

Leadership, Work and Organisations Departmental Newsletter July 1st 2016 (2nd Quarter 2016) - Volume 4, Issue 2



Middlesex
University
London

DEPARTMENTAL NEWSLETTER

Newsletter Welcome

Leadership, Work and Organisations Departmental Newsletter



Dear colleagues,

I write in the immediate aftermath of the EU referendum. The result may have far reaching implications for us in the longer term in terms of the students we teach, the research funding we apply for and the people who may be applying to work with us as colleagues in the future. The scale and scope of such change is less clear. If the pledges of the 'Leave' campaign are followed through as they were originally presented, then the implications will be large. There are some signs that some of this may now be being reconsidered. We will have to wait and see. Events are moving quickly and my words may be out of date by the time you read this.

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The result will also, on a more narrow instrumentalist level, put many of us in a position of observing, interpreting and disseminating some of these changes in those areas that link to our own areas of academic interest. The interface between migration and employment was highly prominent in the campaign – though, it has to be said, not often discussed in temperate terms. A little below the radar – though still prominent – was the issue of employment deregulation as a feature of the 'Leave' campaign. These are areas on which we teach and research and we will no doubt be monitoring and commenting on developments as they unfold.

Back down to our own endeavours, we have another newsletter full of activity. We have been presenting at seminars, conferences and other events. Publications are coming out. We have some departures – we are sad to see you go, but hope you will remain in touch – and anticipating new arrival(s). As we go into the summer I hope we can all use this time for well-deserved annual leave interspaced by time spent on those writing activities we find more difficult while term-time teaching is our priority.

Yours,

Ian Roper, Acting Head of Department

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For those of you who teach core HR modules, this is the advice we should pass on to students about what HR needs to know following the Leave outcome. However this may of course change by the time they re-start in the autumn.

http://email.cipdmail.com/files/amf_cipd/project_22/Vote_Leave_Q_A_4_.pdf

RESEARCH CLUSTER NEWS

NEWS

The Professional Practice Group

The Professional Practice Group have been busy with a number of projects over the last three months. First, two members of the team have been making the final changes to the Sage Handbook of Mentoring which will be launched this summer. This is a great opportunity to showcase some of the work the Professional Practice group are engaged in.

The Group have also been working with Mitsubishi to develop a Leadership Development Postgraduate Certificate. Mitsubishi will be supporting three cohorts of learners, commencing September 2016, January 2017 and April 2017. Chris Rigby will be leading the Postgraduate Certificate.

**PROFESSIONAL
PRACTICE**



SEMINARS AND CONFERENCES

Professor Yochanan Altman co-organised the 11th Organization Studies summer workshop in Greece in May, on the theme 'spirituality, symbolism & story-telling', with some 150 participants from all over the world. From the department **Chris Mabey** attended. The post-workshop Call for the Special Issue (deadline end of November) will be circulated separately but keep an eye out on the OS website.



Yochanan Altman presented a co-authored paper at the 6th Organizations, Artifacts and Practices workshop, Lisbon: Altman, Y., Davies, M. & Proszowska, A. Materiality & identity: Jewish figurines and Polish contemporary identity.

Dr Alexandra Beauregard presented in two sessions at the Work and Family Research Network Conference on “Careers, Care, and Life-Course ‘Fit’: Implications for Health, Equality, and Policy” in Washington, DC on 23rd and 25th June both as a panellist in a symposium on “U.S. Paid Family Leave Policy: Two Steps Forward, One Step Back” and a paper entitled “Framing the Global Context for Work□Family Initiatives: The Influence of National Culture on Work□Family Role Orientations” with Kelly A. Basile (Emmanuel College).



Dr Sara Calvo was selected to participate in two fully funded British Council workshops in Latin America to discuss the role of social enterprises in the green economy and future research collaborations between the UK and Latin America. The first workshop, entitled ‘Advancing the Green Economy in Peru: A spotlight on tourism, transport, and the blue economy’ took place in the spring in Lima, Peru. The second; “Supporting Sustainable Ecosystems for Poverty Alleviation in the Amazon” was in Manaus, Brazil 20th-24th June 2016.

