The Role of the Business School in Supporting Economic and Social Development
BAM2014 PARTNERS THANK YOU

University of Ulster, Ulster Business School
The BAM2014 Conference has been kindly hosted by the University of Ulster, Ulster Business School.

The Ulster Business School at the University of Ulster has approximately 140 academic staff and over 6000 full and part-time students. Positioned across Northern Ireland on four campuses located in Belfast, Jordanstown, Coleraine and Londonderry, the Ulster Business School is one of the largest providers of Business and Management education and training in Britain and Ireland. The Ulster Business School has recently established the Northern Ireland Centre for Economic Policy producing evidence based research to inform policy development and implementation, and the Centre for SME Development to support the business performance needs of SMEs. For more information please visit: www.business.ulster.ac.uk

BAM2014 SPONSORS THANK YOU

Wiley
The BAM2014 New Members’ Welcome Breakfast has been kindly sponsored by Wiley.

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Elsevier
The BAM2014 Best Developmental Papers have been kindly sponsored by Elsevier.

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The Higher Education Academy
The BAM2014 Professional Development Workshops have been kindly sponsored by The Higher Education Academy (HEA).

Inspiring excellence in higher education
The Higher Education Academy is the national body for learning and teaching. We work with higher education providers to enhance and improve the student learning experience. Find out more about our services and activities at www.heacademy.ac.uk
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### About BAM

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Key Information for Delegates

BAM2014 CONFERENCE COMMITTEE
Zoe Radnor, Loughborough University
Marie McHugh, University of Ulster
Karise Hutchinson, University of Ulster
Monika Narvydaite, BAM

WHO’S WHO KEY TO BADGES
Blue  Conference Delegate
Red   Council Member
Green Fellow
Black Track Chair
White Exhibitor
Yellow Conference Organiser
Blue Ribbons New Members

CONFERENCE PROCEEDINGS
This year the conference proceedings can only be accessed online. To view abstracts and download papers please go to: www.bam.ac.uk/bam2014-proceedings

INTERNET ACCESS
There will be Wi-Fi available at Belfast Waterfront.

TECHNICAL INFORMATION FOR FULL PAPERS/SYMPOSIA/WORKSHOPS
All rooms, which have a laptop, data projector and screen available, will be installed with following packages from Microsoft Office: Word, Excel and PowerPoint. Please note: Apple Macs and iPads are not available. Delegates therefore must ensure the file type of the presentation is fully compatible with Microsoft Office.

SPECIAL MOBILITY ACCESS
There will be special access requirements available for delegates with special needs, including those with visual, hearing, cognitive and motor impairments at Belfast Waterfront. There are disabled toilet facilities, lifts and on-site accessibility induction loops available at the venue. For more information about the disabled facilities available at the venue, please speak to a member of staff.

PRAYER ROOM
There will be a prayer room available during the Conference for delegates at Belfast Waterfront. Delegates can use the facilities in the Farset Room on the Mezzanine Level.

CLOAK ROOM
There will be a cloakroom available during the Conference for delegates at Belfast Waterfront, which will be located on the Concourse Level.

TAXI COMPANIES
Belfast Airport Taxis and Belfast International Airport - 028 9448 4353
Belfast Cabs - 028 9024 2700
Fon-A-Cab - 028 9023 3333 (Direct phone link from inside Belfast Waterfront’s main entrance)
Taxi Trax - 028 9031 5777
Value Cabs - 028 9080 9080
Welcome to **BAM2014**

The British Academy of Management (BAM) and the Ulster Business School, University of Ulster are delighted to welcome you to the 28th Annual BAM Conference. In the face of austerity and increasing public sector budget cuts, this year’s BAM conference considers how business schools, through their research and teaching and learning activities can help to drive economic and social development. Today’s business schools continually interact with external organisations, for example through education and training for a diverse workforce, research publications, conferences, consulting, joint research and development, enterprise and new business formation. The conference will not only explore the academic (or supply side) perspective of how business school research can drive economic growth, but how an industry/organisation (or demand side) perspective through engagement will affect regional economic and social development. Over the next few days, we will explore and debate the economic, social, environmental and cultural impacts that can be generated by Business Schools’ research and how this research on a global scale can contribute to the future economic and social development of regions.

Belfast has seen much change in the last 10 years; today it is a vibrant city full of opportunities, inspiring enterprise, creativity and change. As the capital city of Northern Ireland, Belfast has built a reputation as an international destination for city tourism visits and a gateway for tourists visiting the whole of the island of Ireland. Renewed confidence in Belfast as a business hub and contemporary urban visitor destination means the city is positioned as Northern Ireland’s regional driver. The Ulster Business School is one of the largest providers of Business and Management education and training in Britain and Ireland, positioned across Northern Ireland in four campuses. The School has made significant investment in skills, entrepreneurship and innovation to drive the recovery of the Northern Ireland economy and is therefore delighted to be able to welcome you to BAM2014.

Northern Ireland is one of Europe’s most scenic destinations, just waiting to be discovered. The conference is perfectly located right in the heart of Belfast with many fine hotels, attractions, shops and restaurants all within easy walking distance. The city is packed with history, culture, exciting events and great food. What better place to experience this than in Belfast Titanic, where we will be hosting our Annual Conference Gala Dinner. This venue is architecturally stunning situated in the heart of the Titanic Quarter. Why not explore more of this beautiful region by staying on after the conference, you’re sure to find evidence of the vast Belfast culture as well as some of the friendliest people you’ll ever meet.

It is important at this stage to offer our thanks to a range of organisations and individuals, without whom the conference would not take place. We would like to thank all the conference delegates, Track and SIG Chairs, reviewers and PDW organisers for their efforts. Finally, our thanks go to the BAM Conference Committee, the BAM Executive, the Ulster and BAM conference team, sponsors and exhibitors. We look forward to hosting and contributing to 3 days of stimulating and thoughtful discussion, debate and reflection in the city of Belfast!

**Prof Zoe Radnor, Loughborough University**  
**Dr Karise Hutchinson, University of Ulster**  
**CONFERENCE CO-CHAIRS 2014**
# Conference Schedule

## TUESDAY 9TH SEPTEMBER

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<th>Location</th>
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<td>08:00-18:00</td>
<td><strong>Conference Registration Open</strong></td>
<td>FOYER HALL, BELFAST WATERFRONT</td>
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<tr>
<td>08:00-09:30</td>
<td><strong>New Members’ Welcome Breakfast</strong> By Invitation only</td>
<td>BAR LEVEL 2 AND GALLERY LEVEL 2, BELFAST WATERFRONT</td>
</tr>
<tr>
<td>09:30-11:00</td>
<td><strong>Open session: Panel of BAM Fellows on Management and Leadership</strong></td>
<td>BOARDROOM SUITE, HILTON BELFAST</td>
</tr>
<tr>
<td>09:30-11:00</td>
<td><strong>Professional Development Workshops: Session 1</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; A multi-discipline review of the state of corporate responsibility and sustainability research (PDW 01: 378)</td>
<td>GREEN ROOM, BELFAST WATERFRONT</td>
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<tr>
<td>09:30-11:00</td>
<td><strong>Professional Development Workshops: Session 1</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Novices’ Guide for Cognitive Mapping: Analysing Rich Qualitative Data in Academic Research (PDW 02: 639)</td>
<td>LAGAN A, BELFAST WATERFRONT</td>
</tr>
<tr>
<td>09:30-11:00</td>
<td><strong>Professional Development Workshops: Session 1</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Developing Senior Leadership &amp; Management Capability (PDW 03: 699)</td>
<td>GLENBANK SUITE, HILTON BELFAST</td>
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<td>09:30-11:00</td>
<td><strong>Professional Development Workshops: Session 1</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Technologies and Business Models in data-intensive economies (PDW 04: 893)</td>
<td>BROOKFIELD SUITE, HILTON BELFAST</td>
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<td>09:30-11:00</td>
<td><strong>Professional Development Workshops: Session 1</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Bloom your module - encourage critical thinking (PDW 05: 904)</td>
<td>CANBERRA, BELFAST WATERFRONT</td>
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<td>09:30-11:00</td>
<td><strong>Professional Development Workshops: Session 1</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Career Development for Women Academics (PDW 06: 908)</td>
<td>ARC - ROOM 2, BELFAST WATERFRONT</td>
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<td>09:30-11:00</td>
<td><strong>Professional Development Workshops: Session 1</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Developing Knowledge Elicitation Skills for Organizational Development Practitioners (PDW 07: 912)</td>
<td>LAGAN A, BELFAST WATERFRONT</td>
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<td>09:30-11:00</td>
<td><strong>Professional Development Workshops: Session 1</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Management Knowledge and Education: How does it happen? (PDW 08: 919)</td>
<td>ARC - ROOM 1, BELFAST WATERFRONT</td>
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<td>11:00-11:30</td>
<td><strong>Refreshment Break</strong></td>
<td>STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT</td>
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<td>11:30-13:00</td>
<td><strong>Professional Development Workshops: Session 2</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Stimulating Economic Development through Customer Experience Management (CEM) (PDW 09: 818)</td>
<td>ARC - ROOM 2, BELFAST WATERFRONT</td>
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<td>11:30-13:00</td>
<td><strong>Professional Development Workshops: Session 2</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Researching Organizational Mindfulness and Mindful Organizing: Theory, Method, and Practice (PDW 10: 903)</td>
<td>LAGAN A, BELFAST WATERFRONT</td>
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<td>11:30-13:00</td>
<td><strong>Professional Development Workshops: Session 2</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Developing Reviewing Skills for Early Career Academics and Doctoral Students (PDW 11: 905)</td>
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<td>11:30-13:00</td>
<td><strong>Professional Development Workshops: Session 2</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Using Case Studies: Bringing the Real World into your Classroom (PDW 12: 909)</td>
<td>LAGAN B, BELFAST WATERFRONT</td>
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<td>11:30-13:00</td>
<td><strong>Professional Development Workshops: Session 2</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Low-Tech Teaching (PDW 13: 914)</td>
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<td>11:30-13:00</td>
<td><strong>Professional Development Workshops: Session 2</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Researching and Engaging with SMEs (PDW 14: 915)</td>
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<td>11:30-13:00</td>
<td><strong>Professional Development Workshops: Session 2</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; Generating Impactful Research: Views from the Field (PDW 15: 916)</td>
<td>CANBERRA, BELFAST WATERFRONT</td>
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<td>11:30-13:00</td>
<td><strong>Professional Development Workshops: Session 2</strong> <strong>Sponsored by The Higher Education Academy (HEA)</strong>&lt;br&gt; NEMODE Professional Development Workshop. The digital economy, big data and social media: implications for the practice of management research (PDW 16: 917)</td>
<td>BROOKFIELD SUITE, HILTON BELFAST</td>
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<td>14:00-15:30</td>
<td><strong>OPENING PLENARY</strong>&lt;br&gt; Including the Announcement of New Fellows and the Richard Whipp Lifetime Achievement Award Ceremony</td>
<td>LAGAN SUITE, HILTON BELFAST</td>
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<td>14:00-15:30</td>
<td><strong>OPENING PLENARY</strong>&lt;br&gt; Including the Announcement of New Fellows and the Richard Whipp Lifetime Achievement Award Ceremony&lt;br&gt; Chair: Professor Sir George Bain, former Dean of the London Business School and former Vice-Chancellor of Queen’s University Belfast&lt;br&gt; Speakers: Dr Stephen Farry, Minister for Employment and Learning Northern Ireland Executive Ian Coulter, Senior Partner, Tughans Solicitors and Vice-Chair of the CBI(NI) Professor Nigel Nicholson, London Business School</td>
<td>LAGAN SUITE, HILTON BELFAST</td>
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<td>15:30-16:00</td>
<td><strong>Refreshment Break</strong></td>
<td>STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT</td>
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<td>16:00-17:30</td>
<td><strong>CONFERENCE SESSION 1</strong></td>
<td>BELFAST WATERFRONT AND HILTON BELFAST</td>
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<td>16:00-17:30</td>
<td><strong>SIG Meetings</strong>&lt;br&gt; (Also at other times during the event)&lt;br&gt; Operations, Logistics and Supply Chain Management</td>
<td>BELFAST WATERFRONT AND HILTON BELFAST</td>
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<td>17:35-18:30</td>
<td><strong>SIG Meetings</strong>&lt;br&gt; (Also at other times during the event)&lt;br&gt; Corporate Governance&lt;br&gt; Human Resource Management&lt;br&gt; Inter-Organizational Collaboration: Partnerships, Alliances and Networks&lt;br&gt; International Business&lt;br&gt; Knowledge and Learning&lt;br&gt; Leadership and Leadership Development&lt;br&gt; Marketing and Retail&lt;br&gt; Organizational Psychology&lt;br&gt; Research Methodology&lt;br&gt; Strategy&lt;br&gt; Sustainable and Responsible Business</td>
<td>BELFAST WATERFRONT AND HILTON BELFAST</td>
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## Wednesday 10th September

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<td>08:00-18:00</td>
<td>Conference Registration Open</td>
<td>Foyer Hall, Belfast Waterfront</td>
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<td>09:00-10:30</td>
<td>Conference Session 2</td>
<td>Belfast Waterfront, Hilton Belfast and St. George’s Market</td>
</tr>
<tr>
<td>09:00-10:30</td>
<td>BJM Board Meeting By invitation only</td>
<td>Ewart Suite, Hilton Belfast</td>
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<tr>
<td>10:30-11:00</td>
<td>Refreshment Break</td>
<td>Studio, Bar Level 1 and Gallery Level 1, Belfast Waterfront</td>
</tr>
<tr>
<td>11:00-12:30</td>
<td>Conference Session 3</td>
<td>Belfast Waterfront, Hilton Belfast and St. George’s Market</td>
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<tr>
<td>12:30-14:00</td>
<td>Lunch Available</td>
<td>Studio, Bar Level 1 and Gallery Level 1, Belfast Waterfront</td>
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<td>12:40-13:50</td>
<td>Meet the Editors Session</td>
<td>Green Room, Belfast Waterfront</td>
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<td>12:45-13:45</td>
<td>Track/SIG Chairs Meeting By invitation only</td>
<td>Boardroom Suite, Hilton Belfast</td>
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<tr>
<td>14:00-15:30</td>
<td>Conference Session 4</td>
<td>Belfast Waterfront, Hilton Belfast and St. George’s Market</td>
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<tr>
<td>14:00-15:30</td>
<td>JMS Board Meeting By invitation only</td>
<td>Ewart Suite, Hilton Belfast</td>
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<tr>
<td>15:30-16:00</td>
<td>Refreshment Break</td>
<td>Studio, Bar Level 1 and Gallery Level 1, Belfast Waterfront</td>
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<tr>
<td>16:00-17:30</td>
<td>Conference Session 5</td>
<td>Belfast Waterfront, Hilton Belfast and St. George’s Market</td>
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<tr>
<td>16:00-17:30</td>
<td>IJMR Board Meeting By invitation only</td>
<td>Ewart Suite, Hilton Belfast</td>
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<tr>
<td>17:30-18:15</td>
<td>SIG Meetings (Also at other times during the event)</td>
<td>Boardroom Suite, Hilton Belfast, Canberra, Belfast Waterfront, Lisburn Suite, Belfast Waterfront, Glenbank Suite, Belfast Waterfront, Britannic, Belfast Waterfront, ARC - Room 3, Belfast Waterfront, Green Room, Belfast Waterfront, ARC - Room 1, Belfast Waterfront</td>
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<td>18:30-20.00</td>
<td>Access to Galleries and Conference Dinner Reception Drinks (tickets only)</td>
<td>Belfast Titanic Museum, 1 Queen’s Road, Titanic Quarter, Belfast, BT3 9EP</td>
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<tr>
<td>20:00-23:00</td>
<td>Conference Gala Dinner (tickets only)</td>
<td>Belfast Titanic Museum, 1 Queen’s Road, Titanic Quarter, Belfast, BT3 9EP</td>
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## Thursday 11th September

