TELFER

BUSINESS FOR A BETTER CANADA

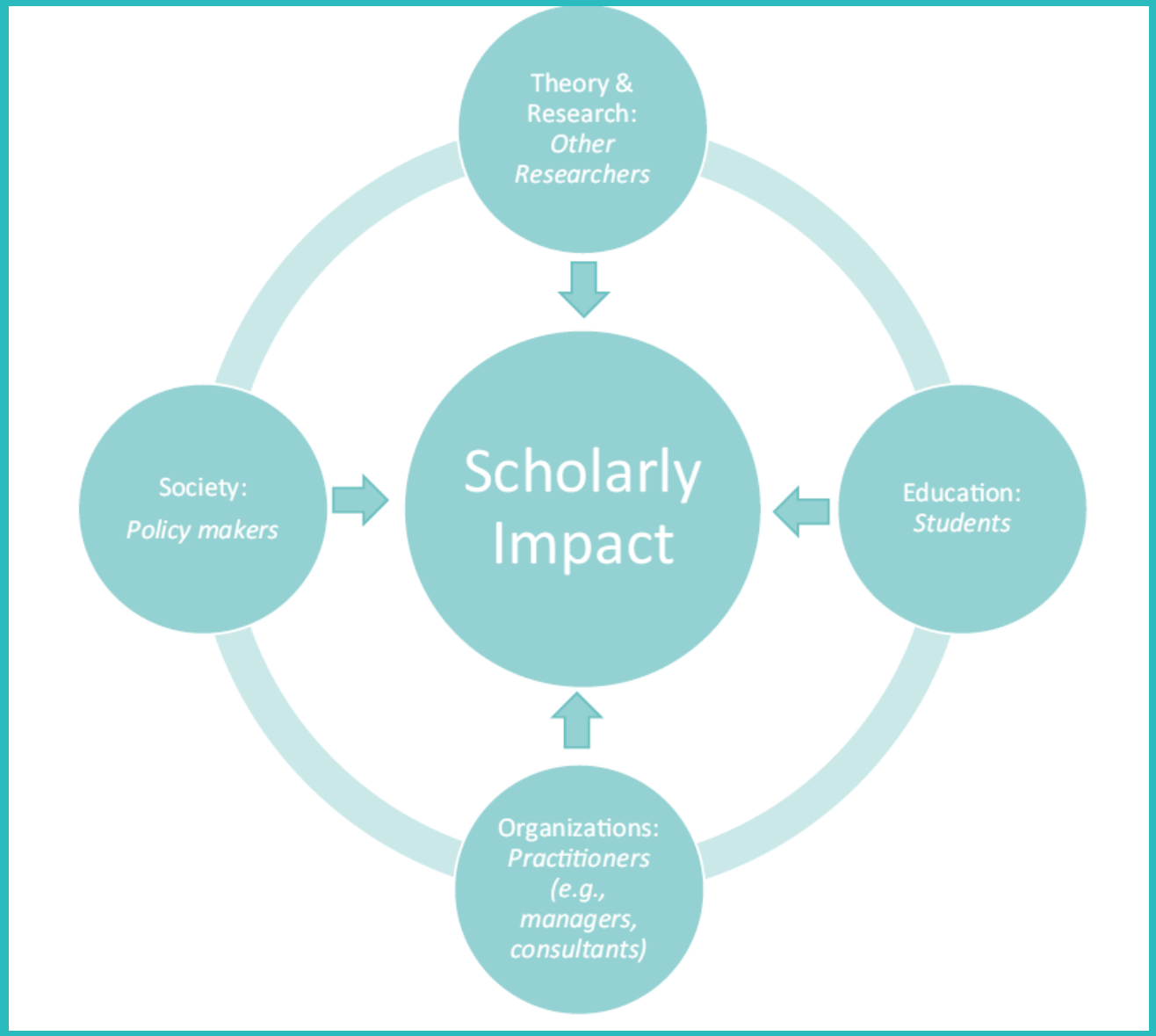
ÉCOLE DE GESTION TELFER SCHOOL OF MANAGEMENT

Impact through Scholar–Activism

The New Frontier of Value-Creating Research

Charlotte M. Karam, PhD

Impact



(Aguinis, Yu, & Tosun. 2021)

ENHANCING SCHOLARLY IMPACT

1. Align scholarly impact goals with actions and resource allocation decisions.
2. Ensure that performance management and reward systems are consistent with impact goals
3. Be strategic in selecting a journal list.
4. Develop a strong doctoral program (with practice components).
5. Promote practical knowledge and applications

VALUE FOR WHOM?

- Who do the researchers claim the findings benefit?
- What are the actual benefits and for whom?
- What, if any, inequities or injustices are augmented or challenged?

Impact you strive for in your research is about:

- changing systems that exclude, oppress, exploit
- bringing about political or social change
- working to redress the big problems of the world, of our communities

Scholar-Activist

Scholar-Activist

"...in active participation in practical life, as constructor [and] organizer, a permanent persuader, and not just simple orator. "

- Gramsci (1971)

Scholar-Activist

”talk-plus-walk”

- *Tilley and Taylor (2014)*

- The transformation of social relations
- The quest for justice through reducing inequality by advancing the diverse interests of individuals and communities
- The striving for equity through structural change in the context of global capitalism

My Journey to Feminist Research

From Positivism to Whatever Empowers Change

01 New PhD | Publish of Perish

02 Unpacking my own struggle in the Academy

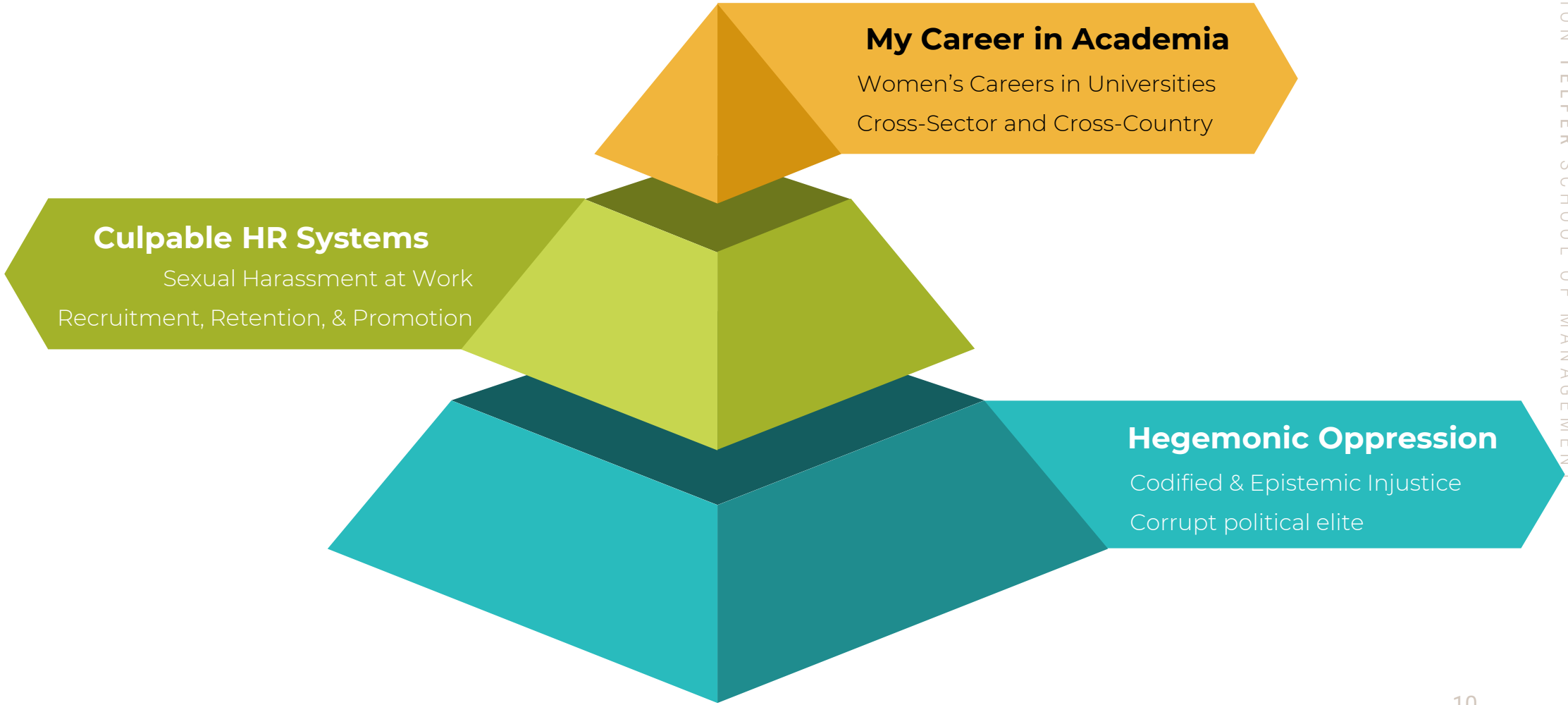
03 Broaden to include alternative epistemologies

