

The Games we Play: Re-Writing the Rules of Organization?



General Theme

Sub-Themes

Deadline for Submissions

General theme

The Games we Play: Re-Writing the Rules of Organization?

Games are integral to Organization. We play games at Christmas parties, conduct strategy games and compete in league tables. Playful ceremonial events and the annual founder's day help forge Organizational culture and identity; joking rituals dissolve stress or initiate newcomers into work cultures; and office parties and sports competitions generate and resolve tensions, whilst also building trust and friendship beyond the workplace.

Work itself is often 'played' as a game and not least within our own academic profession! In our dominant economic system, the market is frequently presented as a big playfield, producing winners and losers, as well as cheats, chancers and spectators.

Sooner or later one realises it's impossible to think and study Organizations without taking account of games and play.

In Liverpool – a city defined by football rivalries, global music competitions and a thriving digital games industry – the conference will explore how games and play inform Organizational life, politics and practice:

- What are the games you find in the Organizations you study?
- What are the effects and affects of these games; what are their temporalities, their dramas and values?
- What are the possibilities and limits of theorising games and what are the spaces, roles and practices involved?
- Is there an institutional logic yet to be identified around games?
- What are the politics at play; who plays fair and who governs the rules of the game?
- And what are the stratagems, collaborations and paradoxes that keep us in the game or out?



Sub-themes & convenors

Sub-themes will encourage debate on the rules, ethics, creativity and power dynamics of games in Organizations.



01 **Meta-Organizations and Meta-Organizing: Alternatives to Capitalism**
Mario Diani, Mariana Baldi,
Mikko Laamanen

02 **Transformations Towards Equity, Diversity and Inclusion: Imagining and Creating Equitable, Diverse, and Inclusive Organizations**
Inge Bleijenbergh, Dounia Bourabain, Bareerah Haafiez Hoorani

03 **Algorithms and the Hyper-Real: Simulating Organizational Realities Through Data and AI**
Ella Hafermalz, Tomislav Karačić, Marleen Huysman

05 **Social Evaluations Within and Across Cultural Contexts**
Kisha Lashley, Thomas Roulet, Anastasiya Zavyalova

06 **Organizing with Care and Response-ability: Performing and Communicating Organizational Responses in an Era of Poly-crisis**
Mie Plotnikof, Monica Nadegger, Joëlle Basque

07 **Organizations and Place-Based Communities: Communities in the Context of Local and Global Dynamics of Organizations and Institutions**
Ines Kuric, Gili S. Drori, Markus A. Höllerer

08 **Expertise and Organizational Design**
Jillian Chown, Lisa Cohen, Pedro Monteiro

09 **Practicing Impact Through Organizing-as-Practice Scholarship**
Paula Jarzabkowski, Hans Berends, Violetta Splitter

10 **Desirable Futures: Empirical Work and Methodological Challenges**
Alice Comi, Garima Sharma, Matthias Wenzel

11 **Time and Organization Studies: Pacing Organizational Life Through Speed, Rhythms and Affective Duration**
Christina Lüthy, Abbie Shipp, Omid Omidvar

12 **Craft and Emerging Forms of Organizing in Post-Industrial Society: Stakes, Rules, Re-Enchantment and Play**
Monika Żebrowska, Max Ganzin, Jochem Kroezen

13 **The Constitutive Role of Tasks in Temporary Organizations**
Alfons van Marrewijk, Joana Geraldi, Joachim Thiel