SEMINARS AND CONFERENCES

Professor Anne-Wil Harzing presented the following paper at the European Academy of Management conference on 1st-4th June 2016 in Paris. ‘The benefits of being understood: The role of ethnic identity confirmation in expatriate-local employee interactions.’ The paper, lead-authored by her former PhD student Shea Fan was awarded with the best paper award for the standing track on Expatriation, sponsored by the *Journal of Global Mobility*. Presentation slides available here: <http://www.harzing.com/download/jgm.pdf>



In addition Anne-Wil participated in one of the labs before the conference, spoke at one of the plenary keynotes and chaired a ‘meet the editors’ panel in which a distinguished group of editors presented their journals.

Chandana Sanyal and **Chris Rigby** presented papers at the 17th University Forum for Human Resource Development Annual Conference, Leadership, Diversity and Changing Practices in HRD in a Global Context at Manchester Metropolitan University on 8th and 9th June 2016.



Chandana’s working paper on ‘How can the concept of mindfulness be effectively integrated within management learning: a pilot case study within a Public Sector Leadership and Management post-graduate programme’ which she presented with Clare Rigg from the University of Liverpool, was followed by a lively discussion on the practice of mindfulness as a method of management learning. The overall findings from the mindfulness research project will be presented the following year as an outcome the UFHRD honorarium received for this work.

On the 23rd April **Ian Roper** presented a seminar at Newcastle University’s HRMWE Research Seminar Series entitled “Managing people in Hong Kong and the UK”, where further findings were presented from the recent ESRC research project, jointly with Paul Higgins of City University, Hong Kong”

SEMINARS AND CONFERENCES

Chris Rigby presented a Working Paper ‘Catastrophes and Discontinuity in Adult Learning’. This paper was very much a conceptual one attempting to fuse two frameworks commonly used in mentoring in order to illustrate a point at which learning takes on a sudden surge in intensity.

This working paper developed an innovative 3-dimensional framework using concepts from beyond the traditional realm of learning theory (Catastrophe Theory and mathematics – see illustration below).

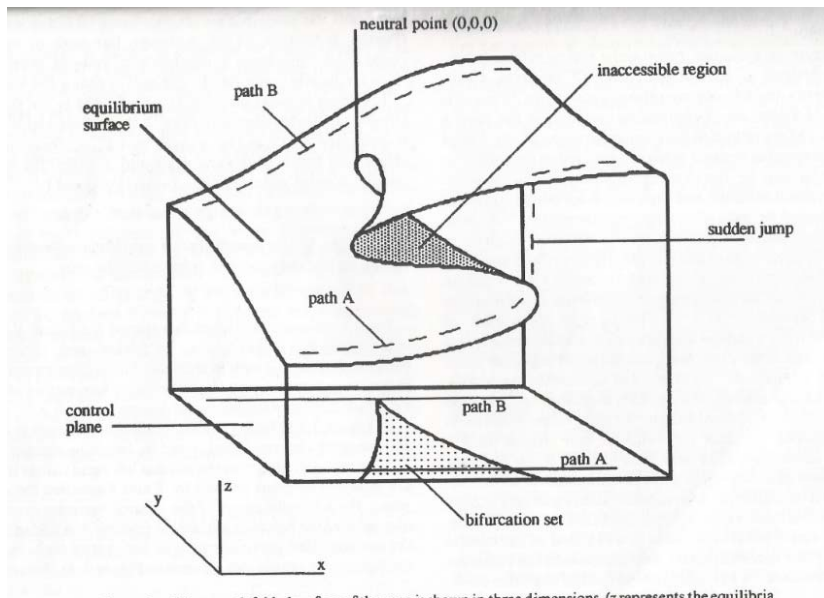


Illustration of the concept of the Cusp Catastrophe developed initially by Thom (1975) then Benjamin (1992).

BAM Conference 2016

Clive Boddy will present a paper called: “Addressing Turbulence: Criteria for Assessing the Importance of Academic Papers in Management”. The paper describes how totally irrelevant and more or less meaningless papers in business academia can still be nominated for awards based on their statistical over-complexity. The paper suggests a relevance-importance scale that can be adopted by journal editors to help them avoid this nonsensical behaviour.

Ian Roper is also due to present the following paper:

"Corporate social responsibility reporting in United Kingdom and Germany: A unitarist or a pluralist frame of reference?" (Co-authors Maria-Delia Dron, Iris Maurer, Michael Muller-Camen, Ian Roper).