04 Scholar-activist & Activist-Scholar

Possibilities for evidence-based, local, participatory change

Scholar-Activist & Activist-Scholar

Possibilities for evidence-based, local, participatory change



ÉCOLE DE GESTION TELFER SCHOOL OF MANAGEMENT

My Career in Academia

Women's Careers in Universities

Cross-Sector and Cross-Country

The International Journal of Human Resource Management, 2013
http://dx.doi.org/10.1080/09585192.2013.792857

Routledge

Localizing women's experiences in academia: multilevel factors at play in the Arab Middle East and North Africa

Charlotte M. Karam* and Fida Afiouni

Olayan School of Business, American University of Beirut, Beirut, Lebanon

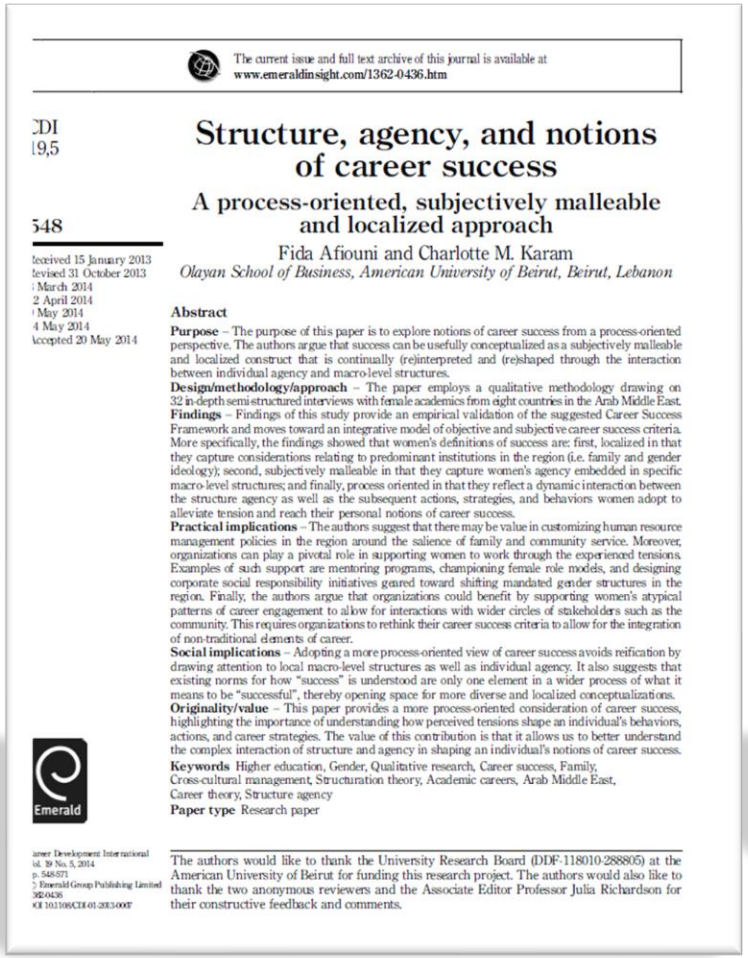
This article explores the localized experiences of women at work in higher education in the under-researched context of the Arab Middle East and North Africa. Our main research questions are: *What is the current status of academic women between and across the countries of this region? How can human resources play a developmental role for women at work in academic institutions, as well as for the region in general?* We adopt a two-part research method in this study. First, through a critical review of the literature, we develop a regionally relevant macrolevel hypothetical model to localize a gender perspective on women at work. Second, we engage in a focused empirical examination of publicly available university data to document the: (1) representation of women across ranks; and (2) specific content of pertinent human resource policies. On the basis of these data, we propose a more complete multilevel hypothetical model upon which we put forward a critical discussion and directions for future research on gender, human resource management and regional development more broadly.

Keywords: academia; Arab Middle East and North Africa; development; gender; human resources; Islamic family-friendly policies; universities

Introduction

The current status of academic women has been a topic of interest for researchers for over four decades. Early studies documenting the experiences of these women were undertaken by Lewin and Duchan (1971), Widom and Burke (1978) and Brown and Smith (1989). Since then, many authors have explored the status of women in academia, namely, in the UK and other western countries (Bailyn 2003; Benschop and Brouns 2003; Probert 2005; Moss and Pryke 2007; Knights and Kerfoot 2008; Roos and Gatta 2009; Byers and Crocker 2012). Although no recent comprehensive review could be found, a number of books on this subject in the last decade are available (DiGeorgio-Lutz 2002; Li and Beckett 2006; Stewart, Malley and LaVaque-Manty 2007; Berger and Guidroz 2010). These efforts have centered mainly within the western academic context. While the frustrations, challenges and success of women in many western universities (e.g. USA, Canada, UK) are being charted on an ongoing basis, similar data about the current status of academic women in the developing world are less available in published academic literature. There are some exceptions in the last 15 years including studies focused on the nations of the commonwealth and sub-Saharan Africa (e.g. Naidoo 1998; Musisi 2003; Cloete, Pillay, Badat and Moja 2004; Moultrie and de la Rey 2004; Kwesiga and Ssendiwala 2006; Morley et al. 2006; Morley 2007), but little is known about the status of academic women in other parts of the developing world.

*Corresponding author. Email: ck16@aub.edu.lb



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Structure, agency, and notions of career success

A process-oriented, subjectively malleable and localized approach

Fida Afiouni and Charlotte M. Karam
Olayan School of Business, American University of Beirut, Beirut, Lebanon

Abstract

Purpose – The purpose of this paper is to explore notions of career success from a process-oriented perspective. The authors argue that success can be usefully conceptualized as a subjectively malleable and localized construct that is continually (re)interpreted and (re)shaped through the interaction between individual agency and macro-level structures.