Sub-Themes & Convenors

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| 14 | Qualitative Restudies:
Rethorising in a
Changing World
Tine Köhler, Maria
Rumyantseva,
Catherine Welch | 17 | Can We Play, Seriously,
in and with Crises?
Pragmatist Reexaminations
of Our Current Crises,
Big and Small
Jared M. Poole, Piera
Morlacchi, Frank den Hond | 21 | Cultural Entrepreneurship:
Mobilising, Expressing,
and Producing the Rules
of the Game
Ewald Kibler, Christi
Lockwood, Jean-François
Soublière | 25 | From Symbols to Rules: New
Perspectives on Language
and Communication in
Entrepreneurship and
Innovation Research
Donato Cutolo, Simone
Ferriani, Sai Kalvapalle |
| 15 | Activating Paths in Motion:
Routine Dynamics and the
Temporal Fabric of
Organizing Christian A.
Mahringer, Sunny Mosangzi
Xu, Brian T. Pentland | 18 | Changing the Games:
Emotions, Institutions, and
the Struggles for Positive
Social Change Hybrid
Chuoqiao Zhou, Lin Dong,
Maxim Voronov | 22 | Ethnographies Beyond the
Rules: Rethinking Power,
Practice, and Possibility
Jenna Pandeli, Jennifer
Manning, Rafael Alcadipani | 26 | Games of Violence
in Organizational Life
and Death Worlds
Roya Derakhshan, Devi Vijay,
Michelle Mielly |
| 16 | Bridging the Space Between
Us: Exploring Connection
and Disconnection in
Workplace Relationships
Brianna Barker Caza,
Jennifer Petriglieri, Lakshmi
Ramarajan | 19 | Come Together or I, Me,
Mine? Individual and Group
Creativity Within Collectives
Pier Vittorio Mannucci, Rita
Bissola, Christina E. Shalley | 23 | Exploring Intersections
Between Markets, Fields
and Grand Challenges
Charlotte Cloutier, April
Wright, Debora Sara
Anspach | 27 | Inequality and the
(Un)changing Rules of
Professional Life and Work
Stefanie Gustafsson, Sumati
Ahuja, Andrew Sturdy |
| | | 20 | Contemporary Careers:
Arenas, Power, Rules
and Shadows
Nawel Sidi Ali Cherif,
Katharina Chudzikowski,
Wolfgang Mayrhofer | 24 | Fields of Play: Organization
Studies in Sports
Edeltraud Hanappi-Egger,
Marvin Washington,
Roman Gibel | 28 | Learning Good Judgements:
Insights from Organizational
and Educational Contexts
Martyna Śliwa, Igor Pyrko,
Demetris Hadjimichael |

Sub-Themes & Convenors

- 29** **Multimodality at Play: Theories, Ontologies, and Methodologies of Studying Sustainability Organizing**
Lærke Højgaard
Christiansen, Mélodie Cartel, Dennis Jancsary
- 30** **New Rules: Understanding Grand Challenges as Systems Change**
Linda Jakob Sadeh, Bernard Leca, Charlene Zietsma
- 31** **No Games Without Rules: Assessing the Unmaking and Remaking of Formal Organization**
Catherine Casler, Paul du Gay, Signe Vikkelsø
- 32** **Organizational Language Games: The Hidden Rules of Communication and Institutional Life**
Michal Izak, Yuan Li, Will Zhao
- 33** **Organizational Purpose at the Crossroads**
Anna Jasinenko, Rodolphe Durand, Renate E. Meyer
- 34** **Organizing Risk: Risk Games, Gamifying Risk, and the Politics of Play**
Tommaso Palermo, Christian Huber, Finia Kuhlmann
- 35** **Platformisation of Business and Society: Routes, Responses, and Prospects**
Georg Reischauer, Cristina Alaimo, Annabelle Gawer
- 36** **Play, Passion, and Precariousness: The Politics of Free Labour in Contemporary Work and Organizations**
Annalisa Murgia, Amanda Peticca-Harris, Marieke van den Brink
- 37** **Playing by, with, and Against the Rules: Governance and Legitimacy in Universities**
Stephanie Mignot-Gerard, Simon Oertel, Linda Wedlin
- 38** **Playing with the Law: Organizational Resistance and Alternatives at the Boundary of the Legal**
Stephanie Daher, Kate Kenny, Marcos Barros
- 39** **Playing with, or Playing Within, the Rules of the Game? Ethics and the (Un-)written Moral Rules of Organizing**
Gazi Islam, Martin Kornberger, Tanusree Jain
- 40** **Promises and Paradoxes of Intelligent and Distributed Technologies: Rethinking Relations, Organizations and Institutions**
Nelson Phillips, Paula Ungureanu, Elisa Villani
- 41** **Re-writing the Rules of Social Networks and Networking: Intra- And Inter-Organizational Networks and Relationships in Non-Western Contexts**
Julia Brennecke, Christiana Weber, Jane Khayesi
- 42** **Rethinking Corporate Sustainability: Progress, Balance or Backlash?** Julia Bartosch, Jette Steen Knudsen, Jeremy Moon
- 43** **Societal Governance in the Face of Grand Challenges: Perspectives from the Global North and South, East and West**
Zlatko Bodrožić, Paul S. Adler, Nicole Ning Liu
- 44** **Organizing with and for Nature: Rethinking Voice, Agency, and Co-production**
Fleur Deken, Theresa Langenmayr, David Montens

