their time construction.

**Speaker:** Paula Jarzabkowski is a Professor of Strategic Management and Associate Dean of Research at Cass Business School. Her research takes a practice theory approach to issues of strategy and markets. She has long been interested in the association between practice "in-the-moment" and how these instances of momentary action shape and are shaped by unfolding processes over time.

**Speaker:** Dan Wadhwani is Fletcher Jones Chair in Entrepreneurship at University of the Pacific and a visiting professor in the Management, Politics, and Philosophy Department at Copenhagen Business School. A historian by training, Dan’s uses historical perspective as a unique lens through which to understand organizations and organizing. He has written widely on the historical construction of time in organizations.
SUB-PLENARY 1-2

Do Utopian Visions Help or Hinder Innovating for the Common Good?

**When:**
Thursday, July 6, 16:00-17:30

**Where:**
SP 201

Utopia is an imagined society with near perfect qualities. Policy makers, entrepreneurs and visionaries have used utopian visions to build social movements for change and to stimulate innovation for the common good. Yet, utopian visions have also been deemed not useful, impractical and even counterproductive. Many utopian visions are far from realized. We, thus, set out to debate the question: *Do utopian visions help or hinder innovating for the common good?* We aim to raise a question of immense practical concern, point to paradoxes that organizational theories leave unexplained and identify future research directions. Stine Grodal will discuss the mobilization dilemma: The utopian visions most successful in mobilizing participants around an issue often have the unintended consequence of later impeding progress on this same issue. Klaus Weber will analyze utopias, dystopias and scenarios from a sensemaking perspective by identifying the powers and shortcomings of these three forms of thinking about the future for achieving the common good. Fabrizio Ferraro will address utopias from a pragmatist perspective to suggest that utopias might be effective if they are coupled with governance mechanisms that sustain engagement and dialogue across stakeholders, local experimentation, and a virtuous cycle of learning.

**Chair/Speaker: Stine Grodal** is an Associate Professor at Boston University Questrom School of Business. She received her PhD from Stanford University in Management Science and Engineering. Her current research focuses on the emergence of markets and organizational fields with an emphasis on the strategic actions market participants take to shape and exploit categorical structures.

**Speaker: Fabrizio Ferraro** is Professor of Strategic Management at IESE Business School. He holds a PhD in Management from Stanford University. His current research explores the emergence of responsible investing in mainstream financial markets. Previously he has studied the institutionalization of the Global Reporting initiative, open-source software communities, and how economics can be self-fulfilling.

**Speaker: Klaus Weber** is an Associate Professor of Management & Organizations at the Kellogg School of Management at Northwestern University. His research is grounded in cultural and institutional analysis, with substantive interests in the political economy of globalization, the intersection between social movements and the economy, sustainability and social enterprise.
This sub-plenary asks what a ‘good’ organizations can be and what actions or instances of inaction characterize “good” or “bad” organizations. We posit that we all contribute to crafting lenses that can distort, to advancing incomplete and fanciful tales about organizational life, and to sustaining certain normative realities of organizations that construct and preserve inequality. We then interrogate our field’s and our own complicity in the impoverishment of our theories and depictions of organizational realities and explore the implications for how we might conduct our research more cognizant of our blind spots, distortions, and omissions. Kamal Munir considers whether organizations can truly change their environment in a meaningful way without taking on the core tenets of the economic systems that embed them. Michel Anteby asks what if bad organizations are characterized by inaction rather than action. He reflects on studies in morally contested arenas, including trade in human cadavers, factory theft, but also business education. Barbara Grey invites a reflection on our personal and organizational shadows in advancing incomplete, even phantasmal tales about organizational life. Evoking research on social class differences in organizations, she contemplates what we have left out and why, and what the consequences may be.

**Chair: Douglas Creed** is Professor of Management at the College of Business Administration at the University of Rhode Island in the United States. Dr. Creed’s work focuses on the role of social identity, emotions, and agency in contested institutional change processes.

**Speaker: Kamal Munir** is Reader in Strategy and Policy at University of Cambridge in the United Kingdom. Dr. Munir’s work addresses the relationship that organizations enjoy with their respective environments. He is interested in how organizations are implicated in the larger socio-political reality around us, a reality that includes dramatic inequality, corporate control of public agendas, rapid environmental degradation and profit-driven wars around the globe.

