



# The Career Forum

Jos Akkermans, Editor & Rowena Blokker, Associate Editor

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Dear Careers division members,

It is that time of year again when we are anxious to hear about the results of all of our submitted work for AOM conference. Our executive team leaders have been working extremely hard during the last two months to make sure that all of us will have a fantastic conference again this year in Chicago. As you will see in the contributions below, Bert, Jamie, and Gina have come up with a very promising program that will hopefully offer all Career members an inspiring and valuable conference experience. Of course we hope to see many of you there in Chicago to make sure that the Career division is again well represented and that we can make it an unforgettable conference as a careers community. I, for one, am looking forward to conference a lot!

But wait, there is more in this newsletter! There are some interesting new books and paper that have been published recently, as well as upcoming special issues that might be of interest for many of you. In addition, we would like to thank our sponsors by highlighting them at the end of the newsletter. We hope that this newsletter will offer you some inspiration and valuable input!

With the arrival of Connect@AOM, we have a database of questions, answers, and resources that are available online at any time. The question we have been asking ourselves lately is: do still need a newsletter given that we now have the Connect platform? Personally, I believe a newsletter is still a very valuable element of our communication in the division, as it contains unique contributions and insights from the executive team leaders, and also provides a compilation of highlights from the division in

one comprehensive document. It will be interesting to see where the newsletter goes in the future, and in which way we will be presenting it to our members.

One thing is clear: I will not be the person in charge of that process, as my tenure as the newsletter editor is almost up. Very soon, you will all be able to vote for new executive team members, and the position of newsletter editor will also be up for vote. We have two excellent candidates for the position, and whomever will succeed me in this role, I am very confident that they will manage the newsletter very well. Furthermore, I would like to sincerely thank Rowena Blokker for her support as the associate editor of the newsletter in the past few years. Without her creativity and efforts, the newsletter would not have looked as neat and nice as it does!

Finally, please allow me to say that I have really enjoyed being the newsletter editor in the past few years. I am very passionate about the Careers division, and am happy to have served the division in this role. I am definitely not going anywhere, though, and hope to continue contributing to the division as much as I can in the future. For now, enjoy the newsletter and I look forward to having a chat in Chicago!

All the best,  
Jos



# NEWS FROM THE CAREERS DIVISION

## Letter from our Division Chair

Dear colleagues and friends,

Seven months have passed since the Atlanta meeting, and five months separate us from the Chicago meeting. It is hard to believe that we have already passed the midpoint of the 2017-2018 Division year – how time flies! It is a high time to bring you up to speed on what we have accomplished so far, and on what we are planning to do in the remaining months.

At the moment our number one priority is to design a Careers Division program that is enjoyable and stimulating to our members, and that has something to offer for everyone. With **Jamie Ladge** (Program Chair) holding sway over the scholarly program, and **Gina Dokko** (PDW Chair) in charge of the professional development workshop program, we can rest assured of high-quality and innovative sessions. To illustrate, I am very excited about this year's Plenary Session which features a panel of experts who will discuss the #MeToo movement and its meaning for careers (save the date: Monday, August 13, 3.00-4.30 pm). This is just to give you a glimpse of what Jamie and Gina have in store for you.

Also, lots of things are going on behind the scenes. A few weeks ago, **Lauren Keating** and **Igor Bartolec** launched the first edition of the "Virtual Careers in the Rough" workshop. This virtual workshop targets career researchers who are unable to attend the Annual Conference. Participants receive feedback on their near final-form manuscript from an eminent scholar in the Careers Division during a 1 to 1.5-hour Skype session. A big shout out to **Belle Rose Ragins**, **Tim Hall**, **Sherry Sullivan**, **Michael Arthur**, **Scott Seibert**, **Maria Krammer**, **Daniel Turban**, and **Peter Heslin** who agreed to serve as mentors for the March 2018 session.

As you may have noticed, we are currently in the process of migrating all content from the old website to Connect@AOM. This is a massive undertaking led by our webmaster **Augusto Nishimura** with the help of **Holly Ferraro** and AOM headquarters. We realize that this may cause some inconvenience as some content is temporally unavailable. We are trying hard to get everything up and running before the end of February 2018. Thank you for your patience and understanding!

Clearly, the work we do would not be possible without **your continuing support**. On behalf of the Executive Committee I want to say "THANK YOU" for being a member of the Careers Division, for contributing to the Discussion Forum, for submitting your best work to the Division, for signing up as a reviewer, for serving as an award committee member, mentor, session chair or facilitator, and for sending us your suggestions for improvement. Special thanks to those who decided to join the CAR volunteer team! We are thrilled to have you on board. For everyone else, it is not too late to fill out our [CAR Volunteer Survey](#) or to contact **Evgenia Lysova** ([e.lysova@vu.nl](mailto:e.lysova@vu.nl)) if you want to get more involved in the Division.

Looking forward to the next months leading up to the conference. Proud to be serving.

Bert Schreurs  
Division Chair 2017-2018



# Letter from our Program Chair

Greetings Career Division Members!

I would like to extend a heart-felt THANK YOU to everyone who has contributed to the 2018 Careers Division program as authors, presenters, reviewers, emergency reviewers, award judges, and session chairs, friends and advisors. This program would not be possible without you and your commitment to our scholarly community. The Careers division is grateful to have your support, and I am confident you will both enjoy and benefit from the sessions we will be offering at this year's meeting! This year's AOM theme is "Improving Lives" and I think our program will demonstrate that the Careers Division is well placed to grapple with the intellectual challenges and opportunities such a theme presents.