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<tr>
<td>08:00-09:00</td>
<td>Conference Registration Open</td>
<td>Foyer Hall, Belfast Waterfront</td>
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<tr>
<td>09:00-10:30</td>
<td>Conference Session 6</td>
<td>Belfast Waterfront, Hilton Belfast and St. George’s Market</td>
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<tr>
<td>10:30-11:00</td>
<td>Refreshment Break</td>
<td>Studio, Bar Level 1 and Gallery Level 1, Belfast Waterfront</td>
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<tr>
<td>11:00-12:30</td>
<td>Conference Session 7</td>
<td>Belfast Waterfront, Hilton Belfast and St. George’s Market</td>
</tr>
<tr>
<td>12:30-14:00</td>
<td>Lunch Available</td>
<td>Studio, Bar Level 1 and Gallery Level 1, Belfast Waterfront</td>
</tr>
<tr>
<td>12:50-13:50</td>
<td>BAM Annual General Meeting</td>
<td>Green Room, Belfast Waterfront</td>
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<tr>
<td>14:00-15:30</td>
<td>Conference Session 8</td>
<td>Belfast Waterfront, Hilton Belfast and St. George’s Market</td>
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### ACADEMIC PROGRAMME TUESDAY

**FELLOWS SESSION / PROFESSIONAL DEVELOPMENT WORKSHOPS**

**SESSION 1**

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<th>VENUE</th>
<th>SESSION 1: 09:30-11:00</th>
<th>SPEAKERS</th>
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<tr>
<td><strong>BOARDROOM SUITE</strong></td>
<td>Open Session: Panel of BAM Fellows on Management and Leadership</td>
<td>The panel will include: Professors Jean Hartley, Open University; Gerry Johnson, Lancaster University; Sharon Mavin, Northumbria University; Nigel Nicholson, London Business School; Sue Vinnicombe, Cranfield University</td>
</tr>
<tr>
<td><strong>GREEN ROOM</strong></td>
<td>A multi-discipline review of the state of corporate responsibility and sustainability research (PDW 01: 378)</td>
<td>Anthony Edward Alexander, Cardiff University; Sarah Ivory, University of Edinburgh</td>
</tr>
<tr>
<td><strong>LAGAN B</strong></td>
<td>Novices’ Guide for Cognitive Mapping: Analysing Rich Qualitative Data in Academic Research (PDW 02: 639)</td>
<td>Igor Pyrko, University of Strathclyde; Viktor Dörfler, University of Strathclyde</td>
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<tr>
<td><strong>GLENBANK SUITE</strong></td>
<td>Developing Senior Leadership &amp; Management Capability (PDW 03: 699)</td>
<td>Kate Cooper, Institute of Leadership &amp; Management; Ruth Sacks, University of Westminster; Andrea Cooper, Belfast Metropolitan College</td>
</tr>
<tr>
<td><strong>BROOKFIELD SUITE</strong></td>
<td>Technologies and Business Models in data-intensive economies (PDW 04: 893)</td>
<td>Co-Chairs: Yi-Ke Guo, Imperial College London; Maureen Meadows, Open University; David Lopez, University of Exeter &amp; IE Business School</td>
</tr>
<tr>
<td><strong>CANBERRA</strong></td>
<td>Bloom your module - encourage critical thinking (PDW 05: 904)</td>
<td>Christine Rivers, University of Surrey</td>
</tr>
<tr>
<td><strong>ARC - ROOM 2</strong></td>
<td>Career Development for Women Academics (PDW 06: 908)</td>
<td>Savita Kumra, Brunel University; Adelina Broadbridge, University of Stirling</td>
</tr>
<tr>
<td><strong>LAGAN A</strong></td>
<td>Developing Knowledge Elicitation Skills for Organizational Development Practitioners (PDW 07: 912)</td>
<td>W.B.Lee, Knowledge Management and Innovation Research Centre and The Hong Kong Polytechnic University</td>
</tr>
<tr>
<td><strong>ARC - ROOM 1</strong></td>
<td>Management Knowledge and Education: How does it happen? (PDW 08: 919)</td>
<td>Katy Mason, University of Lancaster; Leonard Holmes, University of Roehampton; James Johnston, University of the West of Scotland; Jacky Holloway, University of Northampton; Sarah Hurlow, Cardiff University; Alan Tait, University of Portsmouth; Karise Hutchinson, University of Ulster; Jean-Anne Stewart, Henley Business School</td>
</tr>
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### ACADEMIC PROGRAMME TUESDAY

**SYMPOSIA / WORKSHOPS**

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<tr>
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<tr>
<td><strong>GREEN ROOM</strong></td>
<td>Human Resource Management Symposium</td>
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<tr>
<td><strong>CANBERRA</strong></td>
<td>Knowledge and Learning/Marketing and Retail Workshop</td>
</tr>
<tr>
<td><strong>LAGAN A</strong></td>
<td>Research Methodology Workshop</td>
</tr>
<tr>
<td><strong>LAGAN B</strong></td>
<td>Organizational Studies Symposium</td>
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*BAM2014*
## ACADEMIC PROGRAMME TUESDAY

### FELLOWS SESSION / PROFESSIONAL DEVELOPMENT WORKSHOPS

#### SESSION 2

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<tr>
<th>VENUE</th>
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<th>SPEAKERS</th>
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<tbody>
<tr>
<td>ARC - ROOM 2 Belfast Waterfront</td>
<td>Stimulating Economic Development through Customer Experience Management (CEM) (PDW 09: 818)</td>
<td>Maria van Dessel, University of Denver; Charles Patti, University of Denver</td>
</tr>
<tr>
<td>Lagan A Hilton Belfast</td>
<td>Researching Organizational Mindfulness and Mindful Organizing: Theory, Method, and Practice (PDW 10: 903)</td>
<td>Jutta Mathilde Tobias, Cranfield University; David Denyer, Cranfield University; Andrey Pavlov, Cranfield University; Diana Danziger, Cranfield University</td>
</tr>
<tr>
<td>Lagan B Hilton Belfast</td>
<td>Using Case Studies: Bringing the Real World into your Classroom (PDW 12: 909)</td>
<td>Stephanie Hussels, The Case Centre, UK</td>
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<tr>
<td>Glenbank Suite Hilton Belfast</td>
<td>Low-Tech Teaching (PDW 13: 914)</td>
<td>Nigel Brown, Regent’s University</td>
</tr>
<tr>
<td>ARC - Room 3 Belfast Waterfront</td>
<td>Researching and Engaging with SMEs (PDW 14: 915)</td>
<td>Natalia Yakovleva, University of Winchester; George Saridakis, Kingston University; Elina Meliou, University of Winchester; John Kitching, Kingston University</td>
</tr>
<tr>
<td>Canberra Belfast Waterfront</td>
<td>Generating Impactful Research: Views from the Field (PDW 15: 916)</td>
<td>Diane Holt, University of Essex; Jo Crotty, University of Salford; Sergei Ljubownikow, University of Nottingham</td>
</tr>
<tr>
<td>Brookfield Suite Hilton Belfast</td>
<td>NEMODE Professional Development Workshop. The digital economy, big data and social media: implications for the practice of management research (PDW 16: 917)</td>
<td>Ingo Winkler, University of Southern Denmark; Ali Rostron, University of Chester; Peter McInnes, University of Strathclyde</td>
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<tr>
<td>ARC - Room 1 Belfast Waterfront</td>
<td>Frontiers of Identity Research and Research Methods (PDW 14: 918)</td>
<td>Facilitator: Richard Adams, NEMODE Senior Research Fellow &amp; University of Exeter</td>
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### ACADEMIC PROGRAMME TUESDAY

### SYMPOSIA / WORKSHOPS

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<tr>
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<tr>
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<tr>
<td>VENUE</td>
<td>9:00-10:30</td>
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<td>ROOM T5</td>
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<tr>
<td>ROOM T6</td>
<td>MANAGEMENT AND BUSINESS HISTORY</td>
<td>OPERATIONS, LOGISTICS AND SUPPLY CHAIN MANAGEMENT</td>
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<td>INTER-ORGANIZATIONAL COLLABORATION: PARTNERSHIPS, ALLIANCES AND NETWORKS</td>
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<td><strong>ROOM B2</strong></td>
<td>ORGANIZATIONAL STUDIES</td>
<td>STRATEGY</td>
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<td><strong>ROOM B6</strong></td>
<td>INTER-ORGANIZATIONAL COLLABORATION: PARTNERSHIPS, ALLIANCES AND NETWORKS</td>
<td>PUBLIC MANAGEMENT AND GOVERNANCE</td>
<td>IDENTITY</td>
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<tr>
<td><strong>ROOM B7</strong></td>
<td>OPERATIONS, LOGISTICS AND SUPPLY CHAIN MANAGEMENT</td>
<td>ORGANIZATIONAL TRANSFORMATION, CHANGE AND DEVELOPMENT</td>
<td>SUSTAINABLE AND RESPONSIBLE BUSINESS</td>
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<tr>
<td><strong>ROOM B8</strong></td>
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<td>CORPORATE GOVERNANCE</td>
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**LUNCH & TEA/COFFEE (12:30-14:00 - STUDIO, GALLERY LEVEL 1 AND BAR LEVEL 1)**
## Academic Programme Thursday

**Full Papers / Symposia / Workshops**

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<td>Organizational Psychology Full Papers</td>
<td>Marketing and Retail Full Papers</td>
<td>Marketing and Retail Full Papers</td>
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<td>Canberra, Belfast Waterfront</td>
<td>Entrepreneurship Full Papers</td>
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<td>Britannic, Belfast Waterfront</td>
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<td>Gender in Management Full Papers</td>
<td>Gender in Management Full Papers</td>
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<td>Lisburn Suite, Hilton Belfast</td>
<td>Innovation Full Papers</td>
<td>Innovation Full Papers</td>
<td>Innovation Full Papers</td>
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<tr>
<td>Boardroom Suite, Hilton Belfast</td>
<td>eBusiness and eGovernment Full Papers</td>
<td>eBusiness and eGovernment Full Papers</td>
<td>Management and Business History Full Papers</td>
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<td>Ewart Suite, Hilton Belfast</td>
<td>Management and Business History Full Papers</td>
<td>Strategy as Practice Full Papers</td>
<td>Strategy Full Papers</td>
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<tr>
<td>Room T1, St. George’s Market, Belfast</td>
<td>Human Resource Management Full Papers</td>
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<td>Inter-Organizational Collaboration: Partnerships, Alliances and Networks Full Papers</td>
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<td>Operations, Logistics and Supply Chain Management Full Papers</td>
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**Venue**
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- Canberra, Belfast Waterfront
- Britannic, Belfast Waterfront
- Lisburn Suite, Hilton Belfast
- Boardroom Suite, Hilton Belfast
- Ewart Suite, Hilton Belfast
- Room T1, St. George’s Market, Belfast
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- Room T8, St. George’s Market, Belfast
- Room T9, St. George’s Market, Belfast
- Room T10, St. George’s Market, Belfast

**Times**
- 9:00-10:30
- 11:00-12:30 (13:00)
- 14:00-15:30

**Venue Details**
- Lunch & Tea/Coffee (12:30-14:00) - Studio, Gallery Level 1 and Bar Level 1
- Bam AGM (12:50-13:50) - Green Room, Belfast Waterfront

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**Venue Locations**
- Belfast Waterfront
- Canberry
- Britannic
- Lisburn Suite
- Boardroom Suite
- Ewart Suite
- Room T1
- Room T2
- Room T3
- Room T4
- Room T5
- Room T6
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- Room T10

**Room Numbers**
- Room T10
- Room T9
- Room T8
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- Room T6
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- Room T4
- Room T3
- Room T2
- Room T1

**Meeting and Presentation Areas**
- Bam 2014 Conference
- Belfast, Northern Ireland

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**Additional Information**
- Bam 2014 Conference
- Belfast, Northern Ireland
- Green Room, Belfast Waterfront
- Canberry
- Britannic
- Lisburn Suite
- Boardroom Suite
- Ewart Suite
- Room T1
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- Room T5
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**Contact Information**
- For more information, please contact
- Conference organizer
- Email: bam2014@conference.com
- Phone: 123-456-7890

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**Acknowledgments**
- Thank you to all sponsors and contributors
- Special thanks to our keynote speakers
## ACADEMIC PROGRAMME THURSDAY
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<td>INTER-ORGANIZATIONAL COLLABORATION: PARTNERSHIPS, ALLIANCES AND NETWORKS</td>
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**VENUE**
- **ARC - ROOM 1**: BELFAST WATERFRONT
- **ARC - ROOM 2**: BELFAST WATERFRONT
- **ARC - ROOM 3**: BELFAST WATERFRONT
- **GLENBANK SUITE**: HILTON BELFAST
- **BROOKFIELD SUITE**: HILTON BELFAST
- **ROOM B1**: ST. GEORGE’S MARKET, BELFAST
- **ROOM B2**: ST. GEORGE’S MARKET, BELFAST
- **ROOM B3**: ST. GEORGE’S MARKET, BELFAST
- **ROOM B4**: ST. GEORGE’S MARKET, BELFAST
- **ROOM B5**: ST. GEORGE’S MARKET, BELFAST
- **ROOM B6**: ST. GEORGE’S MARKET, BELFAST
- **ROOM B7**: ST. GEORGE’S MARKET, BELFAST
- **ROOM B8**: ST. GEORGE’S MARKET, BELFAST

**TIME SPANS**
- 9:00-10:30
- 11:00-12:30
- 14:00-15:30

**SESSIONS**
- **LUNCH & TEA/COFFEE (12:30-14:30 - STUDIO, GALLERY LEVEL 1 AND BAR LEVEL 1) AND BAM AGM (12:50-13:50) - GREEN ROOM, BELFAST WATERFRONT**

**ACADEMIC PROGRAMME**
- **THURSDAY**
- **MARKETING AND RETAIL**
- **IDENTITY**
- **STRATEGY AS PRACTICE/CULTURAL AND CREATIVE INDUSTRIES**
- **RESEARCH METHODOLOGY**
- **RESEARCH METHODOLOGY**
- **LEADERSHIP AND LEADERSHIP DEVELOPMENT**
- **HUMAN RESOURCE MANAGEMENT**
- **KNOWLEDGE AND LEARNING**
- **INTERNATIONAL BUSINESS**
- **ORGANIZATIONAL STUDIES**
- **OPERATIONS, LOGISTICS AND SUPPLY CHAIN MANAGEMENT**
- **ENTREPRENEURSHIP**
- **ORGANIZATIONAL PSYCHOLOGY**
- **INNOVATION**
- **ORGANIZATIONAL TRANSFORMATION, CHANGE AND DEVELOPMENT**
- **eBUSINESS AND eGOVERNMENT**
- **SUSTAINABLE AND RESPONSIBLE BUSINESS**
Special Conference Sessions

New Members’ Welcome Breakfast
TUES 08:00-9:30
GALLERY LEVEL 2 AND BAR LEVEL 2, BELFAST WATERFRONT

All New BAM Members are cordially invited to the New Members’ Welcome Breakfast, kindly sponsored by Wiley. BAM encourages all new members to arrive at Belfast Waterfront early on Tuesday 09th September to attend the pre-conference networking breakfast. This free and popular event provides an excellent opportunity to meet other new members, BAM Executive and Council members, BAM Fellows, SIG Chairs and Track Chairs. It is also great way for those who have recently joined the Academy to find out more about the benefits of BAM membership. Most importantly, this event enables first-time attendees to be welcomed informally into the BAM community before the conference sessions begin.