Design/methodology/approach – The paper employs a qualitative methodology drawing on 32 in-depth semi-structured interviews with female academics from eight countries in the Arab Middle East.

Findings – Findings of this study provide an empirical validation of the suggested Career Success Framework and moves toward an integrative model of objective and subjective career success criteria. More specifically, the findings showed that women's definitions of success are: first, localized in that they capture considerations relating to predominant institutions in the region (i.e. family and gender ideology); second, subjectively malleable in that they capture women's agency embedded in specific macro-level structures; and finally, process oriented in that they reflect a dynamic interaction between the structure agency as well as the subsequent actions, strategies, and behaviors women adopt to alleviate tension and reach their personal notions of career success.

Practical implications – The authors suggest that there may be value in customizing human resource management policies in the region around the salience of family and community service. Moreover, organizations can play a pivotal role in supporting women to work through the experienced tensions. Examples of such support are mentoring programs, championing female role models, and designing corporate social responsibility initiatives geared toward shifting mandated gender structures in the region. Finally, the authors argue that organizations could benefit by supporting women's atypical patterns of career engagement to allow for interactions with wider circles of stakeholders such as the community. This requires organizations to rethink their career success criteria to allow for the integration of non-traditional elements of career.

Social implications – Adopting a more process-oriented view of career success avoids reification by drawing attention to local macro-level structures as well as individual agency. It also suggests that existing norms for how "success" is understood are only one element in a wider process of what it means to be "successful", thereby opening space for more diverse and localized conceptualizations.

Originality/value – This paper provides a more process-oriented consideration of career success, highlighting the importance of understanding how perceived tensions shape an individual's behaviors, actions, and career strategies. The value of this contribution is that it allows us to better understand the complex interaction of structure and agency in shaping an individual's notions of career success.

Keywords Higher education, Gender, Qualitative research, Career success, Family, Cross-cultural management, Structuration theory, Academic careers, Arab Middle East, Career theory, Structure agency

Paper type Research paper

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areer Development International
ol. 19 No. 5, 2014
p. 548-571
) Emerald Group Publishing Limited
362-0436
OI 10.1108/CDI-01-2013-0007

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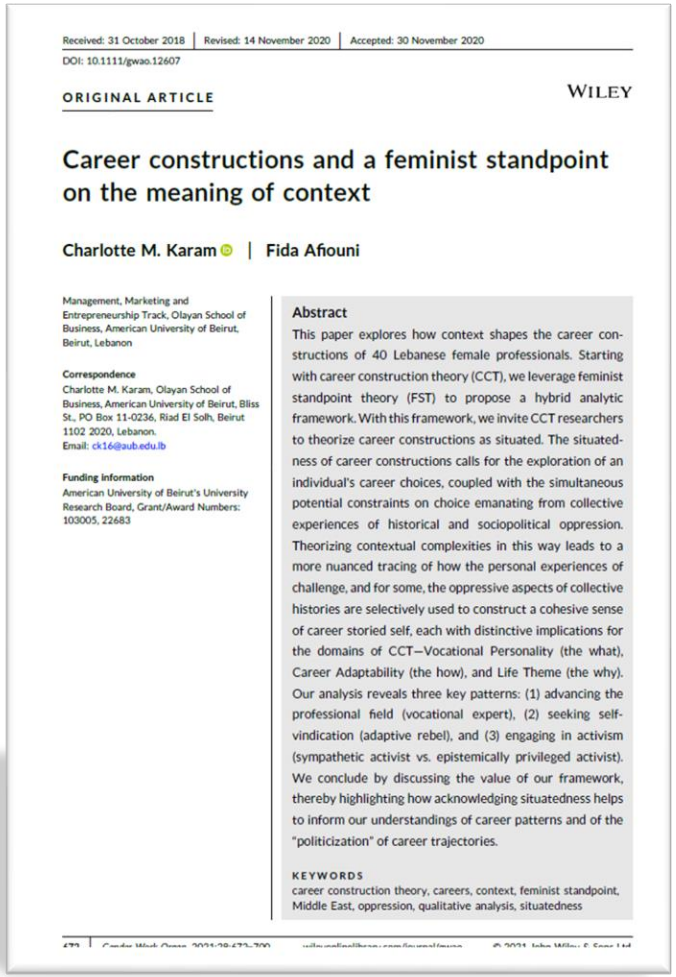

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ORIGINAL ARTICLE

WILEY

Career constructions and a feminist standpoint on the meaning of context

Charlotte M. Karam | Fida Afiouni

Management, Marketing and Entrepreneurship Track, Olayan School of Business, American University of Beirut, Beirut, Lebanon

Correspondence
Charlotte M. Karam, Olayan School of Business, American University of Beirut, Bliss St., PO Box 11-0236, Riad El Solh, Beirut 1102 2020, Lebanon.
Email: ck16@aub.edu.lb

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Abstract

This paper explores how context shapes the career constructions of 40 Lebanese female professionals. Starting with career construction theory (CCT), we leverage feminist standpoint theory (FST) to propose a hybrid analytic framework. With this framework, we invite CCT researchers to theorize career constructions as situated. The situatedness of career constructions calls for the exploration of an individual's career choices, coupled with the simultaneous potential constraints on choice emanating from collective experiences of historical and sociopolitical oppression. Theorizing contextual complexities in this way leads to a more nuanced tracing of how the personal experiences of challenge, and for some, the oppressive aspects of collective histories are selectively used to construct a cohesive sense of career storied self, each with distinctive implications for the domains of CCT—Vocational Personality (the what), Career Adaptability (the how), and Life Theme (the why). Our analysis reveals three key patterns: (1) advancing the professional field (vocational expert), (2) seeking self-vindication (adaptive rebel), and (3) engaging in activism (sympathetic activist vs. epistemically privileged activist). We conclude by discussing the value of our framework, thereby highlighting how acknowledging situatedness helps to inform our understandings of career patterns and of the "politicization" of career trajectories.

KEYWORDS
career construction theory, careers, context, feminist standpoint, Middle East, oppression, qualitative analysis, situatedness

Hegemonic Oppression

Codified & Epistemic Injustice

Corrupt political elite

Journal of Business Ethics (2023) 187:645–655
https://doi.org/10.1007/s10551-023-05462-5

ORIGINAL PAPER

Intimate Partner Violence and Business: Exploring
of Ethical Enquiry

Charlotte M. Karam[1,2] · Michelle Greenwood[3] · Laura Kauzlarich[4] · Anne

Received: 23 January 2023 / Accepted: 24 May 2023 / Published online: 26 June 2023
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Abstract
In this article, we conceptualize the under investigated and under theorized re
(IPV) and business responsibility. As an urgent social issue, IPV—understoo
intimate partner relationship, mainly perpetrated by men and involving a patte
in many disciplines. A less common yet vital research perspective is to exami
how organizations should engage with IPV. In response to this question, we co
functions in the business responsibility scholarship: the assumed role of the or
responsibility to the broader socio-political-economic environment); and the sc
izing ethics (justice/fairness; ethics of care). Thus, we explicate four approach
serve the purposes of mapping three selected contributions, identifying limi
future research opportunities.

