



NEW

Brown Bag Seminar Series

ISSUES IN CRITICAL MANAGEMENT STUDIES 2014

Centre for Public Sector Management

Convenors: Professor Anis Karodia : Professor Malcolm Wallis : Mr. Osman Seedat : Dr. Joseph David
Professor Marvin Kambuwa : Professor Dhiru V Soni

INTRODUCTION

The weekly Brown Bag seminar series is becoming a tradition at Regent Business School. These weekly sessions are informal and collegial and the expectation is for interactive engagement among the audience and speaker. The seminars are aimed at fostering discussion and creating an open dialogue between the speakers and the attendees. The seminars are a thematic platform for scholars at every career stage.

The seminar series offers academics and researchers a great opportunity to get useful feedback on their current work and unpublished papers or test research ideas. It discourages the presentation of papers that have already been presented at conferences. Speakers are invited to present on works-in-progress or new aspects of ongoing research. There is no obligation to circulate the paper in advance. Presentation times are between 15 and 20 minutes, allowing plenty of time for discussion. Anyone is welcome to attend these seminars. Timing is flexible, but weekly. Most often these sessions will happen on Friday afternoon between 14h00 and 16h00. A list of future brown-bag talks will be posted on our website.

For this semester, the Centre for *Public Centre Management* at Regent Business School will host a Thematic Seminar Series entitled “Issues in Critical Management Studies” and our primary focus will reflect on the critical issues in the theory and practice of Management and will encourage participants to pursue this as a research agenda across a broad range of intellectual inquiry.

We propose to examine the problems and challenges of the theory and practice of Management in different forms, throughout different periods, and at different scales. Towards this end, we will suggest a series of topics which we believe touches at the heart of the problematic.

MAJOR OBJECTIVES

The major objectives of the Brown Bag Seminar Series are as follows:

- Define and interrogate an understanding of the concept of “Critical Management Studies”;
- Provide a critical understanding of the concept of a “Management”, its history and transformation and how it impacts on the day-to-day lives of society at large;
- Outline and clearly exemplify the problems and challenges of “managing” the public, private and non-governmental sectors;
- Identity critical differences between “management” and “leadership”;
- Share experiences and knowledge on innovative initiatives in management studies;
- Stimulate innovative thinking and actions in management and governance.
- Build a framework and a network of collaboration for the improvement of innovation in management, leadership and governance.

CONTEXTUALISING CRITICAL MANAGEMENT STUDIES

Critical management studies (CMS) offers a range of alternatives to mainstream management theory with a view to radically transforming management practice. The common core is deep scepticism regarding the moral defensibility and the social and ecological sustainability of the prevailing forms of management and organisation. CMS's motivating concern is neither the personal failures of individual managers nor the poor management of specific organizations, but the social injustice and environmental destructiveness of the broader social and economic systems that these managers and organizations serve and reproduce.

To begin, it might be useful to illustrate what we mean by critical. We take teamwork as an example. In a large body of mainstream research, teamwork is presented as a means by which managers can more effectively mobilise employees to improve business performance. By reorganising work so as better to accommodate task interdependencies, and by leaving team members a margin of autonomy in deciding how to handle these interdependencies, teamwork is often presented as a "win-win" policy, making work, simultaneously more satisfying for employees and more effective for the business. Issues such as workforce diversity are studied as factors that can facilitate or impede effective teamwork, and if they impede it, research addresses how the problem can be mitigated.

In CMS research, both the practice of teamwork and the mainstream theories that inform it are seen as more problematic. For example, much mainstream research either ignores, or views as pathological, the solidarity of teams in pursuing their own agendas and priorities—perhaps in resisting autocratic foremen, making work more meaningful, or simply having more fun at work. Critical research has shown how teamwork, when indeed management channels it toward business goals, can result in the oppressive internalisation of business values and goals by team members, who then begin exploiting themselves and disciplining team peers in the name of business performance and being "responsible" team players. The resulting conformism suppresses democratic dialogue about the appropriateness of the underlying values and goals. Critical studies show how teamwork routinely reinforces established class and authority hierarchies as well as oppressive gender and ethnic relations. Critical research has also sought to understand the various mechanisms that make teamwork attractive for many employees notwithstanding its negative effects.

