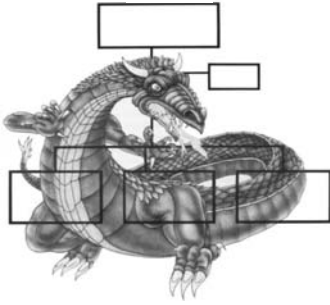


Notework
May 2005

Museletter of the Standing Conference on Organization and Symbolism

SCOS is an international and interdisciplinary network of academics and practitioners interested in organizational symbolism, culture and change. The SCOS philosophy of 'serious fun' is articulated throughout the network's activities, particularly in the encouraging of unusual and groundbreaking ideas in the analysis of organizing and organization. We are committed to providing a forum for research that crosses traditional disciplinary and functional boundaries, and a reflective space for the development of new forms and new voices for this work.



Any old iron!?

'Stacked and packed', one of our referees said. In other words we can congratulate ourselves on a bumper filled and excessive 'Notework', bringing you up to date, once again, with all the breaking news from the worldwide SCOS community. We suspect that most of you will be reading this as hard copy bathed in the sunny climes of the Stockholm summer, negotiating your way through the brilliance of all that is the SCOS 2005 conference.

Yes indeedly, as we speak, here and now, from the editorial towers of Notework, we can see that papers are being prepared and pampered for a final reading, presentations powdered and puffed, transparencies tarted and teased, sound recordings modulating tweaked, people hither and thither and many lord what knows else what in this what of all excessive what not Watt Knot's of organization analysis on the fringe.

But what about this month's Notework? In this issue we publish Annette Risberg's fascinating study of the growth of a 'citations industry' in the world of scholarship. If we may be permitted some licence for summary, in this month's Point-Counterpoint column Annette takes a look at the amnesia that is so common amongst academics when over time routine, standard referencing gives birth to beasts of gargantuan proportions.

Her study shows how, typically, original texts become replaced by summary and synopsis such that classics of our field become little more than grotesque and hideously deformed 'conventions'. How many of us have suffered that fate? How many of us commit this heinous crime? How many of us welcome and actively practice its trade? It's a bit like that old conference game of owning up

to which books you've cited but for which you cannot really be entirely confident or sure that you've read. Well, we do hear these stories you know....!

In the spirit of openness and transparency championed by Notework, Michael Wood offers us his reviewer's comments on this piece by Annette and both of them have agreed that we can publish this feedback as part of our ongoing campaign to open up what is 'behind the scenes' in the world of journal publishing.

We also have a review of the Leicester 'Rethinking Foucault, Rethinking Political Economy' conference held in March at the Centre for Philosophy and Political Economy at Leicester University. Rowland Curtis reports or 'writes this event' for us at Notework. He was clearly inspired; and we hope this review will help you catch a flavour of this tremendous event organized by Campbell Jones and colleagues.

One thing we do all know about academic conferences is the ubiquitous curly sandwich buffet doled out to participants to keep them talking during afternoon sessions. In the Bataille corner this month our cub reporter Tony O'Shea spins his tale of woe on the subject of the 'sweaty sarnie'. On that issue, we do want to announce a 'Big Shout-Going Out' to anyone who has recently seen Dr O'Shea. We know Tony always immerses himself in his subject, as any good anthropologist would, but those recent sarnies do seem to have had quite a deleterious effect. Last seen at a motorway café on the A19 close to Middlesbrough in the UK, the current whereabouts of our cub reporter is not known.

Elsewhere in this issue we have a call for papers on the theme of Evil and Organization for the SCOS 2006 conference organized by Rene Ten Bos and Ruud Kaulinfreks and to be hosted in Nijmegen in the Netherlands. And get writing your abstracts for this conference, it promises to be a loved up gothic cabaret of curiosities, vampires and hooded capes... Mwah ha ha ha!!

We have our usual assortment of regional rep' reports, minutes from recent board meetings, and several other calls for forthcoming conferences and workshops of interest to SCOS. Zoe

Bertgan mashes up for May in her latest instalment for our regular series of Tales from the Field.. It seems Zoe has been rethinking issues around research access this month – she does seem a little fired up at the moment about this thorny methodological problem And Good luck Zoe, with your forthcoming publication 'After Method: Before the Return'

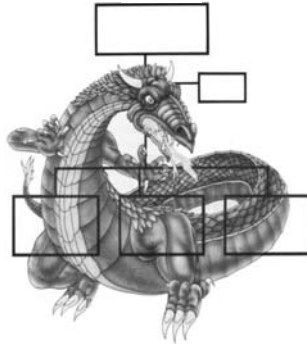
Finally, and on a more sober note, we would like to mark the recent and tragic death of Dave Richards. David was a tremendous and vital source of inspiration and scholarship to all of us in SCOS and he will be sadly missed, indeed SCOS will never be the same again In his notes from the chair Peter Case offers some thoughts and reflections on Dave who everyone will remember as an enthusiastic and active member of SCOS for over 20 years. One thing people will remember about Dave is that he would depart conferences and academic gathering saying 'See you again, soon'. Well, see you again soon, Dave. You're a star.

Damian and Sam xx

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SCOS: the Standing Conference on Organization and Symbolism (oo-r-ya?)



We are...

...an international and interdisciplinary network of academics and practitioners interested in organizational symbolism, culture and change. Formed in 1981 as an autonomous working group of the European Group for Organisation Studies, SCOS has grown to become a global research network comprising of hundreds of members.

Philosophy: scosophilia

The SCOS philosophy of 'serious fun' is articulated throughout the network's activities, particularly in the encouraging of unusual and groundbreaking ideas in the analysis of organizing and organization. Since its formation, SCOS has run annual international conferences and regular workshops, producing both critical debate and a considerable output of original scholarship. SCOS has always been committed to a critical approach to qualitative research that crosses traditional disciplinary and functional boundaries as well as to reflection on the forms and voices that this work takes.

Research

Moving into its fourth decade, the SCOS network continues to develop innovative views of organization and management, taking inspiration from a variety of different fields and disciplines. SCOS has always been committed to providing a forum for research that crosses traditional disciplinary and functional boundaries, and a reflective space for the development of new forms and new voices for this work. The SCOS Network also aims to produce and develop theoretically and practically innovative views of organization and management and seeks to:

- encourage and foster new approaches in the study of culture and symbolism of everyday life in organizations
- provoke discussion of marginalised perspectives on the understanding of organized life
- provide an arena where the boundaries of conventional thinking about organized life can be challenged and blurred
- sustain continuity and development in this fast-growing field of study
- enable the continued exchange of information and the development of community amongst a highly dispersed group of researchers, scholars and practitioners



Notes from the Chair

In Memoriam: Professor David Richards

Sadly, for the second time in the space of one year, I begin my *Notes* in a sombre key. After a protracted battle with cancer, Dave Richards passed away in early May. Dave was actively involved in the SCOS community, having been introduced to it by Steve Linstead during their time together as colleagues at Sunderland University. Dave assisted greatly in co-organizing SCOS XVIII, *Organisation and Culture: Premodern Legacies for a Postmodern Millennium*, in Athens in July 2000. When Steve Linstead stepped down as chair of SCOS to take up co-editorship of *Culture and Organization* (then *Studies in Cultures, Organizations and Societies*), Dave was elected as his successor. Dave took over chairmanship during an interesting stage of SCOS's evolution and successfully steered the organization through a period of membership growth and expanding international activities. He oversaw the organization of the annual conferences in Dublin (2001), Budapest (2002) and Cambridge (2003). When he was appointed to a professorship in Brisbane, Australia, Dave decided that he could no longer continue with his duties as chair of SCOS and so stepped down. That was in May 2003.

As his successor in the chair, I owe Dave a great deal. He handled meetings skilfully and always managed to imbue them with good humour. If anyone embodied SCOS's motto of 'serious play' it was Dave. I certainly learned a great deal from Dave, valuing his friendship enormously and appreciating the professional manner in which he conducted the affairs of SCOS. His was a hard act to follow! I'm sure I speak on behalf on all those who knew Dave as a colleague, as a conference delegate or, indeed, in as a member of the SCOS executive board, when I say that we are grateful to have known him and will miss him sorely. His passing is a sad loss to the SCOS community and our sincere condolences go to his wife, Annette, and the rest of the family.

Report

On 2nd April 2005 the SCOS executive board meeting was hosted by ESADA, a business school located in an elegant suburb of Barcelona. Although we have fairly firm plans for the annual conference for the next 3 years, colleagues at ESADA expressed interest in the possibility of holding SCOS in Barcelona at some point in the future. I think all who attended the meeting felt this was an offer worthy of serious consideration as we continue to map out the schedule of forthcoming conferences. The board meeting went extremely well from my point of view and we managed to get through all the business in hand. SCOS's finances are in good order, there is a clear plan for future conferences and we have in place a hard working and competent executive board to do what needs to be done. René ten Bos and Ruud Kaulingfreks harbour wicked intentions for hosting SCOS 2006 in Nijmegen, Holland, where the theme will be, 'Organizational Demonology: the Good the Bad and the Ugly' (no shortage of subjects to write about there, I suspect). The following year we travel northward once again when Klaus Harju invites us to join him at Helsinki's Swedish School of Economics (Hanken) to ponder the 'in-between' of organizing. In 2008, Damian O'Doherty and John Hassard have plans to host 'SCOS Unplugged' at the Manchester School of Management (UK). Start dusting down your vintage Vox AC-30 amplifiers now as I'm reliably informed that it will be an exclusively analogue affair. And what of this year? The 'excesses' that Profs. Rehn, Gustafsson and Berg have planned for us in Stockholm are now imminent, of course, and I look forward greatly to meeting those of you who manage to join us in Sweden for what promises to be a memorable experience.



It remains only for me to wish our 2005 delegates a safe trip to Stockholm and, as ever, to thank the diligent friends and colleagues on the SCOS board who do such an excellent job in keeping the whole show on the road.

Ex cathedra, Peter Case, May 2005

Standing Conference on Organizational Symbolism XXIII:

<http://www.scos2005.org>

Date: 8 - 10.7. 2005, Stockholm (Hosted by the Royal Institute of Technology)

SCOS XXIII: Excess and Organization

By the time most of you read this, you'll probably already be in Stockholm for the SCOS conference 2005.... So you'll know that plans are already well afoot and preparations underway for this excessive event! But those of you who want to get ahead of the rest having eagerly downloaded *Notework* the very second the link hit your inbox... here's a few tantalising glimpses of what's in store for you in a few weeks time!

The programme is now published and can be viewed at <http://www.scos2005.org/Schedule.pdf> so get clicking to find out whether you're presenting in the hangover or snooze slot – or somewhere in between! (**erm, when's that then? – eds.**) And Alf, David and the Gang have loving prepared a FAQ sheet for us lazy whatsnames – available for download at <http://www.scos2005.org/SCOS%20FAQ.pdf>

Among other things, the conference includes workshops on entrepreneurship, terrorism, art & aesthetics.... a book launch, a trip to Stockholm's world famous theme-park, papers-a-plenty (well, it is a conference about excess after all!) and a retro event. **And....a Notework exclusive!!!! We have it on excellent authority that our very own Chair, Peter Case will be performing LIVE during the event. NOT to be missed....**

See you there!



The
Bataille
Corner

Ahhh... Bat's back.... A regular feature of *Notework*, readers are invited to nominate a symbol, artefact, even a mood or smell, as a leitmotif of current concerns and anxieties of researchers working in organizational analysis. Our cub reporter, and specialist Batailleist scholar, **Dr. Tony O'Shea** will then interpret the artefact in 150 words, providing clues as to how we might come to terms with its phenomena and significance.

This month the Tombola has discharged the phrase **Sweaty Canteen Sandwiches**. A familiar sight in all faculty refectories – nay, an institution in themselves! But what would Bataille make of this, Tony? Your 150 words start.... NOW!

"The sweaty clingfilmed canteen sandwich – no individuality they are all the same. Plastic, lifeless, tasteless. Eat one and you've eaten them all – they have no ipseity, no haeccity. Unlike a KFC they have no soul."

Blimey, Tony that was short and sweet – and a poignant contribution as this is the last in the current series of Bataille Corner. Next issue we unveil something EVEN MORE ASTOUNDING..... can you stand the suspense?

.....STOP PRESS!!!

XXIV Standing Conference of Organizational Symbolism, 12-15 July, 2006
Nijmegen, The Netherlands



**Organizational Demonology:
the Good, the Bad, and the Ugly**

"In order to cure most of the ills of human life, I require not that man should have the wings of an eagle, the swiftness of a stag, the force of the ox, the arms of the lion, the scales of the crocodile or rhinoceros; much less do I demand the sagacity of an angel or cherubim. I am contented to take an increase in one single power or faculty of his soul. Let him be endowed with a greater propensity to industry and labour; a more vigorous spring and activity of mind; a more constant bend to business and application." David Hume

Organizing is an activity that seems to be embedded in ethicality. Is it possible to think of organizing without some understanding of goodness? We organize for the betterment of humankind: it drives chaos away, it makes our lives coherent, and it delivers goods and wealth. Not only is organizing good, it is also assumed that the entities we refer to as organizations possess some kind of morality as well: the system is as moral as the people who are subservient to it. You cannot work in an organization if you are not imbued with some moral sense. In short, the *promesse de bonheur* of organization seems to be pretty straightforward: they allow good people to do good things.

These commonsensical assumptions make us believe that evil in the context of organization cannot but be an exceptional state of affairs that can be and should be corrected. This implies that evil can never have a permanent presence in organization: it is something that steps in from an outside that is intrinsically dangerous and ominous. But the intrusion can always be dealt with: reinforcements of norms and values, inspired and value-driven leadership, and something called business ethics are more or less wholesale efforts to restore moral purity. Organizations are like Hollywood-movies: in the end, the good will always outweigh the bad and the ugly. It is a natural necessity.

Or, is it? Is the assumption that the good will routinely outweigh the bad not a kind of kitsch that we can only compare with the kind of domesticated happiness of a theme park? And is this type of goodness not more a matter of taste than of natural necessity which somehow befits organizations? Are evil and ugliness really impossible in organizations? What if the theme park is all too beautiful and all too stylish? And what if our taste for organization and goodness becomes hackneyed?

Organizational thought and practice are taken to imply goodness and beauty. Yet, there is hardly any doubt whatsoever that ethical rules are routinely violated and that people engage in evil and ugliness within organizational settings. Can we then not argue that organizations produce rather than prevent evil and ugliness? Or are the evils produced by business and organization just flaws in an otherwise immaculate system? Can it really be maintained that organizations and evil or organizations and ugliness are intrinsically linked to each other? Or, is it perhaps the case that all goods, including organizational goods, cannot go without some doses of evil? Is evil not always good's little sister just as the ugly can be seen as beauty's little brother? That is to say, do organizations need at least some evil or ugliness in order to survive? How are we supposed to define evil and good in the first place? Can we perhaps argue that organizations are beyond good and evil? Is there a relation between all of this with taste? Are organizations beyond good or bad taste?

