

Genevieve Shanahan, PhD, FHEA

Lecturer in Management, Employment and
Organisation at Cardiff Business School

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Current Appointment

2022-present **Cardiff Business School**
Lecturer in Management, Employment and Organisation
In this role I continue my research on how alternative organizations can foster a more just and sustainable society, with particular attention to how new technologies might be used to enhance democracy within these organizations. I lead on two modules: *Managing in Multicultural Organisations* (BSc Business Management) and *Sustainable Development and Managing with Nature* (MSc International Management).

Education

2017-2022 **Grenoble École de Management**
PhD, Business Administration
Supervisors: Thibault Daudigeos and Stéphane Jaumier
Thesis: *The local prefiguration of a global sustainable food system: Navigating the tensions of radical democracy and scale through technology*
Passed without corrections, 17 January 2022

2019-2022 **Université Clermont Auvergne**
PhD, Management Research
Supervisor: Bertrand Valiorgue
Thesis: *La préfiguration locale d'un système alimentaire mondial durable : Réconcilier la démocratie radicale et l'échelle par la technologie*
Passed without corrections, 4 April 2022

2017-2019 **Grenoble École de Management**
MPhil in Business Administration
Specialization in People, Organizations and Society
Courses included: Organizational Theory and Behaviour; Qualitative Design; Ethnography; Alternative Qualitative Methods; Qualitative Comparative Analysis; Computer-Assisted Text Analysis

2011-2014 **University College London**
MPhil Stud in Philosophy
Supervisor: Jonathan Wolff
Thesis: *Resource egalitarianism as a realisation of relational justice in the distributive sphere: An analysis of personal and interpersonal responsibility (passed without corrections)*

2008-2011 **University College Cork**
BA in Philosophy and English (1st class honours)
Supervisor: Vittorio Bufacchi
Thesis: *Exploring Fricker's hermeneutical injustice using a model of a multitude of hermeneutical resources (73%)*

Publications

Peer-reviewed publications

Shanahan, Genevieve. (2025) 'Two routes to degeneration, two routes to utopia: The impure critical performativity of alternative organizing', *Organization* 32(4), 489–507.

Shanahan, Genevieve, Jaumier, Stephane, Daudigeos, Thibault, et al. (2024) 'Why reinvent the wheel? Materializing multiplicity to resist reification in alternative organizations', *Organization Studies* 45(6), 855–879.

Shanahan, Genevieve. (2023). 'No decision is permanent!': Achieving democratic revisability in alternative organizations through the affordances of new information and communication technologies. *Human Relations*. 76(10), 1661–1686.

Shanahan, Genevieve and Mark Smith. (2021). Fair's fair: Psychological contracts and power in platform work. *International Journal of Human Resource Management*, 32(19), 4078-4109.

Stewart, Paul, **Genevieve Shanahan** and Mark Smith. (2020). Individualism and collectivism at work in an era of deindustrialisation: Work narratives of food delivery couriers in the platform economy. *Frontiers in Sociology*, 5(49), 1-14.

Gauthier, Caroline, **Genevieve Shanahan**, Thibault Daudigeos, Adélie Ranville and Pascal Dey. (2020). Tackling economic exclusion through social business: A business model perspective. *International Review of Applied Economics*, 34(5), 588-606.

Other academic publications

Shanahan, Genevieve. (2025). Realizing potentials: The promise of an Aristotelian approach to causal complexity. *Peer Community in Organization Studies*. DOI: 10.24072/pci.orgstudies.100038

Dahlman, Sara, Erik Mygind du Plessis, Emil Husted, George Kandathil and **Genevieve Shanahan** (2024) 'Call for Papers: What is alternative organization? Theorizing counter-hegemonic dynamics', *Organization*.

Shanahan, Genevieve. (2023). Management's counter-history: The neglected past and potential futures of solidarity-based organizing. *Organization*. DOI: 10.1177/13505084231207987

Shanahan, Genevieve. (2023). 'Rights-based ethics.' Invited contribution to *SAGE Business Foundations* (edited by Lakshmi B. Nair). SAGE Publications. <https://sk.sagepub.com/foundations/rights-based-ethics>

Shanahan, Genevieve, Mark Smith and Priya Srinivasan. (2020). 'Is basic income feasible in Europe?' Invited contribution to *Empirical Research on an Unconditional Basic Income in Europe* (edited by Lei Delsen). Springer.