**Speaker: Michel Anteby** is Associate Professor of Organizational Behavior at Boston University’s Questrom School of Business and (by courtesy) of Sociology at Boston University’s College of Arts & Sciences in the United States. Dr. Anteby’s research looks at how individuals relate to their work, their occupations, and their organizations. His research contributes to a better understanding of how the cultures and identities that individuals choose through their practices come to be and manifest themselves.

**Speaker: Barbara Gray** is Professor and Smeal Faculty Fellow Emerita in Organizational Behavior, Penn State University in the United States. Dr. Barbara Gray’s research address conflicts within institutional fields, cross-sectoral collaboration, environmental and diversity-related disputes, and social class differences in organizations.
Organizational scholars tend to routinely refer to organizations as actors. However, recent works in organization studies emphasize that the status of organizations as actors depends on continuous embodiments and communicative attributions to an organizational address as well as the discursive interplay with other actors who reciprocally grant that actorhood status. Accordingly, if we accept this premise of a communicative construction of organizational actorhood, the question arises what constitutes a “good” organizational actor then – and what enables organizations to act more or less responsibly vis-à-vis society. The sub-plenary session will address the EGOS 2017 theme of the “good” organization in the light of recent theoretical considerations on the role of communication in constituting organizational actorhood.

**Chair:** Dennis Schoeneborn is a Professor of Organization, Communication, and CSR at Copenhagen Business School (Denmark). He also serves as a main coordinator of the EGOS Standing Working Group “Organization as Communication”. His research focuses on the role of communication in constituting collective actorhood in new and fluid forms of organizing.

**Speaker:** Patricia Bromley is an Assistant Professor of Education and (by courtesy) Sociology at Stanford University (United States). Her work focuses on the rise and globalization of a culture emphasizing rational, scientific thinking and expansive forms of rights. She primarily examines two settings – organizations and education systems – to show how the institutionalization of these cultural emphases transform societies and social structures worldwide.

**Speaker:** François Cooren is a Professor of Communication at the Université de Montréal (Canada). He is a past president of the International Communication Association (ICA) and a fellow of this association since 2013. His research focuses on organizational communication, language and social interaction, as well as communication theory. He is one of the main representatives of the School of Montreal, which advances a Communication as Constitutive of Organization (CCO) view.

**Speaker:** Günther Ortmann is a Professor of Leadership at Universität Witten/Herdecke (Germany) and a Professor Emeritus of General Business Administration at Helmut-Schmidt-Universität (University of the Armed Forces), Hamburg (Germany). His research focuses on organization theory, strategic management, leadership, and the accomplishment of (better or worse) morality of organizations.
This sub-plenary focuses on employees at all levels from first job to more senior management. It also explores the linkages that employers have with their employees. This is important because organizations are no longer as they were only a few years ago and neither are labour markets, which were relatively stable and fluid, and all types of jobs at all levels were less precarious than they are today. Widespread use of internships, zero hour contracts, unpaid work, part-time working and short paid contracts are typical of increasing precarity. All types of labour are characterised by precarity and plurality (some individuals taking an estimated 20 jobs in different organizations on average during their working lives). Individuals may move from a senior position to a more junior position such as an apprenticeship in mid-life and mid-career. Such features are now institutionalised aspects of organizational life (and the lives and identities of individuals). Without employees, organisations are powerless to craft and implement strategies such as linkages, or adopt innovative practices such as those explored in this colloquium. The sub-plenary will look at the global issue of how the roles and careers of employees have changed and what the impact of these changes might be.

**Chair: David Wilson** is Professor of Organisation Studies at the Open University, UK. His research interests include organizational decision making and how employees and employers are adapting to changing labour market conditions. He is particularly interested in how these relationships between employer and employee are manifested in terms of power and control.

**Speaker: Melanie Simms** is Professor of Work and Employment at the University of Leicester, UK. Her research interests include young people’s transitions into the labour market, with a particular focus on the role of employers in engaging (or not) in labour market policies. She also has a longstanding interest in issues of worker voice and trade union representation in the UK and beyond.

**Speaker: Ludovic Taphanel** is Assistant Professor of Human Resource Management at IGS-RH School in Paris, which is a school dedicated to Human Resource Management. His research interests include professional transitions and non-standard forms of employment with a particular focus on the impacts of flexibility on individual career, identity work and precariousness.

**Speaker: Armin Beverungen** is the Junior Director of the Digital Cultures Research Lab at Leuphana University Lüneburg, Germany. His research currently deals with algorithmic management as a new phenomenon where, through the use of computational media, managerial tasks are delegated to algorithms. One part of this research concerns new digital platforms for microwork in which work is split up into small tasks or gigs and is then algorithmically managed.