The **Careers Division Scholarly Program** in Chicago consists of 31 symposia (including sponsored, co-sponsored and triply-sponsored symposia) and 16 paper sessions (64 papers in total) and 6 discussion paper sessions. We received double the submissions from last year making this a highly competitive year. I think you will find that the program reflects the strongest of contributions from members of our field with topics spanning across multiple disciplines, theoretical perspectives and methodologies. I couldn't be prouder of the program we have put together and am looking forward to attending as many sessions as possible!

Symposia and paper sessions cover the vast landscape that makes up careers studies including mentoring and developmental relationships, career adaptability and career success, career mobility and boundaryless careers, cross-cultural and expatriate careers and challenges, gender and diversity, work-family integration, psychological contracts, positive psychology and meaningful work and temporary and non-traditional career patterns. There are also several papers that focus on important methodological considerations in careers research including scale development, measurement and validation of important career-related constructs. As you can see, the Careers research represented this year has depth and relevance, makes use of multiple sources of data, and reflects a range of methodological, theoretical, and perhaps even ideological perspectives. I encourage you to attend as many of the Careers division symposia and paper sessions as possible to learn from this diverse range of perspectives.

I'm also excited to share with you that our plenary session will address a very timely and important challenge facing many individuals and organizations: The #MeToo movement. The session is titled: **What the #MeToo Movement Means for the Future of Careers**. The program will feature highly acclaimed scholars with a broad range of expertise on the subject including: Ann O'Leary Kelly, Alison Konrad, Lilia Cortina, Marla Baskerville-Watkins and Gary Powell. The plenary session will take place on Monday, August 13, from 3 – 4:30 pm!

Following Monday's **Business Meeting** (Monday, Aug. 13, 4:45 – 6:15pm), you are all cordially invited to the **Division Social Event** that will take place on-site immediately after (6:15 – 8:15pm). Food and drinks for this social event were planned by Gina Dokko, Lauren Keating and Emma Parry and the event is a perfect opportunity to meet, reconnect, network or just enjoy the other members of the Careers Division and the Academy. I very much hope to see you at our sessiona and social events!

Jamie Ladge, Division Program Chair  
Northeastern University, USA  
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# Letter from our Division PDW Chair

Greetings Career Division Members! Our 2018 meeting is coming up fast and I'd like to give you a brief overview of the **Careers Division PDW Program**.

First, I would like to thank all of you who submitted a PDW proposal. We had many interesting and diverse proposals this year! In all, **10** PDW career-sponsored proposals and **40** co-sponsored PDW proposals were submitted. Unfortunately, this year we had only fifteen hours of PDW time available since AOM allocates PDW time based largely on the number of division members. The quality of the PDWs was very high, including some popular recurring sessions, and some new, timely topics with leading scholars. Therefore, I needed to make some very difficult choices. My goal was to try to balance sessions about managing our own careers, with those focused on getting published, and with those discussing the latest directions in research. I also tried to include sessions that would appeal to the diverse research and teaching interests of members of our division, and fit with the theme of "Improving Lives." I believe our members will benefit from the great mix of PDW sessions we are offering this year.

First, we continue our commitment to the next generation of scholars with our "Careers Doctoral Consortium." Our doctoral consortium combines traditional panels of prominent established academics with an innovative format of roundtables that allows for small group interaction on a wide range of topics. We also offer support to our many members who have global careers with a workshop on "International Career Transitions," where scholars share their experiences with doing research and crafting a career that crosses international boundaries. To provide practical help and advice on publishing, we have a "Meet the Editors" panel with editors from top journals like *AMR* and *AMJ*, and many others. We are also bringing back the popular "Career in the Rough: A Research Development Workshop," which matches many top names in Careers research with up-and-coming scholars who submit working papers for intensive feedback and advice.

Our research and methods workshops are strong this year, following the theme of "Improving Lives," and on the leading edge in research topics and methods. One of our PDWs, "Plugging the Leaky Stem Pipeline," reports on the state of research about women in STEM fields, and what can be done to address it. "Research in Internal Labor Markets: Challenges and Opportunities" brings together pioneers in the field and up-and-coming scholars to discuss the large transitions in careers within firms, and new opportunities for research.

We are also fortunate to have two workshops focused on state-of-the-art methods. Back by popular demand, we present "Sequence Analysis in Career & HRM Research," which will give participants a hands-on look at how to use these methods to understand patterns in longitudinal data. Finally, we are happy to be the primary sponsor for a PDW on "The Analytics of Careers: Using People Analytics in Careers Research," featuring scholars on the forefront of career and people analytics research, who will discuss the implications of the increasing use of analytics in organizations, as well as new methodological approaches to gathering and analyzing careers data.

Pre-registration is required for several of these PDWs, so please check the program when it is published to register for those PDWs:

<http://aom.org/annualmeeting/registration/pdw/>

I very much hope to see you at our workshops as well as at Saturday's **PDW Social Event at Eataly!**

Gina Dokko  
Careers Division PDW Chair



# NEWS FROM OUR MEMBERS

## Publications

Akkermans, J., Seibert, S., & Mol, S.T. (in press). Tales of the unexpected: Integrating career shocks in the contemporary careers literature. *SA Journal of Industrial Psychology*

Davies, E.M.M., Van der Heijden, B.I.J.M., & Flynn, M. (2017). Job satisfaction, retirement attitude and intended retirement age: A conditional process analysis across workers' level of household income. *Frontiers in Psychology*, 8, 1-13.

De Vos, A. & Van der Heijden, B.I.J.M. (2017). Current thinking on contemporary careers: the key roles of sustainable HRM and sustainability of careers. *Current Opinion in Environmental Sustainability*, 28, 41-50.