We would like to invite participants of the conference to take issue with the trust implied by the goodness and beauty of organizing and organization. This is not to imply that we only expect and accept papers that address the badness of organization. It is rather that we hope you to explore new and creative possibilities of understanding what we consider to be the ambivalent nature of organizations. To use somewhat dramatic language, organization is a place where angels and demons reside. That is, rather than assuming a dichotomy between the good and the bad or between the beautiful and the ugly, we encourage you to reflect on how these elements interrelate with each other in the context of organization.

We hope to have a wild variety of contributions from social theorists, organizational scholars, criminologists, economists, business ethicists and philosophers and to have a wide variety of responses to the questions we have asked. On the conference, the following topics might be addressed:

- gothic perspectives on organizations (industrial doom, metal ...)
- organizations and natural evil (organizations as a fight against chance, contingency, disaster, and so on ...)
- criminogenic tendencies in organization (forensic accountancy, criminological perspectives)
- organization and atrocity (mass murder, genocide, war ...)
- disgust and organization (organization and sickness, perversions of leadership ...)
- dystopia and utopia (are organization realized nightmares, Kafkaesque understandings of organizations)
- responsibility and irresponsibility (issues of moral scope, self-enrichment ...)
- philosophical themes (contractual theories, Hobbesian or Rousseauian perspectives)
- angels, fallen angels, devils, demons, and Satan himself (are these the inhabitants of organization?)
- the ethics of organizing (leadership ethics, business ethics ...)
- kitsch and bad taste in organizations (business areas, prefab buildings ...)
- organizations as Hollywood scripts (melodrama, soaps, thrillers, horror, wild-west ...)
- Sin (is remorse and redemption an issue?)
- Anaesthesia (do organisation lessen sensibilities in order to succeed?)
- Discomfort and control (how do we cope with surveillance?)
- Irony (is this all not just a big joke to annoy ethics?)
- Cynism
- etc

More information soon.

Ruud Kaulingfreks, University of Humanistics
René ten Bos, Radboud University Nijmegen

Musings of a Board Secretary . . .

At the most recent board meeting, as secretary to the board, I stupidly made the offer of writing up notes from the board meetings. My role is to summarise the minutes, and try to make our (often hung-over) deliberations sound in the slightest bit interesting to the wider SCOS membership. So here goes....

There are two board meetings to report back from in this Notework: July 2004 in Halifax and November 2004 in Stockholm.

St Mary's University, Halifax, Nova Scotia, July 7 2004.

This board meeting took place on the first day of the 2004 Conference in Halifax.

People and Positions

Following the elections and cabinet reshuffle at the London board meeting in May, Ann Rippin and Saara Taalas were officially welcomed to the board as incoming Membership Secretary and Nordic representative respectively. This was Robyn Thomas' last board meeting as Treasurer and she was thanked for all her work over the last three years getting SCOS accounts into a good shape.

Conferences: current, past and future . . .

Most of the meeting was taken up with discussion about the proceedings and arrangements of the Halifax conference. The number of delegates was confirmed as 93. The board formally thanked Albert Mills and Jean Helms-Mills for organising what 10 months later we can say turned out to be a very successful conference (although as a vegetarian will I ever recover from the experience of the lobster dinner?!).

Alf Rehn reported on plans for the 2005 Conference in Stockholm and circulated a revised call for papers on the theme of Excess and Organisation. To fit with CMS and EGOS, the date of the conference had been set at 8-10 July. Alf was able to confirm that the conference fee would be set at the same level as the Halifax conference and arrangements were in hand for accommodation.

Future venues for conferences include Holland in 2006 and Finland in 2006 although more concrete proposals would be considered at the next board meeting.

Other Usual Business

Board officers made their usual reports. The Treasurer Robyn Thomas presented the three month interim accounts. It was confirmed that the same number of bursaries offered to PhD students attending the Halifax conference (four) would also be offered for the Stockholm conference.

Second, the outgoing Membership Secretary Dave Crowther confirmed the database of members was up to date and that membership figures were stable.

The Notework editors, Sam Warren and Damian O'Doherty reported that the May issue had been published successfully and regional representatives were encouraged to distribute copies of Notework to contacts in their regions. Hard copies of Notework had been placed in the conference bags of Halifax delegates and the board agreed this arrangement should continue at future conferences, with the cost borne by SCOS.

Third, the Journal Editor Steve Linstead reported that Culture and Organisation had a very healthy level of copy and reported on forthcoming issues. The Journal Administrative Office has moved from Durham to Essex and will be co-ordinated by Heather Hopfl.

Finally, as the newly elected Website Officer, Alf Rehn reported back on plans for the SCOS website. Some improvements have already been made, but there were navigational problems with the site. The board agreed that Alf should streamline the site and make improvements such as removing missing links and outdated pages.

Royal Institute of Technology, 'Sing Sing' building, Stockholm, November 20 2004

With inches of snow and minus 10 degrees
.....brrrrrhhh.....

Usual Business

Dave Crowther was not able to attend the Stockholm meeting, but had sent in a copy of the interim accounts as his first task as the new Treasurer.

Ann Rippin was also unable to attend, but her Membership Secretary's report noted that there were now 784 members which included 20 new members.

The Notework Editors, Sam Warren and Damian O'Doherty reported that the November issue was ready to be published. They commented that it would be good to have more contributions from outside the UK in Notework and encouraged regional reps to circulate it and for non-UK Scos members to make contributions.

The Website Officer Alf Rehn informed the board that the site had now been recoded but was not yet live. It was agreed that the server hosting the website should be moved to Stockholm to allow ease of access to the Website Officer.

Conferences: past, present and future. . . .

Alf Rehn and Claes Gustafsson reported on arrangements for the Stockholm Conference. In what is surely a SCOS record, 20 abstracts had already been submitted, with three weeks still left until the deadline. The Conference secretariat had block booked a number of different hotels in different price range and the hotel booking system had been put on the website.

In a change from usual proceedings, there will be no plenaries or key note speakers at Stockholm. Instead there would be a number of multimedia events, including a 'retro' event looking back on previous Conferences. Archived paperwork and letters from the inaugural board will be placed in the conference pack and there will be a big screen presentation.

Additional workshops and symposia will be advertised on the website. The conference is likely to be extremely popular and the board agreed that to retain the traditional atmosphere associated with SCOS, the number of delegates should be capped at 140.

Rene Ten Bos and Ruud Kauligfreks attended the board meeting in their role as future conference organisers and updated the board on proposals for the conference in Nijmegen, Holland in 2006. No dates had yet been set, but the conference would take place in a monastery. A first draft call for papers on the theme of 'Evil and organisation' was circulated and discussed and it was agreed that a new draft would be presented at the next board meeting.

The 2007 conference will take place in Finland, and the organiser Klaus Harju will present firmer proposals at the next board meeting. There is a firm possibility that the 2008 conference will take place in Manchester, UK.

Thanks Anne-Marie! And here are some photos of some of the board members freezing in Stockholm!



Your board. . .

Chair:	Peter Case (UK)
Secretary:	Anne-Marie Greene (UK)
Meetings Secretary:	Annette Risberg (Denmark)
2004 Conference organisers:	Albert Mills and Jean Helms-Mills (Canada)
2005 Conference organisers:	Alf Rehn, Claus Gustafsson and P.O.Berg (Finland/ Sweden)
2006 Conference organisers:	Rene ten Bos and Ruud Kauligfreks (Netherlands)
Membership Secretary:	Ann Rippin (UK)
Treasurer:	David Crowther (UK)
Notework Editors:	Damian O'Doherty and Sam Warren (UK)
Web Officer:	Alf Rehn (Finland)
Journal Editors (C&O):	Steve Linstead and Heather Höpfl (UK)
Regional representatives:	Peter Pelzer (Germany)
	Saara Taalas (Nordic countries)
	Peter Elsmore (UK)
	Julie Wolfram-Cox and David Bubna-Litic (Australasia)
	J Santos & Rob Coda (South America)

Point: Counterpoint

A sneaky peek at the review process

This feature lifts the lid on the review process for anyone who's interested in the development of knowledge through dialogue - new researchers, doctoral students, and 'old-hand' reviewers alike! This month we reproduce a fascinating and some may say brave paper.... Dr Annette Risberg of Copenhagen Business School, Denmark dares to challenge and question that most instinctive of academic practice – **citation** behaviour. A paper which we're sure will ring true with many hard-pushed scholars in these cut throat times. Unfortunately we have had to omit the appendices from Annette's paper to ensure that this copy of *Notework* is not too big to fit in your conference bag. The reviewer – Dr Michael Wood from Portsmouth Business School in the UK adds his comments and then Annette responds – enjoy!

Remember, if you would like to submit a working paper for a future issue, or have any comments on the review process that you think would benefit those new to research, please **do** send them to us.....

...the paper...

High failure rates in mergers and acquisitions *A study of citations in academic texts*

****work in progress, please do not cite****

Annette Risberg

How and why does one use citations in academic texts? The question came to my mind as I was pondering over the "well known fact" that there are high failure rates in mergers and acquisitions, especially the number 50% is commonly mentioned in academic and other texts writing about mergers and acquisitions. It was not so that I doubted the fact, but I could not recall reading a study that in general could claim a certain percentage of failures or successes in acquisitions. Still I so often heard and read that 50%, or so, of all acquisitions fail.

The aim of the study is therefore to scrutinise how academics use references when supporting their claim of high failure rates. To refer to other peoples work is a taken for granted tool in academia. There are different citation styles but also different reason to cite. Simply one could say that to cite someone else's work is to include that person into the current conversation that takes place in the text. There are tacit norms for what is good and what is bad referencing in different academic disciplines. The use of secondary references, for example, is often not considered to be a good way to make references to an original work. One reason is that the likelihood for misinterpretation increases the further away from the original work one gets. Another reason is that quotes and references are often taken out of the original context and important reasoning might be lost for the writer referring to someone who has referred to the original work. A third reason is that secondary references are often taken from someone else's bibliography and often they are neither read nor is credit given to the author who did the original literature search.

Still this is a very common practice. I believe most of us have sometimes used secondary references for different reasons. It could be that it is difficult to get the original work. It could be an old book or article or a conference paper from somewhere. Or, we are just on too much hurry to have time to find that darn reference ourselves. In the first case it can be quite understandable that one use secondary references. In the latter case one could question the value of the paper if it has not been published anywhere else. The third case is something we rather not talk about. The

most common reason for using secondary references, I believe, is laziness. One cannot find the source right away or the source is really not that important for once study so the effort to look for the source is not worth it.

This paper aims to investigate references to high failure, or sometimes, low success, rates in mergers and acquisitions in texts on the subject. I will pursue citations in a selection of texts to see what references are used and how they are used. My interest is not how high the failure or success rates actually are, but academics use of citation. How does one cite and why does one use citations the way one does?

Method for the study

The study was conducted in two steps. In the first step articles and books on mergers and acquisitions written between 1995 and April 2003 were selected. The books were searched for in the Copenhagen Business School library catalogue, and the articles were searched for in the two databases ABI/Proquest and EBSCO Business Source Premier. In the article databases the search words, mergers or acquisitions and failures/success were used to identify the articles and peer-reviewed articles was a selection criterion. The objective with the search was to identify articles and books that have referred to failure or success rate in respect to mergers and acquisitions. Another search criteria was that the book or article should at least have a list of references so that it would be possible to follow up the claim about success or failure. All articles found were quickly scanned – ocular and using the find tool of Netscape – to find if any claim or reference to failure rates were found.

Most of the books found were books of consultancy type writing for managers interested in mergers and acquisitions. If they had a list of references they were included in the selection. Many of the articles found were not academic, but also here the reference list was a selection criterion.

In the first step 31 articles, book chapters or books were selected for further study. The texts were read looking for a failure or success rate claim and the references used to back up the claim were listed (see appendix 1). None of the articles or books, in this first step of selection, were studies on merger and acquisition performance nor were they measuring the failure rate. Still all of them mentioned failure rates or low performance in mergers and acquisitions. In the first step 70 different texts were referred to as having anything to say about failure or success rates in mergers and acquisitions. In the second step 31 texts, out of the 70 references from the first step, were selected for further investigation (see appendix 2). The selection criteria for the second step were the following: 1) the text should have been referred to more than once in the first step or 2) the author(s) should have been referred to more than once 3) all consultancy reports as they ought to be based on some kind of survey or other kind of study.

In the second step the texts were read to see what they authors had to say about failure or success rates. If they were making a claim referring to another author(s) the references were written down as in the first step. If the text was a report on a study made by the author(s) the results were written down. If the reference in the first step had made a reference to the study reported in the article or book eventually references to others' work on failure rates were not noted in this step. In the second step circular references started to occur meaning that few new references came up. Therefore I did not pursue looking up references made to failure rates in a third step. Below I will further discuss citation in a selection of texts from the first step.

Citing failure rates in mergers and acquisition studies

The numbers of casually citation were remarkable in the studied articles and books. The cited texts were rarely studies on merger and acquisition performance, secondary references were often used and even unsupported claims were found. Many of the articles referred to where not work of academic standards. Appendix two gives an overview of the text referred to in the first step. The last column in the table provides some comments about the text and the study reported in the text.

To comment upon every text selected in the first step would be far too space consuming. I have therefore selected a few texts that I will discuss further. The selection criterion has been that all literature referred to in appendix two should be covered by this discussion.

Cartwright and Cooper 1995

In 1995 Sue Cartwright and Cary Cooper wrote a piece on mergers in *Personnel Review*. Cartwright and Cooper have during the years written a number of articles and books on the impact of culture in mergers and acquisitions. Also this article discusses how soft issues, or culture, impact changes taking place after a merger. More specifically it brings up the importance of cultural compatibility to determine merger outcomes. At the second page of their article they refer to a number of authors in order to claim there is a high failure rate in mergers and acquisitions. They write that McKinsey (in McManus and Heggart, 1988) and Marks (1988) say there is a 77% failure rate in mergers and acquisitions. The cited book, McManus and Heggart, is not based on research but is more of a how to do it book written for managers. When following up the McKinsey reference it turns out that McManus and Heggart write “a study by the consulting firm McKinsey and Company indicated that approximately one-third of all acquisitions eventually are undone” (McManus and Heggart, 1988: 111). They do not make any further reference to the report so it is not possible to find it. The claim might be true, or not, McKinsey might have done a study resulting in these findings, or not. It is not possible to check up whether this claim is correct or not. Yet, Cartwright and Cooper find it to be a trustworthy reference worth leaning on to support their claim about high failure rates.

