

MGT 610
Using Storytelling in Academic Writing
Spring, 2022
Wednesday 1:10 - 4:05
SMC 402

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Office Hours 2:00-3:00 T at <https://tennessee.zoom.us/j/2054286098> and by appointment

Course Purposes

Good writing skills and habits are critical if you want your ideas to contribute to the scholarly conversations in your field. While a few people come to academia with the writing skills and knowledge needed to succeed, most don't; thus, they need to learn them. This course provides a common writing skill baseline for all doctoral students. I will not be providing critiques of your study with respect to its theoretical content or design; rather I will focus on the effective presentation and flow of your journal article. My perspective is that every article is a story, and employing the techniques of effective storytelling enhances your ability to share your insights and ideas. While many of the principles we discuss will apply equally to theory articles and quantitative and qualitative empirical articles, there are also differences across these types of articles. We will discuss these differences within each topic as they arise. We will also cover various aspects of the writing, co-authoring and publishing processes, discuss the different kinds of writing that academics have to do, and explore how to make each kind of writing as effective and influential as possible.

I run this course as a small, highly interactive seminar. Our discussions will be positive and developmental so that you increase in both your confidence and ability as a writer. In addition, I will provide you with extensive feedback on your own written work, using track changes and commenting to show you how what you've written can be more effective, and to highlight what's missing and needs to be said. This will help you learn how to structure and present clearer and more effective arguments, storylines, and presentations of your findings and results, and to draw broader inferences from them that you can link back to your field's ongoing conversations.

Graded Components

Individual Writing Assignments (5% each) – 20%

Class Contribution – 30%

Working Paper (graded by section, 12.5% each) – 50%

Required Readings

Pollock, T.G. 2021. How to Use Storytelling in Your Academic Writing: Techniques for Engaging Readers and Successfully Navigating the Writing and Publishing Processes. Northampton, MA: Edward Elgar.

Weekly articles provided on Dropbox

COURSE CALENDAR

SESSION	DUE	CONTENT
1 - 1/26		Course Overview, Storytelling Structure
2 - 2/2	Assignment 1	Storytelling Techniques
3 - 2/9		Writing the Introduction
4 - 2/16	Introduction	Building Blocks - Words, Sentences & Paragraphs
5 - 2/23		Deconstructing Good and not so good Writing
6 - 3/2		Developing Arguments and Hypotheses
7 - 3/9	Theory & Hyp.	Writing Process
Spring Break		
8 - 3/23	Assignment 2	What's Different about Qualitative and Theory Articles
9 - 3/30		Describing Methods and Presenting Results/Findings
10 - 4/6	Meth. & Results	Getting Through the Review Process
11 - 3/13	Assignment 3	Collaborative Writing
12 - 4/20		Writing Effective Discussions
13 - 4/27	Discussion	Other Types of Writing Academics Do
14 - 5/4	Assignment 4	Reflecting on the Pleasures and Challenges of Writing

Course Topics and Exercises

Week 1 – Course Overview & Storytelling Structure

Readings:

Pollock Ch. 1-2

Dane, E. & Rockmann K.W. 2021. Listen up! Revitalizing our writing to stir our readers and supercharge our thinking. **Academy of Management Discoveries**, 7(2): 159-165.

King, S. 1999. **On Writing: A Memoir of the Craft**. New York, NY: Simon & Shuster: 163-170 & 200-208.

Patriotta, G. 2017. Crafting papers for publication: Novelty and convention in academic writing. **Journal of Management Studies**, 54(5): 747-759.

Pfarrer, M.D., Pollock, T.G. & Rindova, V.P. 2010. A tale of two assets: The effects of firm reputation and celebrity on earnings surprises and investors' reactions. **Academy of Management Journal**, 53(5): 1131-1152.

Optional Readings:

Duarte, N. 2010. **Resonate: Present Visual Stories that Transform Audiences**. Hoboken, NJ: John Wiley & Sons: 26-44.

Lamott, A. 1994. Character and Plot, in **Bird by Bird: Some Instructions on Writing and Life**. New York, NY: Anchor Books: 44-63.