Dordoni, P., Van der Heijden, B., Peters, P., Kraus-Hoogveen, S., & Argentero, P. (2017). Keep up the good work! Age-moderated mediation model on intention to retire. *Frontiers in Psychology*, 8, 1-12.

Gustafsson, S., Swart, J., & Kinnie, N. (2018). 'They are your testimony': Professionals, clients and the creation of client capture during professional career progression. *Organization Studies*, 39(1): 73-92.

Janssen, M., Heerkens, Y., Kuijer, W., Van der Heijden, B., & Engels, J. (2018). Effects of mindfulness-based stress reduction on employees' mental health: A systematic review. *PLOS ONE*, 13(1), 1-37.

Las Heras, M., Van der Heijden, B.I.J.M., De Jong, J., & Rofcanin, Y. (2017). "Handle with care": The mediating role of schedule I-deals in the relationship between supervisors' own care-giving responsibilities and employee outcomes". *Human Resource Management Journal*, 27, 335-349.

LeBlanc, P.M., Van der Heijden, B.I.J.M., & Van Vuuren, T. (2017). "I will survive" A construct validation study on the measurement of sustainable employability using different age conceptualizations. *Frontiers in Psychology*, 8, 90-101.



Peters, P., Van der Heijden, B., Spurk, D., De Vos, A., & Klaasen, R. (2017). Social dialogue as a sustainable career development practice to combat (meta)stereotyping. In A. Arenas, D. Di Marco, L. Munduate, & M. Euwema (Eds), *Shaping inclusive workplaces through social dialogue* (pp. 209-220). In Series Industrial Relations & Conflict Management. Cham, Switzerland: Springer International Publishing AG Switzerland.

Rofcanin, Y., Las Heras, M., Bal, P.M., Van der Heijden, B.I.J.M., & Erdogan, D.T. (accepted). A trickle-down model of task and development i-deals. *Human Relations*.

Stoffers, J., Van der Heijden, B.I.J.M. (accepted). An innovative Work Behaviour-Enhancing Employability Model Moderated by Age. *European Journal of Training and Development*.

Stoffers, J.M.M., Van der Heijden, B.I.J.M., & Jacobs, E.A.G.M. (2018). Employability and innovative work behaviour in small and medium-sized enterprises. *The International Journal of Human Resource Management*, 1-28.

Tims, M., & Akkermans, J. (2017). Core self-evaluations and work engagement: Testing a perception, action, and development path. *PloS one*, 12(8), e0182745.

Van der Heijden, B.I.J.M. (2018). Interpersonal work context as a possible buffer against age-related stereotyping. *Ageing & Society*, 38, 129-165.

Veth, K.N., Korzilius, H.P.L.M., Van der Heijden, B.I.J.M., Emans, B.J.M., & De Lange, A.H. (2017). Which HRM practices enhance employee outcomes at work across the life-span? *International Journal of Human Resource Management*, 1-32.





*Rethinking Career Studies: Facilitating Conversation across Boundaries with the Social Chronology Framework*, by Hugh Gunz and Wolfgang Mayrhofer, has just been published by Cambridge University Press ([www.cambridge.org/9781107057470](http://www.cambridge.org/9781107057470)).

Careers are studied across many disciplines – particularly from the social sciences – but there is little conversation between them. Many scholars are studying the same thing in different ways, too often missing opportunities to learn from one another and draw on each other's ideas and findings to enrich their own. Gunz and Mayrhofer bridge these scholarly discourses as they explore the meaning of 'career' and answer the question: What is it that career scholars do when they study careers? The framework that emerges from this answer – the Social Chronology Framework (SCF) – vitally facilitates valuable conversations between scholars in different intellectual traditions. Building on the SCF framework, this comprehensive introduction to career studies encourages students, researchers and practitioners to identify commonalities between the topics they are studying and those examined in other fields, such as organization studies, drawing together interdisciplinary insights into career outcomes and their influencing factors.



Heslin, P. A., Keating, L. A., & Minbashian, A. (2018). How Situational Cues and Mindset Dynamics Shape Personality Effects on Career Outcomes. *Journal of Management*, 0149206318755302.

Does low extraversion and conscientiousness necessarily doom people to career mediocrity? Our latest paper <http://journals.sagepub.com/doi/abs/10.1177/0149206318755302> shows why the answer depends upon not only their context, but also how it is framed and the resultant functioning of their cognitive affective personality system (CAPS). This approach has fresh implications for understanding, predicting, and enabling career success.

Contact Peter Heslin at [heslin@unsw.edu.au](mailto:heslin@unsw.edu.au) if you want a copy but can't easily access it.

## Research in Careers Series

**Seeking Challenge in the Career**  
Spring 2018 from Information Age Publishing

Editors: **S. Gayle Baugh**, *University of West Florida*  
and **Sherry E. Sullivan**, *Bowling Green State University*

A volume in **Research in Careers**

The Research in Careers series is designed in five volumes to provide scholars a unique forum to examine careers issues in today's changing, global workplace. What makes this series unique is that the volumes are connected by the use of Mainiero and Sullivan's (2006) Kaleidoscope Career Model (KCM) as the organizing framework and the theme underlying the volumes.

In Volume 4 of the Research in Careers series, the authors explore the influence of challenge on career development and career outcomes. The contributors investigate career challenge in different national contexts (e.g., India) and in different career fields (e.g., entrepreneurship, nursing) and for different groups (nurses, Millennials). The outcomes studied include career satisfaction, leadership skills, and occupational expertise. Finally, negative effects of challenge are suggested.