SEMINARS AND CONFERENCES

Dr Dan Ozarow presented his fieldwork research in a paper entitled “Banging the Other Side of the Saucepan: Changing Political Activism among Argentina’s Middle Class 2001-12” at the Latin American Studies Association 50th International Congress in New York on the 29th May 2016. His paper was well received and the panel organisers have amassed a number of additional papers and are planning to publish an edited book using the panel name: “Activism, citizenship, and politics among the contemporary Latin American middle- and upper classes.”



(Above) **Dan** and the other panellists at their workshop at the Sheraton Hotel in New York.

Dan also presented his paper "Recent Experiences in Workers-Self Management in Europe and Latin America" to the Business School’s Interdisciplinary Labour Studies Group on 11th May 2016. A recording of the seminar can be heard here:

<https://soundcloud.com/user760566433/recent-experiences-of-workers-self-management-in-europe-and-latin-america>

ACHIEVEMENTS AND AWARDS

The 'Building Bridges' project that **Dr Doirean Wilson** wrote collaboratively with British Nigerian Singer, Actress & Entrepreneur, Patti Boulaye OBE, CEO of the BIPADA Academy, has now been sent to the Home Office by the Prime Minister's Office. The draft of this educational project that draws on Doirean's cultural respect study, that aims to promote awareness, nurture harmony and address conflict among diverse communities in Britain, was first presented to former British Prime Minister, Sir John Major.



Sir John was so impressed by the project that he decided to take it to PM David Cameron who was impressed enough to ask the Home Office to have it considered for delivery across the UK.

(To the left) Picture of Doirean on the right & Patti Boulaye OBE on the left, shown with student Fatosh Maghur.

On Wednesday 22nd of June 2016, Dr Doirean Wilson who leads the final-year undergraduate 'Equality, Diversity & Inclusion' (EDI) module, was informed that the module has received the UK Investors in Equality & Diversity (UKIED), Charter Mark quality status.

This optional module sponsored by the award winning equality, diversity and inclusion solutions specialist 'Equal Approach', is offered to students enrolled on the BA HRM, BA Business Management Generalist, and HR Pathways Programmes.

This diversity Charter Mark of excellence was awarded to the module due to the successful outcome of the UKIED assessment and accreditation process, thanks to the support provided by the Middlesex 'dream' team.

This included Director of Programmes Dr Rea Prouska, BAHRM Programme Leader David Saxon, Sue Wellstead and Ruth Wood from the Business School Quality Enhancement Team, and Dr Ian Roper Head of the Leadership, Work & Organisations Department.

In his congratulatory letter Andrew Lewis, Director of UKIED Operations commented that "Dr Wilson is a well-respected academic with an international EDI profile, who has also established excellent vocational and commercial relationships that has greatly enhanced the experiences of students undertaking this (EDI) module".

Doirean will be presented with a certificate of recognition at the UKIED National Annual conference to be held on Friday 8th July 2016 at the Joseph Rowntree Foundation In Vauxhall. Keynote speakers on the day will include Kate Green MP, Shadow Equalities Minister and Dr Omar Khan Director of the Runnymede Trust.

Doirean will join the panel of experts to discuss the impact of the UK's equality agenda, post the EU referendum.

ACHIEVEMENTS AND AWARDS

But it does not end there; One team from Doirean's recent cohort of MBS3012 business consulting students, calling themselves 'Esoteric', was commissioned by Patti to carry out further research for the 'Building Bridges' Project. The intention was to ascertain whether there was a need to promote harmony among different cultures in Britain.



Picture of MBS3012 Team 'Esoteric' students Daniel Da Silva, Isaac Danquah, Errin Daley (back row) and Derek Danquah, Sandeep Sreenath and Dhiren Chadha (front row)



This summer, Bruce Thompson and Daniel Doherty were surprised to receive a certificate from the CIPD commending them on 40 years of 'exceptional service to HR.' They speculated that, rather in the mode of sports teams boasting how many caps their team has accrued – that University HR departments might start to do the same, quantifying the venerability of their collective experience in years of CIPD service. Could

The Innovation in Teaching of Research Methodology Excellence Awards – Runner-up Prize awarded to Dr Julie Haddock-Millar

Earlier this year, a new international prize in research methodology was launched by the European Conference in Research Methodology and Business Management Studies.