Week 2 – Storytelling Tools

Readings:

Pollock, Ch. 3

Johanson, L.M. 2007. Sitting in your reader's chair: Attending to your academic sensemakers. **Journal of Management Inquiry**, 16: 290-294.

Leblebici, H. Salancik, G.R. Copay, A. and King, T. 1991. Institutional change and the transformation of inter-organizational fields: An organizational history of the U.S. radio broadcasting industry." **Administrative Science Quarterly**, 36: 333-363.

Optional Readings:

Pollock, T.G. & Bono, J.E. 2013. From the Editors – Being Scheherazade: The importance of storytelling in academic writing. **Academy of Management Journal**, 56(3): 629-634.

Flaherty, F. 2009. **The Elements of Story: Field Notes on Nonfiction Writing**. New York, NY: HarperCollins: 1-21 & 75-87.

Sword, H. 2012. **Stylish Academic Writing**. Cambridge, MA: Harvard University Press: 36-47 and 99-111.

Assignment 1 due: Map the storytelling structure of a published article

Week 3 - Writing the Introduction

Readings:

Pollock Ch. 5

Gupta, A., Fung, A. & Murphy, C. 2021. Out of character: CEO political ideology, peer influence, and adoption of CSR executive position by Fortune 500 firms. **Strategic Management Journal**, 42: 529-557. (Introduction only)

Johnson, M.D., Hollenbeck, J.R., Humphrey, S.E., Ilgen, D.R., Jundt, D. & Meyer, C.J. 2006. Cutthroat cooperation: Asymmetrical adaptation to changes in team reward structures. **Academy of Management Journal**, 49(1): 103-119. (Introduction only)

Optional Readings:

Grant, A.M. & Pollock, T.G. 2011. From the Editors, Publishing in AMJ–Part 3: Setting the hook. **Academy of Management Journal**, 54(5): 873-879.

Locke, K., & Golden-Biddle, K. 1997. Constructing opportunities for contribution: Structuring intertextual coherence and "problematizing" in organizational studies. **Academy of Management Journal**, 40: 1023-1062.

Week 4 – The Building Blocks of Storytelling: Words, Sentences and Paragraphs

Readings:

Pollock Ch 4

Zinsser, W. 2006. **On Writing Well: The Classic Guide to Writing Nonfiction**. New York, NY: HarperCollins: 6-16.

Douglas, Y. 2015. Chapter 7: Making music with words, in **The Reader's Brain: How Neuroscience Can Make You a Better Writer**, Cambridge, UK: Cambridge University Press: 142-163.

Optional Readings:

Evans, H. 2017. "Get Moving" in **Do I Make Myself Clear? Why Writing Well Matters**. New York, NY: Little Brown: 82-91.

Ragins, B.R. 2012. Editor's comments: Reflections on the craft of clear writing. **Academy of Management Review**, 37(4): 493-501.

Flaherty, F. 2009. **The Elements of Story: Field Notes on Nonfiction Writing**. New York, NY: HarperCollins: 35-43.

Oppenheimer, D.M. 2006. Consequences of erudite vernacular utilized irrespective of necessity: Problems with using long words needlessly. **Applied Cognitive Psychology**, 20(2): 139-156.

***In-class Assignment:** By the day before class, email me two examples of sentences from published articles (with the reference, including page number for the quoted sentences) that could be written more succinctly, and two examples of sentences using the passive voice. We will rewrite these sentences in class.*

Working Paper Introduction Due

Week 5 – Deconstructing Good and Not so Good Writing

Class discussion will consist of deconstructing a well-written and highly influential article and a not so well-written article paragraph by paragraph to look at how the authors put the paper together, developed their arguments, and drew important inferences from their findings. We will also identify the storytelling structure, or lack of one and the different storytelling techniques that were, or could have been employed to make the writing clearer and more effective.

Readings:

Chatterjee, A., & Hambrick, D. C. 2007. It's all about me: Narcissistic CEOs and their effects on company strategy and performance. **Administrative Science Quarterly**, 52: 351-386.