### CONTENTS:

Career Challenge: Utilizing Networking to Develop Abilities as a Leader, *Shelly McCallum-Ferguson and Monica L. Forret*

The Paradox of Challenge: How Nurses Use Professional Virtual Communities to Navigate Their Career, *Anita Blanchard, Oscar Jerome Stewart, and Melissa Medaugh*

An Entrepreneurial Career as a Response to the Need for Challenge: The Case of Gourmet Chefs, *Magdalena Markowska*

Career Challenge and Kaleidoscope Careers in India, *Anishya Obhrai Madan and Ajay K. Jain*

Applying the Kaleidoscope Career Model to Explore How Millennials View Challenge: A Qualitative Study and Recommendations for Future Research, *Shawn M. Carragher and Sherry E. Sullivan*

In Search of Challenge: Flow at Work and the Development of Occupational Expertise, *Georgios Bozionelos, Nikos Bozionelos, Beatrice I. J. M. Van der Heijden, and Izabela Marzec*

Challenge: When Is It Too Much of a Good Thing? *Veronica M. Godshalk and Barrie E. Litzky*

# Just Published (2018) *JMS* special issue

*Journal of Management Studies* Special Issue. Knowledge Worker Mobility in Context  
Volume 55, Issue 1. January 2018

Daniel, E., DiDomenico, M. and Nunan, D. (2017). 'Virtual mobility and the lonely cloud: Theorizing the mobility-isolation paradox for self-employed knowledge-workers in the online home-based business context'. *Journal of Management Studies*, **55**, 174–203.

Franzoni, C., Scellato, G. and Stephan, P. (2017). 'Context factors and the performance of mobile individuals in research teams'. *Journal of Management Studies*, **55**, 27–59.

Rocha, V., Carneiro, A. and Varum, C. (2017). 'Leaving employment to entrepreneurship: The value of coworker mobility in pushed and pulled-driven startups'. *Journal of Management Studies*, **55**, 60–85.

Ejermo, O. and Schubert, T. (2017). 'Do higher wages reduce knowledge worker's job mobility? Evidence for Swedish inventors'. *Journal of Management Studies*, **55**, 108–45.

Brymer, R. and Sirmon, D. (2017). 'Pre-exit bundling, turnover of professionals, and firm performance'. *Journal of Management Studies*, **55**, 146–73.

Park, H., Howard, M. and Gomulya, D. (2017). 'The impact of knowledge worker mobility on post-acquisition breakthrough knowledge creation'. *Journal of Management Studies*, **55**, 86–107.

## CALL FOR PAPERS

*Journal of Management Studies*

*Special Issue:*

*Leading Entrepreneurial Ventures:*

*Individual and Team-Based Perspectives*

JOURNAL OF  
MANAGEMENT  
STUDIES

**Submission Deadline: 1st June 2018**

### Guest Editors:

**Jon Carr**, North Carolina State University

**Andrew Corbett**, Babson College

**Crystal Hoyt**, University of Richmond

**Franz Kellermanns**, University of North Carolina at Charlotte

**Brad Kirkman**, North Carolina State University

**Jeff Pollack**, North Carolina State University

**JMS Editor: Corinne Post**, Lehigh University

### Background to Special Issue

Although recent work has explored the topic of strategic leadership in entrepreneurial contexts at a more macro level (e.g., Special Issue in *Journal of Management Studies*; Simsek, Jansen, Minichilli, & Escriba-Estevé, 2015), there is a fundamental shortcoming that remains unaddressed

with regards to leadership research within entrepreneurship. Research scholars have continued to treat the context of entrepreneurship as a special situation where mainstream leadership research can be applied. For example, findings have examined how CEOs behavior affects managers in an entrepreneurship context (Kang, Solomon, & Choi, 2015).

However, we contend that mainstream leadership research and approaches may not be ideally suited to studying what happens in the very early stages of nascent entrepreneurship, or what happens as the venture grows. For example, in the very early stages of the opportunity identification process, there are often no formal followers, yet the resource needs of the venture may require the engagement and leadership of informal partners to address opportunity-related requirements. Likewise, traditional views on leadership are not well-suited to exploring how an idea transforms into an opportunity. Overall, extant work

falls short of being able to inform theory and practice about how an individual or team engages in leadership behaviors that take a venture from the opportunity identification stage, through the opportunity exploration and subsequent exploitation (e.g., launch) stages.

Scholars have worked to highlight the areas where leadership research and entrepreneurship research potentially intersect (e.g., vision, influence, leading in changing contexts, planning) as well as how the domains are similar and different (e.g., Cogliser & Brigham, 2004; Vecchio, 2003). Yet, the common thread in this line of thinking is that leadership research is a mature field, and can thus inform the newer domain of entrepreneurship in some novel way. We contend that it is time for the field of entrepreneurship to put forward new theories of leadership at the individual and team-level, both empirically supported as well as conceptually-focused, which can redefine leadership research (and entrepreneurship research) in the 21st Century.

Accordingly, the purpose of this special issue is to bring together the best minds across various fields to address the issue of what specifically constitutes the individual and team-related challenges, processes, and opportunities related to leading the entrepreneurial venture. We hope to attract exemplary empirical research—both quantitative and qualitative—that showcases unique empirical strategies and novel data sources. We are also very interested in research that develops provocative theoretical contributions and/or integrates findings and theories across multiple disciplines and perspectives. Overall, we hope this special issue in *Journal of Management Studies* will advance the field, both in terms of management theory as well as in practice. Some possible broad research questions that might be addressed by contributions in this special issue include:

- What does it mean to lead a nascent venture in which there are no followers? How can one person, or a team, leverage the newness and smallness of the emerging venture to attract its earliest followers (e.g., customers, employees, suppliers, financiers)? What does leadership look like for emerging ventures where entrepreneurs have primarily external stakeholders and where no actual followers exist yet?
- How does an individual need to adapt, over time, to lead a venture during the opportunity identification, opportunity exploration, and opportunity exploitation stages of the entrepreneurial life cycle. Can case studies, or other methods, provide insight into successful individuals (or teams) who have done this compared to those who have failed?