The next reference to 77% failure rate made by Cartwright and Cooper is to Marks (1988). This article was published in a journal called *Journal of Buyouts and Acquisitions*. The journal is not an academic peer reviewed journal and the article is written as a number of guidelines and advises for managers. The claim to failure rates made by Marks is that almost three-fourths of all mergers and acquisitions are financial failures. Marks does not give any guidance to where these figures come from.

Next in their line of argument for the high failure rates in mergers and acquisitions Cartwright and Cooper claims that British Institute of Management (1986) (hereafter BIM), Hunt (1988) and Cartwright and Cooper (1992) say that there is a 50% failure rate in mergers and acquisitions. These three references are quite intriguing. The BIM report is referred to in many of Cartwright and Coopers academic writing, so is Hunt (1988) as well as various examples of their own work.

The BIM report is hard to describe. It has two parts. The first part is a collection of thoughts about M&A's, anecdotes and stray references. One source given is “the various discussion within the British Institute of Management have associated a number of factors with unsuccessful acquisitions and mergers” (BIM 1986:5). The source is quite hard to check, and I am not sure about its validity. The second part of the report contains three short cases describing three different acquisitions. The only reference to failure rates I can find in the paper is a line in the beginning saying, “It is therefore worrying that the outcome of so many [acquisitions and mergers] appears to fall short of expectations according to a number of studies” (BIM 1986:4). References are given to six texts of various statuses (see appendix 2). It is fascinating though that Cartwright and Cooper are so loyal to this report and refer to it frequently. In Cartwright and Cooper (1993b), for example, they say that the BMI report is “recent evidence” for high failure rates.

The next reference used is Hunt (1988). This article is called the 1st Stockton Lecture 1988 and appears to be a manuscript for this lecture. It is partly a review of merger and acquisition literature and partly a description of a study made by Hunt, Lees, Grumbar and Vivian (1987). Hunt (1988) refers to the Hunt et al. (1987) study claiming that 55% of all acquisitions are successful and 45% are unsuccessful. The Hunt et al. study is a research report where the collected data is reported in tables, staples and charts. The study aims to find human factors influencing the outcome of acquisitions and is based on managers' perceptions. The measurement on success and failure rates is thus based on whether the interviewed managers perceived the acquisition as successful or not. What is more interesting if one looks at the tables reporting success rates in Hunt (1988) and Hunt et al (1987) is that only 25% of the acquisitions are reported as unsuccessful and 20% are reported so-so performance. The so-so outcomes are then included in the unsuccessful increasing the failure rate. So-so has become unsuccessful and the unsuccessful number has increased from 25% to 45%. This number has then been repeated in many future texts as evidence for high failure rates in mergers and acquisitions.

The final reference made by Cartwright and Cooper to 50% failure rate is to Cartwright and Cooper 1992. The book is based on Cartwright and Coopers own research aiming to raise “managerial consciousness to the importance of human factors to merger and acquisition activity” (p. 1-2). On the first page they claim that more than half or all

mergers and acquisitions are unsuccessful leaving no reference. Later in the book, in a chapter on the impact of mergers and acquisitions on organisational performance, they further discuss different reported failure rates. Here we find, for Cartwright and Cooper, some old friends. They refer to BIM 1986, Hunt 1988, Ellis and Pekar, 1978, Marks, 1988, and Cmnd, 1978 (not in their reference list). Marks 1988, BIM 1986 and Hunt 1988 have been discussed above. Ellis and Pekar 1978 and Cmnd 1978 are both later used in Cartwright and Cooper (1996). The Cmnd report is however neither listed in the reference list in the 1992 book nor in the 1996 book.

Cartwright and Cooper have thus cited one study made on merger and acquisition performance. Remember though that the results of the Hunt et al (1987) study was rather ambiguously interpreted, as well as the figures based on managers perceptions of success or failure.

Bourantas and Nicandrou 1998

Bourantas and Nicandrou (1998) have written an article on how employees behave after an acquisition. In their very first sentence they argue that most acquisitions are unsuccessful and they refer to a number of texts. I will here discuss those texts selected according to the earlier mentioned selection method. Further they say that the unexplained portion of failures is attributed to human related problems (here they make references to Cartwright and Cooper, 1990 and Napier, 1989). This is used as an argument their own model for post-acquisition employee behaviour. In their article they develop a conceptual framework for studying employee behaviours in mergers and acquisitions and they propose a model that determines the impact of a number of factors on these behaviours.

I will start with the reference to that failures are attributed to human related problems. Cartwright and Cooper (1990) is a literature review on merger and acquisition literature. The focus in the article is on approaches in the literature on merger failure and to bring forth cultural and human aspects on acquisitions. Early in the article Cartwright and Cooper cite Marks (1988) claiming that 50-80% of all mergers are considered to be financially unsuccessful. As mentioned above Marks has neither made a study on performance nor does he provide a source for his claim.

The next reference to unsuccessful acquisition made by Bourantas and Nicandrou is Datta, Pinches and Narayanan (1992). This is a better reference if one wants to argue for high failure rates. The Datta et al. article is based on a meta-analytic procedure where the authors replicate analysis of 41 existing *ex-ante* event studies on factors influencing shareholder wealth creation in mergers and acquisitions. This is thus a study using previous event studies made by other researchers but Datta, Pinches and Narayanan. In the article there is no exact claim about failure or success rates, but the authors say "on average, shareholders of bidding or acquiring firms do not realize significant returns from mergers and acquisitions" (1992:80).

Bourantas and Nicandrou continue their argumentation about high failure rates referring to Fowler and Schmidt (1988). They have made a study measuring post-acquisition performance of tender offers. The study used financial measures to assess firm performance and the result of the study "indicate that, on the average, accounting and investor returns decrease significantly in the four years after the acquisition activity compared with their levels in the four years before such activity" (1988:972). Fowler and Schmidt compared their results to ordinary acquiring firms (not bidding as in tender offers) and found their performance followed the same pattern but to a lesser extent. Any percentage rates are not given though and the study is focused on tender offers rather than any merger or acquisition.

Marks (1988) was referred to also in this article. That article was discussed under Cartwright and Cooper 1995 and 1990. Bourantas and Nicandrou thus use the same reference as one of their references. One could wonder what their use of Marks (1988) will add to Cartwright and Cooper's (1990) use of Marks (1988).

The last reference used by Bourantas and Nicandrou, discussed here, was Ravenscraft and Scherer (1987). This is a book on mergers, sell-offs and economic efficiency and is therefore a good reference for discussing post-acquisition performance. The purpose of the study was to measure how successful manufacturing mergers of the 1960s and early 1970s been. Some of the results reported were that roughly 1/3 of all acquisitions were eventually divested due to failure but Ravenscraft and Scherer add that the estimates of this are uncertain. They moreover found that for survivors the income/assets ratio was erratically above returns of non-mergers and that equal sized mergers slightly

improved profitability. The results show that there is a risk in acquisitions but that the failure rates were not as high as many claim. One could question though whether a study on mergers in the 1960's and 1970s is still valid to argue for failure rates in the 1990s?

What is remarkable about Bourantas and Nicandrou's use of references is that they mix references of different significance making different claims. Some of their references have made studies saying something about failure and success in mergers and acquisitions. Others only make secondary references or even unsupported claims. Why would one mix references the way they do?

Hubbard 1999

Next text is the book "Acquisitions - Strategy and Implementation" by Nancy Hubbard (1999). Hubbard has a foot in both academia and the consultancy world having a PhD, working with KPMG and being an Associate Fellow in academia. Early in her book she writes about the high failure rates in acquisitions. She writes that different authors have made different claims about the failure rate. A 50% failure rate is, according to Hubbard, claimed by Hunt et al 1987, Porter 1987, Coopers & Lybrand 1992 and KPMG Management Consulting, 1997. 66% failure rate has been stated by Magnet 1984 and Lubatkin 1987, and finally have Kitching 1967 said that there is a 75% failure rate in mergers and acquisitions.

The Hunt et al. study was discussed above wherefore I will not spend too much time on it now. I will just remind you that the results of the study could be interpreted variously. Hunt (1988) interpreted the results as 45% failure rate, but the table could also be read as 25% failure rate.

The Porter (1987) article was referred to in many of the texts studied here. Porter reports in Harvard Business Review a study of failures in *diversified* companies. In some of the cases the diversification has taken the form of acquisitions. Porter found that "on average corporations divested more than half of their acquisitions in new industries and more than 60% of their acquisitions in entirely new fields. The track record in unrelated acquisitions is even worse – the average divestment rate is a startling 74%" (1987:45). Porter's results were thus not unanimous and his study was not on acquisitions in average but on acquisitions as diversification. He did find that many acquisitions fail, especially unrelated, but to use his results to argue that acquisitions in general fail in 50% of the cases is not quite correct though.

Hubbard also refers to two consultant reports of which I have not been able to find any of them. Magnet has, according to Hubbard written that 66% of all acquisitions fail. This is a Fortune article that I have not been able to locate.

Lubatkin (1987) is another text referred to in regards to 66%. In this article Lubatkin writes about a study where he tested the relationship between related mergers and stockholder value. The results of the study were somewhat of surprise to Lubatkin. "The results showed that mergers in general are a means to permanent gains in common stock value for both acquiring and acquired firms stockholder" (1987:50). Lubatkin observed that his results were adverse to most other studies on the subject. Lubatkin (1987) seems to be an odd study to use to argue for high failure rates in mergers and acquisitions.

The final reference made by Hubbard in this regard was to Kitching (1967) who, according to Hubbard, claimed that 75% of all acquisitions fail. This is an interesting claim as this number is nowhere to be found in Kitching's article. Kitching interviewed a number of managers to find out what they did to either achieve successful or unsuccessful acquisition outcomes. Kitching does nowhere in the article mention anything about failure rates¹. Hunt (1988) made a similar reference to Kitching. According to Hunt, Kitching claims that there is a 75% failure rate of European firms buying US firms. It is possible Hubbard got this figure from Hunt (1988) even though Hubbard refers to Hunt et al. (1987) where this number is not mentioned.

¹ Using his material I estimated the failure rate to be 27%.

Hunt (1988) has made other interpretations of Kitching (1967) difficult to understand. First of all, the 75% failure rate of European acquisitions of US firms is not correct. Besides that the number is nowhere to be found, there is nothing mentioned about European or US firms in the article. Moreover, Hunt (1988: 7) writes that “Kitching (1967) found that if the sellers’ sales turnover was less than 2 per cent of that of the buyer then the failure rate was 84 per cent” whereas Kitching (1967:92) writes “In 84% of the failures the acquired company’s sales volumes is less than 2% of the parent company’s at the time of acquisition” (italics added). Hunt has altered the meaning of Kitching’s statement and also made it, I might add, difficult to comprehend.

The reason for Hubbard to put the emphasis on failure rates seems to be to argue for the value of her book. She writes about how managers should best plan for and implement acquisitions. If acquisition failures are common her book should have a good market opportunity.

Appelbaum et al 2000

Appelbaum, Gandell, Yortis, Proper and Jobin (2000) and Appelbaum, Gandel, Shapiro, Belise and Hoeven (2000) published a two part article in *Management Decisions*, where they did a large review over merger and acquisition literature. In the beginning of both articles they state that mergers and acquisitions are rarely successful. To support their claim they refer to Cartwright and Cooper (1993a;b), Marks (1999), British Institute of Management (1986), Hunt (1988) and Marks (1988). We know by know that the BIM and Marks (1988) articles have no supported claims about merger and acquisition failures.

Cartwright and Cooper 1993a is a survey study aimed at “assessing the degree of cultural compatibility between the merger partners and the extent to which the organisational commitment, job satisfaction and physical and psychological health of those involved had been affected by the even” (p.335). Their study does thus not say anything about acquisition failure rates, even though it could aim to explain why acquisitions fail. Cartwright and Cooper do however mention in the beginning of the article that mergers and acquisitions have unfavourable impact on profitability. They then make a number of citations to different text claiming different failure rates (see appendix 2). Among these references we find Hunt (1988), Marks (1988) and BIM (1986). The next Cartwright and Cooper article (1993b) is an Academy of Management Executive article where the authors discuss how culture influences the failure or success rates. To demonstrate that “at best, only half of all mergers and acquisitions meet financial expectations” (p.57) they refer in a footnote to, for example, Kitching (1967) and the BIM (1986) report, which they refer to as “more recent evidence” (p 69). Cartwright and Cooper seem to routinely use the same references to argue for their own studies even though these references do not always support their claims.

Marks (1999) is a new citation in this regard. This is an article written in a magazine for managers in the electric industry. This article is very similar to the Marks (1988) article and the failure claim is more or less the same. In this article Marks writes that 75% of all mergers and acquisitions fail to achieve their financial or strategic objective. Marks does however not provide a source for this claim.

Appelbaum et al only use secondary references to support their claim about failure rates. Two of their references are not discussed here, but neither of the two are studies on acquisition performance as such. They have thus made a large literature review but failed to find literature that, in this case, say something about what Appelbaum and colleagues aim to discuss. Moreover, Appelbaum et al repeat references made in texts they refer to. They cite BIM (1986), Hunt (1988) and Marks (1988), which are also cited in Cartwright and Cooper (1993a). The BIM paper is also cited in Cartwright and Cooper (1993b). Appelbaum et al thus use the same citations as the work they cite.

Marks and Mirvis 2001

Marks and Mirvis (2001) ponder upon in their article how to make mergers and acquisitions work focusing on strategic and psychological challenges. On the first page of the article they claim that 75% of all mergers and acquisitions fail. Unlike in other publications by Marks or Marks and Mirvis discussed in this paper, this time they make citations in this matter.

The references are given in a footnote referring to the opening paragraph where they discuss post combination financial results. One reference is Davidson’s (1991) article in *Journal of Business Strategy*. He talks about how

acquisitions is not always the best way to achieve innovation. Davidson is an attorney at FTC and he refers to his text as a column. Some academic texts are mentioned throughout the paper, but not in a systematic way and there is no list of references in the text. Davidson writes “acquired firms would have been more profitable, on average, had they remained independent” (p.52). Making this claim he cites Ravenscraft and Scheere, Mueller (1985) and Birch (Davidson does not always give full references, which restrains me from reproduce them fully). Davidson does however not say anything about 75% failure rates.