Bad Article Example – AMJ Rejection

Week 6 – Developing Arguments and Hypotheses

Readings:

Pollock Ch. 6

Davis, J.P. & Eisenhardt. K.M. 2011. Rotating leadership and collaborative innovation: Recombination processes in symbiotic relationships. **Administrative Science Quarterly**, 56(2): 159-201. (Introduction and Collaborative Innovation sections only)

Johnson, M.D., Hollenbeck, J.R., Humphrey, S.E., Ilgen, D.R., Jundt, D. & Meyer, C.J. 2006. Cutthroat cooperation: Asymmetrical adaptation to changes in team reward structures. **Academy of Management Journal**, 49(1): 103-119. (Theory and Hypothesis Development only)

Pollock, T.G., Lee, P.M., Jin, K. & Lashley, K. 2015. (Un)Tangled: Exploring the asymmetric co-evolution of new VC firms' reputation and status. **Administrative Science Quarterly**, 60(3): 482-517. (Everything up to the Methods section)

Optional Readings:

Sparrow, R.T & Mayer, K.J. 2011. From the editors, Publishing in AMJ–Part 4: Grounding hypotheses. **Academy of Management Journal**, 54(6): 1098-1102.

Sutton, R. I., & Staw, B. M. 1995. What theory is not. **Administrative Science Quarterly**, 40: 371-384.

Suddaby, R. 2010. Editor's comments: Construct clarity in theories of management and organization. **Academy of Management Review**, 35(3): 346-357.

Week 7 – The Writing Process

Readings:

Pollock Ch. 10

Cloutier, C. 2016. How I write: An inquiry into the writing practices of academics. **Journal of Management Inquiry**, 25(1): 69-84.

Lamott, A. 1994. Shitty first drafts, in **Bird by Bird: Some Instructions on Writing and Life**. New York, NY: Anchor Books: 21-27.

Zinsser, W. 2006. **On Writing Well: The Classic Guide to Writing Nonfiction**. New York, NY: HarperCollins: 83-87.

Working Paper Theoretical Background and Hypotheses (if quantitative) due

Week 8 – What's Different About Theory and Qualitative Articles

Readings:

Pollock Ch. 9

Delmestri, G. & Greenwood, R. 2016. How Cinderella become queen: Theorizing radical status change. **Administrative Science Quarterly**, 61(4): 507-550.

Rindova, V.P., Pollock, T.G. & Hayward, M.L.A. 2006. Celebrity firms: The social construction of market popularity. **Academy of Management Review**, 31(1): 50-71.

Optional Readings:

Bansal, P. and Corley, K. 2012. Part 7: What's Different about Qualitative Research? **Academy of Management Journal**, 55(3): 509-513.

Fulmer, I. S. 2012. Editor's comments: The craft of writing theory articles—Variety and similarity in AMR. **Academy of Management Review**, 37: 327–331.

Lange, D. & Pfarrer, M.D. 2017. Editor's comments: Sense and structure—the core building blocks of an AMR article. **Academy of Management Review**, 42(3): 407-416.

Baruch, Y. 2016. Hitting your preferred target: Positioning papers for different types of journals. In Clark, T., Wright, M. & Ketchen, D.J. (Eds), **How to Get Published in the Best Management Journals**. Northampton, MA: Edward Elgar: 168-179.

Pratt, M.G., Kaplan, S. & Whittington, R. 2020. Editorial essay: The tumult over transparency: Decoupling transparency from replication in establishing trustworthy qualitative research. **Administrative Science Quarterly**, 65(1): 1-19.

Assignment 2 due: How I Write (read at least 4 interviews on www.projectscrib.org about how different scholars approach writing, and then write a description of your own process and its strengths and weaknesses, to be discussed in class)

Week 9 – Describing Methods and Presenting Results/Findings

Readings:

Pollock Ch. 7

Johnson, M.D., Hollenbeck, J.R., Humphrey, S.E., Ilgen, D.R., Jundt, D. & Meyer, C.J. 2006. Cutthroat cooperation: Asymmetrical adaptation to changes in team reward structures. **Academy of Management Journal**, 49(1): 103-119. (Methods and Results)

Mishina, Y., Dykes, B.J., Block, E.S. & Pollock, T.G. 2010. Why good firms do bad things: The effects of high aspirations, high performance and prominence on the incidence of corporate illegality. **Academy of Management Journal**, 53(4): 701-722. (Read Methods and Results, skim Hypothesis development so you know what we're testing)

Optional Readings:

Zhang, Y. & Shaw, J.D. 2012. From the editors, Publishing in AMJ—Part 5: Crafting the methods and results. **Academy of Management Journal**, 55(1): 8-12.