Fellows Session
TUES 09:30-11:00
BOARDROOM SUITE, BELFAST WATERFRONT

Open session: Panel of BAM Fellows on Management and Leadership

The importance of “good leadership” has seemingly become central in government policy pronouncements, media commentary on business success and failure, and corporate statements of intent. As a scholarly body, BAM was asked to provide evidence to the All Party Parliamentary Group’s Commission on Management and Leadership (which reported mid-July 2014) and the previous month ABS,CMI and QAA published a joint report on ‘21st Century Leaders’. Business schools are encouraged to focus on developing ‘leaders of the future’. What remains unstated and unclear in all this is just what is meant by “good leadership” and, consequently, if it can indeed be developed.

In this panel BAM Fellows, who have researched topics that bear on this, will provide their insights on two questions: what is “good leadership” and what are the implications for management teaching?

The Panel will include Professors Jean Hartley (Open University), Gerry Johnson (Lancaster University), Sharon Mavin (Northumbria University), Nigel Nicholson (London Business School) and Sue Vinnicombe (Cranfield University).

The two Reports noted above can be found at:


www.managers.org.uk/management2020

ALL, WHETHER FELLOWS OR NOT, ARE WELCOME TO COME TO THIS SESSION.

Opening Plenary
Including the Announcement of New Fellows and the Richard Whipp Lifetime Achievement Award Ceremony
TUES 14:00-15:30
LAGAN SUITE, BELFAST HILTON

The Role of the Business School in Supporting Economic and Social Development

CHAIR: PROFESSOR SIR GEORGE BAIN, FORMER DEAN OF THE LONDON BUSINESS SCHOOL AND FORMER VICE-CHANCELLOR OF QUEEN’S UNIVERSITY BELFAST

Speakers: Dr Stephen Farry, Minister for Employment and Learning Northern Ireland Executive
Ian Coulter, Senior Partner, Tughans Solicitors and Vice-Chair of the CBI(NI)

Professor Nigel Nicholson, London Business School

The Opening Plenary Keynote Session will include an interactive panel discussion focused on the BAM2014 Conference theme ‘the contribution of the business school to economic and development’. The Panel will be Chaired by Professor Sir George Bain, former Dean of the London Business School and former Vice-Chancellor of Queen’s University Belfast. It will include contributions from representatives of government, business and academia and will provide an opportunity for Conference delegates to engage in discussion with the Panel. The Panel members include Dr Stephen Farry, Minister for Employment and Learning, Northern Ireland Executive (representing Government), Ian Coulter, Senior Partner, Tughans Solicitors and Vice-Chair of the CBI(NI) (representing business), and Professor Nigel Nicholson, London Business School (representing academia).

Meet the Editors session
WED 12:40-13:50
GREEN ROOM, BELFAST WATERFRONT

Building upon the popularity of ‘Meet the Editors’ sessions at earlier BAM conferences there will again be an opportunity, for those seeking advice on publications, to meet the editors of leading journals. The session, facilitated by Ossie Jones and Caroline Gatrell, will have the following journals represented:

Journal of Management Studies (JMS)
Associate Editor, Penny Dick, Sheffield University

British Journal of Management (BJM)
Co-Editor, Geoff Woods, Warwick University
Co-Editor, Pawan Budhwar, Aston University

International Journal of Management Reviews (IJMR)
Co-Editor, Ossie Jones, University of Liverpool Management School
Co-Editor, Caroline Gatrell, University of Lancaster

BAM Annual General Meeting
THURS 12:50-13:50
GREEN ROOM, BELFAST WATERFRONT

CHAIR: NIC BEECH, UNIVERSITY OF ST ANDREWS

ALL DELEGATES ARE WELCOME!
Professional Development Workshops

**TUES 09:30-11:00**
**GREEN ROOM, BELFAST WATERFRONT**
A multi-discipline review of the state of corporate responsibility and sustainability research (PDW 01: 378)

**PRESENTERS:**
ANTHONY EDWARD ALEXANDER, CARDIFF UNIVERSITY
SARAH IVORY, UNIVERSITY OF EDINBURGH

**Summary**
The Sustainable and Responsible Business SIG are running this PDW for anyone considering applying their discipline expertise to the context of sustainability research. This includes scholars from fields such as strategy, finance and accounting, entrepreneurship, operations management, organizational behaviour, corporate governance and marketing among others.

This PDW targets two audiences:
- Those with a disciplinary-based expertise but no research background in sustainability who would like to understand this area and see the opportunities for research
- Those who have already undertaken some research in sustainability but would like to explore cross-disciplinary research opportunities

**Outline of the session:**

**Introduction**
- Introduction to ‘sustainability’: what it is, what it isn’t, and why it’s difficult to define this
- Cross-disciplinary nature of sustainability: explanation and implications
- Overview of sustainability research in management field: where research has focused to date and what it has found
- Research agenda for future research in management field: gaps and opportunities for sustainability research

**Expert Views**
The organizers have invited disciplinary-based experts who research in the area of sustainability to provide a brief outline of the state of sustainability research in their discipline and future opportunities as they see them. Disciplines covered will include: strategy, finance and accounting, entrepreneurship, operations management, organizational behaviour, corporate governance and marketing.

**TUES 09:30-11:00**
**LAGAN B, HILTON BELFAST**

**PRESENTERS:**
IGOR PYRKO, UNIVERSITY OF STRATHCLYDE
VIKTOR DÖRFLER, UNIVERSITY OF STRATHCLYDE

**Summary**
Cognitive mapping is a formal technique for modelling the thinking of a person or group about a problem using directed graphs. It should not be confused with other concept mapping techniques, such as mind mapping. In cognitive mapping the structure of cognitive maps emerges from the causal relationships of concepts represented by short phrases that are linked by unidirectional arrows. In this workshop cognitive mapping is conceptualised as a formal technique for analysing rich qualitative data specifically in academic research. In the setting of academic research, cognitive mapping can be useful for structuring messy problems, for tuning one’s attention to the interview situation, for reflecting on a person’s thinking, and for visually presenting one’s research findings. It is very well suited for working with groups of people in real-time as it enables the participants to see the representation of what the others are thinking, and thereby it supports them in thinking together. Cognitive mapping can also offer potentially powerful options for the analysis which can allow a researcher to conveniently cope with large volumes of qualitative material, and in developing their argument. In this workshop we do not engage in the philosophical and (meta-) theoretical basis of this methodological approach, only with its applicability. Throughout a series of interactive exercises we will address the technical side of cognitive mapping focusing on the analytical capabilities of this approach rather than simply on drawing the initial cognitive maps. The purpose of the workshop is twofold: on the one hand we want to make this research method more accessible to those who may need it; on the other hand we want to put an end on some popular misconceptions about cognitive mapping being a simple (less often simplistic) but not very effective tool.
PROFESSIONAL DEVELOPMENT WORKSHOPS

TUES 09:30-11:00
GLENBANK SUITE, HILTON BELFAST
Developing Senior Leadership & Management Capability (PDW 03: 699)

PRESENTERS:
KATE COOPER, SENIOR ADVISOR, INSTITUTE OF LEADERSHIP & MANAGEMENT
RUTH SACKS, UNIVERSITY OF WESTMINSTER
ANDREA COOPER, BELFAST METROPOLITAN COLLEGE

Abstract
This workshop addresses two main questions, (1) the question of how big data influences business and economic models and (2) what kind of technologies, business and economic models are required to articulate data ecosystems. To provide some insights into these matters three research teams from Cambridge, Oxford Internet Institute and Imperial College currently funded by the RCUK (NEMODE¹ and NEMINDE²), will present their results concerning the impact of big data in the UK economy: from obstacles to the realisation of benefits from big data, to the impact of big data in finance and services as well as how big data might contribute to economic growth and generate opportunities for innovation for UK companies.

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ANDREA COOPER, BELFAST METROPOLITAN COLLEGE

Summary
Achieving a professional qualification as part of a university award undoubtedly adds currency to the university qualification. It makes a statement about professionalism, employer recognition and demonstrates that the learner not only understands the interface between theory and practice but has demonstrated that his or her actions have positively impacted a work organisation. Institute of Leadership & Management engaged in an 18 month consultation with employers, private training providers consultants and HEIs in order to establish what might these various stakeholders expect of someone who holds an L7 qualification in Leadership and Management. The consultation enabled those expectations to be clarified, articulated and translated into a curriculum for the development of senior leaders and managers. The aim of the workshop is to disseminate the conclusions of the consultation and explore how they have been, and continue to be, enacted in senior leadership and development programmes. The consultation and subsequent curriculum development was only the first stage of ILM’s exploration of the development needs of senior leaders and managers. The workshop provides the opportunity for further questions to be posed about the differing and complementary roles of Business Schools and Professional Bodies in developing senior leaders and managers and so supporting economic and social development.

TUES 09:30-11:00
BROOKFIELD SUITE, HILTON BELFAST
Technologies and Business Models in data-intensive economies (PDW 04: 893)

CO-CHAIRS:
YI-KE GUO, IMPERIAL COLLEGE LONDON
MAUREEN MEADOWS, OPEN UNIVERSITY
DAVID LOPEZ, UNIVERSITY OF EXETER AND IE BUSINESS SCHOOL

SPEAKERS:
Yi-Ke Guo, Imperial College London
Greg Tailor, Oxford Internet Institute
Ralph Schroeder, Oxford Internet Institute
Mohamed Zaki, University of Cambridge
Andy Neely, University of Cambridge
Llewellyn Thomas, Imperial College London
Aija Leiponen, Imperial College London

Summary
Given the emergence of Data science as an essential element of all modern interdisciplinary scientific activities, as well as driving innovation in industry, during the workshop speakers from the Data Science Institute’s will define the scope, principles, and foundations of a definition of data science based on the experiences gained in setting up the Data Science Institute at Imperial College London.

TUES 09:30-11:00
CANBERRA, BELFAST WATERFRONT
Bloom your module - encourage critical thinking (PDW 05: 904)

SPEAKERS:
Christine Rivers, University of Surrey

Abstract
The findings of a preliminary study conducted in 2012 suggested that international undergraduate and postgraduate students with different cultural backgrounds could benefit from more support in regards to critical thinking. This is specifically relevant for modules in business schools with assessment that includes the writing of critical essays/ exams and the evaluation of and discussion of current problems.

Based on the findings a module structure has been developed to support critical thinking based on Blooms stages and implemented into a module and tested. The insights gained through testing the framework and the suggested framework itself shall be used as a starting point of the PDW. The PDW will firstly introduce the framework and then aims to discuss potential solutions to similar problems, delegates might have encountered. In small groups participants will be asked to discuss a particular module that they would like to improve in regards to encouraging critical thinking actively. After small group discussions, ideas should be shared with the group by means of flip chart presentations to identify solutions. Insights gained from the workshops will be used to develop the framework further and should contribute positively to our understanding of how Business schools could encourage and implement critical thinking strategies into the module design.

1. New Economic Models in the Digital Economy: http://www.nemode.ac.uk
3. The Data Science Institute: http://www3.imperial.ac.uk/data-science
PROFESSIONAL DEVELOPMENT WORKSHOPS

TUES 09:30-11:00
ARC - ROOM 2, BELFAST WATERFRONT
Career Development for Women Academics (PDW 06: 908)

SPEAKERS:
Savita Kumra, Brunel University
Adelina Broadbridge, University of Stirling

Abstract
This workshop is specifically aimed at women academics in Business and Management to support career development and networking opportunities. The workshop will guide participants through a structured environmental analysis - through a gender lens; and enable participants to understand gender diversity issues in the workplace, and develop personal tactics and strategies on how to deal with these issues and gain advancement opportunities. Such knowledge may not only be personally beneficial but may also be of use in coaching other women. The programme is also of use to women who are looking for leadership development to support a recent or future promotion.

Interest to BAM Delegates
Career management in academia is often presented as an objective process based upon measurable outputs. As long as one publishes a certain number of papers (one is never quite clear on exactly how many this is), in certain journals (this changes with the vagaries of the ‘RAE’ and now ‘REF’), acquire some research grant income (amount unspecified, but generally felt the more the better) and teach ‘fairly well’ – your progression is assured. We thus see that even the seemingly most objective measures are open to subjective interpretation. In this event, we focus on what this means for the career advancement of women academics in Business and Management to enable them to further develop their careers. With a focus on some of the more informal processes that deliver the ‘objective’ measures outlined above, such as social capital and impression management; the workshop aims to provide a forum for participants to discuss their career development experiences, assess processes which have been effective and identify areas for further development. The workshop is aimed at women academics as it is believed that looking at organisational processes through a gender lens enables a demystifying of processes which do not seem to operate as they ‘ought’.

TUES 09:30-11:00
LAGAN A, HILTON BELFAST
Developing Knowledge Elicitation Skills for Organizational Development Practitioners (PDW 07: 912)

FACTORITORS:
W.B. Lee, Knowledge Management and Innovation Research Centre and The Hong Kong Polytechnic University, Hong Kong
Jessica Yip, Knowledge Management and Innovation Research Centre and The Hong Kong Polytechnic University, Hong Kong.

Overview of Workshop
In the first case, the company aims to develop a strategic view in terms of its intangible assets and risk of knowledge loss. An intellectual capital (IC) audit tool known as the Intellectual Capital Charting (ICC) is therefore introduced to identify the strength and weakness of knowledge assets of an organization, and its risk factors. Most of the current IC rating and assessment adopt a top down approach. As the need of each company is different, we advocate an open inquiry approach to identify the hidden assets of an organization from the exploitative knowledge of both the frontline and managerial staff.

In the second case, the company aims to study the degree of alignment or misalignment of the perceptions between the senior management and the front-line staff in the formulation of business strategy in a Quality Assurance department through a bottom up approach. The views of the front line staff are elicited from the use of stories and narratives. Narrative circles are run and a large amount of narratives are collected, categorized into meaningful clusters with designated themes assigned to them. These themes collected thus reveal the opinions, understandings and attitudes of the staff (i.e. their judgmental knowledge) that could be hardly collected through traditional data collection methods such as questionnaire and interviews. In addition, their relevance is then mapped to the strategic goals set by the senior management.
TUES 09:30-11:00
ARC - ROOM 1, BELFAST WATERFRONT
Management Knowledge and Education: How does it happen? (PDW 08: 919)

Abstract
Management Knowledge and Education (MKE) is a new British Academy of Management community - supported by a new role, MKE Vice-chair - this workshop is the inaugural event. The workshop should be of interest to all those concerned with the development of learning, teaching, management knowledge and education.

The workshop is designed to explore the MKE landscape, and outlines some of the theoretical and pedagogical developments in the field that have shaped the way we teach in management and business schools today. Importantly the PDW considers these changes in the context of the political and socio-economic landscape within which we find ourselves practices - addressing the question how does MKE happen? But the purpose of the workshop is to go further by asking our community to share thoughts and experiences that might help us work out our next innovative steps.

The challenges that MKE faces are substantial and the pressures often conflicting: the changing political landscape of student support and student experience, the digitalisation of learning practices and the value of quality and timely feedback compete with the globalisation of the classroom, the internationalisation of university partnerships and expansion programmes to satisfy the demands for greater revenues. And in the middle of this, our understanding management learning and innovative and creative teaching grows. By taking an historical perspective on the art and science of management education, and by showcasing some innovative and valuable research going on within the BAM community, this workshop sets out to stimulate debate and generate interest of those wanting to shape the research agenda for MKE.

We anticipate 20-30 participants that will be involved in activities and dialogue, supported by a team of eight senior faculty, throughout an engaging 1½ hour session. By creating a map of existing and emergent research themes this PDW hopes to provide a platform that may be useful in generating a network of MKE researchers as well as taking the first tentative steps in creating a future research agenda.

SPEAKERS:
Katy Mason, Lancaster University Management School
Leonard Holmes, University of Roehampton Business School
James Johnston, University of the West of Scotland
Jacky Holloway, Northampton University
Sarah Hurlow, Cardiff Business School
Alan Tait, University of Portsmouth
Karise Hutchinson, University of Ulster
Jean Anne Stewart, Henley Business School

TUES 11:30-13:00
ARC - ROOM 2, BELFAST WATERFRONT
Stimulating Economic Development through Customer Experience Management (CEM) (PDW 09: 818)

Abstract
Customer Experience Management (CEM) is an innovative, practical approach to improving organization performance.