Sub-Themes & Convenors

- 45** **The Science of Organizations: How Managers Can Be Replaced by Self-Motivated Employees and Good Pay**
William Ocasio, Daniella Laureiro-Martínez, Christoph Brielmaier
- 46** **The Role of Organizational Practices in Shaping Workplace Diversity and Inequality**
Emilio J. Castilla, Isabel Fernandez-Mateo, Eliot L. Sherman
- 47** **Where Are Biophysical Rules in Management Games? Integrating Management and Natural Sciences**
Lucie Baudoin, Simone Carmine, Martina Linnenluecke
- 48** **Who Plays (with) Whom – And in What Games? Rethinking Personhood and Actorhood in Institutional Life**
Tao Wang, Daniel Semper, Elke Weik
- 49** **Magic, Mysteries, and Illusions in Organizational Games and Play: Methods, Technologies and Practices**
Elena Giovannoni, Paolo Quattrone, Stefan Schwarzkopf
- 50** **Addressing Dualities of Resilience and Vulnerability in Extreme Contexts**
Gloria Kutscher, Derin Kent, Anja Danner-Schröder
- 51** **At Table! Crossing Perspectives and Mixing Ingredients to Study Organization in the Hospitality Industry**
Daphne Demetry, Giada Di Stefano, Bernard Forgues
- 52** **Organizing in Marginalised Communities: Navigating Entrepreneurship and Institutions**
Alina Spanuth, Sönke Mestwerdt, Nevena Radoynovska
- 53** **Playing with Complexity: QCA and Organizational Games**
Joanna Campbell, Peer Fiss, Johannes Meuer
- 54** **Managing Nonprofit Strategic Tensions: Impact, Scaling, and Resilience**
Sofiane Baba, Jamel Stambouli, Caitlin McMullin
- 55** **Playing and Cheating the Ableism Game: Rewriting the Rules of (Dis)ability in Organizations**
Baeken, Eline Jammaers, Anneleen Forrier
- 56** **Institutional Repair: Exploring the Aftermath of Institutional Breakdown**
Alex Rustler, Mia Raynard, Emily Block
- 57** **Where Networks Meet: Exploring the Relationship Between Intra- And Inter-Organizational Networks**
Stefan Breet, Stefano Tasselli
- 58** **Overlooked Entrepreneurs: Playing When Nobody is Watching**
Pursey P. M. A. R. Heugens, Katrin M. Smolka, Friederike Welter
- 59** **Words and Numbers in Quality Construction: How Categories and Classifications Shape Market Valuations**
Anne-Sophie Barbe, Arnaud Cudennec, Yuval Millo

Sub-Themes & Convenors

- 60** **Resistance Through Play: Decolonial and Queer Disruptions of Organizational Rules**
Elo L. K. Reiss, Ebru Calin, Chris Steyaert
- 61** **New Rules of the Game? Re-organizing Democracy in an Illiberal Age**
Andreas Georg Scherer, Peter Bloom, Elanor Colleoni
- 62** **“All Work and No Play” – Conceptions of Work, Organizing and Business in Historical Perspective**
Stephanie Decker, Valeria Giacomini, Nicholas Wong
- 63** **Abductive Qualitative Research: Puzzles, Surprises and Explanations**
Stine Grodal, Anders Dahl Krabbe, Saku Mantere
- 64** **Rage Against the Digital Machine? Rethinking Humanness and the Possibility for Human Connection in Times of Emerging Technologies**
Johan Alvehus, Sophia Galière, Frank Martela
- 65** **Organizing Ahead of the Game: Machineries of Anticipation in the Age of Datafication**
Mikkel Flyverbom, Maximilian Heimstädt, Lena Rieck
- 66** **Organizing Civic Wealth Creation: Multidisciplinary Perspectives for Broader Impact**
Sophie Bacq, Christina Hertel, Björn Mitzinneck
- 67** **Come Play with Us! Feminism as Survival: Naming, Resisting, and Reimagining the Academy**
Alison Pullen, Alexia Panayiotou, Marianna Fotaki
- 68** **Power Plays, Paths to Peace: Organizing Amid Conflict and Geopolitical Pressure**
Ambreen Tour Ben-Shmuel, Jay Joseph, François Maon
- 69** **Scale Matters: Accounting for Scale in Organizational Practice, Politics, and Research**
Armin Beverungen, Karolina Mikołajewska-Zajac, Bartosz Ślosarski
- 70** **The Past Through Games of Power: Memory and Organizational History**
Amon Barros, Hamid Foroughi, Gabrielle Durepos
- 71** **Relational (Re) Design: How Formal and Informal Structures Co-evolve in Organizations Under Continuous Change**
Daniele Mascia, Børge Obel, Francesca Pallotti
- 72** **Animals in the Games of Organization: Politics, Power, and Interspecies Relations**
Lucie Wiart, Helen Wadham, Linda Tallberg
- 73** **Land Matters: Re-imagining Organizations Through Land-based Perspectives**
Yousaf Nishat-Botero, Maria Ehrnström-Fuentes, Laura Albareda
- 74** **Planetary Playgrounds: Organization Studies in the Age of the New Space Race**
Attila Márton, Marc Ventresca, Elisa Fiore