Dr Julie Haddock-Millar submitted a 3000 word case study describing the MA FE Sector Management Applied Project methodological approach. The case study was shortlisted in the top nine; Julie then attended the conference at Kingston University in June 2016 and presented the initiative on two occasions. Julie was awarded joint runner-up - the panel consisted of four judges: the head judge said that the methodological approach was innovative and creative and the presentation was outstanding!

Head Judge Dan Remenji wrote to Julie to say: *“Your case history stood out by the fact that your methodological innovation required a high degree of collaboration among researchers which we do not often see. We were impressed that the process which you described was materially different to the way that research methodology is normally taught.”*



ACHIEVEMENTS AND AWARDS

Dr Sara Calvo has successfully established an exciting partnership between the Business School and FutureLearn, the popular UK-based social learning platform. FutureLearn currently has 88 partners around the world, including some of the top UK and international universities and specialist organisations. Nearly four million people from over 190 countries have signed up to follow its 250 plus online courses since the social learning platform was launched in 2013.

Sara, leading the project, with the support of Anna Kyprianou, Pro Vice-Chancellor and Executive Dean of the Business School, prepared the programme in collaboration with other academics at the Jindal Centre for Social Innovation & Entrepreneurship in India and the UK social enterprise Living in Minca, with funding from the British Council. FutureLearn will be launching three new online Social Enterprise courses (MOOCs) together with Middlesex University over the next 12 months. The three Social Enterprise courses are on Business Doing Good, Turning Ideas into Action and Growing a Sustainable Business. These courses will provide individuals with an understanding of what it takes to launch and run a sustainable social enterprise. Sara approached FutureLearn last summer about developing the programme after identifying that there were no social enterprise courses being offered on their learning platform. See this link for more information:

<https://www.intra.mdx.ac.uk/news-views/news/2016/june/the-business-school-is-a-future-learn-partner>



Newly appointed Chair of British NGO Jubilee Debt Campaign's Academic Advisory Network, **Dr Dan Ozarow** delivered the Network's inaugural lecture "Argentina Cedes to the Vulture Funds: Implications for Indebted Countries" held at Global Justice Now's London Headquarters on 15th June 2016.

PUBLICATIONS

Yochanan Altman co-authored the following article: Baruch, Y., Altman, Y. & Tung, R. (2016) Career mobility in a global era - advances in managing expatriation and repatriation. *Academy of Management Annals* 10 (1): 841-849 <http://dx.doi.org/10.1080/19416520.2016.116201>

Alexandra Beauregard co-authored the following article: Basile, K. A., & Beauregard, T. A. (2016). Strategies for successful telework: How effective employees manage work/home boundaries. *Strategic HR Review*, 15(3): 106-111. <http://www.emeraldinsight.com/doi/abs/10.1108/SHR-03-2016-0024>

Professor Anne-Wil Harzing published the following online first articles: Zhang, L.E.; Harzing, A.W. (2017) From Dilemmatic Struggle to Legitimized Indifference: Expatriates' host country language learning and its impact on the expatriate-HCE relationship, *Journal of World Business*.
<http://www.sciencedirect.com/science/article/pii/S1090951616300414>

Harzing, A.W. (2017) Microsoft Academic (Search): a Phoenix arisen from the ashes?, *Scientometrics*. <http://link.springer.com/article/10.1007%2Fs11192-016-2026-y>

Harzing, A.W. (2017) What, who or where? Rejoinder to identifying research topic development in Business and Management education research using legitimation code theory, *Journal of Management Education* <http://jme.sagepub.com/content/early/2016/06/01/1052562916652911.extract>

Chris Mabey co-authored the following two 4* articles: Mabey, C. and Zhao, S. (2016) Managing five paradoxes of knowledge exchange in networked organizations: new priorities for HRM? *Human Resource Management Journal* <http://onlinelibrary.wiley.com/doi/10.1111/1748-8583.12106/abstract>

Mabey, C., Parry, K and Igri, C. (2015) Questions Business Schools Don't Ask, *Academy of Management Learning and Education*, December, 14 (4), 535-538 <http://amle.aom.org/content/14/4/535.full.pdf+html>

Dan Ozarow co-authored the following 3* article which has picked up almost 1,000 online views: Ozarow, D. and Cantamutto, F. J. (2016) 'Serial Payers, Serial Losers? The political economy of Argentina's public debt'. *Economy and Society* 45 (1):123-147
<http://www.tandfonline.com/doi/full/10.1080/03085147.2016.1161118>