Marks and Mirvis’s next reference is Elsass and Veiga (1994) who has written an article combining acculturation and a force-field perspective. This is a theoretical paper where the authors develop a model to predict how post-acquisition performance influences subsequent acculturation modes. Elsass and Veiga write nothing about 75% failure rates but notes that a vast number of acquisitions do not perform as anticipated. In their turn Elsass and Veiga refer to Davidson (1991), Hitt, Hoskisson, Ireland and Harrison (1991) and Lubatkin (1983) to support this statement.

Hitt, Hoskisson, Ireland and Harrison (1991) are also supposed to claim a 75% failure rate, according to Marks and Mirvis. Looking closer to their article, they do not write about M&A financial performance instead they study how mergers and acquisitions affect R&D expenditure and patents. They found the mergers and acquisitions often have negative effect on R&D investments. Hitt et al do mention failure rates in their introduction of the article, making a number of citations (see appendix 2).

Finally, Marks and Mirvis claim that Lubatkin (1983) has said something about failure rate. Lubatkin (1983) is a classic merger and acquisition article published in the Academy of Management Review. The article is a literature review of the performance of the acquiring firms. In the article Lubatkin summarises empirical studies with different results. Some of the studies he reviews found the acquiring firm gain other than it loses. His conclusion is that in the literature there are opposing views of whether acquisitions are profitable or not for the acquiring firm.

Marks and Mirvis claim in this article the same merger and acquisition failure rate, as they always seem to do. This time they support the claim with references. These references do however not support their claim about 75% failures. None of their references have done studies on acquisition outcomes or performance. None of the references mention the number 75%. Moreover, the numbers of references they use make it look like there is a strong support for their claim. This is a false impression though as the referencing is somewhat circular. Elsass and Veiga who supposedly claim a 75% failure rate do in their turn use the same references as Marks and Mirvis. So Marks and Mirvis, in their use of references, has not come much further than Elsass and Veiga, as they are leaning on the same authorities. The only difference is that Marks and Mirvis have added the number 75%.

Panchal and Cartwright 2001

Panchal and Cartwright (2001) write about how different groups in organisations perceive post-merger stress differently. On the first page of the article they claim that 50% of all mergers and acquisitions fail. To support this claim they make only one citation to Cartwright and Cooper (1996). Cartwright and Cooper (1996) is a book that discusses how important the human aspect is to achieve successful acquisition outcomes. The claim about failure rates appears in the chapter “Merger and acquisition performance – disappointing history?” which is a literature review on merger and acquisition performance. Here they make several references to literature that supposedly have something to say about this matter. Some references are old acquaintances by now (Marks, 1988; Hunt, 1988) and some are new (see appendix 2). One reference made is to a Cmnd (1978) that was used also in Cartwright and Cooper (1992). In neither publication have I been able to locate this citation in the list of references. Only one of the citations in Cartwright and Cooper (1996), Ravenscraft and Scherer (1989), discusses merger profitability. Cartwright and Cooper (1996) mix citations of different significance as well as first and secondary citations. If one does a literature review on merger and acquisition performance why not use literature that have done studies on the matter? Panchal and Cartwright on their hand have not put much effort into supporting their failure claim. One reason could be that this is not of great importance for the rest of the paper, but why then make the claim at all? Another reason could be that Cartwright and Cooper have written about this so many times and therefore it seemed handy to use them as a reference. They have, as I have noted so far, never made a study on the matter, and have to a great extent used secondary citations to make their claims.

Very and Schweiger 2001

Very and Schweiger (2001) write about acquisition processes as a learning process. On the first page of their article they state that “on average, acquisitions have failed to create value” and refer to LaJoux (1998). LaJoux was a rather frequently used reference among the texts in this study (cited three times). She made a review of research on M&A failures but has not made an empirical study herself on failure or success rates. The literature reviewed is a mixture of academic studies and consultant studies. Some of her citations are secondary references and quite few are interviews from different magazines and newspapers. The literature review is very uneven and more a summary of what different people have said or written about acquisition performance. The book itself is a book for practitioners on how best to integrate companies.

DiGeorgio 2002

DiGeorgio (2002) mentions different failure rates in his article. He says that Marks and Mirvis (1998) claim there is a 75% failure rate, LaJoux (1998) a 40-80% failure rate and that Porter (1987) claims a 40-74% divestiture rate. Marks and Mirvis (1998) make the same claim as Marks (1988 and 1999) and Marks and Mirvis (2001) that more than three quarters fail, leaving no reference. LaJoux found in her literature review that on short term the target firms' shares go up while the bidding firms' shares stay the same. On long term there were mixed results. The figure 40-80% indicates mixed results.

Porter (1987) is another frequently quoted article in regard to failure rates. He made a study on failure rates in diversified companies. He writes, “I found that on average corporations divested more than half of their acquisitions in new industries and more than 60% of their acquisitions in entirely new fields. The track record in unrelated acquisitions is even worse – the average divestment rate is a startling 74%” (p.45).

Like so many other articles discussed here DiGeorgio uses references of different significance. Moreover he mixes first hand and secondary references as if they all were studies on merger and acquisition outcomes. He does not distinguish between studies on failure rates and texts just referring to other texts mentioning failure rates.

Child, Faulkner and Pitkethly 2001

Child, Faulkner and Pitkethly have written a book on the Management of International Acquisitions. In their book they make various references to failure rates. Kitching (1974) has, according to them, found that 47% of all acquisitions fail. The Kitching (1974) article aimed to measure the degree of failure in a large sample of acquisitions. He found that the overall success rate when US firms bought European firms was 50%. The success rate when European firms bought European firms was 46%. (Check the numbers in a hard copy).

Hunt et al (1987) was also cited in their claim that 45% of all acquisitions fail. These results have been discussed above. Child et al make further reference to a Coopers and Lybrand report which I have not been able to locate. Child et al's citations discussed here are all citations to actual studies on acquisition performance. One of the citations is to a consultant report and to a newspaper article. I would question why a newspaper article is used when Child et al have two citations on acquisition performance supporting their claim?

Before I go on discussing the citations in the studied texts I will briefly go through what others have said about citation behaviour. Below is a review of some texts discussing how citations are used?

Citation behaviour in academic writing

Academic texts are full of references and quotes, it is one of their characteristics. Scholars rarely question the use of citations, so one can ask why do scholars use citations? Some may say that they do it because they have to. The academic community imposes it on them to, for example, get published that editors and publishers impose it on them. Some would even say that they follow the norm. Studies of citation behaviour have however concluded that such norms do not exist as no one can say what they consist of. Cronin (1984:84) reviewed studies on citation behaviour in many different disciplines from medicine to humanities and concluded,

“we cannot say that citation is an activity governed by adherence to a specific and universally recognised set of norms. By the same token, the evidence does not permit us to conclude that the practice is characterised by randomness and inconsistency”.

There seem to be some common citation behaviour in the academic community. Literature on citation behaviour mentions a multiple set of reasons. These can be summarised under the following main categories; legal, economic, rhetoric, and political reasons. The first two are more of rational reasons to cite. The legal reasons are a way to deal copyright issues and the economic reasons deals with efficiency. The latter two reasons have more to do with the embedded practices in the research community. The rhetoric of citations is, of course, to convince the reader whereas the political side of citations is about marking ones belonging in the community. I will in this section categorise and discuss reasons for citation as mentioned in citation behaviour literature.

Legal dimensions of citation behaviour

Scholars work with ideas and research results. Most people would agree that these ideas and results belong to the persons who came up with them (Jacobsson and Rombach, 1994). Neither the ideas nor the results are, however, considered as property wherefore the person behind them cannot claim any right. Property right issues can thus be considered as problem in academia. If an idea belongs to a certain person, but is not a property that person cannot be paid for her² output. If an idea is turned into physical form it can be patented, but an idea as such can never be protected by patent. To protect an idea or research result it must be documented in form of a text that can be protected by copyright. The copyright is connected to the publication (the book or the journal) and not to the idea behind it. Therefore, the published research report is the scholar's main property (Ravetz, 1996) and the only way for her to protect claims and findings.

Property right is thus a problem as there is no property to protect for researchers. Kaplan (1965) saw citation behaviour as a social device to deal with these problems of property rights and property claims. He used property right as a metaphor for the use of citations in academic texts where citations are regarded as a symbolic payment. When a scholar cites a text she uses someone else's ideas or findings and the citation is a way to symbolically record the dept she has to the author of that text as well as a repayment. The copyright metaphor would have ever only work if scholars are honest with each other. This is where copyright steps in. The use of references in academic texts is a way to pay respect to property right (Barbara Czarniawska-Joerges, 1994a; Cronin, 1984) through copyright. When an author is referring to a book or an article she is acknowledging that the idea she is using belongs to another person. The citation thus represents a symbolic payment for use of others ideas or material.

The property right metaphor does however only partly explain why scholars cite. Gilbert (1977) argued that the metaphor would only be valuable, if it emphasised a correspondence between the use of reference by an author and a money income for the property holder. It does not as it is only about a symbolic payment. Most would however agree that the metaphor is a strong explanation for why people use references. There are more reasons why scholars cite. One powerful explanation is rhetorical.

The economic dimension of citation behaviour

There are some reasons for citing mentioned in the literature that cannot be categorised in my categories above. One reason is to cite in order to save space. Berglund (1994) argues it is cost efficient to refer to others. Instead of describing a long and well-known academic debate in many pages, one can instead summarise it and end with a parenthesis with references. This could also be seen as a way to avoid long boring descriptions and explanations in the texts (Whitely 2000).

Citations can also be seen as a service for the reader. If the author, for example, makes a thorough literature this can be of help for the reader. Jacobsson and Rombach (1994) mention this as a service for the reader as it makes it possible for the reader to find further literature in the area.

The rhetorical dimension of citation behaviour

Scholars also use citations to increase the communicative efficacy of the text and research as well as to convince the reader that her text represents well founded research. One way to do that is to cite in order to persuade (Gilbert, 1977; Cronin, 1984; Jacobsson and Rombach, 1994; Berglund, 1994).

² For the sake of simplicity I will refer to the scholar as her throughout the text.

Cite to persuade

Authors of academic papers use citations to convince the reader that their research results represent an advance to previous research (Gilbert, 1977). Citations are used to persuade the audience appropriate and adequate techniques and theories have been employed. Much, but not all, support for the results and the argument results from work already accomplished and published by others. As this earlier work has once been published it has also been validated as science and so it provides a measure of persuasive support for the authors' new findings (Gilbert, 1977). In relation to previous research the findings are only marginal and the citations used have done the same kind of research as the author of the paper. Path breaking research does not use citations for this purpose. Citations may in such cases be used to demarcate the new findings from previous research.

Citation can thus be used to increase the trustworthiness and credibility of an academic paper. Not all, relevant articles that could be cited are equally valuable in providing such support. In order to justify an argument to the audience the most effective way is to carefully select which authorities to lean upon and which to oppose in order to be persuasive (Gilbert, 1977). The papers cited must be recognised by the intended audience as the correct ones to build the research on or against. In each research community there are always certain references that are accepted as representing good research and others that represent poor research. By selecting the correct references the scholar will display that she knows her theoretical field as well as that she knows the correct methodology and methods and she will appear as more convincing.

This habit may however also represent a weakness of academia. In her effort to persuade the imagined reader the scholar may tend to only select citations emphasising and agreeing with her own results and statements (Wilson (1952) in Kaplan 1965³). Wilson, apparently, suggests that scholars should cite papers reaching both similar and opposed conclusions to one's own work. This is not so often carried out in practice Kaplan (1965) argues.

Citations can be used as a device to persuade the reader about quality of the presented research. Citations can thus be used to display procedural adequateness of the current research. It could also be a way to show that the author has theoretical awareness. These are however not the only ways to persuade the reader. As the use of citations is a characteristic of academic writing, to add references to a text may therefore be a way to persuade the reader that this is an academic text.

Cite to appear scientific

Citations can be used to make the text appear scientific (Jacobsson and Rombach, 1994) and to add scientific character on the text (Kaplan, 1965). This assumption could be mirrored in the prevalent practice to line many references in a parenthesis after a claim. The underlying norm seems to be that the more references used the more scientific the text appears. While this behaviour by some may be a common way to increase the credibility of the text it is frowned upon by others. There seem to be a difference between disciplines as well as geographical locations in this use of references. If one compares articles in history with articles in management and business administration, the latter use many more references than the former. Likewise if one compares academic texts from the French tradition with texts from the Northern American tradition, the latter would use many more references.

There is also an aesthetic dimension to citation. Jacobsson and Rombach (1994) state the importance of an academic text being readable as well as aesthetic. Lining of numerable references in a parenthesis adds neither of these requirements. It is not seen as very aesthetic, Jacobsson and Rombach (1994) writes, to use multiple references in one parenthesis. It should be added that they base their findings on study among Swedish researchers in business administration. The result is probably affected by the geographical location. A similar study in the US might have reached different results regarding the aesthetic dimension, or it might not have been brought up at all.

Gilbert (1977) brings up about perfunctory references as a type of citation. This is when scholars cite work not apparently relevant to the author's immediate concerns. Gilbert does not explain why scholars use perfunctory references, but I would like to see this as a way to improve the scientific character. Perfunctory referencing may seem odd to the reader that does not understand the relation to the research discussed in the text. It may however be a way

³ Yes, I know I am using a secondary reference here, but I am giving credit to him who did the job finding the reference.

to add to the number of references or a way to justify the study. The scholar is then relying on references that are only remotely related to her study. The references may however be well accepted by the scholar's community and will therefore signify respectability for the reader.

Kaplan (1965) brings up a malpractice in citation behaviour. This is the habit of citing others work without reading it carefully. Sometimes citations are simply just lifted from someone else's bibliography without either reading the texts or giving credit to the person whom did the original literature search. This behaviour may be compared to the perfunctory references and is most likely done in order to add the number of references to the text. Another habit in line with this is to first write the text, and afterwards add references that support the arguments. These two malpractices would represent citation behaviour that aim to gain scientific respectability by appearing scientific. The number of citations would signal the scientific character and that would signify the author's research is built on valid foundations. Therefore the number of citations would be a way to persuade the reader about the quality of the research.

Citations as a rhetorical device to convince and persuade the readers are one important explanation to why scholars cite. Another important reason is the political dimension. Scholars cite as a part of the academic political game.

The political dimension of citation behaviour

Citation is a way for the scholar to tell the reader who are her friends and who are her enemies. It is also a way to indicate which fraction she considers herself to belong to and which she wants to delimit herself from.

Cite to position among previous research

One reason for citing is therefore to position ones work in the research community. By referring to other texts the scholar makes explicit what we already know is true and by citing the scholar positions her study among earlier knowledge (Jacobsson and Rombach, 1994). In choosing certain texts to refer to the author is displaying her allegiance to a certain part of the research community but she does also indicate which references she wishes to challenge or contradict (Gilbert, 1977). Citing thus tells the reader where in the research community the author of the text belongs.