Sub-Themes & Convenors

- 75** **Enterprising Tricksters & Entrepreneurial Pranksters? Play, Art, Power, Tactics, and Subversive Resistance against Tech Elites threatening Democracy**
Sylvain Bureau, Amy Whitaker, Daniel Hjorth
- 76** **Serious Play as Resonant Organizing: Atmospheres, Attunement, and Intercorporeality**
Wendelin Küpers, Matt Statler, Rita Tóth
- 77** **Professionals, Expertise and Attention in Organizing for Societal Challenges**
Yiannis Kyratsis, Amit Nigam, Amelia Compagni
- 78** **Playing Organization: The Power of Fiction as Playful Approach to Understanding and Rethinking Organizations**
Carola Wolf, Leighann Spencer, Christian De Cock
- 79** **The Language Games We Play: Opportunities and Obstacles in Studying Macro-Level Phenomena with Computational Methods**
Philipp Poschmann, Stephan Bohn, Laura K. Nelson



Host

University of Liverpool Management School:
Learning to make a difference from an enterprising
and vibrant world maritime city of culture.



Part of the prestigious Russell Group, the University of Liverpool is a research powerhouse with a proud civic mission to generate transformative knowledge that improves business and society, a vision closely aligned with EGOS values.

With 240 academic staff, a thriving doctoral community and strong international collaborations, over the last two decades, our Management School has established itself as a centre for impactful research in Organization studies, strategy and change.

We've hosted major international academic events, including the European Academy of Management and the British Academy of Management conferences, and the International Conference on Organizational Learning, Knowledge and Capabilities.

EGOS 2027 represents a natural continuation of our commitment to intellectual exchange, and is yet another opportunity to put into action our ambitious programme

of social, environmental and economic change:

- Hybrid participation options to reduce travel emissions
- A vegetarian, locally sourced catering policy
- Careful consideration of venue selection and walkability.

Our city-centre campus is a 10-15 minute walk from Liverpool Lime Street Station and within easy reach of accommodation, restaurants and cultural landmarks.

It sits in the city's Knowledge Quarter, a hub of innovation, science and creativity – a fitting setting for critical debates about Organizations and society.

Most of the colloquium sessions will take place in newly refurbished lecture theatres and seminar rooms, all equipped with state-of-the-art hybrid facilities to support both in-person and virtual delegates.

Liverpool is a compact and welcoming city, so you'll find it easy to navigate on foot, by public transport or even by bicycle.

Submissions and Applications

Open: Early October 2026 — Deadline: 15 January 2027



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Games

Liverpool 8-10 July 2027

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- Submission of Short Papers (via **egos.org**)
- Applications (via **egos.org**) for the Pre-Colloquium PhD Workshop and the Pre-Colloquium Post-Doctoral & Early Career Scholars Workshop

Colloquium Organizers

University of Liverpool Management School

More Information and Contact

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www.liverpool.ac.uk/management/conferences-and-events/egos-27/

Chairs

Julia Balogun (Organizing Committee)

Mike Zundel (Programme & Scientific Committees)

Organizing Committee

Julia Balogun, Mike Zundel, Dennis Jancsary, Charlotte Croft,

Damian O'Doherty, Katie Chin

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