- Why might an individual who is the founder be advantageous to have as a leader of a new venture? Why might an individual who is the founder not be an ideal candidate to run the venture once it is launched (Chen & Thompson, 2015; Pollock, Fund, & Baker, 2009)? Might different individuals play important leadership roles at different points along the entrepreneurial process?

- How do the prosocial motivations of the founder in the venture and the procedural fairness of the founding individual or team influence followership (e.g., employees, customers, suppliers, financiers)? How might the lack of existing schemas for new ventures contribute to a leader's ethical decision making?

- What's the role of risk-taking and confidence (actual and perceived) in leadership in entrepreneurial contexts? How do risk-taking and confidence differ among leaders in entrepreneurial ventures across different nations and cultures?

- How might judgments of an entrepreneurial leader's warmth and competence, two core dimensions in judging leaders, differ among and matter for various followers from financiers to employees? Do these dimensions hold across cultures and nations for the followers of leaders in entrepreneurial ventures?

- What does leadership look like in ventures started by an individual entrepreneur versus those started by entrepreneurial communities? How might a compelling vision of the venture inspire leadership and followership?

- How might identity-based expectations (for example, gender, nationality, and race) and affective displays influence the confidence that various stakeholders have in the entrepreneurial leaders' ability to be successful?

- How, and under what conditions, do leaders' communication and management of their affective states impact the entrepreneurial process in terms of leadership?

#### **Submission Process and Deadlines**

- Manuscripts will be reviewed according to the *JMS* double-blind review process.
- Submissions should be prepared using the *JMS* Manuscript Preparation Guidelines (see: <http://www.socadms.org.uk/wp-content/uploads/JMS-Manuscript-Preparation-Guidelines.pdf>)
- The deadline for submission is **1st June 2018**.
- Manuscripts should be submitted by e-mail to [business.jms@durham.ac.uk](mailto:business.jms@durham.ac.uk)
- For informal inquiries related to the Special Issue, proposed topics and potential fit, and/or the conferences below, please contact the guest editors at [jmsleadingent@gmail.com](mailto:jmsleadingent@gmail.com).



### Professional Development Workshop

Academy of Management, August 2017, Atlanta, GA

We are offering a Professional Development Workshop at the 2017 Academy of Management Meeting in August (Atlanta, Georgia) as a means by which scholars who focus on this area can craft a vision for the future of research related to leadership in the domain of entrepreneurship. This PDW participants the opportunity to 1) interact with experts in the field to learn about the state of the literature, 2) discuss, in small groups facilitated by experts, research ideas and potential methodological issues, and 3) network with researchers of similar interests and complementary skills to foster future collaborations. Please look for this PDW in the online program via <http://aom.org/annualmeeting/>. Attending this workshop is *not* a precondition for submission to this special issue.

### Special Issue Workshop

February 2019 in Raleigh, NC

A Special Issue Workshop will be held in February, 2019 in Raleigh, NC. Authors of R&R manuscripts will be invited to present their papers and react to their colleague's papers during the workshop. Presentation at the workshop does not guarantee acceptance of the paper. Likewise, attending the workshop is not a precondition for acceptance for the special issue.

## CALL FOR PAPERS

Journal of World Business

A Special Issue on

*“Global Migrants: Understanding the Implications for International Business and Management”*

Submissions open September 1, 2018;

Submissions due October 15, 2018

#### Special Issue Editors:

Aida Hajro, Brunel University London

Jelena Zikic, York University

Dan V. Caprar, The University of Sydney

#### Supervising Editor:

Günter K. Stahl, Vienna University of Economics and Business

#### Objective of the Special Issue:

In today's increasingly interconnected world, global migration has become a reality that touches nearly all corners of the world. In 2015, there were 244 million migrants globally (19.5 million of them refugees) and this number is expected to increase in the future (United Nations, 2016). Evidence shows that migration can contribute to inclusive and sustainable economic growth and development in both home and host communities. Global migrants often fill critical labour shortages, create jobs as entrepreneurs, and boost the host nations' working-age population and talent pool. With their skills and competences they also accelerate technological progress and human capital development of receiving nations (OECD, 2016). Countries of origin also benefit from migration. In 2014, migrants from developing countries

sent home an estimated US \$436 billion in remittances; a 4.4 percent increase over the 2013 level (World Bank, 2015).

Global migration has profound implications for international business (IB) and poses significant challenges as well as opportunities for the individuals and organizations involved in it. At the individual level, global migrants represent a key talent pool for multinational corporations (MNCs) and other organizations, yet they remain among the most vulnerable members of society (Hajro, Zilinskaite, & Stahl, 2017). They are often the first to lose their job in the event of an economic downturn, often working for less pay, for longer hours, and in worse conditions than national workers (United Nations, 2016). In addition, due to the rising tide of anti-immigration voices and fueling populism in several countries (e.g., the recent Brexit, the US travel ban and the increased popularity of right wing parties in Austria, France, Germany, and the UK) (OECD, 2016), they repeatedly face discrimination, ethnocentrism, cross-cultural adjustment problems, career-related issues, and other difficulties (Dietz, Joshi, Esses, Hamilton, & Gabarrot, 2015; Zikic & Richardson, 2016). Against these challenges they are expected to integrate into the employing organizations and host societies and become proficient as quickly as possible (Hajro, 2017).