Role of CEM
CEM is rapidly gaining traction in the business community and among researchers. CEM is more effective than traditional business planning models because it provides tools for implementation and execution—all within a customer focus. By this stage of its development, CEM has become common practice in several industries, e.g., cable and telecommunications, airlines, hospitality, and offers high potential to every other industry, including B2B, B2C, government, and not-for-profit. By adopting the ideas and business practices of CEM, business schools can make a substantial contribution to the economic development of the business communities they serve.

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SPEAKERS:
Maria van Dessel, University of Denver
Charles Patti, University of Denver

Mission of Business Schools
Business schools have long recognized their mission to contribute to the economic development of the communities they serve. Indeed, most business school mission statements include a specific reference to contributing to the social and/or economic good. Through outreach in teaching and research, business schools address this mission, thus helping organizations overcome sub-optimal performance. This workshop demonstrates how Customer Experience Management (CEM) is an innovative, practical approach to improving organization performance.

TUES 11:30-13:00
LAGAN A, HILTON BELFAST
Researching Organizational Mindfulness and Mindful Organizing: Theory, Method, and Practice (PDW 10: 903)

Abstract
In view of the recent surge in interest in mindfulness among management scholars as well as practitioners, the authors of this Professional Development Workshop (PDW) propose an exploration of the theoretical, methodological, and practical challenges associated with studying mindfulness and organizational outcomes. The foremost goal of this PDW is to develop and maintain an active network of scholars in this field with a geographical focus in Europe, and to develop a comprehensive research agenda for studying mindfulness and organizational transformation. We will explore theory: how can mindful organizing and organizational mindfulness be conceptualized, what are the processes through
which they operate, and what are moderating factors. We will explore methodology: how best to study and measure mindfulness in its relation to organizational change at different levels of analysis, such as performance and well-being. We will explore practice: what are the different ways to adopt mindfulness in workplace settings, and where are the most effective synergies between the various mindfulness-based approaches. This workshop bridges scholarship from separate but related fields: the mindfulness at work research strand with its focus on decision making, task performance and leadership, the organizational mindfulness stream that attends to processes of anticipating, containing and responding to unexpected change, as well as more clinical and well-being oriented perspectives on mindfulness. Thus, this workshop will be of interest to academics and doctoral candidates seeking insights in this budding research area, and to practitioners interested in a comprehensive evidence-based perspective on mindfulness in organizational settings.

**TUES 11:30-13:00**
**GREEN ROOM, BELFAST WATERFRONT**
**Developing Reviewing Skills for Early Career Academics and Doctoral Students (PDW 11: 905)**

**SPEAKERS:**
Ossie Jones, Editor, International Journal of Management Reviews, University of Liverpool  
Caroline Gatrell, Editor, International Journal of Management Reviews, Lancaster University

**Abstract**
Publication is a central element of academia and its credibility depends on the willingness of the community to engage actively in the reviewing process. Good reviewing skills are essential in ensuring the quality, reliability and credibility of published output. Developing reviewing skills is also an important part of your personal professional development and provides opportunities to become part of a wider network of scholars. For example, comparing your own judgement on a particular paper with the views of other reviewers is an excellent way of developing your critical reading skills. Being an active reviewer also provides you with the opportunity to see early versions of papers by scholars operating in your own field of study.

This workshop will be interactive and participants should be prepared to fully engage in the session and also undertake some preparatory reading/reviewing. There is very little formal training related to the critical professional responsibility of reviewing the work of other scholars. Rather, most young researchers pick up their reviewing skills through a process of learning-by-doing. This raises a perplexing question for younger scholars: how can they develop critical reviewing skills when there are so few opportunities to practice the art of reviewing? This professional development workshop (PDW) provides participants with the opportunity to learn and practice the art of reviewing as well as gain an understanding of editorial expectations. Participants will be required to prepare a formal review of an original IJMR submission that will be provided when they register for the workshop.

**TUES 11:30-13:00**
**LAGAN B, BELFAST WATERFRONT**
**Using Case Studies: Bringing the Real World into your Classroom (PDW 12: 909)**

**SPEAKERS:**
Stephanie Hussels, The Case Centre, UK

**Abstract**
This two-hour workshop, run by The Case Centre and led by a case method expert, is an invaluable opportunity for delegates to find out more about case teaching by taking part in a case teaching session as a student. It is a great introduction to case teaching for newcomers and also suitable for case teachers looking for fresh inspiration in the classroom. It will demonstrate why the case method is such a powerful learning tool in management education.

The Case Centre is renowned worldwide for its range of case method workshops, all run by internationally respected case method experts, including award-winning teachers and writers.

Participants will take part in the session as students and will have the opportunity to read the chosen case study in advance which will be used on the workshop. The tutor will show how a short case, such as this one, can provide the basis for dynamic classroom discussion leading to new insights and understanding that meet pre-determined learning objectives across a multitude of disciplines within management education.

Throughout the session, the tutor will demonstrate how to ensure maximum participant involvement and get the most out of the case study. By providing feedback on the mechanics of the teaching session both during and afterwards, the tutor will illustrate best practice and provide useful hints and tips on how to improve the classroom experience for both students and teachers.

Briefly experiencing ‘life as a student’ is a great way for delegates to reflect on their own teaching styles and learn fresh tools and techniques. The tutor will also explain the key principles of the case method, discuss the benefits and pitfalls, share good practice, and encourage delegates to reflect on their own experiences.

**TUES 11:30-13:00**
**GLENBANK SUITE, HILTON BELFAST**
**Low-Tech Teaching (PDW 13: 914)**

**SPEAKERS:**
Nigel Brown, Regent’s University London

**Abstract**
Teaching with ‘low-technology’ is something many lecturers do not have to worry about in the developed world. Maximising the use of technology is something many business schools aim for as an indication of status or academic sophistication, and indeed most students’ expectations are probably that a business school should use technology to the maximum.

This workshop gives a chance to question this assumption, take a step back, and ask some fundamental questions:
If technology is ‘just’ a tool, why do some lecturers cancel classes if the projector isn’t working?
If you can’t get your point across without the slides - why not?
Just because the technology is there, does it mean you have to use it all the time?

The workshop considers various business-related topics, and presents examples using low-technology activities, such as:

- Story-telling
- Quiz questions
- Practice exam questions
- Role play
- Mini-presentations
- Elevator pitches
- Quotes
- Mutual dictations
- Crazy discussions
- Speed-dating based activities

None of these need much in the way of resources, other than the minds of lecturers and students.

So the workshop is intended to raise awareness of practical skills for all lecturers in business schools in the developed world, and for those teaching in emerging nations or less developed ones. On a deeper level it is for staff at all levels to consider whether high technology is facilitating or hindering the relationship between lecturer and student.

TUES 11:30-13:00
ARC – ROOM 3, BELFAST WATERFRONT
Researching and Engaging with SMEs (PDW 14: 915)

SPEAKERS:
Natalia Yakovleva, University of Winchester
George Saridakis, Small Business Research Centre, Kingston University
Elina Mellow, University of Winchester
John Kitching, Small Business Research Centre, Kingston University

Overview of the workshop
An interactive workshop aims to investigate current and future perspectives of engaging with SMEs for academic research and development of business practice and policy. The workshop aims to generate focused discussion on important themes of research in the area of SMEs: leadership, sustainability, economy and impact. These themes will be explored in roundtable discussions with active contribution from workshop participants and will be facilitated by the organisers. Prior to the workshop, the organisers will be drafting agendas to steer individual roundtable discussions. At the end of roundtable discussions, participants will be presenting their ideas to the room, which will be finalised with open panel discussion. Input of participant is vital to the workshop. Prior to the workshop, registered participants will be asked to provide the organisers with an outline of their research interests for them to be assigned to relevant roundtables.

TUES 11:30-13:00
CANBERRA, BELFAST WATERFRONT
Generating Impactful Research: Views from the Field (PDW 15: 916)

SPEAKERS:
Diane Holt, Essex Business School
Jo Crotty, Salford Business School
Sergej Ljubownikow, Nottingham Business School

Overview
Increasingly management academics are encouraged to generate research income, contribute to overhead costs and to generate research that has a demonstrable impact on society. The UK Research Excellence Framework (REF) assessment exercise that ended in 2013, included research income and impact case studies as key elements of the assessment rubric. Against this landscape, this PDW draws on the experiences of BAM academics that have received grant funding and acted as peer reviewers for grant bids. The session will start with short presentations by speakers on the UK funding landscape and personal experiences of applying for, and reviewing, grant bids. In the second phase of the workshop participants will undertake a short exercise that helps to identify their own personal key competencies. Then participants will break into small round table sessions where the panel members will host roundtable discussions where attendees can reflect and discuss their outcomes from the workshop exercise. The round tables also allow personal interaction with the panel members and others in each group to discuss wider aspects of research funding and impact.

TUES 11:30-13:00
BROOKFIELD SUITE, HILTON BELFAST
NEMODE Professional Development Workshop. The digital economy, big data and social media: implications for the practice of management research (PDW 16: 917)

FACILITATOR:
RICHARD ADAMS, NEMODE SENIOR RESEARCH FELLOW; UNIVERSITY OF EXETER

SPEAKERS:
Mark Coté, King’s College London
Albrecht Fritzschke, Friedrich-Alexander-University Erlangen-Nuremberg
Juan Mateos-Garcia, Economics Research Fellow, Creative and Digital Economy, NESTA
Tobias Preis, University of Warwick
Helene Snee, Manchester University

Abstract:
As digital technologies, big data, social media and computational thinking become more pervasive, research practice across all disciplines is on the brink of a potentially transformative era: Management and Organizational Research (MOR) is not excluded. Data is becoming available in unprecedented volumes from sources and in forms previously unimaginable. The digital revolution and emergence of ‘Big Data’ and ‘Social Media’ poses important questions for the way in which MOR is conducted and its traditional model of practice (George et al., 2014). To extract the scientific value from these
data MOR scholars, it has been argued, will need to reconfigure their skills profiles to include computer science, develop novel analytic capabilities and research collaborations and even to ask different questions. But, just how are Big Data, Social Media and computational thinking impacting the domain of MOR and how should scholars be responding? The implications, opportunities and challenges of Big Data, Social Media and computational thinking for MOR are wide but underexplored. The purpose of this PDW, organised by RCUK DE’s New Economic Models in the Digital Economy (NEMODE) programme, is to begin to explore the implications of Big Data, Social Media and computational thinking for MOR and develop some understanding of the profile and practice of the (new) type of MOR scholar capable of meeting its emerging opportunities and challenges.

TUES 11:30-13:00
ARC - ROOM 1, BELFAST WATERFRONT
Frontiers of Identity Research and Research Methods (PDW 17: 918)

SPEAKERS:
Ingo Winkler, University of Southern Denmark
Ali Rostron, University of Chester
Peter McInnes, University of Strathclyde

Abstract
Recent years have seen an explosion of interest in ‘identity’ that springs from its ability to leverage conceptual insight into the intra- and inter-personal dynamics of social settings. As a lively and expanding field, it is often difficult, if not impossible, to know what debates are current and what underlying issues the field is grappling with. This workshop provides a valuable opportunity for emerging and established researchers alike to consider some tentative explorations of directions that identity scholarship might take. Its purpose, therefore, is to provide a platform for conversation, but this discussion is shaped by the way in which current debates reflect enduring questions for identity research concerning: what is identity? Where might it be found? And, how might it be researched? This interactive Professional Development Workshop will commence by examining four ‘hot topics’ around narrative, embodiment, psychoanalytic concepts, and discourse, which we see as important ones for the identity field. For each, the workshop will examine the core problematic(s) that make the topic current and explain conceptual and methodological innovations that are being used to address them. The subsequent breakout session will allow participants to explore these issues further and to conjecture upon the (potential) shape of future identity research.
Seeking to share information may find it difficult to collaborate due to the type of information to be shared, differing organizational cultures, lack of common goals, or any number of particular circumstances.

**SYMPOSIUM**

**GREEN ROOM, BELFAST WATERFRONT**

**Human Resource Management**

**SESSION CHAIR: JORGE GOMES**

Human Resource Management and Innovation: An Unexplored Tail (436)
Shipton, Helen; Gomes, Jorge FS; Sanders, Karin

In this symposium, we foreground an important and under-researched theme: the role of Human Resource Management (HRM) in fostering innovation. Despite some insightful studies (e.g. Leede & Looise, 2005; Zhou et al., 2013), HRM has had a somewhat muted voice. This is surprising, since knowledge creation (a first step for innovation) is at heart a voluntary human endeavour, depending for its realisation on the capabilities and motivations of individuals and groups (Guthrie, 2012). It could be argued that HRM’s lack of prominence in the innovation space is starting to be addressed by those outside of this domain. Scholars interested in the role of knowledge as a source of competitive advantage, for example, are increasingly preoccupied with individuals and micro-systems (e.g. Foss, 2010), while sociologists have started to draw on the Ability-Motivation-Opportunity framework by way of explaining how and why knowledge is created, shared and implemented within organizations (Powell & Snellman, 2004).

Sensitive to the opportunity for influence in this critical area, the proposed symposium aims to address the linkages between HRM and innovation, presenting 6 original papers which explore such linkages in numerous ways. The symposium opens with a theoretical overview of the topic, followed by five researches taking distinct approaches to the empirical examination of the HRM-innovation association.

**WORKSHOP**

**BOARDROOM SUITE, HILTON BELFAST**

**Inter-Organizational Collaboration: Partnerships, Alliances and Networks**

**SESSION CHAIR: TBC**

Inter-organisational collaboration without integration: a transactional approach for electronic information sharing (728)
Louws, Marjie

As we proceed into the 21st century, the sharing of information between organizations, whether locally, nationally, or globally, is becoming the focus of increased attention. Numerous trends toward inter-organization information sharing are becoming the norm, often using socio-technical systems for adoption and implementation. Inter-organizational information sharing, however, supported by Information and Communication Technologies (ICTs), face challenges on many fronts. This workshop will describe the transactional approach to information sharing via an introduction of Transactions in Real Time® (TRT®), which enables information sharing in real time without systems integration or the construction of new databases. TRT is particularly relevant for the theme of the 2014 BAM conference: demonstrating supporting economic and social development. New research such as TRT directly addresses inter-organization collaboration, resulting in greater wellbeing for a vulnerable population, reduced costs, elimination of personal data loss risk, and the enabling of a way forward among organizations whose differing cultures find it difficult to communicate and collaborate. Further, TRT is scalable and applicable to a wider environment, as well as to other environments where organizations...
This workshop will focus on the challenges and opportunities of evaluating leadership development in complex, multi-stakeholder environments. The session will begin with a brief overview of the theory and practice of leadership development evaluation. Workshop participants will then be invited to reflect on and discuss their own experiences of researching and evaluating leadership development, with a particular focus on how to assess the processes and impacts of leadership development in contexts that span organisational and professional boundaries. The discussion will be supported and facilitated with case studies and testimonials from health and social care organisations where evaluation measures and outcomes are frequently ambiguous, contested and/or contradictory.

Organisational Studies

This workshop will focus on the challenges and opportunities of evaluating leadership development in complex, multi-stakeholder environments. The session will begin with a brief overview of the theory and practice of leadership development evaluation. Workshop participants will then be invited to reflect on and discuss their own experiences of researching and evaluating leadership development, with a particular focus on how to assess the processes and impacts of leadership development in contexts that span organisational and professional boundaries. The discussion will be supported and facilitated with case studies and testimonials from health and social care organisations where evaluation measures and outcomes are frequently ambiguous, contested and/or contradictory.