Doirean Wilson co-authored the following articles: Baruch, Y., Humbert, A.L., Wilson, D. (2016): "The moderating effects of single vs multiple-grounds of perceived-discrimination on work-attitudes: Protean careers and self-efficacy roles in explaining intention-to-stay" *Equality, Diversity and Inclusion* 35(3): 232 – 249 <http://www.emeraldinsight.com/doi/abs/10.1108/EDI-05-2014-0045>

Zsolnai, L. and Wilson, D. (2016). Art-based business. *Journal of Cleaner Production*, Elsevier Ltd (published online) Impact factor: 3.844

Andrew Mayo published the following articles: Mayo, A. (2016) "The measurement of engagement", *Strategic HR Review* 15(2): 83 – 89. <http://www.emeraldinsight.com/doi/pdfplus/10.1108/SHR-02-2016-0012>

Mayo, A. (2015), "Strategic workforce planning – a vital business activity", *Strategic HR Review* 14(5): 174 -181 <http://www.emeraldinsight.com/doi/abs/10.1108/SHR-08-2015-0063>

MEDIA

Dr Dan Ozarow was interviewed on *Radio Nacional*, Argentina's national radio station on 16th June 2016 about the potential impact of the EU Referendum outcome on workers in the UK and about the murder of Labour MP Jo Cox. The interview can be heard here (in Spanish).

<http://www.radionacional.com.ar/el-reino-unido-dirime-si-se-marcha-de-la-union-europea/>
<http://www.telam.com.ar/notas/201606/152703-brexit-reino-unido-europa-conflicto.html/>



Dan also published an article entitled "The elephant in the factory? Workers self-management as an alternative post-crisis production model" in *Medium* on 17th May 2016 and also on *Middlesex Minds* on 31st May 2016.

<https://mdxminds.com/2016/05/31/the-elephant-in-the-factory/>

PhD candidate **Heather Jeffrey** had a piece called 'Not a Post about Gender and Academia' published in the *Huffington Post* on 20th April 2016. In it she interviews Professor Anne-Wil Harzing about working in academia.

http://www.huffingtonpost.co.uk/heather-jeffrey/not-a-post-about-gender-a_b_9718464.html



Clive Boddy was interviewed by BBC Radio Cambridge's morning show on Friday 3rd June 2016 concerning his views on "Corporate Psychopaths at Work and in Society".

Clive Boddy was interviewed by science reporter Tomasz Ulanowski of the Polish media group agora and the newspaper *Gazeta Wyborcza*, on Thursday 16th June 2016, concerning Clive's research findings on "Corporate Psychopaths in the Workplace".

MISCHLEANEOUS AND EVENTS

In June, **Professor Yochanan Altman** visited our partner university in Krakow - the Jagiellonian, the oldest university in Poland, engaging with colleagues on research and publications as part of Erasmus+.

Professor Andrew Mayo ran two courses in Malaysia entitled "SHRM in times of Recession" - spending one day on Planning to avoid layoffs and the second on how to manage them if they are inevitable.

Youth Business International Global Mentoring Evaluation Project:

Dr Julie Haddock-Millar and **Chandana Sanyal** co-facilitated a week-long Advanced Masterclass in Toronto, Canada at the beginning of June.

The 2016 Mentoring Master Class aimed to share practice and further develop Youth Business International's sector-leading expertise in volunteer business mentoring; continuing to set the network apart from other micro-credit and training initiatives for young entrepreneurs. The Master Class continues to strengthen the global brand and recognition of YBI members as the premier authority on mentoring entrepreneurs with key actors and stakeholders. Julie and Chandana were asked to facilitate a number of training sessions on research methodology, mentoring practice and action learning. The Master Class was attended by CEOs and Mentoring Programme Managers from over 18 countries worldwide including Australia, Argentina, Belgium, Canada, Chile, Germany, India, Kenya, Russia, Sweden, and Tanzania.

The project is part of the global research project on mentoring and youth entrepreneurship awarded to Middlesex University Business School earlier this year. The Advanced Master Class was a resounding success; Julie and Chandana have been invited to attend next year's Master Class to further build work that is being done worldwide.

The picture below, shows the Youth Business International team, CEOs, Mentoring Programme Managers, Dr Julie Haddock-Millar (bottom right) and Chandana Sanyal (bottom left).