At the organizational level, many MNCs employ migrants in order to gain access to diverse markets and customers, secure local resources, or share knowledge across national and geographic boundaries (Cerdin, Dine, & Brewster, 2014; Hajro, Pudielko, & Gibson, 2017). Furthermore, firm's international expansion often depends on cross-national immigration (Hernandez, 2014). For example, while economic considerations were important factors in the decision of Honda to enter the United States in 1959, a key reason why managers selected Los Angeles was its large Japanese community (Pascale and Christiansen, 1989). Yet despite the many benefits that migrants bring to corporations, empirical evidence shows that in an effort to help these individuals "fit in", organizations often design policies that ultimately encourage assimilation, thereby failing to leverage the unique capabilities of these individuals with negative implications for organizational performance (Hajro et al., 2017).

Likewise, not much is known about international human resource management (IHRM) strategies and policies that companies utilize to facilitate the transfer of knowledge and skills of global migrants (Guo & Al Ariss, 2015). In light of new realities (e.g., increased mobility, large movements of refugees, and the phenomenon of brain circulation) it has become more difficult to make clear distinctions between nation of origin and destination of migrants. A migrant may be born as a child of bi-cultural parents in one country, raised/educated in a different country, employed in a third country, while his/her spouse and children reside in a fourth country. Hence, topics of investigation in traditional IHRM – such as attracting, developing and retaining globally mobile employees – may take on different meanings in the context of today's migrants, with implications for both talent and diversity management practices of organizations that employ them (Tung, 2008; Tung, 2016).

In terms of the broader societal and institutional context it remains uncharted territory understanding how national immigration policies, public support systems, and societal values shape organizational norms and practices that in turn affect different organizational- and individual-level outcomes. Since organizations and their decision makers are embedded in different national systems, they experience different degrees of internal and external pressures to develop effective policies and practices (e.g., attracting migrants to fill local gaps), and they embrace different societal values and attitudes toward migrants in general. Yet our knowledge of the cross-level links between these different aspects of the societal context (i.e., the macro level), organizational policies and practices (i.e., the meso level), and individual strategies and outcomes (i.e., the micro level) remains very limited (Guo & Al Ariss, 2015;

Cerdin et al., 2014; Reitz, 2005; Reitz, Curtis, & Elrick, 2014). Given that no single antecedent variable or set of variables at one level (e.g., individual coping strategies) is likely to predict or explain migrants' outcomes in the destination country (Rousseau, 2011), this represents a significant gap in the literature.

In summary the global movement of migrants has changed the nature of global work with implications for international business activities of many organizations (e.g., market entry decisions, increased use of multicultural teams, and changing nature of IHRM practices). In this special issue we invite contributors to submit manuscripts that explore and explain how migration-related outcomes (e.g., integration of refugees, entrepreneurial activities of migrants, organizational migration, industry-specific knowledge spillovers, etc.) are affected by influences at multiple levels and across levels (i.e., individual, organizational, societal level). We are interested in uncovering what receiving nations and/or corporations can do to make immigration work, and what should be changed in order to avoid potential negative consequences of existing and/or new policies and practices (e.g., exploitation, high levels of prejudice, or negative mutual attitudes among cultural groups). We also welcome submissions that examine how research on other forms of movement of people (e.g., self-initiated expatriates) or other cross-cultural workers (e.g., "foreign locals", Caprar 2011) can inform research on global migrants. Papers using diverse methodologies, including theoretical essays, large-sample analyses, and qualitative studies will be considered, as long as they provide a clear and detailed explanation of theoretical mechanisms and/or a strong empirical contribution. The following topics are meant to illustrate the range of submissions rather than limit the ideas; authors are welcome to contact the guest editors to discuss the appropriateness of other topics related to the theme of this Special Issue:

Examples of research predominantly at the individual level of analysis:

1. How do individual factors such as refugee status, religious beliefs, motivation to migrate, and local language skills influence migrants' ability to integrate into the workplace? What role does organizational climate for inclusion play in this relation?
2. How do different personality characteristics (e.g., the Big Five personality characteristics) link to acculturation patterns of global migrants? How do employment and diversity specific practices influence these processes and when do they lead to positive or negative individual-level outcomes?
3. What behavioral strategies and psychological processes do migrants use in order to make sense of their experiences and cope with their new life situations? Under what

circumstances and how do migrants internalize different associated cultural schemas and develop bi-cultural mindsets? How do these processes differ in “multicultural” organizations characterized by a collective commitment to integrating diverse cultural identities from “plural” organizations that expect nontraditional employees to assimilate to dominant norms (Ely & Thomas, 2001)?

4. Why are migrants more entrepreneurial than host country nationals (Vandor & Franke, 2016)? What helps or hinders their success as entrepreneurs in their new environments? How do selection and discrimination at the corporate level, or other organizational and societal factors, drive this phenomenon?

Research at the organizational level of analysis:

1. How does migration impact the nature of global work and the way MNCs manage their foreign activities (e.g., use of traditional expatriate assignments versus hiring of migrants)?

2. How do connections to co-national immigrants influence location choices of MNCs? What are the benefits and downsides of relying on immigrants in the process of foreign investment?

3. Which features of organizational culture pose major challenges for migrants? How do migrants deal with corporate ethnocentrism, nepotism, xenophobia or other types of social discrimination at the workplace? What implications does this have for the ability of firms to exploit tacit knowledge and gain access to diverse markets and customers?

4. How does organizational strategy impact the migrants’ adjustment patterns and acculturation outcomes? Do companies with a geocentric or a transnational approach do a better job in reaping the potential benefits of migration than companies with ethnocentric or polycentric strategies?