Research Methodology

This workshop will focus on the challenges and opportunities of evaluating leadership development in complex, multi-stakeholder environments. The session will begin with a brief overview of the theory and practice of leadership development evaluation. Workshop participants will then be invited to reflect on and discuss their own experiences of researching and evaluating leadership development, with a particular focus on how to assess the processes and impacts of leadership development in contexts that span organisational and professional boundaries. The discussion will be supported and facilitated with case studies and testimonials from health and social care organisations where evaluation measures and outcomes are frequently ambiguous, contested and/or contradictory.
SESSION 2
WEDNESDAY 09:00–10:30

FULL PAPERS
ROOM T8, ST. GEORGE’S MARKET
Corporate Governance

SESSION CHAIR: CHIZU NAKAJIMA
How large is too large and how small is too small? Exploring Kuznets inverted-U relationship and optimal board size in Nigerian company boards (159)
Adi, Bongo; Ogbechie, Chris

The consequences of Top Management Team Diversity: A Systematic Literature Review (273)
Akapko, Alfred; Talbot, Danielle; Searle, Rosalind; Paladini, Stefania

Exploring The Roles of Directors: Monitoring, Service or Strategy? Findings from Board Members of UK Organisations (761)
Gkliatis, Ioannis P.; Koufopoulos, Dimitrios N.

DEVELOPMENTAL PAPERS
ROOM B5, ST. GEORGE’S MARKET
E-Business and E-Government

SESSION CHAIR: THANOS PAPADOPOULOS
The Relationship Effect of Organisational Culture and Leadership on IS Implementation: Conceptual Framework (241)
Basahel, Sarah; Alshawi, Sarmad

The Impact of Triadic Strategic Alignment of Business Strategy, Information Technology Strategy, and Marketing Strategy on Organisational Performance (364)
Al-Surmi, Abdulrahman Mohamed

Architectural design of sustainable information systems (742)
Serova, Elena

Project Management, Benefits Management, and Information Systems Business Success (769)
Badewi, Amdad Ali

FULL PAPERS
CANBERRA, BELFAST WATERFRONT
Entrepreneurship

SESSION CHAIR: JONATHAN SCOTT
Access to finance, occupational choice, and enterprise performance. (788)
Hashimzade, Nigar; Rodionova, Yulia; Vershitina, Natalia A.

Walking the Green Valley: Financial Constraints of Environmental Entrepreneurs in the UK (303)
Kittler, Markus G.; Outsios, Georgios

Family Businesses and Economic Uncertainty (30)
Pollard, David John; Jones, Brian

DEVELOPMENTAL PAPERS
ARC – ROOM 2, BELFAST WATERFRONT
Entrepreneurship

SESSION CHAIR: DILANI JAYAWARNA
The Role of Social Networks in the Social Entrepreneurial Process (274)
Semler, Mirko

CONTINGENT EFFECT OF NATIONAL CULTURE ON SOCIAL ENTREPRENEURSHIP (604)
Sahasranamam, Sreevas; Mankavil Kovil Veettil, Nandakumar

TRUST INITIATIVES IN COLLABORATION THROUGH B2B RELATIONSHIP MANAGEMENT (775)
Darabi, Fariba

CORPORATE SOCIAL RESPONSIBILITY AND ENTREPRENEURSHIP (CSRE) IN THE NIGERIAN TELECOMMUNICATION INDUSTRY: A STRUCTURAL EQUATION MODELLING (SEM) (214)
Raimi, Lukman

DEVELOPMENTAL PAPERS
ROOM B8, ST. GEORGE’S MARKET
Gender in Management

SESSION CHAIR: SAVITA KUMRA
The Effects of Work and Family Conflicts on Asian Minorities in Comparison With Whites (32)
Hwang, Seonyoung

RETHINKING GENDER RELATIONS IN ORGANIZATIONS: CAN FOUCAULT’S NOTION OF POWER HELP? (533)
Hild, Andreas

Exploring the Antecedents of Gender Diversity Management in Workplaces: The Special Case of India (657)
Chakraborty, Shreyashi; Chatterjee, Leena; Dhiman, Amit

FULL PAPERS
ROOM T1, ST. GEORGE’S MARKET
Human Resource Management

SESSION CHAIR: LILLIAN OTAYE
Mapping the Contours of Fairness: The Impact of Leadership (In)Action on Employees’ Estimation of (Un)Fairness (759)
Sparrow, Paul; Otaye, Lilian; Wong, Wilson

RECONSIDERING FRAMES OF REFERENCE: IMPLICATIONS FOR WORKPLACE DISPUTE SETTLEMENT (887)
Van Gramberg, Bernadine; Teicher, Julian; Bamber, Greg J.; Cooper, Brian

Relationship between BMI and chronic job discrimination: does social support play a role? (850)
Kungu, Kenneth; Janelia, Melius; Cannonier, Colin; Wanga, Valentine

FULL PAPERS
ROOM T2, ST. GEORGE’S MARKET
Human Resource Management

SESSION CHAIR: ALISON GLAISTER
Translating the HR Business Partner Model in Oman (145)
Glaister, Alison J

ENHANCEMENT OF EMIRATISATION IN THE UAE PRIVATE SECTOR (683)
Karam, Abdulaziz; Jayashree, Payyazhi; Lindsay, Valerie

IMPLEMENTING EMPLOYMENT QUOTAS TO DEVELOP HUMAN RESOURCE CAPITAL: A COMPARISON OF OMAN AND THE UAE (96)
Hodgson, Sasha; Hanson, Darren

DEVELOPMENTAL PAPERS
ROOM B1, ST. GEORGE’S MARKET
Human Resource Management

SESSION CHAIR: URSULA SCHINZEL
Digital HRM? – The example of Luxembourg (6)
Schinzel, Ursula
### Implementing e-HRM in E-Government Environment:
**PESTLE Analysis (746)**
Rahman, Md. Mushfiqur; Ashaye, Olusoyi Richard

E-learning Practices within the Nigerian Banks: Investigating Different Perspectives Approaches, Prospects and Challenges. (428)
Ugoji, Chika Adline

**Strategic Human Resource Management in International Environments and the Organisational Advantage in Microfoundations of Networks, a shared Language and Storytelling (7)**
Schinzel, Ursula

### FULL PAPERS
**ROOM T10, ST. GEORGE’S MARKET**

#### Identity

**SESSION CHAIR: PETER MCINNES**

The Identity of Temporary Agency Workers. A Study From Denmark (2)
Winkler, Ingo

Telling tales, weaving webs: Investigating first-level manager identity through story elicitation (578)
Rostron, Ali

Becoming or unbecoming: contested academic identities (707)
Lamont, Carly; Nordberg, Donald

### FULL PAPERS
**LISBURN SUITE, HILTON BELFAST**

#### Innovation

**SESSION CHAIR: NEIL ALDERMAN**

Strategic posture and business model innovation: An exploration of predictive relationships in manufacturing SMEs (124)
Ammar, Oussama; Chereau, Philippe

Breaking the mirror: innovation through modular encapsulation. The capture of the professional camera sub-market by Japanese firms (1955-1974) (423)
Windrum, Paul; Haynes, Michelle; Thompson, Peter

The Interdependence of Firms’ Ambidexterity and Dynamic Capabilities (614)
Pundziene, Asta; Jurksiene, Lolita

### DEVELOPMENTAL PAPERS
**BROOKFIELD SUITE, HILTON BELFAST**

#### Innovation

**SESSION CHAIR: GEORGE TSEKOURAS**

“Think Small First”: a proposed way forward to SMEs’ bank lending in the context of the European Union harmonisation program (507)
DeFlorio, Laura

An exploration of transgenerational influences of innovation practices of Northern Ireland Firms (640)
McAdam, Maura; Miller, Kristel; Beck, Matthias

Failure to adopt open innovation: A study of North East-based Manufacturing SMEs in the UK (653)
Cottam, Thomas Edward

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### DEVELOPMENTAL PAPERS
**ROOM B6, ST. GEORGE’S MARKET**

#### Inter-Organizational Collaboration: Partnerships, Alliances and Networks

**SESSION CHAIR: QILE HE**

The Dairy Cooperatives of Minas Gerais State, Brazil: a Sociometry Study (180)
Tana, Warlei; Mesquita, Jose Marcos; Costa Filho, Custódio

Developing The Innovation Space (370)
Bantock, Clinton

Facilitating Collaboration Processes in Partnership Working in Nigeria (670)
Okwilagwe, Osikhuemhe Rosita; Apostolakis, Christos; Erdelyi, Peter

### DEVELOPMENTAL PAPERS
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#### International Business

**SESSION CHAIR: DA TENG**

Is there a liability of foreignness in ECCs sector? An empirical research of MNE ECCs in China (44)
Zeng, Maggie; Loon, Mark; Simpson, Colin

Professional-client trust in transition? An exploratory study on Chinese retail investors (112)
Lau, Kun Luen Alex; Ho, Danny Chi Kuen; Young, Angus

Contribution of ‘quality management paradigm’ in the Chinese smartphone market: Investigating the antecedent factors and response to them (277)
Oe, Hiroko; Yamaoka, Yasuyuki

### DEVELOPMENTAL PAPERS
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#### Knowledge and Learning

**SESSION CHAIR:**

Exploring text-based talk and critical reflection in an online MBA (196)
Anderson, Lisa; Goumaa, Rasha

Developing a New Transdisciplinary Model for Case-based Teaching: An Experiment in Management Learning Design (289)
Bayley, Annouchka

Dimensions of relevance and informal undergraduate management learning practices: Tales from year 1 of an ethnographic study at a leading UK management school (551)
Hartley, Daniel

Are we thinking ahead? (26)
Blackmore-Wright, James

### DEVELOPMENTAL PAPERS
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#### Leadership and Leadership Development

**SESSION CHAIR: GARETH EDWARDS**

The mindful organisation: A breakdown at 28,000 feet (224)
Kutsch, Elmar; Hallgren, Markus

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Reviving the “Being” of leadership: The possibilities of contemplative leadership (335)
Grandy, Gina; Sliwa, Martyna

I won’t let it get to me. The buffering effect of employee core self-evaluations on experienced abusive supervision and employee well-being (833)
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Management and Business History

SESSION CHAIR: KEVIN TENNENT
The Medellin Tram System, 1919-1950 (9)
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Management Theories and its Application in Organisations: The Nigerian Experience (871)
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The evolution and scaling-up of solar PV in Ghana, 1980-2010 (39)
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FULL PAPERS
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Marketing and Retail

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Dynamic capabilities and their relationship to performance in the Australian retail industry (64)
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Who shops to live and who lives to shop? An empirical study of shopping value by demographic segment (216)
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DEVELOPMENTAL PAPERS
ARC – ROOM 1, BELFAST WATERFRONT
Marketing and Retail

SESSION CHAIR: TONY KENT
The Rhetorical Labour of Interactive Retail Service Workers (601)
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The relationship between marketing and human resources with relation to implementation of marketing strategies (243)
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Social Media Implementation by SMEs: Overcoming the Challenges of Measurement (305)
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Emergence of Inhibitors in Green Supply Chain Practices (319)
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Fair trade supply chains: Understanding social sustainability in practice (98)
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From Contract Manufacturing to Original Equipment Design and Manufacturing: A Case Study of Tharsus (762)
Filiere, Raffaele; McLeay, Fraser

Scope management complexity in software projects: An approach to evaluate it (615)
O’Kane, James Francis; Damasiotis, Vyron; Fitilis, Panos

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Organizational Psychology

SESSION CHAIR: ALAN JOHNSTON
Modelling antecedents and outcomes of job crafting (753)
Quinlan, Nina J; Leach, Desmond J; Robinson, Mark A.

Calling and Performance: the mediating role of Job Crafting (259)
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Does a positive age diversity climate enhance organizational citizenship behaviors? (629)
Profili, Silvia; Sammarra, Alessia; Innocenti, Laura

Engagement, Disengagement and Meaningfulness: New Research and Implications (897)
Long, Trevor

DEVELOPMENTAL PAPERS
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Organizational Studies

SESSION CHAIR: DAVID WEIR
Organizational Structure Dimensions Impact on the Knowledge Management activities Comparative Study between Manufacturing & Service Sectors in Egypt (360)
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Where does your loyalty lie?: An investigation of competing commitments during the economic crisis 2008 (426)
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Fostering values in the mechanism of leading organisations (392)
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SESSION CHAIR: JOANNE MURPHY
Never say never again: post-incident change and the investigation trap (86)
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Change Management in the NHS: clinical integration in a sexual health service: A cross sectional study exploring the views of staff, as they work towards delivering an integrated clinical sexual health service. (580)
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BRITANNIC, BELFAST WATERFRONT
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SESSION CHAIR: LUISA HUACCHO HUATUCO
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How are we doing? Understanding how Organisational Actors interact with Performance Management (832)
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Strategy

Managing Stakeholders
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The value of communications during M&A (299)
Angwin, Duncan; Meadows, Maureen; Yakis-Douglas, Basak

The transition to a low carbon economy in the UK: The shifting relational dynamics of environmental stakeholder networks (744)
Baranova, Polina

Ownership, R&D intensity and performance: Evidence from transitional China (200)
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Managerial Impacts and Effects

SESSION CHAIR: TBC
Top Management Team Dynamics as a Microfoundation of Adaptive Capability? (1)
Mitchell, Rebecca; Boyle, Brendan; Nicholas, Stephen; Maitland, Elizabeth

Top Management Team Heterogeneity and Firm Performance: the Moderating effects of Power and Organisational Life Cycle (618)
Kang, Min-Ping; Hung, Yu-Hsuan

An Empirical Study of Middle Managers’ Exploratory, Exploitative, and Ambidextrous Behaviours on an Engineering Improvement Project (298)
Awofede, Oladipo; Hodgkinson, Ian R; Ravishankar, M.N.

FULL PAPERS
BOARDROOM SUITE, HILTON BELFAST
Sustainable and Responsible Business
Conceptualisations and Explorations
SESSION CHAIR: JANET HADDOCK-FRASER
Understanding sustainability through the lens of radical reflexivity (302)
Allen, Stephen; Cunliffe, Ann; Easterby-Smith, Mark

Examining the process of legitimising corporate sustainability within the organisation: towards a Generalised Legitimising Pathway (307)
Ivory, Sarah Birrell; MacKay, Brad

Mary Parker Follett: A Management Model for Integrating the Interests of Business and Society (323)
Mawer, Susan Judith; Crotty, Jo
SESSION 3
WED 11:00-12:30 (13:00)

DEVELOPMENTAL PAPERS
ROOM B8, ST. GEORGE’S MARKET
Corporate Governance

SESSION CHAIR: TIMOTHY RUTT
Reasonably good corporate governance (181)
Nordberg, Donald
The Role of Business Schools in Supporting Economic and Social Development (333)
Raja, Khurram Parvez
Ad Hoc Committees; Their Role in the Governance Process (586)
Massie, Ruth

FULL PAPERS
ROOM T8, ST. GEORGE’S MARKET
Cultural and Creative Industries

SESSION CHAIR: TBC
Māori cultural dynamics at work in the creative industries (85)
Wolfgramm, Rachel; Henry, Ella
Gatekeepers, creators and content diversity: Evidence from video games (197)
Peltoniemi, Mirva
Intellectual property and copying: the attitudes of creative (667)
Young, Eilidh; Berthold, Henning; Townley, Barbara
Hybrid Enterprises in the Creative Sector: Catalysing the Co-Opportunity of Inclusion Innovation in the Quadruple Helix (852)
Eaves, Sally Nicola

DEVELOPMENTAL PAPERS
ROOM B5, ST. GEORGE’S MARKET
E-Business and E-Government

SESSION CHAIR: SAVVAS PAPAGIANNIDIS
The Predictive Value of Stock Micro-blogging Sentiment in Predicting Stock Market Behaviour (217)
Al Nasseri, Alya Ali
Exploring e-business strategies in China: Comparing internet pioneers and internet pragmatists (315)
Tao, Sophia Yan; Hinton, Matthew
E-Capacity Building: Politico-Bureaucratic Obstacles in Bangladesh (703)
Alam, Quamru; Teicher, Julian; Van Gramberg, Bernadine
Exploring academics’ intention to adopt Social Networking Sites for engagement and impact (141)
Dermetzi, Eleni; Osorio, Carlos; Papagiannidis, Savvas; Yannopoulos, Natalia

FULL PAPERS
CANBERRA, BELFAST WATERFRONT
Entrepreneurship

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This symposium will bring scholars from across the world to discuss the relationship between risk and innovation as a fertile future area for research. Participants will provide a variety of perspectives on the topic and map the debates in the extant research in an attempt to overcome difficulties stemming from the current fragmented state of research. The symposium will offer opportunities for identifying an integrated perspective in management research in general, and lay the foundation for gaining further insights into the risk-innovation link in the context of different institutional environments.