Keywords Intimate partner violence · IPV · Domestic violence · Business resp

Introductio

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work (people, experiences, processes, outcomes), and

Editors at the Journal of Business Ethics are blinded from decisions on manuscripts on which they are listed as authors. Such manuscripts are handled by an independent editor at the journal and subject to peer review processes.

Michelle Greenwood
michelle.greenwood@monash.edu

Charlotte M. Karam
Charlotte.Karam@uottawa.ca

Laura Kauzlarich
lkauzlarich@nwmissouri.edu

Anne O'Leary Kelly
AOLeary-Kelly@walton.uark.edu

Tracy Wilcox
t.wilcox@unsw.edu.au

[1] University of Ottawa, Ottawa, Canada
[2] American University of Beirut, Beirut, Lebanon
[3] Monash University, Melbourne, Australia
[4] Northwest Missouri State University, Maryville, USA
[5] University of Arkansas, Fayetteville, USA
[6] University of New South Wales, Sydney, Australia

various kinds, localized violence, persecution, and poverty—have long been

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focus on ways to better understand the role of organizations,
al and institutional change in response to disruption, division, and
ue provide important insights into the hardships and heartache
displacement; in addition, they provide glimpses into potential
e, we develop a framework building on extant literature that
understanding the consequences of eroding, or inadequate,
w when the status quo is destroyed, and what such novel and
analysis. We offer a temporal view of responses to disruption,
the papers in this Special Issue to identify and explain potential
oints in time. To conclude, we provide a short summary of each

Trish Reay, University of Alberta, 2-24A Business Bldg., Edmonton, AB T6G 2R6, Canada.
Email: trish.reay@ualberta.ca

Hegemonic Oppression

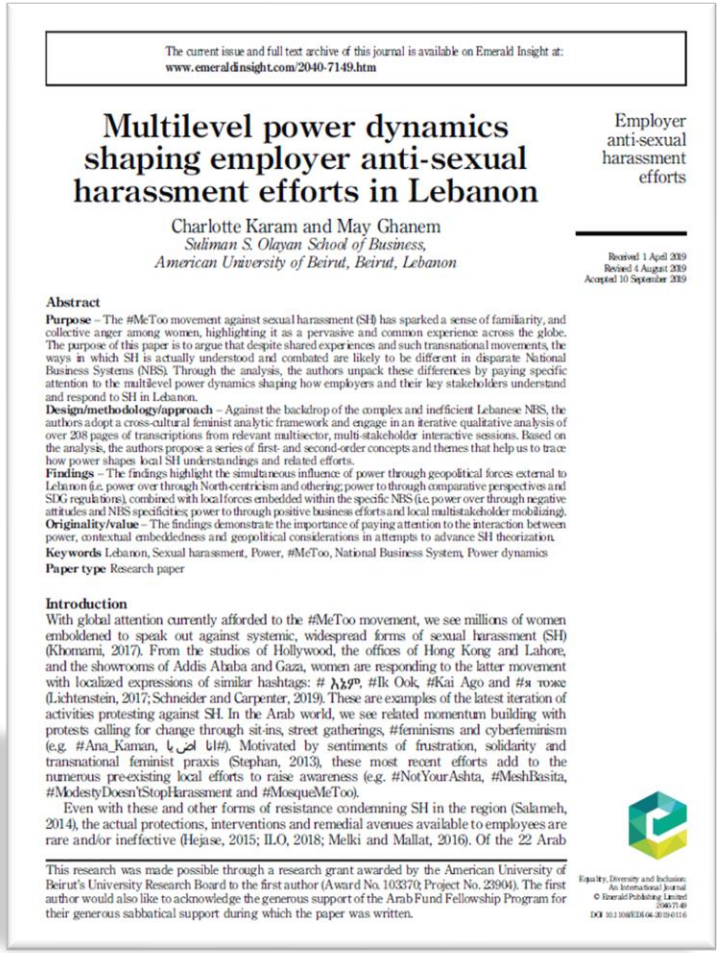
Codified & Epistemic Injustice

Corrupt political elite

Culpable HR Systems

Sexual Harassment at Work

Recruitment, Retention, & Promotion



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Multilevel power dynamics shaping employer anti-sexual harassment efforts in Lebanon

Charlotte Karam and May Ghanem
Suliman S. Olayan School of Business, American University of Beirut, Beirut, Lebanon

Employer anti-sexual harassment efforts

Revised 1 April 2019
Revised 4 August 2019
Accepted 10 September 2019

Abstract

Purpose – The #MeToo movement against sexual harassment (SH) has sparked a sense of familiarity, and collective anger among women, highlighting it as a pervasive and common experience across the globe. The purpose of this paper is to argue that despite shared experiences and such transnational movements, the ways in which SH is actually understood and combated are likely to be different in disparate National Business Systems (NBS). Through the analysis, the authors unpack these differences by paying specific attention to the multilevel power dynamics shaping how employers and their key stakeholders understand and respond to SH in Lebanon.

Design/methodology/approach – Against the backdrop of the complex and inefficient Lebanese NBS, the authors adopt a cross-cultural feminist analytic framework and engage in an iterative qualitative analysis of over 208 pages of transcriptions from relevant multisector, multi-stakeholder interactive sessions. Based on the analysis, the authors propose a series of first- and second-order concepts and themes that help us to trace how power shapes local SH understandings and related efforts.

Findings – The findings highlight the simultaneous influence of power through geopolitical forces external to Lebanon (i.e. power over through North-centricism and othering; power to through comparative perspectives and SDG regulations), combined with local forces embedded within the specific NBS (i.e. power over through negative attitudes and NBS specificities; power to through positive business efforts and local multistakeholder mobilizing).

Originality/value – The findings demonstrate the importance of paying attention to the interaction between power, contextual embeddedness and geopolitical considerations in attempts to advance SH theorization.

Keywords Lebanon, Sexual harassment, Power, #MeToo, National Business System, Power dynamics
Paper type Research paper

Introduction

With global attention currently afforded to the #MeToo movement, we see millions of women emboldened to speak out against systemic, widespread forms of sexual harassment (SH) (Khomami, 2017). From the studios of Hollywood, the offices of Hong Kong and Lahore, and the showrooms of Addis Ababa and Gaza, women are responding to the latter movement with localized expressions of similar hashtags: # አእምሮ, #Ik Ook, #Kai Ago and #ש תוקה (Lichtenstein, 2017; Schneider and Carpenter, 2019). These are examples of the latest iteration of activities protesting against SH. In the Arab world, we see related momentum building with protests calling for change through sit-ins, street gatherings, #feminisms and cyberfeminism (e.g. #Ana_Kaman, #انا_كمان). Motivated by sentiments of frustration, solidarity and transnational feminist praxis (Stephan, 2013), these most recent efforts add to the numerous pre-existing local efforts to raise awareness (e.g. #NotYourAshta, #MeshBasita, #ModestyDoesn'tStopHarassment and #MosqueMeToo).