In citing certain texts the author is making an assertion about his or her own opinion concerning the validity of the findings of the cited paper. In citing the selected papers the authors contribute to an overall consensus of the selected research area. If the reader recognises the references and agrees they are valid and important references he or she will most likely also read the paper, Gilbert (1977) concludes.

Political positioning

Scholars do not only cite to position their work among previous studies. They also cite in order to position themselves politically and show their allegiance to a certain part of the research community.. This is reflected in the order of the references. Czarniawska-Joerges (1994b) states that one first quotes the big names within ones field. Thereafter one refers to ones supervisor and the references of the supervisor. The really bold ones, Czarniawska-Joerges writes, might add a reference to one or two unknown but interesting authors. I would add that many also take the opportunity refer to their close friends in academia. This is a sort of a reciprocal pay back system, if I refer to you, you will refer to me. Then our names will frequently occur on the Social Science Citation Index (<http://www.isinet.com>). Kaplan (1965) argues that this is normal behaviour as by referring to friends and influential colleagues the scholar is signalling she wants to belong to a certain group. "A scientist might wish to curry favour with an influential colleague or pat a close friend on the back by citing his works to the detriment of the contribution of others" (Kaplan, 1985:181. Back to Czarniawska-Joerges, she sees this political referencing as legitimisation. To legitimise one's work is to position it among friends or against enemies. Once this is done the reader knows how to read and understand the text.

Citations as control

Citation is not just a way to show where you belong in the research community. It can also be a way to control. Citations may be imposed on the scholar by her institution in order to control the reputation of the institution. Whitley (2000) claims that departments and universities in while striving for good reputation forces the scholar to refer to previous work of colleagues. This convention is a way to exerting social control over novel ideas Whitley argues. By

forcing scholars to relate only to references accepted by the local community it will be difficult for scholars to rise new ideas. As Czarniawska-Joerges (1994b) mentioned above, it is only the really bold who will add some new references outside the accepted field. For young scholars trying to make a career it might be difficult to be that bold. So, by insisting the author to refer to particular scholars and currently established evidence, Whitley writes, the reputational control ensure that work is not too far away from the work of the dominant group.

Scholars may thus cite as a way to show the reader where they belong in the research field, as well as showing who are their friends and enemies in the research community. Citation behaviour can also be imposed on the scholar by her institution as a way to ensure that the reputation of the same is not disturbed.

Summary

The authors I have cited here come from different academic. Many come from the studies of social sciences, but others come from business administration and management. Still, as Cronin (1984) found, there are some common patterns in citation behaviour across disciplines as summarised in Table 1.

Citation behaviour may help us learn something about the social system of science. Beyond the property rights, Kaplan (1965) writes that a major function of citation practices is the reaffirmation of the underlying general norms of scientific behaviour. By studying citation behaviour one can, according to Kaplan, learn something about the social system of science.

Table 1. Summary of citation behaviours.

Citation category	Norms of citation behaviours	Discussed in:
<i>Legal dimension</i>	Property rights	Kaplan (1965), Czarniawska-Joerges (1994a), Jacobsson & Rombach (1994), Cronin (1984)
	Copyright	Czarniawska-Joerges (1994a),
<i>Economic</i>	Cost efficiency	Berglund (1994), Whitley (2000)
	Service to the reader	Jacobsson & Rombach (1994)
<i>Rhetorical dimension</i>	To persuade	Gilbert (1977), Jacobsson & Rombach (1994), Cronin (1984)
	To appear scientific	Kaplan (1965), Jacobsson & Rombach (1994)
	Relate study to earlier findings in the field	Gilbert (1977), Jacobsson & Rombach (1994), Berglund (1994). Cronin (1984)
	To challenge or contradict texts	Gilbert (1977)
	Aesthetics	Jacobsson & Rombach (1994)
	Perfunctory references	Gilbert (1977)
<i>Political dimension</i>	To position oneself in the research community	Gilbert (1977), Jacobsson & Rombach (1994)
	Political referencing/legitimation	Czarniawska-Joerges (1994b), Cronin (1984)
	Reputational control	Whitley (2000)
	Reciprocal/favour to friends	Kaplan (1965)

The theories on citation behaviours referred to here, are mostly based on the analysis of texts, except for Jacobsson and Rombach (1994) who did a survey among Swedish colleagues. Citation is a very private process, and it is difficult through text and citation analysis, knowing exactly why the author chose a specific citation and for what purpose (Cronin, 1984). Citation behaviour is very much dependent on the institutional conditions surrounding the publishing scholar. Below I will on the background on what has been described in this section discuss how citations in the text under study have been used, being aware of that, without talking to the authors.

How to write academically

One way to understand the citation behaviour in these texts could be to look at how academic texts are written, if such a norm exists. Woolgar (1980) discusses the logic and sequence in scientific texts. Among other things he describes what the opening of the text looks like. The opening of a text of importance as it established tension between two points of view (Gusfield, 1976). The opening of the text provides instructions for the reader to understand later parts of the text. In many of the merger and acquisition texts studied here the assertion of high failure rates was made early in the text, if not within the first paragraph. This could then be understood as one should read the rest of the text as a way to solve that asserted problem.

Citation behaviour in the studied merger and acquisition texts

The overall impression after analysing the merger and acquisition texts is that the citations are casual and perfunctory. Cronin (1984) mentions that a large number of citations are perfunctory. There are so many articles on mergers and acquisitions starting with stating that there are high failure rates that it appears to be a for granted statement that is done more or less mechanically. Those article writing about merger and acquisition performance in one way or another do not use perfunctory citation in this matter (Brouthers, Hastenburg and Van den Ven, 1998; Hitt, Harrison, Ireland and Best, 1998; Fluck and Lynch, 1999; Halebian and Finkelstein, 1999; Capron, Mitchell and Saminathan, 2001; Krishnan and Park, 2002). In these cases citations on merger failures and success is a way to provide justification for taken on position in the article and to persuade that one's findings are new and contribute to the communal knowledge in the field. The rest of the articles do not however write about merger and acquisition performance or failure and success rates. The text selected for the analysis above mostly focus on the integration process discussing various ways to improve the integration. In that way one could say they discuss the performance as improved integration hopefully lead to better outcomes. I would therefore argue that citation on failure rates is a way to justify the article even though it is not closely related to what is then actually done in the article.

Interestingly enough is that not even all the citations are studies on merger and acquisition performance. There are, however, a few that have done studies on merger and acquisition performance in some aspect. Datta, Pinches and Narayanan (1992) did a meta-analysis of existing *ex-ante* event studies. Fowler and Schmidt (1988) studied tender-offers and did a comparison to ordinary acquiring firms, but their study does not say anything on mergers. Lubatkin (1987) found that mergers are in general a means to permanent *gain* in stock value for both acquiring and acquired shareholders. Ravenscraft and Scherer (1987) found that about one third of all acquisitions were divested. Porter (1987) discussed failures but only in diversified companies. Hitt, Hoskisson, Ireland and Harrison (1991) studied outcomes but not merger and acquisition outcomes in general but how R&D outputs where affected by acquisitions. Kitching (1967 and 1974) found in his first study varying results and in the second study about that 50% where failures. His latter study was on international acquisitions and the results were based on managers' assessments of failure or success. Finally, Hunt et al. did a study inspired by Kitching (1967) where they found that about 50% of all acquisitions succeed. Their interpretation on failure rates is however disputable, as I have discussed earlier.

When these studies have been cited it could be due to the property right and to pay respect to the scholar who found these results. To refer to Ravenscraft and Scherer (1987) and to Kitching (1967; 1974) without mentioning their studies were carried out in the 1960s could however be seen as doubtable. Both these studies are on acquisitions and not mergers. In Ravenscraft and Scherer's case the failures were manifested in divestiture. Referring to Lubatkin's study to support claims for high failure rates is not about paying respect to his finding. It just means that the citing author has not read his article. To cite Lubatkin (1987) to argue for high failure rates in mergers and acquisitions is simply just wrong. Likewise is it doubtable to refer to Lubatkin's (1983) review article where he states that existing studies conclude opposing results.

It is noteworthy that some of this studies support the argument that there are high failure rates in mergers or acquisitions. It could however be worth to ponder what is regarded as high failure rates. Are 33% divestitures high? Are 25% failures (as in Hunt, 1988; 1987) high, and how should one interpret a so-so success? Hunt (1988) and Hubbard (1999) claims that Kitching (1967) found a 75% failure rate. I would say that is a high failure rates, but Kitching never mentioned that in his article. So saying he did is simply wrong. It either means they have not read his article or that they somehow misinterpreted his findings. Moreover, failure is differently defined in these studies. Some

measure the effect on shareholder value, others define failure in terms of divestiture and others bring up managers perceptions.

Hunt (1988) did not only find results that were not there, he also made an interpretation of Kitching (1967:92) that altered the meaning of what Kitching said. Instead of saying that "in 84% of all failures" Hunt wrote that Kitching had written "the failure rates was 85%" (p. 7. See earlier discussion). This is an example of severe misinterpretation of someone's text.

If the purpose of citations is to persuade others, to position one's own study or to appear scientific, then many of the citations in the studied texts are doubtful. Citing articles that have not made studies on merger or acquisition performance in order to argue for high failure rates is not very persuading. Neither is referring to an article that just is referring to another article in the matter. Cartwright and Cooper (1995), Bourantas and Nicandrou (1998), Appelbaum et al (2000 both texts) Panchal and Cartwright (2001) and Cartwright (1998) all refer to one or several of Cartwright and Cooper texts (1989; 1992; 1993a; 1993b or 1996). In all these texts Cartwright and Cooper refer to someone else's text regarding failure rates. Likewise Davidson (1991), Elsass and Veiga (1994), LaJoux (1998) and Lubaktin (1983) were referred to as claiming high failure rates, but in all these texts the authors do in their turn refer to someone else's text.

If the aim with the citations is to appear scientific quite a few of the citations are questionable. First of all the magazine and newspaper articles neither appears as scientific evidence nor persuasive. It is also doubtful if the effect is to position one's work or to persuade the readers, when the author mixes references of various significances. This mixings are of two kinds. Either the author mixes references that have done a study on the subject with references that are only referring to others (e.g., Bourantas and Nicandrou, 1998 and Marks and Mirvis, 2001). In the other case, the author mixes scholarly references with non-scholarly. Child, Faulkner and Pitkethly (2001) for example, cite Kitching (1974) and Hunt et al (1987) that are studies on success and failures with a Coopers and Lybrand (1992) report (that I have not been able to find) and a Financial Times article. Bourantas and Nicandrou (1998) do also throw in a Business Week (1998) article among their citations. The newspaper and magazine articles are most often interviews with someone with merger or acquisition experience (often managers) or reporting on studies made by consultancy firms. I find it hard to understand why one mixes references that are authorities in the subject (in terms of that they have done a study on merger or acquisition performance) with references that only refer to others without or with more anecdotal reporting (as in newspapers) adding no further knowledge. The only answer I can reach in is that this behaviour must seek to conform to a norm of the more references the better. Maybe this is a way to appear scientific as well as persuading.

The convention of being scientific using many references could exercise as a control of the published texts. Leading journals and academic institutions both performs this control. Many scholars are evaluated by their home institutions not only by numbers of publications but also in which journals they publish in. The so called A-journals require a certain standard and a certain form of writing which the scholars have to conform to if they want to get published in those journals, and if they want to have a career. Journals through their requirements institutionalise certain norms and procedures in the academic field (cf Whitley, 1980). These norms are difficult to break out of as both reflect the practices of the field as well as reproduce them. Such tacit social control could prevent novel approaches to merger and acquisition research and could be a reason why so many of the published texts start in the same manner.

Conclusions

Many of the citations analysed in this paper were perfunctory. Of the seven texts analysed in more depth few managed to persuade that there are high failure rates in mergers or acquisitions. The way citations are used, referring to secondary references and mixing citations of differing significance, creates a taken for granted truth that there are high failure rates in mergers or acquisitions. There are few studies supporting this fact, but this far from all of the citations in studied texts.

The findings of this study may say more about the academic world than about the authors' citation behaviour. In the academic community there is a great pressure to publish. This pressure could lead to various behaviours leading to sloppy, redundant and perfunctory citation. In order to be able to publish one must be persuasive. In order to be

persuasive one should speak with authority, and one way to do that is to use many references. A scholar cannot really manage to read everything that is published on one's subject. A way to cope with the reading load is to read fragmentary, quickly scanning articles looking for certain details. This could lead to a misinterpretation of the article or just that one misses important points. Another way to cope could be to use others literature search work, that is to use the citations of others.

The conclusion is still that much of the citation behaviour in the studied texts are casual, habitual and when the cited texts are scrutinised the citations do often not live up to the citation purpose – to persuade that there are high failure rates in mergers and acquisitions.

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...the review...

Citation games: comments on the paper by Annette Risberg

Michael Wood, Portsmouth Business School, May 2005

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This is fascinating stuff which confirms what I have always suspected, but never had the energy to check – namely that the long lists of references in academic works are (sometimes at least) largely for show, and may not stand up to scrutiny as serious evidence. The list of crimes detected includes referring to untraceable secondary sources (are these sometimes fabricated, one wonders?), using sources with no academic standing to support claims in academic articles, multiple secondary references to the same source, and so on. The end result is that references may be used to create “a taken for granted truth” which may not be accurate, but is probably persuasive because of the number of apparently credible references that are cited. The evidence here is about writings on mergers and acquisitions, but I am sure the position is similar in many (but possibly not all) other fields.

Risberg (I am using the style of conventional citation behaviour here in referring to the author by her family name) divides the reasons for citing into four categories: legal, economic, rhetorical and political. (It's not clear to me whether this categorisation is Risberg's or if it comes from the literature. Does this matter?) The economic category here seems a little strange. First, I think citing someone may be far more than a symbolic payment for their intellectual property: by upping their citation count it could lead to the cited author achieving higher prestige and eventually more money – which is more obviously an economic factor than the examples given under this category. And the two reasons summarised under “economic” – saving space by referring readers to standard arguments elsewhere, and telling the reader where to go for more information, seem to me to be the main, obvious, sensible reasons for citation. The sort of reasons that are likely to be given in standard texts on how to cite properly. You need to tell the reader what assumptions, theories, facts, etc your paper is based on, and where they can go to follow up the ideas. Short of writing down everything in every article, this is surely essential because academic research and theorising is inevitably cumulative and inter-related with what others have written. I'm not sure what the word for this is, but I don't think “economic” is the right word and I do think it's very important. However, I would not expect anyone to take any notice of this because I have produced no citations in its favour!