Research on societal influences:

1. How do aspects of the broader institutional and cultural context (immigration policies, public support systems, societal values, etc.) shape organizational culture, policies and practices with regard to integration of migrants and promote or constrain migrants’ ability to cope with existing challenges in the destination country?

2. What are the consequences of the anti-immigration sentiments that are gaining popularity in many countries for organizations? How can organizations maintain a positive culture in the context of the current opposing political agendas on migration and changing perception of foreigners? Under what conditions do stereotypes and power imbalances at the societal level pose threats to individual identity of migrants in the workplace? How can companies filter, augment or impede these socio-cultural stereotypes?

3. What role do immigrant agencies, policy makers and professional associations play in helping organizations to source migrants’ talent? How do migrants with established professional identities respond to local institutional rules of conduct when trying to re-enter their professions and gain access to host-country organizations?

4. How do organizations respond to institutional pressures, and how does this in turn affect the design and utilization of IHRM policies and practices targeted towards migrants? To what extent and how do these relationships vary across different institutional and cultural contexts?

#### Submission Process:

Between September 1 and October 15, 2018, authors should submit their manuscripts online via the *Journal of World Business* submission system: <http://www.journals.elsevier.com/journal-of-worldbusiness>. To ensure that all manuscripts are correctly identified for consideration for this Special Issue, it is important that authors select ‘SI: Global Migrants’ when they reach the “Article Type” step in the submission process.

Manuscripts should be prepared in accordance with the *Journal of World Business* Guide for Authors available at <https://www.elsevier.com/journals/journal-of-world-business/1090-9516/guide-for-authors>. All submitted manuscripts will be subject to the *Journal of World Business*’s double blind review process.

We will organize a workshop designed to facilitate the development of papers that will be held at Vienna University of Economics and Business (WU Vienna) in spring of 2019. Authors of manuscripts that have progressed through the revision process will be invited to attend. However, presentation at the workshop is neither a requirement for, nor a promise of, final acceptance of the paper in the Special Issue.

Questions about the Special Issue may be directed to the guest editors: Aida Hajro, Brunel University London ([aida.hajro@brunel.ac.uk](mailto:aida.hajro@brunel.ac.uk)); Jelena Zikic, York University ([jelenaz@yorku.ca](mailto:jelenaz@yorku.ca)); Dan V. Caprar, The University of Sydney ([dan.caprar@sydney.edu.au](mailto:dan.caprar@sydney.edu.au)).

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## CALL FOR PAPERS

### **THE ROLE OF CAREER SHOCKS IN CAREER DEVELOPMENT: INTEGRATING STRUCTURE AND AGENCY**

*Call for Papers for Special Issue in Career Development International*

#### **Guest Editorial Team**

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The aim of this special issue is to spur research on the role that career shocks have in contemporary career development processes. Such shocks – or chance events – were a prominent part of the scholarly discussion from the 1960s through 1980s (e.g., Hart *et al.*, 1971; Miller, 1983; Roe and Baruch, 1967). However, despite the increased uncertainty and unpredictability associated with contemporary careers, interest in the topic of career shocks appears to have waned. This may in part be attributed to the introduction of the boundaryless and protean career perspectives (e.g., Briscoe and Hall, 2006) that have come to dominate the careers literature since the 1990s. Specifically these perspectives have led to a focus on the role of individual agency, including topics such as career self-management (King, 2004) and proactive career behaviors (De Vos *et al.*, 2009). Indeed, in a recent review of published papers in four core career journals, Akkermans and Kubasch (2017) found that the most popular topics were all related to individual agency, featuring topics such as career success, career mobility, and employability. This dominance of agency-related constructs makes sense, given the widespread consensus that careers have become more complex and unpredictable (e.g., Vuori *et al.*, 2012), and thus that individuals have to take charge and proactively self-manage their careers. Yet the boundaryless perspective, which highlights the more unpredictable and interrupted nature of careers, also suggests careers with more open and

permeable boundaries will likely be impacted by many unexpected major events. This is evidenced by recent studies that have shown that chance events not only occur in most peoples' lives but also have a major impact on their careers (e.g., Bright *et al.*, 2005; Williams *et al.*, 1998). Therefore, to supplement existing theoretical thinking about career development, research needs to incorporate these important events that are part of most, if not all, people's careers. In addition, the interplay between agency and career shocks would be of great interest, for example in studying whether career self-management behaviors and proactivity may better equip individuals to deal with major unexpected events in their career.

Major events that occur in peoples' lives, and which are often unexpected, have an important role in career development (Hirschi, 2010). Such events have been referred to as chance events (Bright *et al.*, 2005), serendipity (Betsworth and Hansen, 1996), happenstance (Miller, 1983) and career shocks (Seibert *et al.*, 2013). In a recent paper, Akkermans, Seibert & Mol (in press) characterized career shocks as disruptive and extraordinary events that are, at least partially, outside an individual's control, and which trigger an active choice process with regard to one's career. Examples of such events include a promotion or job offer ("positive shocks"), or a major reorganization or job loss ("negative shocks"). Research has shown that such events may impact career outcomes in various ways, for example by affecting subjective career success (Hirschi, 2010) and career decision making (Hirschi and Valero, 2017; Seibert *et al.*, 2013) among various groups, such as academics (Greco *et al.*, 2015), young workers (Hirschi, 2010), and individuals with disabilities (Rojewski, 1999). Taken together, there is clear evidence that career shocks are an important factor in career development.