Even with these and other forms of resistance condemning SH in the region (Salameh, 2014), the actual protections, interventions and remedial avenues available to employees are rare and/or ineffective (Hejase, 2015; ILO, 2018; Melki and Mallat, 2016). Of the 22 Arab

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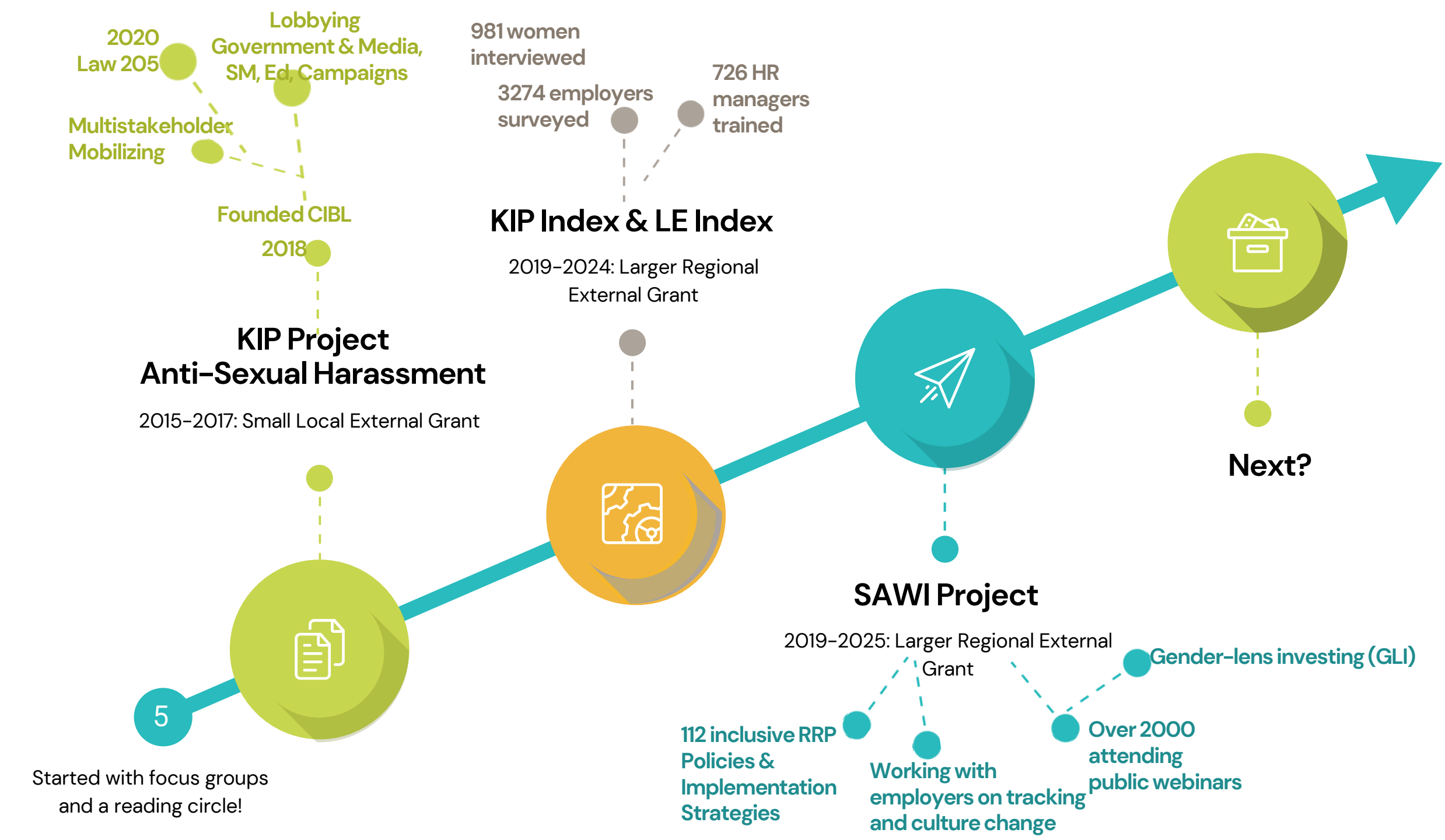
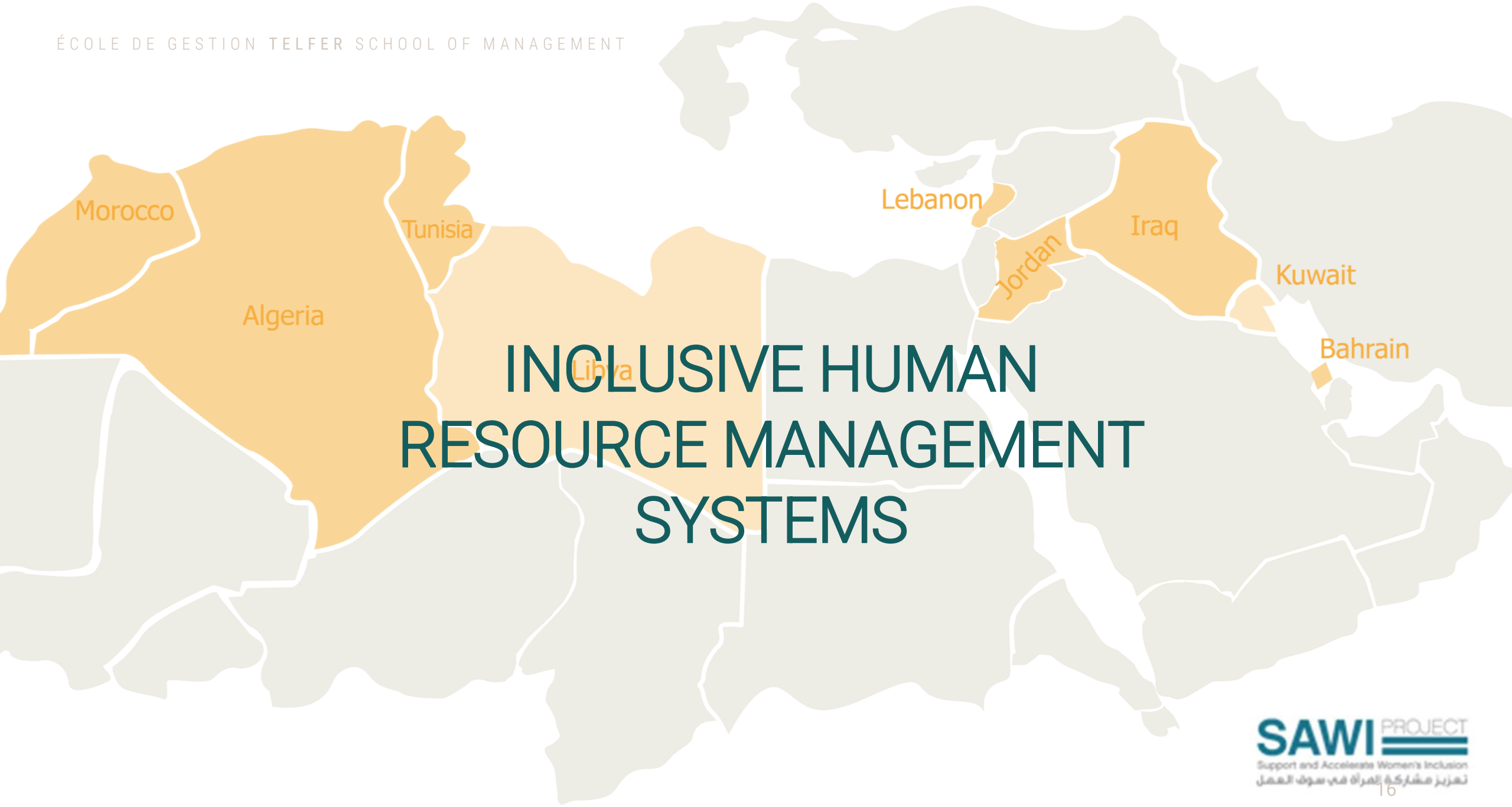
- Aim: Examine how employers and their key stakeholders understand Sexual Harassment and how they engage in anti-SH efforts
- Definition of SH adopted: U*nwanted, unwelcomed behavior of a sexual or sex-based nature that can manifest in different forms (e.g., verbal, physical, psychological) and across different mediums (e.g., cyberspace, in person, through images, etc.)*
- Participants: employers and stakeholders that are embedded within the Lebanese National Business System (NBS).