Which brings me to another point: the extent to which it is legitimate and helpful to cite references to support points which are entirely obvious. Quite often I come across assertions in the management literature like “managers are

people with their own feeling and motives ..." which are then backed up with a couple of references. This is surely pointless: everyone knows managers are people. However, the effect may be to persuade the reader that the discourse concerns another world that the reader may not understand, but the academic with her esoteric skills, does: if so, the references may help to tell the reader that there is more to the paper than meets his simple eye, and so apparently superfluous references may not be entirely pointless.

From a personal point of view, I think Risberg has helped me see some of the mistakes I am making as an academic. I rarely have enough references, and those that I do include are usually the wrong ones – so few are persuaded by anything I write. I recently emailed an article to a very prestigious management journal to see if it was worth making a formal submission. An email came back quickly saying they did not do pre-reviews, followed a couple of days later with a brief pre-review to the effect that the paper itself was of little interest, but that what I had to say on one of the topics of my article – fiction – was rather provocative, and that a submission focussing on this "and well grounded in the literature" may be of interest. My problem, of course, is that I know little about fiction, and less about the academic literature on it, and had simply made up that part of my article. I assume this is why the editor found it provocative: I was coming at it from an unusual angle. However, to stand a chance of getting it published in this prestigious journal, I would have to read up fifty or so academic articles on fiction (articles in the issue I checked had between 30 and 120 references), and "ground" my argument in these. Does this really make sense? If the idea is to provoke and offer a new perspective, surely too firm a grounding in the established literature is likely to be counter-productive? I need at least one authoritative work I can cite on the virtues of not including too many citations, and a few secondary citations to give it a bit more clout. Any ideas?

One question that occurs to me after reading Risberg's article is that of deciding what citation behaviour would be appropriate if academia were a sensible, well organised sort of place. I realise this is a hypothetical, academic question, but it's still worth asking, I think. Some suggested principles follow:

- 1 Include the *minimum number* of references which are consistent with supporting your case and helping readers. In Risberg's example, this would mean listing only academic papers which present clear, primary evidence about failures of mergers and acquisitions. Other things being equal, journal editors should favour papers with fewer, but better chosen, references.
- 2 Don't forget that the using the number of articles cited as evidence for the credibility of a proposition is as sensible as marking a student assignment on the basis of 10 marks for every thousand words. (Although coming to think of it, this does have something to be said in its favour.)
- 3 Risberg points out that "a scholar really cannot manage to read everything that is published on one's subject" and suggests what researchers might do about this problem. Another possibility would be to *read at random*. If the search program throws up 1000 relevant papers, and you decide you can only look at ten of these in detail, consider choosing these ten at random. This should introduce a little more healthy diversity, or anarchy, into the acosystem.

Finally, it's just occurred to me that Risberg has not mentioned a more blatant form of self-promotion than "I'll cite you if you cite me" – citing yourself. So, reader, if you've got this far you may also enjoy reading about the plot to make academic knowledge as undecipherable as possible (Wood, 2002) and about the similarities between lotteries and academic peer review (Wood et al, 2004). They are just about relevant to this comment: please cite them as much as possible!

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...and the response!...

A reply to Wood's comments on my paper
Annette Risberg, Copenhagen Business School, 20th May 2005.

This paper has been a work in progress for some time now, simply because I never have time to finish it (I want to go one step back further to the citations in the citations) Still, I think it is a fun and important topic and Michael Wood's comments have convinced me it is so and encouraged me to actually take the final step to finish the paper. I believe the topic is important as it says something about our working situation.

Michael (I will not use the style of conventional citation behaviour here) pointed to the unclear origin of my categorisation of citing. I realise I need to check the categorisation again to see whether the labels are mine or if they come from the literature, because honestly, I cannot remember if I made them up or not. I do believe however the categories (or at least the themes) derive from the literature. I will also ponder upon the self-promoting citation behaviour. A 'problem' with that though that the Social Sciences Citation Index indicates who did the citing. People can thus reveal such behaviour easily.

A problem with writing on such a topic is that you become extremely aware of how you cite, and you become terrified to make a mistake, because you know the reader will let you know. Another problem is that colleagues start looking at you as an expert of citation behaviour and ask you to confirm whether they have made a correct citation or not.

Many thanks to our author and reviewer this month for a really entertaining and thought provoking read! We hope to make this a regular feature to help new researchers navigate their way through the Very Frightening Review Process so anyone who feels they might contribute as either an author or a reviewer, please do contact us. Likewise – tips and comments from established writers, journal editors or reviewers are very welcome

Through the bookshelf!

So.... Did you guess where this happy snap was taken?
Multiple copies on glossy finest veneered plywood shelves? Some HOT property indeed...

It is of course the 'Management' section of WH Smith Bookshop, Terminal 4, Heathrow Airport, UK.

STILL no right answers so we roll our virtuous prizes over for yet ANOTHER issue.... Read on for this month's competition....



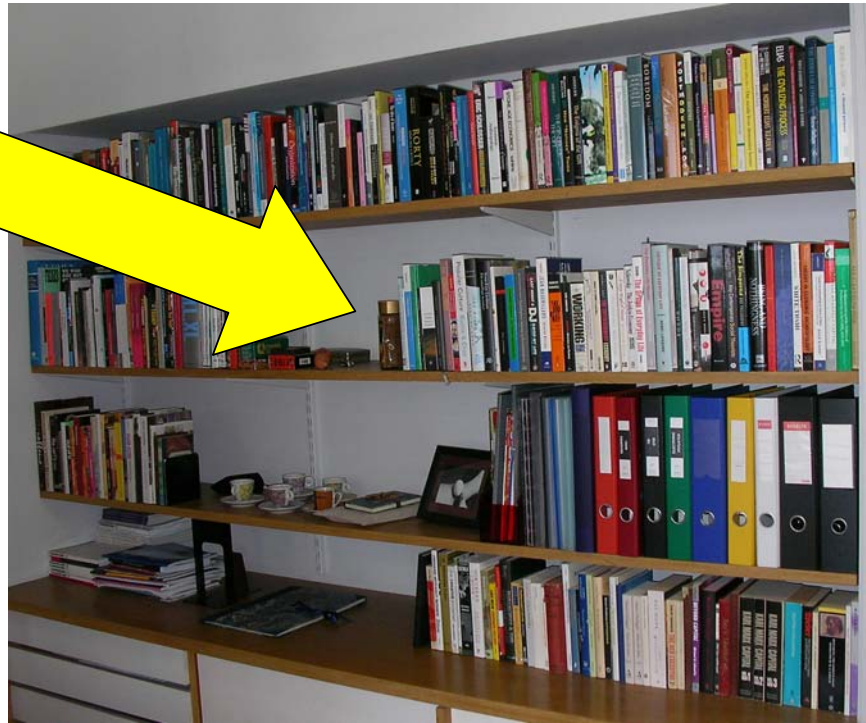
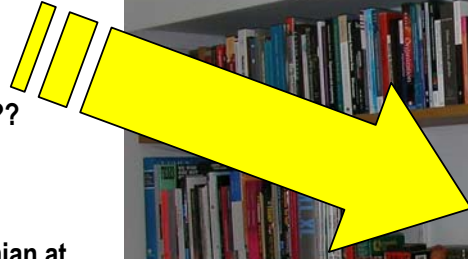
So whose bookshelves are
THESE? We agree....

...they are a tad
EXCESSIVE aren't they??

(that's a clue... eds!)

Answers to Sam or Damian at
Notework Towers

Please....



News from the SCOS regions – reports from the regional reps in your 'hood...

Training & Education: opposites detract?

Peter Pelzer, Germany

My last contribution to the regional reports was about the intention to change the profile of Hamburg University. Meanwhile the decisions were made and the result of the protest against the massive reductions in humanities in favour of "future oriented" sciences had a result which only a naïve viewer can describe as success: the reductions were smaller than originally announced, i.e. half instead of 60%.

The contrast is formed by the fact that we have so many anniversaries of famous German philosophers, writers and scientists whose importance may have been discussed during their lifetime but their lasting contribution to the public debate is still more than acknowledged. It is really the same year where we celebrate the 200th anniversary of Friedrich Schiller's

death and the quality papers are full with comments on his lasting influence. Almost nobody notices the contradiction to developments in German universities where Hamburg is just a, though extreme, example.

Besides these kinds of discussions the introduction of the European degrees of bachelor and masters lead to an expected consequence: chaos on both sides – universities waiting for the interpretations of the EU and national regulations by the "Länder" (education is very decentralised in Germany) and students waiting for advice under the threat of enrolment deadlines. Meanwhile the quarrel between the federal government and the federal states about responsibility for education is going on.

A few weeks ago the novelist Robert Menasse reminded us (during his poetic lectures of – I hardly dare to quote the name here – Johann Wolfgang von Goethe University in Frankfurt) of a very simple connection: education, or cultivation ('Bildung') is something fundamentally different from vocational training ('Ausbildung'): "Ausbildung ist das Gegenteil von Bildung," training is the opposite of education. Of course there was no politician listening...

The Football's coming home!

(hurrah for random titles – eds.)

Saara Taalas

The whole of SCOS Nordic region welcomes Scossians around the globe to beautiful Stockholm! It is time to excessively enjoy the SCOS conference back to its roots in Scandinavia. Some may recall - and some may even admit to have been there! - but it is a popular belief that the first SCOS conference ever was organised in Lund. Now it is time to return to Sweden for the 23rd conference to complete a full circle.

It is particularly noteworthy that the Stockholm conference has attracted very much interest from the younger scholars particularly in Sweden and Denmark. SCOS membership has remained strong in Finland, and it seems that there is a new generation of Scossians coming of age in Scandinavia. We welcome this development with much joy! I also take the opportunity to wish two Finnish old school Scossians Raimo Nurmi an enjoyable and well earned retirement time, and a happy 50th birthday to Tuomo Takala.

The 18th Scandinavian Academy of Management (NFF) meeting will be held at Aarhus School of Business in Denmark on 18th-20th August 2005. It seems that many tracks are remarkably Scossian in nature this time - maybe it is the inspiration of H.C. Andersen - we expect a significant number of Scandinavian members to make it to Århus towards the end of the very busy conference season.

All the very best and see you in Stockholm!

I ♥ University-World©

David Bubna-Litic

For many of us, the sad news of Dave Richards passing away is a great loss for SCOS Australia. Dave's enthusiasm for new and emerging understandings will continue on - in the energy that is constellating in a part of the world in which the land itself still has a voice of its own.

Meanwhile life in Australian Universities remains driven by a neo-conservative government agenda to "Modernise Workplace Relations" and to deregulate this last bastion of resistance to the forces of the market. Following the recent landslide election, plans are now being drawn up for a radical restructure and whilst the headlines say that Universities face financial pressure, the reality is that the government is making major steps towards something akin to the US system - where apparently - based on US judgemental criteria - most of the best universities are located. What these changes might bring will take decades to reveal, but I have to say I have recently begun to think that *any* change might be a good thing. Anyway, with our colonial past we do know how to "get used to it"....

PS It is rumoured that Huckabee's International is behind Sydney having the world's first **University-World™ - Where learning is Fun!™** I can't say much more because I am bound by a confidentiality agreement, but I can say that the requirement for wearing a costume for lectures is not true, although those who do comply this request will be recognised in the reward structure ...this company is such a leader in Human Resource friendly protocol! Don't worry, if this new venture goes ahead you will be able to recognise me as I will be in a mouse costume.

I ♥ University-World™





Tales from the field

Dr Zoé Bertgan... over to you Zoe

Bastard Glass! Now I know I've wined a little about the wet patch, and maybe, in the past, dear reader, I've carped about the cardboard cities springing up all over our academic libraries littering our sidewalks and thoroughfares; but 'bastard glass'? Now, just hold ya horses sweet little cow gal. I jest not. Indeed, I swear not. This could probably be of the most profound significance in methodological debates currently troubling some of the best minds of the academy. Or, at least, so I had cause to reflect when recently preparing a lecture for a group of my doctoral students keen to learn all about 'Techniques for Merit Ordering' and the 'Treatment of Decision Alternatives'. Now, you're going to have to be patient with me on this bizarre little tale. *Indulge* me a little.

Following Dr Kent's matrix and adapting through the convenience of blend equations *both* the exponential and the logarithmic form of the choice rule calculation procedure (see Easton, 1999), I arrived at the following startling results:

So,

$$\text{If } P_i = \sum \left[\begin{matrix} \text{in} \\ \pi(u_{ij})^{w_j} \end{matrix} \right]$$

and allowing,

$$P_i = \text{antilog} \left[\sum_{j=1}^m w_j \log w_{ij} \right]$$

Then / will actually produce **inverse results**. RSM Office Products, for whom this research was being carried out, had instructed us that the two characteristics proven to be important for secretarial positions that 'double dutied' (when necessary) as receptionist and sales clerk were (a) secretarial ability, and (b) beauty. Now, in the original charts prepared by their own personnel department Gerta Morris was calculated as 60 out of 100 on 'ability score' and 40 on 'beauty score'. Betty Darin, on the other hand, received, probably not a great injustice, a 10/100 for ability and 90/100 for beauty. My good friend, Kate Parker, a delightful and charming young lady, had been measured as 100/100 for ability, but only 0/100 for beauty, which is scurrilous. I will not detail the full decision making calculus which processes these initial results through 'The "Furthest from the Worst" Rule' (Miriam, 2002), but if we maintain that, by logarithmic form, the figure of merit score is given by:

$$\text{FOM}_i = \text{antilog} \left[\frac{1}{\sum_{w_j} \sum_{j=1}^m w_j \log w_{ij}} \right]$$

Then we can actually **reverse** the original results, showing bias only in the upper quartile for time periods less than significant. I may not be the best stats lady around, but I'm surprised no one has thought of this before. The question then becomes, well Okey dokey Zoe, but then how do you distinguish a Kate Parker from a Betty Darin?? Revisiting the site of the original office studies, which had remained intact since Miriam, I noticed that the warp on the glass cubicles was so obviously not uniform across the warren of desks. Sadly, Gerta is no longer a member of the typing pool – some may recall her mid career move into military costume design – but most of the others were still there, still typing away, chewing gum, bad assing management, wearing those delightful bonnie two tone 'rassler' caps beloved by RSM office products interior design, and oh! oh! how I smiled as there, off in the distance by the water cooler, was Clara Roberts, *fulsome* Clara Roberts, now an iPod rather than a SONY minidisk plugged into her inner labyrinthine canal, but otherwise still sweet Clara, world of her own, but (watch out!) 130 words a minute without 'pushing her boat too far out' (sic). It was Clara who by happenstance alerted me to the 'wobble wart' warping on the cubicle glass.