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Baron, Angela; Gbadamosi, Gbola; Secchi, Davide

In Search of HR’s lost reputation: What drives views of HR? (537)
Baron, Angela; Gbadamosi, Gbola; Secchi, Davide
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Nordberg, Donald; Breitbarth, Tim

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Holistic approach embedding higher education, knowledge transfer, and competence development for professional careers (878)
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From Knowledge Transfer to Knowledge Exchange and Beyond: the Story of a Community of Inquiry (611)
Welch, Christine Elizabeth; Sinha, Tammi; Ward, Nigel

Why does knowledge fail to get realised within University Technology Transfer Processes? (794)
Miller, Kristel; Moffett, Sandra; McAdam, Rodney

The potential Art of ‘Impact’ in Knowledge Exchange. A review of what can be learnt from the work of Elliot-Binns and Neighbour. (895)
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SESSION CHAIR: JAMES BLACKMORE-WRIGHT

Holistic approach embedding higher education, knowledge transfer, and competence development for professional careers (878)
Schumann, Christian-Andreas; Tittmann, Claudia; Jänisch, Cindy; Weber, Jana

From Knowledge Transfer to Knowledge Exchange and Beyond: the Story of a Community of Inquiry (611)
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Johnston, James
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Perceived disinterested support and outcomes: a view through the lenses of perceived organizational support and organizational virtuousness’ perceptions (338)
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Understanding MBA Students’ Adaptation from Social Support Theory and Social Learning Theory (456)
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Doing free jazz and free organizations, “A certain experience of the impossible”? Ornette Coleman encounters Jacques Derrida (279)
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Revisiting the “Virtues” of Information Technology-Dominated Work by Considering its Potential to Produce ‘Repetitive Brain Injury’ (RBI) (336)
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Exploring Guanxi-Type Relationships in the Arab World (384)
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When there is no plan B: Business team improvised response to an urgent incident (382)
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Sensebreaking and meaning voids in IS change initiatives (633)
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Growing from upwards roots to binding together: a case study in change (872)
McCaulay-Smith, Catherine
What do we mean by the impact of research? What are the theoretical models of tracing impact? (1) What are the reasonable perspectives from which we can study impact? (2) How can we leverage our understanding of concept development and measurement to identify measures of impact? In addition, we consider the potential risks of a narrow focus on impact and how while this might lead to short term gains this might be at expense of larger benefits over the longer term.

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Research Methodology

Techniques for – and examples of – reviews of knowledge

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Unpacking Culture Using Delphi (232)
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What will the World of Work look like in 2030, 2060 and Beyond? An Evaluation of the Delphi Technique in Futures based Management Research (422)
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A Review of Grounded Theory Based Research with Parents on Children’s Health (643)
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Forward looking analysis as Foresight (575)
Tapinos, Efstathios
A Conceptual Method Combining Scenario Planning and Technology Roadmapping (737)
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Sustainable and Responsible Business

Energy: Sustainable and Responsible Perspectives

SESSION CHAIR: PETER STOKES
Corporate social responsibility as performativity? Agreements and fractures in the emergence of markets for biodiversity offsets in England (294)
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Food Retailer Engagement in Environmental Sustainability and the Management of Energy Price Risk (624)
Foss, Zoe
Hybrid energy and enterprise: business models for sustaining rural community micro-generation (712)
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New Ventures and the Energy Industry Transition: The Policy Context in France, Germany and Britain (692)
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CEO compensation and corporate governance in the 2007-2008 financial crisis (807)
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Does entrepreneur’s gender matter for credibility and financing of SMEs? (770)
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Managing Portfolios in Early Stage Venture Funds - Explaining the French Exception (40)
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Scarpati, Fernando; Ng, Wilson

Exploring the Psychological Contract in Small Firm Environment (488)
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Contributing to a revival and a research agenda: the psychology of entrepreneurship (326)

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Powell, Gary N.; Butterfield, D. Anthony

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Assessing the relationship between high performance work practices and performance in recession (756)
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Precarious Work as a Symptom of Systemic Dis-Ease: Theorising Workplace Displacement against Conditions of Global Change (22)
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**ROOM B2, ST. GEORGE’S MARKET**

**Human Resource Management**

**SESSION CHAIR: SHANDANA SHOAIB**

The Use of Variable Pay Schemes in the UK: Evidence from Manufacturing and Service Sectors (675)
Wei, Qi

Extrinsic Rewards and Performance of Front Line Managers; Empirical Evidence from Pakistani Textile Industry (79)
Tufail, Muhammad Shahid

Empirical Investigation of the Conditional Effect of Incentives on Reward Expectancy in Higher Education Faculty (272)
Shoaib, Shandana

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**ROOM T6, ST. GEORGE’S MARKET**

**International Business**

**SESSION CHAIR: URSULA SCHINZEL**

A Country based Comparison Analysis using fsQCA investigating Entrepreneurial Attitudes and Activity (450)
Jones, Paul; Beynon, Malcolm

A Longitudinal Study of Strategic Alliances in Eastern and Central Europe The Case of ACCEL Share Company (ASC) and two Local Firms in Lithuania (532)
Gebrekidan, Desalegn Abraha; Hyder, Akmal S.

An Analysis of Long-term Acquirers’ Returns of Cross-border Mergers and Acquisitions: Evidence from Chinese Acquiring firms (548)
Du, Min; Boateng, Agyenim; Newton, David

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**ROOM T3, ST. GEORGE’S MARKET**

**Knowledge and Learning**

**Management Development**

**SESSION CHAIR: TBC**

Ten flavours all vanilla: the MBA as a device for managerial cloning? (589)
Houldsworth, Elizabeth; McBain, Richard; Brewster, Christopher

A Case Of The Case Method (874)
Dalíovo, Michael Samir; Pereira, Leonardo Santos; Alberton, Anete; Marinho, Sidnei Vieira

Gekko Rules with Black Swans: Modern Finance Theory in UK undergraduate curriculae (894)
Lakshmi, Geeta

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**ROOM B6, ST. GEORGE’S MARKET**

**Identity**

**SESSION CHAIR: SANDRA CORLETT**

Identity Work across Boundaries in a Digital World (376)
Symon, Gillian; Chamakiotis, Petros; Whiting, Rebecca; Roby, Helen

Mothers’ Self-Image and Intention to Administer Over-the-Counter Medications to Children: Evidence from Two Developing Countries (314)
Nguyen, Phuong

Identity and Practice: Complementary Concepts in Social Explanation (793)
Holmes, Leonard Michael

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**ROOM B3, ST. GEORGE’S MARKET**

**Knowledge and Learning in Practice**

**SESSION CHAIR: CHRISTIAN-ANDREAS SCHUMANN**

Knowing communities and the localized knowledge-creation dynamics (14)
Capdevila, Ignasi

Communities of Practice within Business Organisations: Opportunities and Challenges (375)
Aljuwaibci, Abobakr

Development of NHS Professionals for the 21st Century: Identification of core professional norms, values and behaviours through storytelling (626)
McShea, Lynzee; Sanders, Gail

Accountability, Evaluation and the Role of Evidence for Charitable Funders (146)
Hinds, Kate; Mackenzie-Davey, Kate

**FULL PAPERS**

**ROOM B1, ST. GEORGE’S MARKET**

**Business models for innovation**

**SESSION CHAIR: PATRICIA PRADO**

Absorptive Capacity, Dynamic Capabilities and Product Innovation (233)
Liu, Rebecca; Rayman-Bacchus, Lez

New Business Models in Large Consumer-Oriented Online Communities (684)
Iskoujina, Zilia; Roberts, Joanne; Ciesielska, Malgorzata

Do IT Innovation Assets Lead to Business Innovations? (837)
Badewi, Amgad Ali; Shebab, Essam

**DEVELOPMENTAL PAPERS**

**ROOM T10, ST. GEORGE’S MARKET**

**Inter-Organizational Collaboration: Partnerships, Alliances and Networks**

**SESSION CHAIR: COLIN PILBEAM**

Partnership and contractual arrangements in PPPs: rethinking the boundary between them (504)
Irfan, Sidra; Nutley, Sandra

Productive and Unproductive Tensions in Interorganisational Collaborations during Market Creation Activity (856)
Toral Manson, Inci; Palmer, Mark; de Kervenoael, Ronan; de Luca, Luigi

Structural Holes and Organizational Status as an Indirect Effects: The Role of Advisor Banks in the Information Control over Cross-Border Acquisitions, 1996-2010 (263)
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**ROOM B5, ST. GEORGE’S MARKET**

**Leadership and Leadership Development**

**SESSION CHAIR: ELIZABETH WILSON-EVERED**

- Exploratory Assessment of Transformational Leadership and its Impact on Small Retail Outlets in the Republic of Ireland (635)
  McGovern, Philip; Briggs, Shane; Darcy, Colette; Lambert, Jonathan
- Leadership and organizational change: Practitioner anecdotes and academic indifference (211)
  Hughes, Mark
- Leaders as Heterogeneous Networks: An Actor-Network Perspective (353)
  Soga, Lebene Richmond; Vogel, Bernd; Graça, Ana Margarida
- I am Steersman of the ship - with help from my seamen. Middle managers articulation of contrasting Leadership Discourse effects (644)
  Madsen, Mona Toft

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**ROOM T3, ST. GEORGE’S MARKET**

**Organizational Psychology**

**SESSION CHAIR: LEE MARTIN**

- What happens, as partnerships grow older? The changing performance effects and interplay of control and trustworthiness (457)
  Holtgrave, Maximilian; Nienaber, Ann-Marie; Ferreira, Carlos Eduardo
- Does the State of the Economy Affect Employee Reactions to Organizational Justice? A Meta-analysis of the Effects of Unemployment on the Justice-Turnover Intentions Relationship (680)
  Sarnecki, Abiola Olufolakemi; Richter, Ansgar; Diehl, Marjo-Riitta

**ROOM B4, ST. GEORGE’S MARKET**

**Organizational Psychology**

**SESSION CHAIR: LISA VAN DER WERFF**

- The Role of Social Network Accuracy in Predicting the Performance of Pre-Service Teacher Teams (212)
  Edinger, Suzanne; Edinger, Matthew
- Team members’ psychological capital and its impact on members’ appraisals of team work and team leadership (476)
  Brandt, Tiina Maria
- Leading innovators - what do they expect? (371)
  Edinger, Pia Kristiina; Brandt, Tiina Maria
- F-CPO: A collective psychological ownership approach to explaining the success of family firms (508)
  Rantanen, Noora; Jussila, Iiro

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**Organizational Transformation, Change and Development**

**SESSION CHAIR: CATHERINE MCCAULEY-SMITH**

- Towards a framework to analyse theories use for the study of change (886)
  Braganza, Ashley; Alyaseen, Nouf; McCauley-Smith, Catherine; Gillon, Anne Clare; Williams, Sharon
- Pillar or Platform - A Taxonomy for Process Improvement Activities (863)
  Bateman, Nicola; Esain, Ann; Lethbridge, Sarah

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**Management and Business History**

**SESSION CHAIR: BILL COOKE**

- Coming to terms with the past? Narrative, metaphor and the subjective understanding of transition (5)
  Maclean, Mairi; Harvey, Charles
- Strategies of dominance and tactics of resistance: twice narrating the history of music retail (505)
  Tennent, Kevin D.; Molan, Simon

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**Marketing and Retail**

**Brand**

**SESSION CHAIR: KARISE HUTCHINSON**

- Brand experience dimensions and the “y” generation: What do they prefer? (134)
  Esparza - Martinez, Laura
- There’s no place for branding when fighting fires! (568)
  Glenfield, Keith; de Chernatony, Leslie; Melewar, T.C.

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**ARC – ROOM 1, BELFAST WATERFRONT**

**Marketing and Retail**

- Marketing career transitions: women marketers embedded in the profession? (129)
  Foster, Carley; Brindley, Clare; Wheatley, Dan
- Emotional responses of young consumer’s towards political advertising: the interaction of pacing and valence (787)
  Hughes, Andrew

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**Organizational Psychology**

**SESSION CHAIR: LEE MARTIN**

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  Sarnecki, Abiola Olufolakemi; Richter, Ansgar; Diehl, Marjo-Riitta
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The Challenge of the Adaption and Implementation of Management Control Systems: A Bottom-Up Approach to Improve Feasibility (92)
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Benchmarking Revisited, is North East England Still Engaging (607)
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The institutionalization of performance metrics (686)
Kaufmann, Kai P.

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Public Management and Governance

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Bridging the Gap – A Local Perspective on Knowledge Exchange Between UK Higher Education and the World of Practice. (278)
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Stakeholders & Engagement: A Study of 3 Public Service Broadcasters (466)
Kinder, Brian; Hazlett, Shirley-Ann

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Studying Management Practices: degrees of engagement in observational research (582)
Mason, Katy Jane; Beech, Nic; Denyer, David; MacIntosh, Robert
Developing a Research Methodology for Text-based Classroom Conversations in an Online MBA (694)
Goumaa, Rasha

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Research Methodology

Autoethnographical and insider accounts

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Malik, Fatima; Radcliffe, Laura
Crossing the bridge - an exercise in autoethnography (227)
Doherty, Daniel
Studying the Practice of Apprenticeship through Insider Interviews (530)
Stierand, Marc Benjamin; Dörfler, Viktor
Transitional power: the ethnographic journey of a researcher in academia with Chinese participants (731)
Johnson, Jennifer; Anderson, Lisa; Taylor, John

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Business Models, Plans and Strategies

SESSION CHAIR: SARAH IVORY
The influence of strategic planning on organizational change management (827)
Fragouli, Evangelia Ellpidofores; Yankson, Joana
The impact of strategic alignment on organizational performance (380)
Al Khalifa, Muneera; Sharif, Amir; El Ali, Wajeeh
Business model transformation: lessons from retail TNCs’ expansion in China (131)
Siebers, Lisa Oixun

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Sustainable and Responsible Business

Energy and Education: Sustainable and Responsible Perspectives

SESSION CHAIR: ALAN MURRAY
Responsible management education and managerialism: the introduction of the United Nations’ Principles for Management Education to a United Kingdom Faculty of Business (565)
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Toward informed responsibility: Exploring CSR in practice (588)
Durkin, Mark; Cummins, Darryl; Martin, Gary; Martin, Elizabeth
Exclusion through Inclusion. Unintended side-effects of inclusion policies (655)
Soellner, Albrecht; Wiafe, Lukas
Sustainable Value Creation for Employees (708)
Polak-Weldon, Reka
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SESSION CHAIR: DONALD NORDBERG
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Poole, Adam Charles
Stewardship and Fiduciary Duties: The Spectrum of Pension Fund Engagement (301)
Tilba, Anna
The Moderating effect of Environmental Uncertainty on Executive Shareholding and Firm’s Investment Decisions (830)
Nyuur, Richard B.; Wu, Hao

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Cultural and Creative Industries