What are the power dynamics shaping the understanding of SH in Lebanese workplaces?

- There are intricate power dynamics both within and outside Lebanon's national context
- The way SH is understood is intimately embedded in the context in which the event happens and therefore is tied to larger systems in a nation i.e. the political, colonial, financial, cultural, etc…
- Power is highlighted as forces beyond the individual and interpersonal levels of analyses, to bring to light power dynamics intimately intertwined with intranational subsystem intricacies and historical transnational geopolitical forces


2020
Law 205
Lobbying
Government & Media,
SM, Ed, Campaigns
Multistakeholder
Mobilizing
Founded CIBL
2018
981 women
interviewed
3274 employers
surveyed
726 HR
managers
trained
KIP Index & LE Index
2019-2024: Larger Regional
External Grant
KIP Project
Anti-Sexual Harassment
2015-2017: Small Local External Grant
5
Started with focus groups
and a reading circle!
SAWI Project
2019-2025: Larger Regional External
Grant
112 inclusive RRP
Policies &
Implementation
Strategies
Working with
employers on tracking
and culture change
Over 2000
attending
public webinars
Gender-lens investing (GLI)
Next?



INCLUSIVE HUMAN RESOURCE MANAGEMENT SYSTEMS

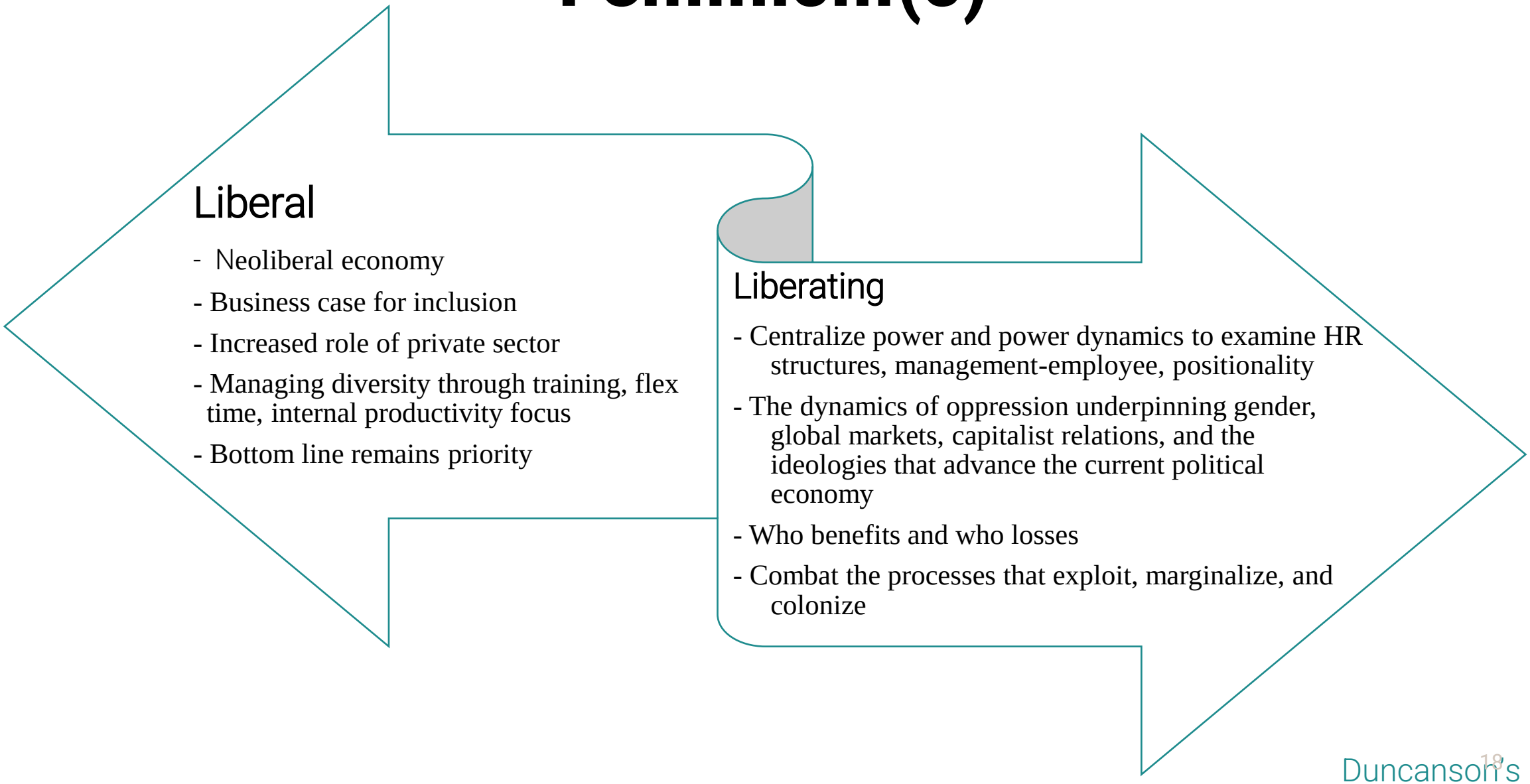
SAWI PROJECT
Support and Accelerate Women's Inclusion
تعزيز مشاركة المرأة في سوق العمل

Feminism(s)

HOW CAN THEY
INFORM YOUR RESEARCH IN MANAGEMENT?

WHAT ARE RELEVANT
APPROACHES IN MANAGEMENT RESEARCH?

Feminism(s)



Duncanson's (2019)