Critical research also shows how discourses that are used to legitimate and enforce teamwork close off social divisions and promotes a vision of the firm as a functionally unified entity or as one big happy family. Critical research does not see the problems of teamwork as intrinsic; rather, it diagnoses the shortcomings of teamwork in practice in terms of its embeddedness in broader patterns of relations of domination, relations that operate to narrow and compromise laudable aims of increasing discretion and participation. While issues of work organisation such as teamwork form an important part of the body of CMS scholarship, CMS today addresses a wide variety of management issues in a broad range of fields including management, leadership, entrepreneurship, ethics, industrial relations, strategy, accounting, information systems research, international business, marketing, and so forth. Across these fields, the CMS use of the term critical signifies more than an endorsement of the standard norms of scientific scepticism or the general value of "critical thinking." It also signifies more than a focus on issues that are pivotal rather than marginal. Critical here signifies radical critique. By radical is signalled attentiveness to the socially divisive and ecologically destructive broader patterns and structures that condition local action and conventional wisdom.

By critique, we mean that beyond criticism of specific, problematic beliefs and practices (e.g., about teamwork), CMS aims to show how such beliefs and practices are nurtured by, and serve to sustain, divisive and destructive patterns and structures; and also how their reproduction is contingent and changeable, neither necessary nor unavoidable. In developing its critical agenda, CMS has been influenced by contemporary developments beyond business and management studies.

A succession of major natural and social crises has brought into sharp focus issues that previously may have seemed more peripheral, issues such as business ethics, environmentalism, and neo-imperialism. These broader developments have direct relevance for the everyday conduct of management and the everyday experience of work; yet they rarely take centre stage in mainstream scholarship and teaching. CMS appeals to faculty, students, practitioners, activists, and policy makers who are frustrated by these conservative limits. CMS has consistently raised the concerns about the demoralized state of management research. Academic research related to the conduct of business and management has had some very significant and negative influences on the practice of management...by propagating ideologically inspired amoral theories, business schools have actively freed their students from any sense of moral responsibility. CMS accentuates such sentiments by pointing to how prevailing structures of domination produce a systemic corrosion of moral responsibility when any concern for people or for the environment requires justification in terms of its contribution to profitable growth.

In view of the above, this Brown Bag Seminar Series, titled “Issues in Critical Management Studies” aims in the first instance to provide a critical overview of a growing movement in management studies. More specifically, the seminar will interrogate issues such as:

- Business and Ethics
- Redefining Entrepreneurship
- Interrogating Proposals for Doctoral Studies X 3
- Islamic Banking
- Social Entrepreneurship and Social Innovation
- Management and Leadership: Mutually Inclusive Bedfellows
- Interrogating Proposals for Doctoral Studies X 2
- Leadership Reconceptualised: Back to the Future
- The MBA: Need for a Radical Makeover
- Commodification of Nature
- Change Management
- Sustainability
- Nuancing the Narrative of Africa Rising
- Confronting the Janus-Faced Approach to Sustainability in Business Education
- Private Sector Involvement In Poverty Reduction
- Investments & Land Grabs
- Leadership- Women and the Glass Ceiling
- Business Education Pedagogy: Technological Innovations
- Food Security



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Brown Bag

ISSUES IN CRITICAL MANAGEMENT STUDIES Seminar Series

Centre for Public Sector Management

The Brown Bag Seminar Series is Open to the Staff, Students and Members of the Public. Seats though are limited. If you are interested in attending, please make your reservations in advance.