Peticca-Harris, Amanda, Kseniya Navazhylava and **Genevieve Shanahan.** (2020). 'Embodied spirituality: Negotiating health, well-being and motherhood through the life history of a yoga teacher.' Invited contribution to *Spirituality, Organisation and Neoliberalism: Understanding Subjectivities* (edited by Emma Bell, Sorin Gog, Anca Simionca and Scott Taylor). Edward Elgar Publishing.

Selected conference presentations

Shanahan, Genevieve, Simon Oldham. (2024, June). *The ethics of cooperatives: A critically performative review*. Conference of the Society for the Advancement of Socio-Economics (SASE), Limerick, Ireland.

Shanahan, Genevieve. (2023, July). *You can't steal what isn't owned*. European Group for Organizational Studies Colloquium (EGOS), Cagliari, Italy.

Shanahan, Genevieve. (2022, August). *Two routes to degeneration, two routes to utopia*. Annual Meeting of the Academy of Management (AoM), Washington, USA.

Shanahan, Genevieve. (2021, July). *Defining the "current version of the truth" while maintaining revisability in democratic organizing*. European Group for Organizational Studies Colloquium (EGOS), Amsterdam, the Netherlands.

Shanahan, Genevieve, Thibault Daudigeos, Stéphane Jaumier and Alban Ouahab. (2020, July). *Can big be beautiful? Tensions within normative communities*. Conference of the Society for the Advancement of Socio-Economics (SASE), Amsterdam, The Netherlands.

Shanahan, Genevieve. (2020, July). *A critical realist framework for understanding cooperative degeneration*. European Group for Organizational Studies Colloquium (EGOS), Hamburg, Germany.

Picard, Helene, Thibault Daudigeos and **Genevieve Shanahan**. (2019, July). *Desperately seeking Léo: harnessing the narrative of social innovation to re-imagine an organizational identity*. European Group for Organizational Studies Colloquium (EGOS), Edinburgh, UK.

Selected invited presentations

"Democratic organizing? A conversation across bubbles." Panel at the Academy of Management (AoM) conference, Copenhagen, Denmark. July 2025.

"Alternatives to capitalist ownership: A critical rethinking of power, voice & inclusion." Panel at the Academy of Management (AoM) conference, Copenhagen, Denmark. July 2025.

"The sorry state of critique in CMS: What's wrong and how can we fix it?" Panel at the Academy of Management (AoM) conference, Copenhagen, Denmark. July 2025.

"The role of critique in future CMS: For a ruthless criticism of everything existing?" Panel at the International Critical Management Studies (ICMS) conference, Manchester, UK. June 2025.

"The Role of Social Movements in Climate Change Policy." Presentation at the *Climate Policy in a Turbulent World: Complementary Perspectives* symposium, Swedish Collegium for Advanced Studies, Uppsala, Sweden. May 2025.

"Alternative modes of organization." Work, Expertise, Technology, Organization (WETO) seminar, Copenhagen Business School. November 2024.

"Woke Capitalism." Sub-plenary panel at European Group for Organizational Studies Colloquium (EGOS), Milan, Italy. July 2024.

"Our responsibilities at this time: Towards an ecoversity?" The Open University, UK. April 2024.

"Publishing qualitative research." Workshop at NEOMA Business School, France. May 2023.

"Technology-Enabled Circularity: Digitalisation and Sustainability." Workshop at Exeter University, UK. November 2022.

"Two routes to degeneration, two routes to utopia." Seminar at De La Salle University, Manila, Philippines. September 2022.

Research Impact and Public Engagement

Public Value Engagement Fellow

Sept 2023 – Sept 2024

Awarded £5000 by Cardiff Business School to fund my research impact project: *Democratic Technology for Cooperatives*. This project involves a) surveying UK-based cooperatives to understand how they make decisions democratically, particularly using digital tools, and b) co-developing a user-friendly, interactive digital resource to guide cooperatives on suitable models and tools for democratic organizing.

Engage Work Experience

Nov 2023

Took part in Cardiff Business School's Engage Work Experience Programme, which aims to show local students from ethnic minority backgrounds what university careers look like. My contribution was a three-hour workshop on qualitative research, particularly for public value.

Articles written for *The Conversation*

Jan 2017 – May 2020

<https://theconversation.com/profiles/genevieve-shanahan-331202>

A variety of articles covering topics including universal basic income and platform work. 215,000+ readers total.

Academic Service

EGOS 2025 sub-theme co-convenor

July 2025

'Creating another world: Alternative organizations as engines of social transformation.'