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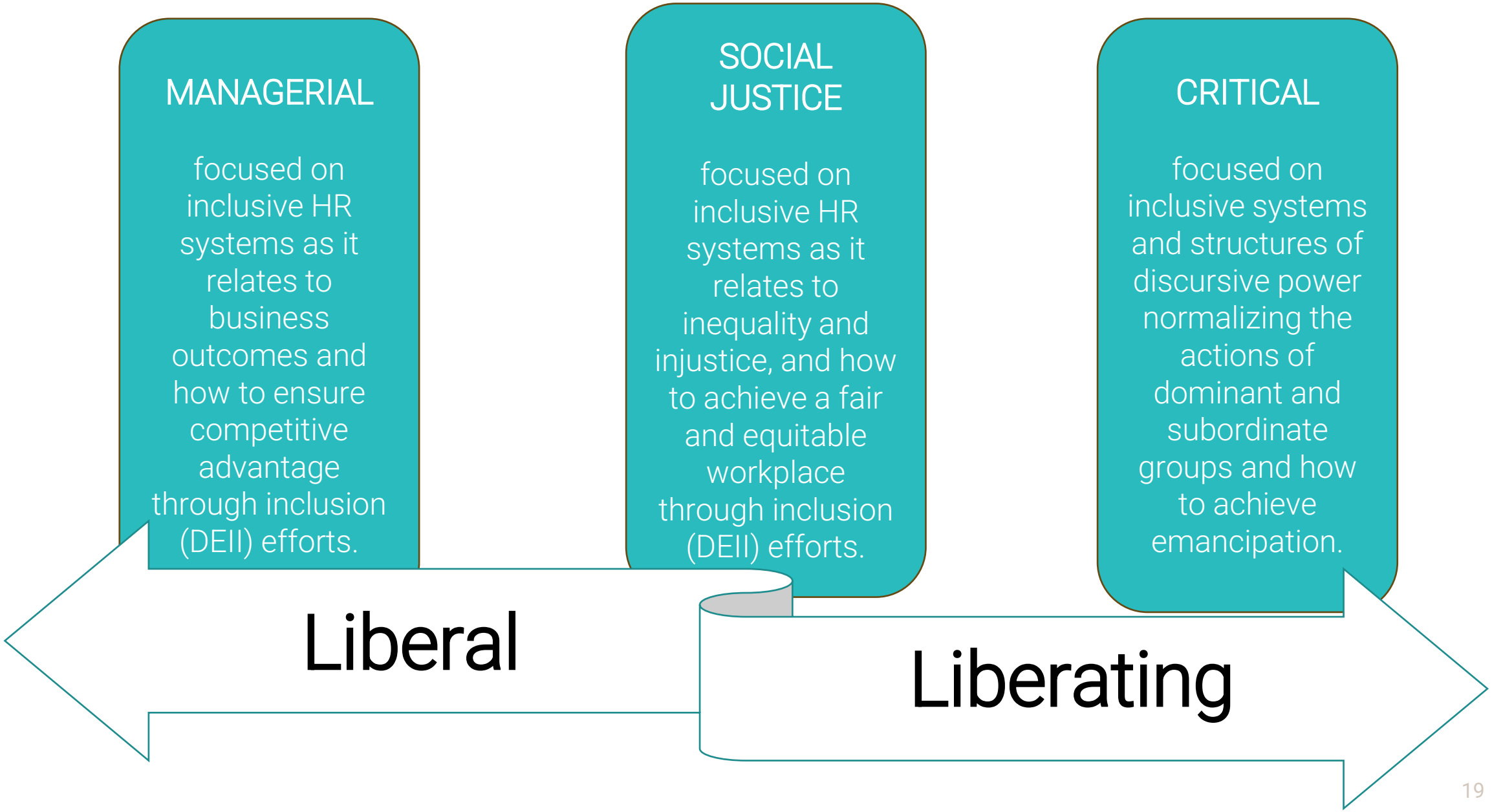
MANAGERIAL
focused on inclusive HR systems as it relates to business outcomes and how to ensure competitive advantage through inclusion (DEII) efforts.
SOCIAL JUSTICE
focused on inclusive HR systems as it relates to inequality and injustice, and how to achieve a fair and equitable workplace through inclusion (DEII) efforts.
CRITICAL
focused on inclusive systems and structures of discursive power normalizing the actions of dominant and subordinate groups and how to achieve emancipation.
Liberal
Liberating

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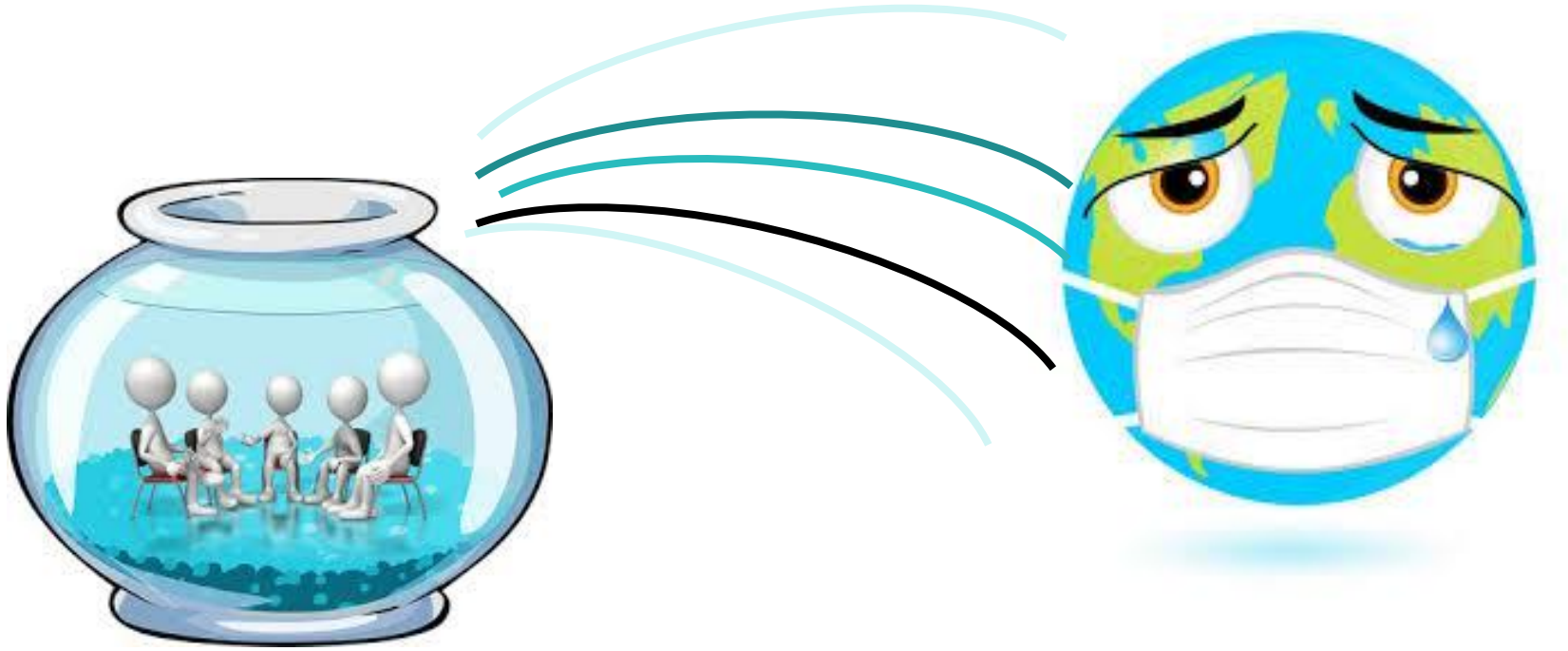
3. Critical Feminist Perspective

Liberating Feminisms



Moving outside of the fishbowl to look at the negative externalities of business, HR practices and neoliberal market system

political economies | market economics | geopolitics | colonization | cultural imperialism | global labor markets