Duarte, N. 2010. **Resonate: Present Visual Stories that Transform Audiences**. Hoboken, NJ: John Wiley & Sons: 116-119

Week 10 – Getting Through the Review Process

Readings:

Pollock Ch. 12

Manuscript and response letter

Optional Readings:

Shaw, J.D. 2012. Responding to reviewers. **Academy of Management Journal**, 55(6): 1261-1263.

Agarwal, R., Echambadi, R., Franco, AM, Sarkar, MB. 2006. Reap rewards: Maximizing benefits from reviewer comments. **Academy of Management Journal**, 49(2): 191-196.

Bajwa, N.U.H., König, C.J. & Harrison, O.S.V. 2016. Toward Evidence-Based Writing Advice: Using Applied Linguistics to Understand Reviewers' Expectations. **Academy of Management Learning and Education**, 15(3): 419-434.

Working Paper Methods and Results Due

Week 11 – Collaborative Writing

Readings:

Pollock Ch.11

Optional Readings:

Liu, C.W., Olivola, C.Y. & Kovács, B. 2017. Coauthorship trends in the field of management: Facts and perceptions. **Academy of Management Learning and Education**, 16(4): 5019-530.

Floyd, S. W., Schroeder, D. M., & Finn, D. M. 1994. "Only if I'm first author": Conflict over credit in management scholarship. **Academy of Management Journal**, 37(3): 734-747.

Ketchen, D.J. 2016. Why I don't want to co-author with you and what you can do about it. In Clark, T., Wright, M. & Ketchen, D.J. (Eds), **How to Get Published in the Best Management Journals**. Northampton, MA: Edward Elgar: 125-128.

Assignment 3 due: Read a decision letter and determine what the most critical issues to address are

Week 12 – Writing Effective Discussions

Readings:

Pollock Ch. 8

Chatterjee, A., & Hambrick, D. C. 2007. It's all about me: Narcissistic CEOs and their effects on company strategy and performance. **Administrative Science Quarterly**, 52: 351-386. (Introduction and Discussion)

Grant, A.M., Campbell, E.M., Chen, G. Cottone, K. Lapedis, D & Lee, K. 2007. Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior. **Organizational Behavior and Human Decision Processes**, 103: 53-67 (Introduction and Discussion)

Optional Readings:

Geletkanycz, M. & Tepper, B.J. 2012. From the editors, Publishing in AMJ–Part 6: Discussing the implications. **Academy of Management Journal**, 55(2): 256-260.

Week 13 – Other Types of Writing Academics Do

Readings:

Pollock Ch. 13

Kisha Lashley's cover letter and research statement, on Canvas

Optional Readings:

Harrison, D. A. 2003. Obligations and obfuscations in the review process. **Academy of Management Journal**, 46: 1079-1084.

Rynes, S.L. 2008. Communicating with authors, in Baruch, Y., Konrad, A.M., AGuinis, H. & Starbuck, W.H., **Opening the Black Box of Editorship**, New York, NY: Palgrave MacMillan: 56-67.

Science Article Series: How not to kill a grant application. <http://www.sciencemag.org/careers/where-search-funding>

Working Paper Discussion Due

Week 14 – Reflecting on the Pleasures and Challenges of Writing Well

We will spend this class period discussing your positive experiences and challenges you have run into. Everyone will be expected to show up to class with an issue they want to discuss, and will provide me the relevant text the week before class so that I can circulate it. Everyone will have read and be ready to discuss each other's work.

Readings:

Pollock Ch. 14

Assignment 4 due: Write your research statement for going on the job market