Please contact:

Fikile (Durban) : alumni@regent.ac.za or **Vikesh** (Johannesburg): mbajhb@regent.ac.za

Further details regarding the Seminar Sessions will be posted on our Website

http://regent.ac.za/?page_id=3308

Friday 1st
August 2014
14h00 – 16h00

Topic: Business & Ethics



Panelist: Professor Mark Hay

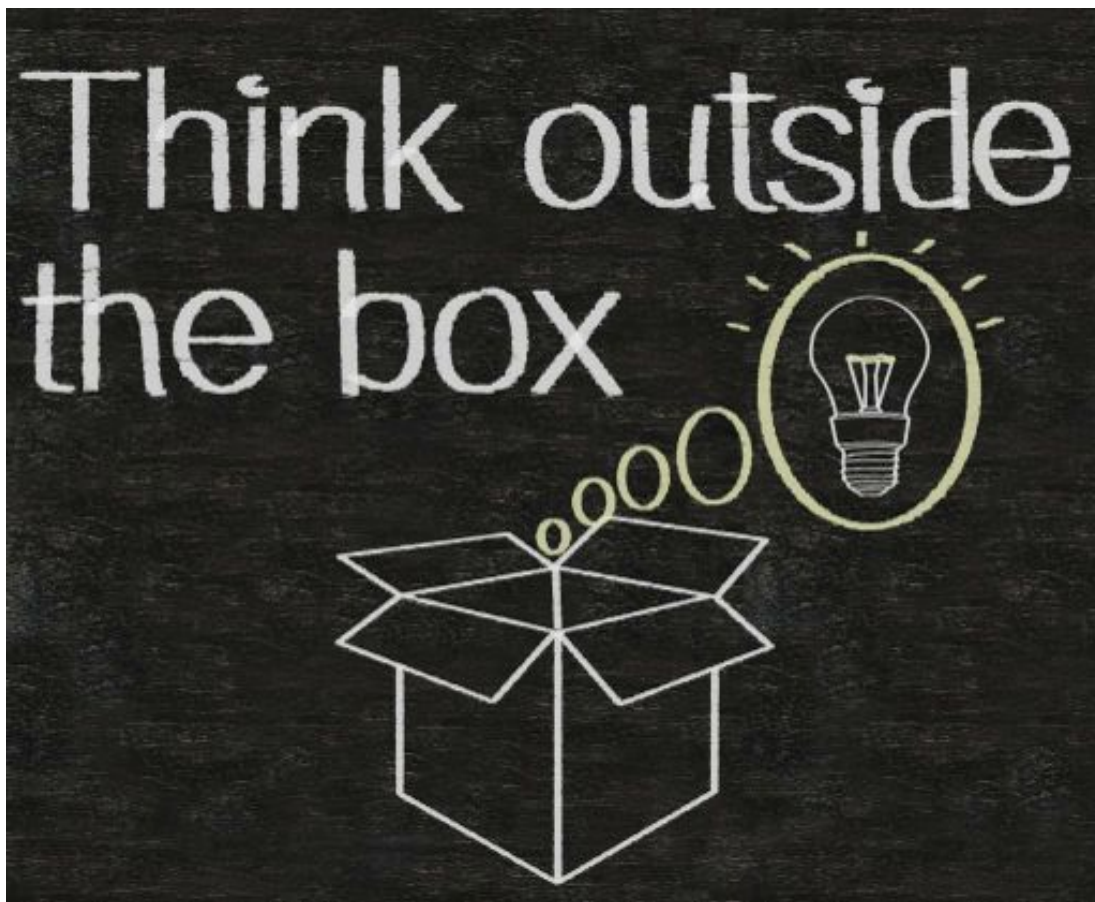
Moderator: Professor Anis Karodia

Regent Business School: **8th Floor Seminar Room**

**Friday 8th
August 2014**

14h00 – 16h00

Topic: Redefining Entrepreneurship



Panel: Mr. Osman Seedat & Mr. Avinash Singh

Moderator: Professor Malcolm Wallis

Regent Business School: **8th Floor Seminar Room**

Friday 15th
August 2014

14h00 – 16h00

Topic: Interrogating Proposals for Doctoral Studies



Panel: Mr. Ahmed Shaikh : Mr. Ridwaan Asvat : Mr. Richard Cowden

Moderator: Professor Dhiru Soni

Regent Business School: **8th Floor Seminar Room**

Friday 22nd
August 2014

09h00 – 11h00

Topic: Islamic Banking



Panel: Professor Mosheen Ebrahim and Adv Mahomed Vahed

Moderator:

Mr. Osman Seedat

Regent Business School: 8th Floor Seminar Room

**Friday 29th
August 2014**

14h00 – 16h00

Topic: Social Entrepreneurship & Social Innovation



Panel: Mr. Nadeem Cassim : Mr. Stanton Thomas : Xolelwa Liganiso

Moderator: Professor Marvin Kambuwa

Regent Business School: 8th Floor Seminar Room

**Friday 5th
September
2014**

14h00 – 16h00

**Topic: Management & Leadership:
Mutually Inclusive Bedfellows**



Panel: Dr. Clever Chisoro and Ms Fathima Mahomed

Moderator: Dr. Joseph David

Regent Business School: **8th Floor Seminar Room**

**Friday 12th
September
2014**

14h00 – 16h00

**Topic: Leadership Reconceptualised
– *Back to the Future***



Panel: Mr. Olivier Niyitegeka and Tauri Sihambe

Moderator: Professor Anis Karodia

Regent Business School: **8th Floor Seminar Room**

**Friday 19th
September
2014**

09h00 – 11h00

Topic: Work Life Balance



Panelist: Ms. Maxine Grimmet

Moderator: Dr. Kogie Archary

Regent Business School: **8th Floor Seminar Room**

Friday 26th
September
2014
14h00 – 16h00

Topic: Commodification of Nature



Panelist: Professor Sarah Bracking

Moderator: Professor Dhiru Soni

Regent Business School: **8th Floor Seminar Room**

**Friday 3rd
October 2014
09h00 – 11h00**

Topic: Change Management



Panelist: To Be Announced

Moderator: Mr. Ahmed Shaikh

Regent Business School: 8th Floor Seminar Room

**Friday 10th
October 2014**

14h00 – 16h00

Topic: Sustainability



Panel: Mr. Sayed Rehman and Ms Alishka Rabinarain

Moderator: Professor Malcolm Wallis

Regent Business School: 8th Floor Seminar Room

Friday 17th
October 2014

09h00 – 11h00

**Topic: Nuancing the Narrative of
Africa Rising**

**AFRICA
RISING**

Panel: Mr. Ahmed Shaikh

Moderator: Professor Mark Hay

Regent Business School: **8th Floor Seminar Room**

**Friday 24th
October 2014
14h00 – 16h00**

**Topic: Confronting the Janus-Faced Approach
to Sustainability in Business Education**



Panel: Mrs. Tarisma Mahesan and Mrs. Tasnim Kazi

Moderator: Professor Marvin Kambuwa

Regent Business School: **8th Floor Seminar Room**

Friday 31st
October 2014

09h00 – 11h00

Topic: Private Sector Involvement in Poverty Reduction



Panel: To be Announced

Moderator: Professor Anis Karodia

Regent Business School: **8th Floor Seminar Room**

**Friday 7th
November
2014**

14h00 – 16h00

Topic: Investments and Land Grabs



Panel: To be Announced

Moderator: Mr. Osman Seedat

Regent Business School: 8th Floor Seminar Room

**Friday 14th
November
2014
09h00 – 11h00**

Topic: Leadership – Women and the Glass Ceiling



Panel: Dr.Kogie Archary and Dr. Roshini Bob

Moderator: Ms. Maxine Grimmit

Regent Business School: 8th Floor Seminar Room

**Friday 21st
November
2014**

14h00 – 16h00

Topic: Business Education Pedagogy- Technological Innovations



Panel: Mrs. Farhana Hussein : Mr. Avishkar Maharaj : Mr. Ravi Khetwari

Moderator: Mr. Bhan Bisnath

Regent Business School: **8th Floor Seminar Room**

**Friday 28th
November
2014
09h00 – 11h00**

Topic: Food Security



Panel: To be Announced

Moderator: Professor Dhiru Soni

Regent Business School: 8th Floor Seminar Room