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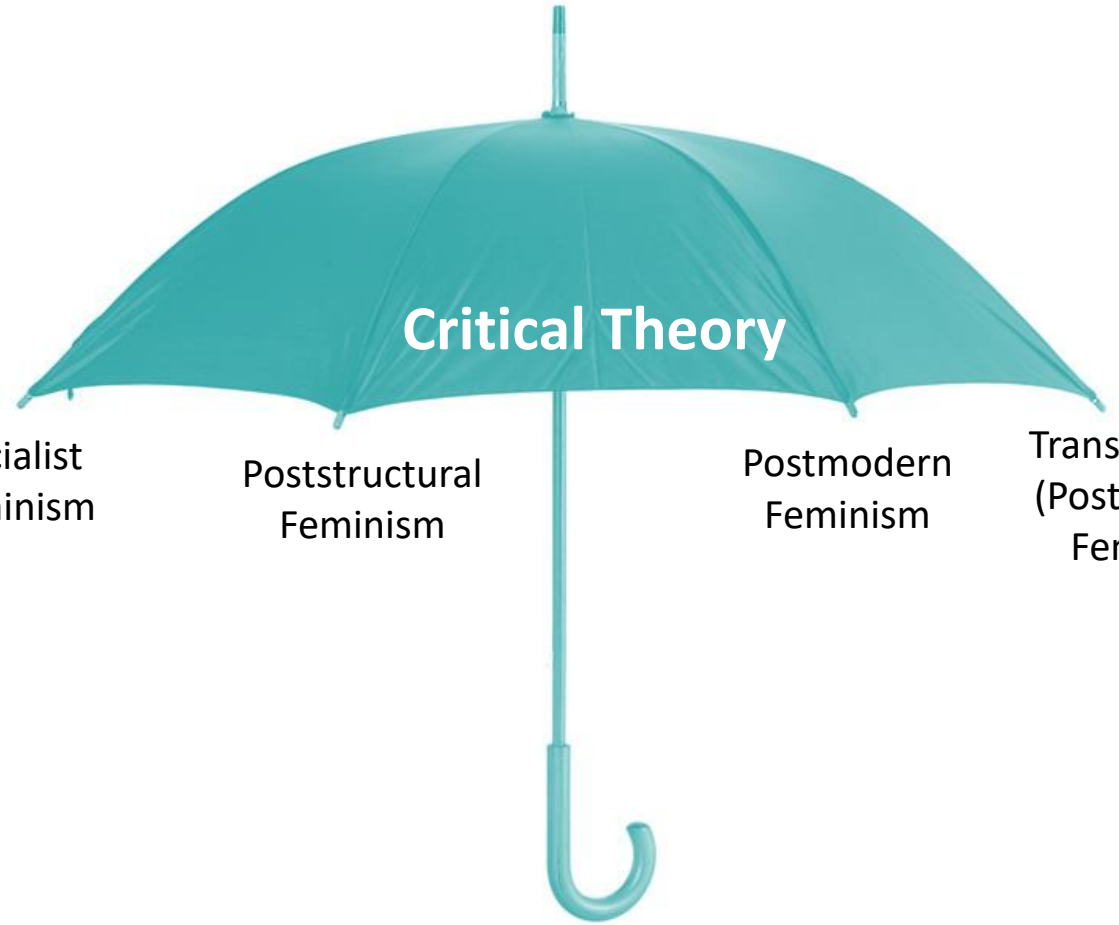
BUSINESS FOR A BETTER CANADA

3. Critical Feminist Perspective

Liberating Feminisms

Different Critical Feminism(s)



Socialist Feminism

Poststructural Feminism

Postmodern Feminism

Transnational/ (Post)Colonial Feminism

…Many, many others

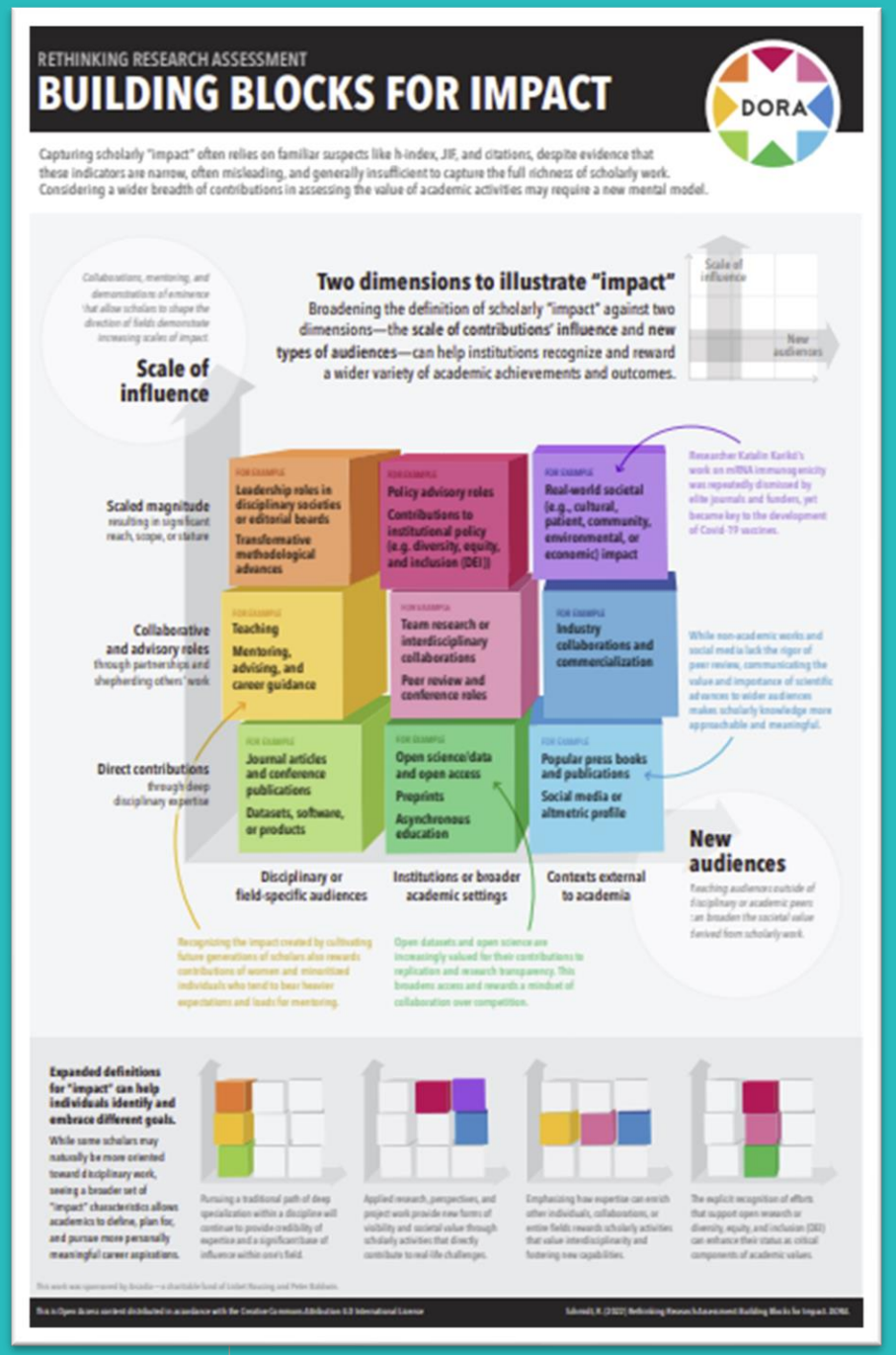
Something's Gotta Change

Something's Gotta Change

Career progression in the academy today is contingent on top tier academic publications as the most sought-after indicator of academic success

While these types of academic outputs are extremely important and necessary, scholars' societal impact that takes shape in forms other than top-tier journal publications has not found its position into academic reward systems.

Something's Gotta Change



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MERCI

Thank you

شكرًا