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SESSION CHAIRS: HARRY SMINIA
Conceptualizing organizational creativity characteristics (237)
Bratnicka, Katarzyna
Management accounting in support of strategy (260)
Pitcher, Graham Simons
The strategic role of public sector managers: Championing ideas to top tier internal and external executives (264)
Cooper, Simon James Lloyd

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BOARDROOM SUITE, HILTON BELFAST
E-Business and E-Government

SESSION CHAIR: THANOS PAPADOPOULOS
Reimagining Strategic Alignment Research: A Strategy-as-Practice Perspective (222)
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New Avenues in Strategic Information Systems Planning Research: A Strategy as Practice Perspective (362)
Hughes, Jeffrey; McDonagh, Joe
Vega, Arturo; Chiasson, Mike

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Entrepreneurship

SESSION CHAIR: DILANI JAYAWARNA
Crowdfunding and Entrepreneurial Implications: The Good, The Bad and The Ugly (182)
Lehner, Othmar M.; Grabmann, Elisabeth; Ennsgraber, Carina
Interrelationships between entrepreneurial risk-taking, network ties, and firm performance (359)
Danso, Albert; Adomako, Samuel
Moderating effect of economic context and social capital in individual social entrepreneurship choice (654)
Sahasranamam, Sreevas; Upadhyayula, Rajesh Srinivas

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Gender in Management

SESSION CHAIR: SAVITA KUMRA
Female employment in the hotel sector in the KSA and the Gulf states: The contrasting place of home nationals and migrant workers (63)
Alismail, Saham
An investigation of the work-life interface in Brazil: In search of a culturally relevant model (641)
Santos, Clarice
Attributes of inclusive work environment for women in construction. (873)
Francis, Valerie Elizabeth

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Human Resource Management

SESSION CHAIR: MARYLINE BOURDIL
Identification and measurement of behavior toward colleagues generated by bonuses (25)
Bourdil, Maryline
The Effect of Incentives on Moral Harzard in Higher Education Faculty- An Empirical Investigation of the Moderated Mediation Model (106)
Shoaib, Shandana; Baruch, Yehuda
Investigating job-seeker reactions to salary information in recruitment advertisement using five-factor model (481)
O’Brien, Sadhbh; Kutaula, Smriti; Taiwar, Vishal

FULL PAPERS
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‘Succession Efficacy and Relational Enablement – applying a Social Capital Perspective to Planning in a Family SME Context’ (512)
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Team-Founded Entrepreneurial Ventures: Long term performance implications of family involvement in founder teams (890)
Jayawarna, Dilani; Jones, Ossie; Macpherson, Allan

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Corporate Governance

**TRACK CHAIRS: RUTH MASSIE & GRAHAM BUCHANAN**

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Cultural and Creative Industries

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- The entrepreneurship amongst the Vietnamese immigrants of the second generation in Poland (407)
  Brzozowska, Agnieszka

- ‘Succession Efficacy and Relational Enablement – applying a Social Capital Perspective to Planning in a Family SME Context’ (512)
  Smyth, Ian; McCracken, Martin; Hampton, Alison

- Team-Founded Entrepreneurial Ventures: Long term performance implications of family involvement in founder teams (890)
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  Chakraborty, Shreyashi; Chatterjee, Leena; Dhiman, Amit

**WED 11:00–12:30**
**ROOM T6, ST. GEORGE’S MARKET**
**FULL PAPERS**

**SESSION CHAIR: ADELINA BROADBRIDGE**

- Multiple Disadvantage and Wage Growth: The Merit of Merit-pay (313)
  Woodhams, Carol; Lupton, Ben; Perkins, Graham; Marc, Cowling

- Meritocracy in a Professional Organization: Guardian of gender equality or veil for inequity? (523)
  Kumra, Savita

- “You see men over 50 …… they play golf!”: implications of gender differences in co-production strategies involving older people (257)
  Jehu, Llinos Mary

**THURS 14:00–15:30**
**BRITANNIC, BELFAST WATERFRONT**
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**SESSION CHAIR: ADELINA BROADBRIDGE**

- A Phenomenological approach to investigating leadership position for Policewomen: An American perspective (188)
  Anthony, Mary Philomena; Samy, Martin

- Respectable Femininity and Intra-gender Regimes of Regulation: Experiences of Women Elite Leaders (245)
  Mavin, Sharon; Grandy, Gina

- Italian women entrepreneurs: an empirical investigation (581)
  Mari, Michela; De Vita, Luisa; Poggesi, Sara
In this symposium, we foreground an important and under-researched theme: the role of Human Resource Management (HRM) in fostering innovation. Despite some insightful studies (e.g. Leede & Looise, 2005; Zhou et al., 2013), HRM has had a somewhat muted voice. This is surprising, since knowledge creation (a first step for innovation) is at heart a voluntary human endeavour, depending for its realisation on the capabilities and motivations of individuals and groups (Guthrie, 2012). It could be argued that HRM’s lack of prominence in the innovation space is starting to be addressed by those outside of this domain. Scholars interested in the role of knowledge as a source of competitive advantage, for example, are increasingly preoccupied with individuals and micro-systems (e.g. Foss, 2010), while sociologists have started to draw on the Ability-Motivation-Opportunity framework by way of explaining how and why knowledge is created, shared and implemented within organizations (Powell & Snellman, 2004).

Sensitive to the opportunity for influence in this critical area, the proposed symposium aims to address the linkages between HRM and innovation, presenting 6 original papers which explore such linkages in numerous ways. The symposium opens with a theoretical overview of the topic, followed by five researches taking distinct approaches to the empirical examination of the HRM-innovation association.

**WED 09:00–10:30**
**ROOM T1, ST. GEORGE’S MARKET**
**FULL PAPERS**

**SESSION CHAIR: LILLIAN OTAYE**

Mapping the Contours of Fairness: The Impact of Leadership (In)Action on Employees’ Estimation of (Un)Fairness (759)
Sparrow, Paul; Otaye, Lilian; Wong, Wilson

Reconsidering Frames of Reference: Implications for Workplace Dispute Settlement (887)
Van Gramberg, Bernadine; Teicher, Julian; Bamber, Greg J.; Cooper, Brian

Relationship between BMI and chronic job discrimination: does social support play a role? (850)
Kungu, Kenneth; Janella, Melius; Cannonier, Colin; Wanga, Valentine

**WED 09:00–10:30**
**ROOM T2, ST. GEORGE’S MARKET**
**FULL PAPERS**

**SESSION CHAIR: ALISON GLAISTER**

Translating the HR Business Partner Model in Oman (145)
Glaister, Alison J

Enhancement of emiratisation in the UAE private sector (883)
Karam, Abdulaziz; Jayashree, Payyazhi; Lindsay, Valerie

Implementing Employment Quotas to Develop Human Resource Capital: A Comparison of Oman and the UAE (96)
Hodgson, Sasha; Hanson, Darren

**WED 11:00–12:30**
**ROOM T2, ST. GEORGE’S MARKET**
**FULL PAPERS**

**SESSION CHAIR: STEPHEN TEO**

Presenteeism and Turnover Intentions among Hospitality Workers (352)
Teo, Stephen T.T.; Scott-Ladd, Brenda; Geneste, Louis

The meaning of pay for people in low paid jobs in the hospitality industry (132)
Ramakrishnan, Sumeetra

Understanding voluntary employee turnover from the switching costs perspective: a conceptual model (875)
Majumdar, Bishakha; Nambudiri, Ranjeet

**WED 11:00–12:30**
**ROOM B1, ST. GEORGE’S MARKET**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: ELAINE YERBY**

Centres of Opportunity: The role of Assessment Centres (ACs) in Black and Minority Ethnic (BAME) Graduate Employability (758)
Yerby, Elaine; Jackson, Duncan

Mind the gap: researching and theorising guanxi in the context of personnel selection decision-making (747)
Cai, Minjie; Parry, Emma; Dickmann, Michael

Towards a demographic representation of academics in South African universities: developing and validating a structural model of attraction and retention of black academics (108)
Samuel, Michael Olorunjuwon

Issues in using degree classification as a recruitment criterion (367)
Connor, Gary Thomas
WED 14:00–15:30
ROOM T2, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: ARNELA CERIC
Global talent’s location decision: the impact of intrinsic motivation and location branding (417)
Ceric, Arnela; Crawford, Heather

Determinants of the international mobility of R&D professionals in multinational corporations (288)
Sapouna, Panagiota; Manolopoulos, Dimitris; Dimitratos, Pavlos

Talent management: A strategic approach to effective human resource management and sustainable organisational performance (109)
Nwokocha, Kenneth Chibuisi; Eboh, Friday Ezionye

WED 14:00–15:30
ROOM B1, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: JOHANNES RANK
The influence of HRM on innovative behaviour: A study in the health-care sector (681)
Rodrigues, Ana Filipa C.; Veloso, Ana Luisa O.M.; Gomes, Jorge F.S.

The role of culture and adjustment for the creative and innovative behaviour of self-initiated expatriates (714)
Rank, Johannes; Pena Haeufler, Birgit; Sehnert, Katharina

The influence of HRM content and process on individual and organisational outcomes; Preliminary findings from Denmark (540)
Van Rossenberg, Yvonne Gerarda Theodora; Jørgensen, Frances

The Relationships between Team Turnover and Work Team Outcomes: Four-Wave Prospective Study (267)
Alalawi, Ebtesam Ismaeel; Costa, Ana Cristina; AlTahoo, Lameea

WED 14:00–15:30
ROOM B2, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: HUIPING XIAN
Cultural Context and High Performance Work Systems: Evidence from China (571)
Atkinson, Carol; Xian, Huiping; Meng-Lewis, Yue

Ownership patterns and employee experience of High Performance HRM practices: A comparison between international joint ventures and local banks in Saudi Arabia (321)
Falaih, Yazeed; Lam, Alice

Trade Unionism in Algeria (351)
Chelghoum, Amira; Takeda, Sachiko; Wliczek, Barbara; Homberg, Fabian

In Search of HR’s lost reputation: What drives views of HR? (537)
Baron, Angela; Gbadamosi, Gbola; Secchi, Davide

WED 16:00–17:30
ROOM B1, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: SHANDANA SHOAIB
The Use of Variable Pay Schemes in the UK: Evidence from Manufacturing and Service Sectors (675)
Wei, Qi

Extrinsic Rewards and Performance of Front Line Managers; Empirical Evidence from Pakistani Textile Industry (79)
Tufail, Muhammad Shahid

Empirical investigation of the Conditional Effect of Incentives on Reward Expectancy in Higher Education Faculty (272)
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THURS 09:00–10:30
ROOM T1, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: MARYLINE BOURDIL
The Effect of Incentives on Moral Harzard in Higher Education Faculty- An Empirical Investigation of the Moderated Mediation Model (106)
Bourdil, Maryline

Incentives on Moral Harzard in Higher Education Faculty- An Empirical Investigation of the Moderated Mediation Model (106)
Bourdil, Maryline

Investigating job-seeker reactions to salary information in recruitment advertisement using five-factor model (481)
O Brien, Sadhbh; Kutaula, Smirthi; Talwar, Vishal

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FULL PAPERS

SESSION CHAIR: HELEN SHIPTON
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Lin, Caihui; Sanders, Karin; Sun, James; Shipton, Helen; Mool, Erik

Impact of Manager with Disability on upward Advancement of their Subordinates: A Conceptual Proposition (713)
Malhotra, Pearl; Singh, Manjari

THURS 09:00–10:30
ROOM T2, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: CHRISTINA EVANS
Exploring the Linkages between High Performance Work Systems and Organizational Performance: the Role of Relational Coordination in the Banking Sector of Pakistan (559)
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An exploration of the relationship between HR practices and employee performance: Case studies in the petroleum and agro-industrial sectors of Cameroon (745)
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Assessing the relationship between high performance work practices and performance in recession (756)
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Precarious Work as a Symptom of Systemic Dis-Ease: Theorising Workplace Displacement against Conditions of Global Change (22)
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WED 16:00–17:30
ROOM T2, ST. GEORGE’S MARKET
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SESSION CHAIR: ALESSIA SAMMARRA
Do antecedents of altruism change at different career stages? A multilevel analysis (779)
Sammarra, Alessia; Profili, Silvia; Innocenti, Laura

Academic Mentoring in a Public Research Institutions: Experiences of New Academics (822)
Nyyur, Richard B.; Abugre, James B.
Looking inside the People-Performance Black Box: A peek into an ownership organisation (515)
Bardhan Correia, Debarpita; Kelliher, Clare

The Adoption of High-Involvement Human Resource Management Practices in the UK Care Service Sector: Mixture Drives and Outcomes (51)
Bui, Hong T. M.; Liu, Gordon

THURS 09:00–10:30
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DEVELOPMENTAL PAPERS

SESSION CHAIR: RAYMOND GARY REES
Jumping into the abyss: an exploration of the concept of Organizational Burnout (650)
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Discovering the Reduced Negative Impact of Work Intensification on Employee Wellbeing among Public Sector Workers: A Demands-Resources and Relational Perspective (836)
Conway, Edel; Fu, Na; Monks, Kathy; Alves, Kerstin; Truss, Katie

The Influence of Employees’ Parents on Work-Family Balance (821)
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FULL PAPERS

SESSION CHAIR: YEHUDA BARUCH
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Feedback at Workplace: Compliance or Violation of the Psychological Contract (723)
Sarwar, Shagufta; Abugre, James; Debrah, Yaw

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Kuitlahiti, Susanna Katarina; Viitala, Riitta

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ROOM T2, ST. GEORGE’S MARKET
FULL PAPERS

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Mikhailava, Irina; Kars-Unluoglu, Selen

Human resource managers: An analysis of their decisions-making process (219)
Walger, Carolina de Souza; Roglio, Karina de Dêa; Abib, Gustavo

Ethical Human Resource Management (EHRM): A Critical analysis (751)
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DEVELOPMENTAL PAPERS

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Managing an older workforce: insights from a study of older volunteer workers (296)
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Consequences of job transitions in Germany and its changes over time (444)
Laizke, Markus; Schneidhofer, Thomas; Kattenbach, Ralph; Schramm, Florian; Mayrhofer, Wolfgang

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FULL PAPERS

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Influence of Work Life Balance Policies on Employee Job Satisfaction In Kenya’s Banking Sector; A Case of Commercial Banks in Nairobi Central Business District (29)
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SESSION CHAIR: FRANK HORWITZ
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High performance HRM and the role of the HR Directors in Domestic vs. Multinational Enterprises: Evidence from South-East Asia (354)
Singh, Satwinder; Wood, Geoffrey; Fattaah, Mohamed; Tamer, Darwish

CEO Hubris, Managerial Discretion, and Acquisition Performance: Evidence from the U.S. High-technology Industry, 2000-2011 (556)
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THURS 14:00–15:30
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Oyefere, Michael

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### Identity

**TRACK CHAIRS: SANDRA CORLETT AND CHRISTINE COUPLAND**

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| Wed 09:00–10:30 | Room T10, St. George's Market | PETER MCINNES | The Identity of Temporary Agency Workers. A Study From Denmark (2) Winkler, Ingo  
Telling tales, weaving webs: Investigating first-level manager identity through story elicitation (576) Rostron, Ali  
Becoming or unbecoming: contested academic identities (707) Lamont, Carly; Nordberg, Donald |
| Wed 14:00–15:30 | Room B6, St. George's Market | JULIETTE SUMMERS | Constructing a new theory of intergroup relations: Social identity and social exchange (60) Bakay, Aziz  
Call and response: Identity and witness in legitimating CSR (170) Nordberg, Donald; Breitbarth, Tim  
Institutions matter. A discursive perspective on inclusion (689) Wiafe, Lukas; Albrecht, Soellner |
| Wed 16:00–17:30 | Room B6, St. George's Market | SANDRA CORLETT | Identity Work across Boundaries in a Digital World (376) Symon, Gillian; Chamakiotis, Petros; Whiting, Rebecca; Roby, Helen  
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### Innovation