But how come the original researchers had failed to see this? Using the Right Honorable Professor Cornelius Y. Tlee's golden ethnographic rule 'Always use a light filter measure when calculating indigenous glass warping', I was dumb struck with astonishment. I may have slack jawed, but haul ass I didn't; no, I stayed there, in for a full thong of revolutionary science. What could explain the unreliability of the visual medium? Bastard Glass! *Yes*. Bastard glass is defined as 'source unknown, residual impurities' and it is almost impossible to identify pre-installation. During the refurbishments of the late 1980s RSM Office Products had sub-contracted the work to a company, which for legal reasons I cannot name, who, it seems, had achieved its economies by importing 'rogue' glass through a complex chain of intermediaries. Placing Kate Parker in Betty Darin's cubicle reversed, precisely, her display chart calculations. Beauty went up to 90/100! Bastard Glass! Kate could just as easily have been promoted to company secretary instead of Betty Darin. Think of all those interview transcripts of Betty, whose reflections on the world of office work have found their way into academic folklore through publication after publication. The immortal phrase, now routinely quoted, 'I never feel enriched, just knackered', could have been *unreliable*! Unfortunately, we cannot re-run all our data to test for alternative scenarios, but I do suspect, reader, that many of our most enlightened journals have been 'had up a gum tree', if you will. How the debates and established schools could have all been so different, the cliques realigned, the neo-Weberian only a tangent away from a Durkheimian inclination. This must be transparent to the most careless of reader. Crikey! Our very maps may need redrawing. Where in the world are we? Bastard Glass.

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Easton, A. (1999) *Complex Managerial Decisions Involving Multiple Objectives*. Krieger Publishing Company: Huntington, New York.

Miriam, E. (2002) *The RSM Office Studies: Methodological Implications*. Hofstra Press: New York, New York.

Thanks Zoe! Where in the world *would* we be without your incisive insights into the messy world of methodology? More next issue! (yes, we promise!)

The Musery

Over to you – the Members – to share your news, views, ideas and ponderings with your fellow SCOSsers... we're a bit empty this issue, can only assume you are bottling up a good head of excessive steam for Stockholm....!

Tantra: Hedonism & Leadership

Here is some material which would have been very apt for the Stockholm Conference on "Excess and Organization", if I hadn't joined SCOS so late. So I've decided to send the material to you instead. For you see, my Ph.D Thesis in Cultural Anthropology (at the University of California) was on Tantra, the South Asian erotic religious cult. And I used concepts from Bataille, Huizinga and suchlike to elucidate my findings. Thereafter, I concocted an HRD Model (for "Leadership, Creativity and Peak Performance") from my Tantra data, using my prior MBA as a point d'appui. I presented the model recently at an international conference on "The Learning Organization" in Bangkok, after it was seen on the Internet by the organisers. It was rather well received there as a possible alternative to the work of MIT Professor Peter Senge.... The text of my model is on my incipient website, where the striking visual may seem "excessive", but is only the cover picture of my Penn MA Thesis-based first book ["Tantra: Hedonism in Indian Culture"; DK Printworld, New Delhi; reprint, 1998]. Please do therefore click on "Sixth Discipline", at:

www.geocities.com/drsaranprem



Again, a 20-minute video of my model, shot by a famous local filmmaker, has been uploaded by the Government of India on its main server in New Delhi, as a "unique e-HRD Model" (sic). It can be viewed by clicking on the header "New HRD Model..." (under "Audio/VisualShowCase"), on the left of the opening screen at:

www.assam.nic.in

*Prem Saran,
Commissioner, Government of Assam,
India
drpremsaran@yahoo.com*

In memoriam: Iain Mangham

Dear Colleagues,

It is with sadness that I have to announce the death of Professor Iain Mangham. I learned the news from one of his colleagues, Annie Pye, just before Christmas and thought that SCOS members would like to know of his passing. Many of you would have known him personally or through his substantial oeuvre.

Iain was a rather private man and, perhaps characteristically, details of the circumstances of his death are scant. I understand that he died of heart failure following a protracted battle with leukaemia. Iain had suffered from heart trouble for many years and had been particularly poorly since the summer before he passed away. His wife, Olive,

and children survive him. There was a private family funeral in his home village of Marshfield (UK) on 16th December 2004.

Although not a regular attendee of SCOS conferences, from its beginnings, Iain was supportive of the organisation through his association with Barry Turner. He gave a keynote address at the 1992 Lancaster SCOS, 'Organisations and Theatre' and also featured prominently in the special issue of *Studies in Organizations, Cultures and Societies* based on that conference. He is best known, of course, for the part he played in shaping organisation studies through the exploration of the dramaturgical metaphor. Much of his academic career was spent at the University of Bath where he had a major and lasting influence on the development of the School of Management throughout the 1970s, 80s and 90s. After retirement, he took up a senior research fellowship at King's College London.

Doubtless Iain's innovative contributions to the field of organisation studies will be sorely missed. On a personal note, I, as do many others, owe him a debt of gratitude for his support, supervision and influence on our thinking and academic development.

Peter Case

New team at International Journal of Management Reviews

The *International Journal of Management Reviews (IJMR)* was originally set up by Cary Cooper and Alan Pearson as a Manchester journal bringing together the Federal School of Management at Manchester (as it was then). All the associate editors were Manchester affiliated. The editorship then passed to Andy Stark who ran the journal until September 2004.

The British Academy of Management took over the journal in 2004 to run as a sister journal to the British Journal of Management, and Steve Armstrong (University of Hull) and Adrian Wilkinson (Loughborough University Business School) were appointed Joint Chief Editors in October 2004 to build on the ISI ranking achieved in 2003. They have appointed a new team of associate editors (see below), reconstructed the team of consulting editors, and established an editorial office in Hull. The outgoing Editor-in-Chief, Andy Stark, will complete the review process of all papers submitted under his regime, which will end with the second issue of Volume 6/7 of IJMR in June 2005.

Associate Editors are as follows:-

- Marian Baird (School of Business, University of Sydney)
- Robert DeFillippi (Suffolk University, Boston, MA.)
- Hale Kaynak (College of Business, University of Texas Pan-American, USA)
- Vince Mitchell (Cass Business School)
- Noel O'Sullivan (University of Sheffield)
- Eugene Sadler-Smith (University of Surrey)
- Ana Teresa Tavares (Faculty of Economics, University of Porto, Portugal).

Aims and Scope:

As the first reviews journal in the field of business and management, the *International Journal of Management Reviews (IJMR)* is an essential reference tool for business academics and doctoral students alike. The journal covers all the main management sub-disciplines including, for example, HRM, OB, International & Strategic Management, Operations Management, Management Sciences, Information Systems & Technology Management, Accounting & Finance, and Marketing. Each issue includes five or six state-of-the-art literature review articles/surveys which

examine the relevant literature published on a specific aspect of the sub-discipline, for example, HRM: Appraisal Systems.

The IJMR complements the other publications produced by the British Academy of Management and is deliberately targeted at a wide readership interested in business and management. The journal publishes authoritative literature surveys and reviews. These will address the intellectual and academic needs of the broad academic management community both in the UK and on a wider global scale.

Such papers are targeted at several key audiences or readerships:

- Members of the academic community who will expect to be kept abreast of disciplinary areas outside of their own specific domains of expertise; The journal will enable senior faculty to undertake more interdisciplinary research by providing a wider understanding or emerging thought and methodological developments in other fields, and by so doing, facilitating the development of transdisciplinarity;
- More established researchers who are looking to update their knowledge in their own particular field, or who are shifting their area of focus or developing collaborative or inter-disciplinary work extending beyond their established specialisation;
- Supporting doctoral candidates in the production of their theses by producing comprehensive reviews/debates and to locate their research within past, present and future debates.

Guidance for contributors:

Because the journal looks to publish high-quality literature surveys in the general area of management, is broadly, rather than narrowly, defined in terms of what it is willing to publish.

Key criteria for an appropriate review are listed below:

1. Is there sufficient literature to warrant a literature survey (is the area of concern mature enough?)
2. Is the literature surveyed coherently bounded (i.e. are there justifiable reasons why certain literature is included and other literature excluded)?
3. Is the analysis of the literature surveyed complete - in terms of discussions of any contrasting methodologies used in the literature, the general conclusions to be drawn from the literature (e.g. the current agreements and disagreements contained therein), etc. – in short, a thorough and timely discussion of where the literature is now, and why?
4. Does the review draw reasoned and authoritative conclusions as to where the literature is/should be going what are the important questions left to be asked?
5. At whom is the review aimed (the expected audience is mainly an academic one) and will it be sensibly understood by its intended audience?

Articles are submitted for double blind refereeing. Occasionally some articles are specially commissioned from leading international experts in the field

Whilst there is no minimum word limit for the size of reviews submitted, it is recommended that reviews do not normally exceed 10,000 words in length.

For details of the format required and submission procedure please visit the Blackwell website: (<http://www.blackwellpublishing.com/journal.asp?ref=1460-8545>)

Please direct any informal queries to the Editors-in-Chief via email at the following addresses:

Steven Armstrong: s.j.armstrong@hull.ac.uk

Adrian Wilkinson: a.j.wilkinson@lboro.ac.uk

Reviews

Been somewhere worth telling us about? Read something awful? Eaten something that disagreed with you? Share your experiences! Send us your reviews... This issue, we have two: both conferences... SCOS Oz, and a Foucault bash at Leicester. Read on and learn!

SCOS Caucus 'down-under'

David Bubna-Litic
University of Technology,
Sydney

Following the very successful inaugural colloquium of Australasian chapter of SCOS held at the University of Queensland and organized by Bob Westwood, Carl Rhodes and Loong Wong my conception of SCOS down under has widened to include some very interesting people both from across Australia as well as New Zealand. The conference was quite a watershed, because as we started to engage with the topic of boundaries exploring the positionality of Australasia in relation to organization studies, the uncomfortable recognition of the significant role that power relations play in the constitution of knowledge began to deeply affect many of us. Whilst the actuality of the conference seemed little different from something elsewhere – out of the topic arena emerged a collective sense that this dialogue was very important and needed to continue. In some ways it would have been good to have the same conference again a few months later, particularly as for me the full import of a post-colonial perspective did not seep in until afterwards. The dialogue will continue as it was decided to have a **Second Australasian SCOS conference at Massey**

University in Auckland, New Zealand in December 2006, hopefully this will attract a broader participation including other regions of Australasia.

Rethinking Foucault, Rethinking Political Economy

Roland Curtis,
Manchester Business School

Q1. A Foucault event has taken place in Leicester. A *Workshop*. Review the event.

Why not set the workshop in its historical context? Place it in context. Yet this has already been done. The workshop - in historical time - is always already framed by its past and its future. Never left bare. It's present is a carefully prepared former future: the workshop's themes, its confirmed speakers, time and place, rationale. Meanwhile, in the same time, it is also, already, the workshop as the past to come, an anticipation of the future and of the 'impact' of the workshop, it's 'contribution', reports and reviews, citings of papers. Yet, Foucault says, this cyclical time of the historian does not grasp the event. This is not the event.

What about a more personal reflection? What it meant *to me*, what was the workshop all about

to me and what will I choose to impart to my readers? Yet, Foucault says that we should not restrict the meaning we attach to an event to the heart of a knowable object, or for a subject, but instead to allow a flux at the limit of words and things, as what is *said* of a thing and as something that *happens*. My view of the event, or the added event of a *re-view*?

The infinitive verb to *rethink* circulates here as a neutral element in a way that propositions and attributes can't. The event of *rethinking* is even smaller than the present, yet thinking is indefinitely repeated on both sides of the moment. It occurs at an extreme point of singularity. Can we describe this singularity? According to Foucault, we cannot describe the event as a state of things, nor a process. It is instead an *effect*, produced entirely by bodies colliding, mingling and separating. Even suffering! It is not a state of things. A re-view can *make visible* the singularity of an event, as a way of showing that things 'weren't as necessary as all that'. This workshop wasn't a matter of course, it wasn't self-evident that we might have gathered to rethink Foucault. To think the singularity of the event is to achieve what Foucault has called 'a breach of self-evidence.' - an opportunity for what he calls the 'multiplication' or 'pluralization' of causes. To treat

the workshop as a singularity is to make the review work as an opening onto this ahistorical multiplication - to *engineer* a review by means of a progressive but necessarily incomplete saturation. The mapping of a polymorphism of elements, or a 'polyhedron of intelligibility'. What complex web of *causes* is contributing to this workshop as *effect*, this re-view as *effect*, Foucault as *effect*, workshop against unitary necessity?

As described in **Bent Meier Sorensen's** presentation paper, *The Event and the Incident*, event is now a verb, no longer to be interpreted. The event hence comes as a flash of lightening *between* subjects and objects. Perhaps here we have an alternative way to think of the workshop, an alternative way to conceive of what *re-thinking* Foucault might be. Instead of seeking the *original* Foucault, we might seek to work with the surface, the simulacrum of Foucault. To make us worthy of the event of his thought is to counteractualise the archive of Foucault Studies. Forget Foucault? In rethinking the workshop as event, perhaps we are better able to *rethink* Foucault; to produce anew, not reproduce; to transversally activate rather than replicate. A theme of **the conference review panel** was the *affective* power of the papers that were presented,

their style and resonance. Perhaps *this* is where event took place, not through the texts of the speakers and the studious attention of a scholarly audience, but as an intensive singularity, a productive circuit, where the lightening flash of Foucault's thought takes place across the pure distance of the lecture hall. In the intensity of the lecture *theatre*. Workshop as intensive machine. Workshop re-view as productive relay...

In his paper *Sartorial Foucault*, **Damian O'Doherty** drew attention to 'Foucauldianism' as the site of an academic struggle of sorts, with reputations and affiliations at stake. The event of the workshop might hence be thought of as a local dramatisation of wider social and political dynamics; a field of communication; open system; the workshop as a moment for both affirmation and distinction. **Stuart Elden** sought to affirm in his paper that territory is perhaps the understated element in Foucault's later thought on Governmentality. Meanwhile, the project of an 'expanded territory' is the explicit ambition of the host Centre for Philosophy and Political Economy's manifesto, and a navigation pack to the broadened workshop territory was provided to all – lists of identities, biographies and abstracts, communication addresses, timetables, inscription

devices. Yet, for all this spirit of commonwealth (?), one of the most striking events of the workshop was a frontier erected, marked by the flag of a different Politics. As Foucault noted in an interview, the polemicist treats his debating partner as a threat, as an enemy who is wrong, instating territorial confrontation - bodies colliding or missing? Through this disciplinary flashpoint, complex borderlands seemed brought into sudden relief, as the workshop momentarily stumbled over rusty barbed wire, strung between hidden boundary posts. Governed academic territories. Workshop intensity.