Organization Journal Virtual Conference 2024 session chair

December 2024

Chaired 'Decolonial feminisms' panel

Shadow Management Board member

Sept 2024 – present

Reviewing, offering constructive critique and co-developing proposals regarding strategic decisions made by Cardiff Business School's management board.

EGOS 2024 sub-theme co-convenor

July 2024

'Alternative organization at a crossroads: Which routes forward?'

Organization special issue guest editor

June 2024 – present

'What is alternative organization? Theorizing counter-hegemonic dynamics'

Ethics, Values & Sustainability Working Group member

Feb 2024 – Sept 2024

Co-developing policy recommendations and resources for embedding ethics, values and sustainability in Cardiff University's careers services.

Organization journal book reviews editor

Dec 2023 – present

Soliciting and providing editorial guidance on book reviews for the journal *Organization*.

School Research Ethics Committee member

Nov 2023 – present

Reviewing research ethics applications from faculty and students, and contributing to the ongoing development of Cardiff Business School's research ethics procedures and policies.

Peer Community In Organization Studies recommender

Sept 2023 – present

Managing the evaluation of preprint papers for this open science project.

Organization journal social media editor

Feb 2023 – May 2024

Promoting the work of *Organization* through its Twitter, LinkedIn and Facebook accounts.

Peer-reviewing

Jan 2018 – present

Organization Studies; *Journal of Business Ethics*; *Applied Psychology*; *Ephemera*; *International Journal of Human Resource Management*; *Business Ethics Quarterly*; *Culture and Organization*, *inter alia* (<https://www.webofscience.com/wos/author/record/1277171>)

Teaching					
Course	Programme	# students	Hours	Years	Teaching assessment
Sustainable Development and Managing with Nature	MSc International Management, CARBS*	10	25	2024-25	TBC
		20	25	2023-24	4.5 / 5
		20	25	2022-23	n/a
Managing in Multicultural Organizations	BSc Business Management (Year 2), CARBS	66	42	2024-25	5/5
		80	42	2023-24	4 / 5
		101	42	2022-23	4.5 / 5
Responsible Leadership and Management	Programme Grande École (Year 3), GEM*	40	15	2021-22 (hybrid)	4.3 / 5
		39	15		4.2 / 5
		39	15		3.7 / 5
		40	15	2020-21	4.3 / 5
		40	15	(online)	4.2 / 5
		35	27	2019-20	4.5 / 5
Sustainability and Corporate Social Responsibility	MBA, GEM	14	15	2020-21 (online)	3.8 / 5
		12	15	2019-20	4.2 / 5

Guest Lectures					
Course	Programme	Topics	#	Hours	Years
Society and Economy	BSc Business Management (Year 1), CARBS	CSR	320	2	2024-25
		Alternative organizations	300	2	2023-24
		Social movements	301	1	2022-23
Advanced Issues in Management Research	MSc Social Science Research Methods, CARBS	Democratic technology			
		Digital ethnography	3	1	2022-23
Strategic HRM	MSc International Human Resource Management, GEM	Expat compensation	41	1.5	2019-20
Business Ethics	Bachelor in International Business (Year 3), GEM	Rawls & Dworkin	97	15	2018-19

*CARBS: Cardiff Business School

GEM: Grenoble École de Management

Student Supervision

MSc International Management, CARBS, final dissertation supervision

- 2024: *'What are the impacts of ownership on positive deviance and behaviour for B Corps, in the context of internationalisation'*
- 2023: *'Navigating the Sustainability Trajectory: A Critical Analysis of Discourse Engagement and the Corporate Narrative.'*

Personal Tutoring

I provide pastoral support for approximately 30 Cardiff Business School students each year. This support is holistic, covering both academic and general welfare support.

Academic Awards and Certifications

Fellow of the Higher Education Academy (FHEA)

13 May, 2024

Awarded by AdvanceHE

Best Critical Dissertation

3 August, 2022

Co-awarded by the Critical Management Studies division of the Academy of Management

Carbon Literacy Standard certification

16 December, 2021

Awarded by Nottingham Trent University and the Carbon Literacy Project

Academic Affiliations

Higher Education Academy (AdvanceHE)

Since 2024

Academy of Management (AoM)

Since 2022

Society for the Advancement of Socio-Economics (SASE)

Since 2019

European Group for Organizational Studies (EGOS)

Since 2018

Languages

English: native language

French: CEFR B2