We believe research on career shocks can serve as a valuable counterbalance to the recent emphasis on individual agency in the careers literature. We would argue that now, more than ever, we need to enhance and reintegrate the study of career shocks into the contemporary careers literature. One reason for this is the growing complexity and flexibility of careers (Vuori *et al.*, 2012) because of major changes on the labor market characterized by more flexible, dynamic, and "gig" employment types (Kalleberg and Marsden, 2015). These changes can reduce employment security and predictability, and are likely accompanied by an increase in seemingly unpredictable events. The second reason is that prominent career scholars (e.g., Inkson *et al.*, 2012; Rodrigues and Guest, 2010) have increasingly called for research to take into account the context in which careers evolve, as a means to more fully understand the interplay between individual agency and context. The recently introduced perspective of the sustainable career (De Vos

and Van der Heijden, 2015) also emphasizes the importance of context, noting that social space (cf. Van Maanen, 1977) is one of the core dimensions of building a sustainable career. Career shocks may be considered such a contextual element, as they are events that are unexpected and outside of an individual's control. Hence, it is crucial to examine these chance events and, specifically, their impact on contemporary career development processes.

Many questions still remain regarding the role of career shocks in career development. First, scholars need to better conceptualize the nature of career shocks; which dimensions they consist of, and how these interact with each other. For example, recent developments in event system theory (Morgeson, Mitchell & Liu, 2015) suggest novel, disruptive and critical shocks are the most salient. These and other dimensions are likely to influence the impact of such career shocks on an individual's career path. For example, certain shocks – such as losing a highly valued coworker – might occur frequently, yet have a relatively limited impact on one's career decision making, whereas other shocks – such as losing a loved one – might occur only once or twice in one's career, yet have a major impact on well-being and success. Hence, the dimensions of career shocks and their interaction need to be more clearly conceptualized and empirically tested. Second, the nomological network of career shocks is still in a very nascent stage. Past research has clearly shown that shocks occur in most peoples' lives and that they have a clear impact on career success and decision making, yet much more knowledge needs to be generated about the antecedents, outcomes, moderators, and mediators of career shocks. Third, new insights are needed into how career shocks can be effectively researched. Thus far, they have mostly been researched with survey items and retrospective interview questions. These methods might be fine, yet more validity and reliability evidence is needed. Indeed, a strongly validated questionnaire of career shocks is lacking at this point. In addition to survey items and interview questions, innovative study designs and analytical techniques might be valuable opportunities to bring the field forward. We provide some concrete examples of research opportunities below.

The main aim of this special issue is to generate a number of high quality studies that examine the role that career shocks have in contemporary career development. Submitted manuscripts can have a conceptual, methodological, or empirical focus, or a combination of those. In case of empirical research, both qualitative and quantitative designs are actively encouraged. Examples of research questions that would fit with this special issue include, but are certainly not limited to:

### Conceptual

- ❑ What are the key dimensions of career shocks and how do they interact with each other?
- ❑ How, why and when are career shocks likely to impact career development?
- ❑ Are “negative” shocks likely to always have negative effects on outcomes, or might they also make individuals more resilient? What theoretical mechanisms would explain such effects?
- ❑ Is it possible to prepare for and become resilient against career shocks?
- ❑ How do individual agency and context (i.e., career shocks) interact with each other?

### Methodological

- ❑ What kind of research designs would be appropriate to research the role that career shocks play in contemporary career development?
- ❑ How can the antecedents and consequences of career shocks be effectively examined through qualitative and quantitative research designs?
- ❑ Which types of innovative research designs – such as experience sampling, qualitative comparative analysis, text mining, or latent growth analysis – might be appropriate to study career shocks?

### Empirical

- ❑ What are key antecedents of experiencing career shocks? For example, would certain personality traits, individual attitudes or psychological states have an impact on how individuals deal with career shocks?
- ❑ What are key outcomes of career shocks? For example, in which ways do career shocks relate to objective and subjective career success, job performance, employee well-being and engagement, and meaningfulness of work?
- ❑ What are the mediators and moderators of the relationship between career shocks and outcomes? And, more specifically, could certain individual agency-related constructs help to effectively deal with career shocks? For example, would career competencies and career adaptability help one be more resilient to shocks? Could high levels of employability and having a career calling help to better deal with such shocks?
- ❑ What are possible differences between internally (e.g., quitting one's job) vs. externally (e.g., losing one's job after a reorganization) attributed career shocks, and between career shocks with unexpected occurrences (e.g., unexpectedly being offered a promotion) vs. unexpected impact (e.g., knowing that a baby is coming yet not understanding its impact), and how might these differentially relate to work and career outcomes?

The above list is only meant as an illustration of possible research directions and is by no means meant to be exhaustive. Additional ideas and research questions are certainly welcome and encouraged if they advance research on career shocks.

### Review Process

Submitted papers will be subject to a double-blind review process and will be evaluated by the guest editors and expert reviewers. Authors should prepare their manuscripts for blind review.

Authors are encouraged to submit a structured abstract (objective, method, results, and conclusion) by May 1<sup>st</sup> 2018 to receive feedback from the guest editors. The deadline for submissions of full papers is December 1<sup>st</sup> 2018.

If you would have any questions about possible fit of your ideas with the special issue, you are very welcome to contact Jos Akkermans ([j.akkermans@vu.nl](mailto:j.akkermans@vu.nl)).

Submissions should be made through ScholarOne Manuscripts: <http://mc.manuscriptcentral.com/cdevi>

Specific details on the format for submitted manuscripts can be found at the journal's website:

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Please direct any general questions about the journal or any administrative matters to the Editor, Professor Jim Jawahar ([jjimoham@ilstu.edu](mailto:jjimoham@ilstu.edu)).

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