Foucault, M. (2000) 'Theatrum Philosophicum' and 'Questions on Method', from *Essential Works of Foucault, 1954-1984, Vol.3: Power*, London: Penguin, ed. James Faubion

Foucault, M. (1991), 'Politics, Polemics and Problematisations', in P. Rabinow (ed.), *The Foucault Reader*, Harmondsworth: Penguin

Strathern, M. (2004), *Commons and Borderlands*, Wantage, Oxon: Sean Kingston

With a veritable CORNUCOPIA of conferences coming up this summer . . . GWO, CMS, EGOS, SCOS, Philosophy of Mmt . . . (Need we go on?) we hope to publish a special 'conference corner' section next issue, so please send us your photos and comments as well as more detailed gossip and stories. Thanks!

Calls & Announcements – shout it out!

CALL FOR PAPERS:

'Studying Leadership': Future Agendas

CONFERENCE STREAM: 'Leadership and Gender'

Stream convenors: Dr. Alison Linstead and Dr. Linda Perriton, University of York

The 4th International Annual Conference on Leadership Research,
University of Lancaster, December 12th and 13th 2005

This stream encourages theoretical and empirical papers that examine the inter-relationships between gender and leadership. Most of the classic mainstream leadership research was based on almost exclusively male samples. Exposures of the masculine bias in subsequent research on leadership have now become familiar. Yet, gender issues remain central to many aspects of leadership. . Although we have more media attention paid to high profile women leaders, inroads into the highest levels of management by women are still far from the norm and as Wajcman (1998) suggests, it may be necessary for them to “manage like a man” in order to be successful. Simple demographic sex segregation at the highest occupational levels therefore rests on a more subtle segregation based on styles of masculinity and femininity (which may also connect to issues of sexuality). For this stream, we invite contributions which address the theoretical and empirical impact of gender on leadership and leadership on gender in all their multiple possible aspects. For example, such issues may include: post-heroic leadership, studies of men and women leaders, historical analyses, emotional intelligence and emotional labour, demographic studies, women-only organisations, the gendered nature of charisma, cross-cultural approaches, gender identity and leadership, gender and consultancy, network leadership and leadership in traditionally gendered organisations and professions.

Abstracts of up to 500 words should be emailed as an attachment to Dr. Linda Perriton ljp8@york.ac.uk with a copy to Emilie Secker e.e.secker@lancaster.ac.uk to arrive by September 1st 2005. Final papers should be submitted in the same way by November 18th 2005.

CALL FOR PAPERS:

4th International Conference on Corporate Social Responsibility

7-9 September 2005

London Metropolitan University, UK

For the 4th conference in this series we will be returning to London and the conference will again be hosted by London Metropolitan University.

As usual the conference is intended to be interdisciplinary and welcomes contributions from anyone who has a perspective on this important issue. Papers are welcome on any topic related to this broad issue and suggested themes for papers can be found on the conference website.

Full and updated details can be found at the conference website: www.davideacrowther.com/2005home.html

Offers to run workshops, symposia, poster sessions, themed tracks or alternative events are especially welcome. Please contact David Crowther with suggestions.

Abstracts of 500-1,000 words should be sent by 31st May 2005 (preferably by email to davideacrowther@aol.com) or by post to Professor David Crowther, Conference on Corporate Social Responsibility, London Metropolitan University, Stapleton House, 277-281 Holloway Rd, London N7 8HN, UK.

Selected papers from this conference will be collected for publication in special issues of journals associated with the conference. It is also anticipated that an edited book will also be produced. Full details will be provided later.

CALL FOR PAPERS

Women and the Leadership of Change

A Special Issue of the Journal of Organizational Change Management

Guest editors:

Prof Heather Höpfl, University of Essex and
Prof Peter Case, University of Exeter.

For over a decade now, consultants, practitioners and academics have attempted to reframe leadership for a new century. Since the early nineteen nineties, books, courses and training programmes have called for new styles of leadership variously identified as “post-heroic” (Huey, 1994; Sandmann and Vandenberg, 1995), “21st Century Leadership” (McFarland, Senn, and Childress, 1998), and community centred and non authoritarian leadership (Hesselbein, Goldsmith and Beckhard, 1996; Hirschhorn, 1997). Companies seem to have embraced the rhetoric of new styles of leadership and consultants have responded to this with a wide range of organisational development initiatives which seeks to promote the qualities of the so-called 21st Century Leader. A quick glance of many such programmes and at the ubiquitous “airport” management text suggests that an interesting shift is taking place in the way in which leadership is defined. Many of the qualities which seem to be required by the new leaders are traditionally ones which might be described as feminine qualities. Yet, women’s leadership is still regarded as problematic. Sandmann and Vandenberg (1995) cite Peter Senge as saying, “Especially in the West, leaders are heroes—great men (and occasionally women) who rise to the fore’ in times of crises... (italics added) (Senge, 1990: 340). Frequently, when women do achieve leadership positions it is by suspended precisely the qualities which appear to be in demand in notions of 21st Century Leadership.

This Special Issue of the Journal of Organizational Change Management seeks to give attention to why this might be the case. Why is it that women appear only to be able to succeed by acquiring male characteristics whereas men are encouraged to acquire feminine qualities? Is this in fact the case or does it merely reflect the rhetoric of a shift in leadership styles? Are women’s styles of management and leadership valued? Or is it the case, as Czarniawska (2004) has argued, that only exotic (for example – foreign) women can be allowed a leadership role because their difference can be conciliated by assumptions about nationality rather than gender.

We are seeking papers which seek to come to terms with these issues and welcome contributions which are either theoretical papers or empirical studies. Papers should be sent to reach the editors by 1st September 2005.

Please contact Heather Höpfl hopfl@essex.ac.uk
or Peter Case Peter.Case@exeter.ac.uk for further information regarding this issue.

CALL FOR PAPERS:

Levinas, business, ethics

Centre for Philosophy and Political Economy,
University of Leicester, 27-29 October 2005

In a set of important works Emmanuel Levinas interrogated the limits of Western metaphysics, arguing that it was captured by ontology and with an image of thought as equivalence, of reduction of existence to the Same. Levinas showed not only the limits of such an image of thought, but sketched an alternative project that claimed a return to ethics as first philosophy. Not just any ethics, but an ethics of the encounter with the Other. An ethics arising not from reduction to the Same but from openness to the Other.

In business and management studies and in business ethics, ideas from Levinas have often appeared via Zygmunt Bauman's argument that bureaucracy constructs moral distance and indifference, and that this results in the effacement of the Other and hence destroys ethics. In this symposium we propose to explore and extend this image, and to see what else might be learnt about business and business ethics after Levinas.

Taking the work of Levinas as a starting point for the analysis of business ethics, we might investigate business ethics generally, or engage with specific practices such as with accounting and accountability, corporate governance, ethics education, information technology and surveillance, marketing and supply chains, corporate social responsibility and corporate legal responsibility. In each of these areas, and in others, we might investigate the implications of Levinasian ethics, an ethics of openness, an ethics of infinite responsibility for the Other, an ethics provoked by the strangeness of the face of the Other, an ethics without code or law, an ethics despite the consequences, an ethics without foundation, an ethics of the future.

The aim of this symposium is not simply to introduce Levinas. The task will be to work with but also beyond Levinas, drawing on what is productive in his work while also being alert to the specific problems that it produces, both in general and also for the analysis of business. In addition to considering business ethics in the light of Levinas, we might also look the other way, and ask if it is not the case that the lack of an analysis of business is one - if not the - crucial flaw in Levinas. We therefore propose ways of thinking beyond this omission in Levinas, and to take his work with us in thinking a business ethics of the Other. Which may well mean a quite different business ethics.

SUBMISSION DETAILS: Abstract outlines of no more than 1,000 words should be submitted in Word format as an email attachment to Campbell Jones (c.jones@le.ac.uk). Abstracts are due by 30 June 2005 and full papers will be due 30 September 2005.

PUBLICATION: Papers accepted for presentation at the workshop will be considered for publication in a special issue on Levinas and Business Ethics that for the journal *Business Ethics: A European Review*.

ATTENDANCE: In order to give speakers time to present their ideas and to facilitate interaction and discussion of papers, attendance will be strictly limited. Early registration is therefore advised. For further information and registration details visit www.le.ac.uk/ulmc/cppe/levinas.html

CALL FOR PAPERS:

International workshop: towards a cultural studies of organizations

The Management Centre, University of Leicester

Coordinators:

Martin Parker, University of Leicester

Carl Rhodes, University of Technology, Sydney

Background

For more than 20 years now the field of organization studies has taken as one of its mainstays the study of culture. When culture is considered, however, it is almost exclusively done so in terms of corporate culture, organizational culture or cultural diversity at work. It seems that while the culture of 9 to 5 has been discussed exhaustively, relatively little thinking has gone in to the relationship between work and the culture of 5 to 9. Elsewhere, in cultural studies, organizations and industry have also received significant attention. There, much of the focus has been on the practices of the 'culture industries' and how they relate to the control of cultural production and consumption. Attention has also been paid to the relationship between the commodification of culture and the preservation of social and economic structures. What falls in the gap between these two important areas of study is the relationship between popular culture and the experience and organization of work. This workshop seeks papers that explore this relationship.

Although there is little currently in the way of a cultural studies of organizations, such a possibility does have some important antecedents – both established and recent. As far back as 1956 William H. Whyte bolstered his thesis on *The Organizational Man* by devoting two chapters to an exploration of this 'man' in the cinema, novels and popular magazines. It has even been suggested that Max Weber might be best understood as "less a classical management theorist and rather more a student of culture, practicing what today we would call 'cultural studies'" (Clegg, 2005). More recently popular culture has been implicated with organizations in relation to detective novels (Czarniawska, 1999), science fiction films (Smith et al, 2001), popular cinema (Hassard and Holliday, 1998), animated cartoons (Rhodes, 2000, 2002) and popular music (Rehn and Sköld, 2004; Rhodes, 2004).

Despite such developments, the creation of a 'cultural studies of organization' is still very much nascent. It is our hope that this workshop will serve to further such a form of study. We seek to go beyond the assumption that the production of mass culture is purely economic and/or exploitative so as to explore the potency of popular culture's ambivalence and hostility to organizations (Parker, 2002). We also wish to explore the possibility that a materialist cultural studies might begin to transcend the disciplinary and intellectual boundaries between production and consumption, as was the case with some of the work from the Centre for Contemporary Cultural Studies at Birmingham in the 1970s (Willis 1977).

We welcome papers that address the general issues outlined above. Specific topics could include, but are not limited to:

- The consumption of popular culture by people at work
- Critical representations of work and organizations in popular culture

- Popular culture as a site of resistance to management
- If or how popular culture offers an expression of the cultural meaning of work
- The relationship between the 'critique of culture' and the 'critique in culture'
- Popular management texts as forms of popular culture
- Popular culture as a shaper of professional identity (eg police, lawyers, doctors)
- The creative use of popular culture at work (eg re-worked song lyrics, use of cartoon images to caricature management)

Abstracts

Abstracts of no more than 500 words should be sent to m.parker@le.ac.uk no later than Friday 1 July 2005. Please submit abstracts in MS Word or Rich Text Format. Acceptance will be notified by August 2005. This will be a small, single stream workshop with between eight and twelve papers, so we will be selective about acceptance. Please also note that we intend to approach a publisher with a proposal for an edited volume after the workshop, so are primarily interested in papers that have not been published elsewhere.

Conference Fee and Organization

The conference fee will be in the region of £160, including one nights accommodation and dinner. Exact prices, further details and registration information will be available by late August 2005. Please contact j.hern@le.ac.uk for details at that time.

Socio-Economic Approaches to Creative Industries - Ph.D. course

September 4-8, 2005

The purpose of this four-day course is to bring together doctoral students involved in the study of creative industries (ranging from theatre to toy design) from different nationalities, intellectual, disciplinary and methodological traditions, to discuss and share ideas and research issues with leading scholars and industry practitioners. For those studying the economics or organization of creative industries, the course offers a deepening and broadening of socio-economic issues. For those studying products and consumers of creative industries, the course can function as an introduction to the production side.

The course has a unique problem-based focus in that it includes three field trips with seminars and discussion and one in-house seminar with an industry practitioner. Participants are expected to engage in a critical discussion of the real-life problems faced by creative industry organizations.

Afternoons are set aside for workshops in which participants present papers based on their research projects. Papers will receive comments from appointed discussants among the academic speakers and fellow participants, and there will be time for open discussion of each paper. There are a range of leading academic and industry speakers, including:

- Joel Katz, perfumer, anthropologist and scent marketing consultant, who will open the course with an incense ritual and present key issues in relation to scent marketing and the structure of the fragrance industry, which is very little known; and
- The director of the Goethe Institute in Copenhagen, who has invited participants to a visit and reception, in which he will give an overview of the activities and role of the Goethe Institute in promoting German culture, including the discussion of which kind of culture to promote.

The course is organized by the Department of Intercultural Communication and Management, Copenhagen Business School in conjunction with Imagine.. Creative Industries Research.

For further information please contact:

Academic organizer:

Lise Skov, Associate Professor ls.ikl@cbs.dk Direct telephone: +45 38 15 33 82

...and finally!

Sight the citation . . .

Correctly identify the origin of this fine and dramatic opening statement to a best-selling text-book and win your very own symbolic artefact.... We were UTTERLY INUNDATED with correct entries for this little beauty – winners will be notified by telepathic carrier pigeon once a fair and equitable decision has been made as to who we fancy winning the most. The correct answer was of course, the latest edition of Laurie Mullins' bestselling classic *'Management and Organizational Behaviour'* now its 17th edition and in three volumes ☺ - we love ya' Laurie!

"The concepts and ideas presented in this book provide a basis for the critical appraisal of contrasting perspectives on the structure, operation and management of organisations, and interactions among people who work in them."

So, to this issue's puzzler. Where in the wonderful world of wisdom have you read these lines before?

"This book is about the theory of formal organizations."

Correct answers will be drawn from the metaphorical hat on September 1st 2005 and winners published in the November edition of *Notework*.

Hope you've enjoyed this edition of Notework. Given the short time frame we've had to put this baby to bed (yeah, right!!) rest you can be assured this issue continues to be the flavour of things to come!

Send us your comments, articles, news and views (not forgetting your competition entries!) at
Notework HQ (a decentralised hive of editorial effervescence . . .)

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