MISCHLEANEOUS AND EVENTS

A Body of Work: Thinkers in Residence

Dr Elizabeth Cotton is running a six month project at The Photographers' Gallery in London which looks at the links between photography and psychoanalysis. People are invited into the gallery to become Thinkers in Residence and attend talks, interviews and to produce an evolving archive of people's thoughts. They are also invited to submit their thoughts to the Thought Creche. The next event will be on 7th July, then in October a public event will be held and an eBook will be produced. The project's website explains more

<https://a-body-of-work-tpg.tumblr.com>



Surviving Work Survey

Dr Elizabeth Cotton is running a survey of working conditions in mental health services called the Surviving Work Survey. It is being organised with the British Psychoanalytic Council and Professor John Grahl is part of the research team along with Clare Gerada from the Practitioner Health Programme for doctors in the NHS. They have gathered 1,300 survey responses so far - and the survey has gone out nationally through Unison, Unite, RCN and all of the psychotherapeutic professional bodies. Elizabeth has just started the process of doing 200 phone interviews and in October the team will produce a map of jobs and conditions and publish results of trends in the sector. Please participate in the survey here:

www.survivingwork.org/surviving-work-survey

EU Referendum debate

Dr Dan Ozarow helped to organise a public debate entitled 'What does the EU Referendum mean for workers and Higher Education?' on 19th May 2016.

Featuring Dr Marina Prentoulis (Another Europe) who made the case for Remain and Will Pudmore (Grassroots Out) who spoke for Leave, the Middlesex UCU event filled the lecture hall and drew students, academic and professional support staff from across the university. The full debate can be heard here:



<https://soundcloud.com/user-527408830/eu-ref-in-or-out-public-debate>

RESEARCH OPPORTUNITIES

At first glance the world of competitive endurance tickling may sound like a funny topic for management research. Far from it; according to Time magazine (27th June 2016, p.58) and a documentary out on the 15th June, the world of competitive endurance tickling has a surprisingly dark underbelly.

The full implications for business and society have not been fully tickled out but in a research environment of relevance and impact this sub-culture surely cries out for academic investigation.

The implications for employee well-being, absenteeism and dark humour in the workplace are obvious and may not at all be a giggling matter. An ethnographic approach involving the full longitudinal immersion of a pair of researchers into this little known and incompletely understood world would appear to be the most appropriate methodology to adopt.

Ethical approval would be a major hurdle to get over. However, as far as the business school is concerned who, among the pair of researchers, adopted the role of the tickled and who was the tickler, need never be disclosed. For more information contact Clive Boddy. Good luck.

PERSONAL ANNOUNCEMENTS

The Department says farewell to **Dr Martin Sposato** who will be joining the University of Hertfordshire as a Lecturer in July 2016. Thanks Martin for all your hard work since you joined us and good luck in your pastures new.



Another member of the Department leaving us is **Dr Alyson Nicholds** who passed on this message:

It is with great sadness that I will be leaving the LWO team and Mdx University in August for a new post nearer to home at Coventry University. I joined Mdx post-doctorally some 4 years ago and have grown enormously from working with such a diverse team of practice and research-based academics, many of whom I consider friends, from LWO, IMI and across MUBS more generally. Thank you all for making me so very welcome and for all of the teaching and research collaborations, which I know will not end, just because I'll be based in another Institution.

With my sincerest best wishes for all and your future work together,
Alyson



PERSONAL ANNOUNCEMENTS

Citations

Citations to Clive Boddy's work went over the 1,000 mark, on google scholar citations, in June.

Finally, **Anne-Wil Harzing** has started blogging in March. Her blog currently has 25 entries that all focus on matters related to academia which colleagues may find useful such as:

Why does my paper get a desk-reject time and again?

<http://www.harzing.com/blog/2016/03/why-does-my-paper-get-a-deskreject-time-and-again>

Are referencing errors undermining our scholarship & credibility?

<http://www.harzing.com/blog/2016/04/are-referencing-errors-undermining-our-scholarship-&-credibility>

How to prevent burn-out? About staying sane in academia

<http://www.harzing.com/blog/2016/05/how-to-prevent-burnout-about-staying-sane-in-academia>

How to find your next research project?

<http://www.harzing.com/blog/2016/06/how-to-find-your-next-research-project>