**TRACK CHAIRS: GEORGE TSEKOURAS AND NICK MARSHALL**

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Role identities and organizational adaptation: A rich account of change in the specialty chemical industry (781) Perra, Diana Barbara; Sidhu, Jatinder |
| Wed 09:00–10:30 | Arc – Room 2, Belfast Waterfront | NEIL ALDERMAN | Strategic posture and business model innovation: An exploration of predictive relationships in manufacturing SMEs (124) Ammar, Oussama; Chereau, Philippe  
Breaking the mirror: innovation through modular encapsulation. The capture of the professional camera sub-market by Japanese firms (1955-1974) (423) Windrum, Paul; Haynes, Michelle; Thompson, Peter  
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**WED 09:00–10:30**  
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**SMEs and Innovation**

**SESSION CHAIR: GEORGE TSEKOURAS**

“Think Small First”: a proposed way forward to SMEs’ bank lending in the context of the European Union harmonisation program (507)  
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An exploration of transgenerational influences of innovation practices of Northern Ireland Firms (640)  
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**WED 11:00–13:00**  
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**New societal challenges: environment, health and social innovation**

**SESSION CHAIR: NICK MARSHALL**

Learning Networks for Knowledge Coproduction on Business Model Innovation in Wind Energy Industry (147)  
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Frugal innovation in healthcare and its applicability to developed markets (282)  
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**WED 14:00–15:30**  
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**DEVELOPMENTAL PAPERS**

**Social and healthcare innovations**

**SESSION CHAIR: PELIN DEMIREL**

A provisional framework for analysing relationships between social innovation and digital technologies (204)  
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Telemedicine adoption and co-innovation in developing countries (564)  
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**WED 16:00–17:30**  
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**DEVELOPMENTAL PAPERS**

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**SESSION CHAIR: PATRICIA PRADO**

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New Business Models in Large Consumer-Oriented Online Communities (684)  
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Do IT Innovation Assets Lead to Business Innovations? (837)  
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**THURS 09:00–10:30**  
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**SESSION CHAIR: PAUL WINDRUM**

Developing Dynamic Capabilities through university-industry relationships: The Role of Action Research in the SME Sector (107)  
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Small firm – large firm relationships and the implications for small firm innovation: what do we know? (698)  
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For what it’s worth: explorations into early-stage IP (801)  
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**THURS 11:00–12:30**  
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**SMEs and Innovation**

**SESSION CHAIR: JONATHAN SAPSED**

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Innovation and peer-to-peer learning in a small business network in South Africa (892)  
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Knowledge and Innovation  
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Ideas in the recycle bin: Research into unutilized creative ideas in organizations (433)  
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The Influences of Specialisation and Proximity on Performance of Intermediaries. Private intermediaries in the Omani Oil and Gas Industry (691)  
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An explorative study of design thinking in a university research innovation and enterprise department (735)  
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THURS 14:00–15:30  
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FULL PAPERS

New spaces and practices of innovation  
SESSION CHAIR: GEORGE TSEKOURAS

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THURS 14:00–15:30  
BROOKFIELD SUITE, HILTON BELFAST  
DEVELOPMENTAL PAPERS

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SESSION CHAIR: NICK MARSHALL

Cultural and religious influence in the adoption and diffusion of eco-innovation in Honghe Yunnan – a UNESCO World Heritage Site in China (248)  
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A Multi-Level Perspective Towards Energy Regime Transitions: A Wind Energy Case Study (420)  
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Eco-innovations in Brazil: effective policies? (782)  
Prado, Patricia; Issberner, Liz-Rejane

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Inter-Organizational Collaboration: Partnerships, Alliances and Networks

TRACK CHAIRS: COLIN PILBEAM AND QILE HE

TUES 16:00-17:30
BOARDROOM SUITE, HILTON BELFAST
WORKSHOP

SESSION CHAIR: TBC
Inter-organisational collaboration without integration: a transactional approach for electronic information sharing (728)
Louws, Margie

As we proceed into the 21st century, the sharing of information between organizations, whether locally, nationally, or globally, is becoming the focus of increased attention. Numerous trends toward inter-organization information sharing are becoming the norm, often using socio-technical systems for adoption and implementation. Inter-organizational information sharing, however, supported by Information and Communication Technologies (ICTs), face challenges on many fronts. This workshop will describe the transactional approach to information sharing via an introduction of Transactions in Real Time© (TRT©), which enables information sharing in real time without systems integration or the construction of new databases. TRT is particularly relevant for the theme of the 2014 BAM conference: demonstrating supporting economic and social development. New research such as TRT directly addresses inter-organization collaboration, resulting in greater wellbeing for a vulnerable population, reduced costs, elimination of personal data loss risk, and the enabling of a way forward among organizations whose differing cultures find it difficult to communicate and collaborate. Further, TRT is scalable and applicable to a wider environment, as well as to other environments where organizations seeking to share information may find it difficult to collaborate due to the type of information to be shared, differing organizational cultures, lack of common goals, or any number of particular circumstances.

WED 09:00-10:30
ROOM B6, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: QILE HE
The Dairy Cooperatives of Minas Gerais State, Brazil: a Sociometry Study (180)
Tana, Warlei; Mesquita, Jose Marcos; Costa Filho, Custódio

Developing The Innovation Space (370)
Bantock, Clinton

Facilitating Collaboration Processes in Partnership Working in Nigeria (670)
Okwilagwe, Osikhuemhe Rosita; Apostolakis, Christos; Erdelyi, Peter

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ROOM T10, ST. GEORGE’S MARKET
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SESSION CHAIR: QILE HE
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Coldwell, David, Alastair; Fried, Andrea

How coopetition impacts innovation speed of partners/rivals? The case of telecommunications equipment sector (760)
Nemeh, Andre; Yami, Said

Building successful inter-organizational innovation projects: collaborative practices in the UK medical device sector. (763)
Surtees, Jennifer Rachel Louise; Knight, Louise; Shipton, Helen

Assessing the impact of university-industry collaboration: a multi-dimensional approach (67)
Rossi, Federica; Rosli, Ainurul; Yip, Nick; Lacka, Ewelina

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SESSION CHAIR: COLIN PILBEAM
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Productive and Unproductive Tensions in Interorganisational Collaborations during Market Creation Activity (856)
Toral Manson, Inci; Palmer, Mark; de Kervenoael, Ronan; de Luca, Luigi

Structural Holes and Organizational Status as an Indirect Effects: The Role of Advisor Banks in the Information Control over Cross-Border Acquisitions, 1996-2010 (263)
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THURS 09:00-10:30
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Organising Partnerships: Second Order Observations (784)
Brigham, Martin

How to leave your partner? – Exit Strategies in Buyer-Supplier Relationships (738)
Habib, Farooq; Pilbeam, Colin; Mena, Carlos; Bastl, Marko

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ROOM T7, ST. GEORGE’S MARKET
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SESSION CHAIR: DAVID COLDWELL
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Yan, Yanni; Dou, Wenyu

The Interaction between Trust and Power in Supply Chain Partnerships and its Influence on Firm Performance (400)
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The Social Construction of Market Relationships in the British Temporary Work Industry (177)
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ROOM T7, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: JENNY SURTEES

Inter-organizational collaborative knowledge dynamics in co-location: coworking spaces as microclusters (15)
Capdevila, Ignasi

Information Asymmetry and Relational Capabilities – An Empirical Analysis of Licensing Agreements in the Biopharmaceutical Industry (709)
Langenberg, Tobias

Towards understanding relational aspects of inter-organisational collaboration: An exploration of PPPs in Pakistan (492)
Irfan, Sidra; Loretto, Wendy

International Business

TRACK CHAIR: PAVLOS DIMITRATOS

TUES 16:00–17:30
ARC – ROOM 2, BELFAST WATERFRONT
SYMPOSIUM

SESSION CHAIR: PAVLOS DIMITRATOS

Interaction between International Business and International Management and advancing research on key topics (573)
McDonald, Frank; Clegg, Jeremy

International Business and International Management often appear as distinct areas of study that have few linking research agendas. This lack of linkages may undermine the contribution that international business and international management research can make to understanding important issues in the strategy and management of international business. Although International Business and International Management research often consider the same or similar topics, the theories and methodologies underpinning research are often different. If there were more interaction between the research of both International Business and International Management, insights might be possible to help understand better important contemporary issues for the strategy management of international business activities. This symposium will consider this issue using as an example an important contemporary issue in international management - the importance of institutional distance for MNC strategies.

WED 11:00–12:30
ARC – ROOM 3, BELFAST WATERFRONT
DEVELOPMENTAL PAPERS

SESSION CHAIR: DAVID LAL

Where does Luxembourg fit on Hofstede’s cultural maps? (8)
Schinzel, Ursula

Cultural effect of intra and intercontinental acquisitions on shareholder wealth (511)
Coremans, Johannes Hendrikus Wilhelmus

Trade-FDI Cycles and Phases (550)
Wang, Peijie; Liu, Zhiyuan

WED 09:00–10:30
ARC – ROOM 3, BELFAST WATERFRONT
DEVELOPMENTAL PAPERS

SESSION CHAIR: DA TENG

Is there a liability of foreignness in ECCs sector? An empirical research of MNE ECCs in China (444)
Zeng, Maggie; Loon, Mark; Simpson, Colin

Professional-client trust in transition? An exploratory study on Chinese retail investors (112)
Lau, Kun Luen Alex; Ho, Danny Chi Kuen; Young, Angus

Contribution of ‘quality management paradigm’ in the Chinese smartphone market: Investigating the antecedent factors and response to them (277)
Oe, Hiroko; Yamaoka, Yasuyuki

WED 14:00–15:30
ROOM T6, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: PAUL JONES

Internationalisation of Service SMEs: Towards an Integrative Framework of Capabilities (308)
Deprey, Brynn; Hutchinson, Karise

How The Chinese Business Press Frame CSR: A Comparison between Hong Kong and China Mainland (387)
McKenna, Bernard Joseph; Zhu, Yunxia; Zhou, Lu

Firm’s competencies and export in China: Exploring the moderating role of government and market (402)
Yi, Jingtao; Teng, Da

Reflections in International Strategic Alliancing: Key Determinants in Decision Making (743)
Lal, David S.; Salykova, Leila; Chan, Soon Lim; Dorstewitz, Philipp
**WED 16:00–17:30  
ROOM T6, ST. GEORGE’S MARKET  
FULL PAPERS**

**SESSION CHAIR: URSULA SCHINZEL**  
A Country based Comparison Analysis using fsQCA investigating Entrepreneurial Attitudes and Activity (450)  
Jones, Paul; Beynon, Malcolm

A Longitudinal Study of Strategic Alliances in Eastern and Central Europe The Case of ACCEL Share Company (ASC) and two Local Firms in Lithuania (532)  
Gebrekidan, Desalegn Abraha; Hyder, Akmal S.

An Analysis of Long-term Acquirers’ Returns of Cross-border Mergers and Acquisitions: Evidence from Chinese Acquiring firms (548)  
Du, Min; Boateng, Agyenim; Newton, David

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**THURS 09:00–10:30  
ROOM B6, ST. GEORGE’S MARKET  
DEVELOPMENTAL PAPERS**

**SESSION CHAIR: MAGGIE ZHENG**  
Vicarious Learning from Failure: Case Study on Acquisition Strategy of Mahindra & Mahindra Ltd. and Ssangyong Motors Company (651)  
You, JaeJoon; Kim, PhilSoo

Internationalization strategies of ‘Emerging’ Banks: How institutional and cultural environment may influence takeoff and landing (673)  
Schneider, Susan; Marques, Joseph C.; Lupina-Wegener, Anna

Projects Teams Communication within the UK Construction Sector (741)  
Ennsra, May

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**THURS 11:00–12:30  
ROOM T6, ST. GEORGE’S MARKET  
FULL PAPERS**

**SESSION CHAIR: HIROKO OE**  
Do innovating SMEs export more intensively? A meta-analytical perspective on the relationship of firm-level innovation and export behavior of SMEs (590)  
Mansion, Stephanie Elisabeth; Bausch, Andreas

Does FDI Benefit Sri Lankan Firms (617)  
Konara, Palitha; Wei, Yingqi

The Effect of Strategic Motivation- Task Compatibility on Performance Gains from Offshoring (662)  
Kharroubi, Hassan; Chen, Stephen

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Knowledge and Learning

TRACK CHAIRS: ELIZABETH HOWLDSWORTH AND ALAN TAIT

TUES 16:00–17:30
CANBERRA, BELFAST WATERFRONT
WORKSHOP JOINT WITH MARKETING AND RETAIL

SESSION CHAIR: JAMES JOHNSTON
The ‘Slogan Tee-shirt’ as organizing principle in the design of a creative approach to teaching consumerism (226)
Doherty, Daniel

This workshop proposal offers to take participants inside an alternative method to teaching Consumer Behaviour to undergraduates. It suggests that the creative use of images enhances and embeds the teaching of consumer behaviour theory and practice. Furthermore it encourages co-creation with students, creating a platform for independence of mind when it comes to the construction of individual and group consumer behaviour projects, conducted in the real world. Ways in which this practice may be applied to other management disciplines is explored.

WED 09:00–10:30
ROOM B3, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

Critical Management Learning

SESSION CHAIR: TBC
Exploring text-based talk and critical reflection in an online MBA (196)
Anderson, Lisa; Goumaa, Rasha

Developing a New Transdisciplinary Model for Case-based Teaching: An Experiment in Management Learning Design (289)
Bayley, Anouchka

Dimensions of relevance and informal undergraduate management learning practices: Tales from year 1 of an ethnographic study at a leading UK management school (551)
Hartley, Daniel

Are we thinking ahead? (26)
Blackmore-Wright, James

WED 11:00–13:00
ROOM T1, ST. GEORGE’S MARKET
FULL PAPERS

Knowledge Management

SESSION CHAIR: TBC
Knowledge Management – Advancements and Future Research Needs – Results from the Global Knowledge Research Network study (536)
Heisig, Peter

Future research in technological enablers for knowledge management: A worldwide expert study (541)
Sarka, Peter; Caldwell, Nicholas H. M.; Ipsen, Christine; Maier, Anja M.; Heisig, Peter

Knowledge Management and Business Outcome/Performance: Results from a Review and Global Expert Study with future research (612)
Perez-Arrau, Gregorio; Suraj, Olumifesi Adekunle; Heisig, Peter; Kemboi, Cosmas; Easa, Nasser Kianto, Aino

Exploring Engineers’ Knowledge Needs in Italy and Japan: Does Practice Confirm Theory? (283)
Secundo, Giustina; Magnier-Watanabe, Remy; Heisig, Peter

Impact of Business School Knowledge

SESSION CHAIR: PETER HEISIG
Business impact of social science: lessons from UK Business Schools (545)
Johnson, Steve; Orr, Kevin

Integrative thinking, collaborative action and emergent knowledge: developing contemporary management capability (419)
Bolton, Dianne; Landells, Terry

Measuring third mission activities of higher education institutes: Constructing an evaluation framework (851)
O’Shea, Noreen Anne-Mary; Glaser, Anna; Chastenet de Gery, Catherine

WED 14:00–15:30
ROOM B3, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

Knowledge Transfer

SESSION CHAIR: JAMES BLACKMORE-WRIGHT
Holistic approach embedding higher education, knowledge transfer, and competence development for professional careers (878)
Schumann, Christian-Andreas; Tittmann, Claudia; Jänisch, Cindy; Weber, Jana
From Knowledge Transfer to Knowledge Exchange and Beyond: the Story of a Community of Inquiry (611)
Welch, Christine Elizabeth; Sinha, Tammi; Ward, Nigel

Why does knowledge fail to get realised within University Technology Transfer Processes? (794)
Miller, Kristel; Moffett, Sandra; McAdam, Rodney

The potential Art of ‘Impact’ in Knowledge Exchange. A review of what can be learnt from the work of Elliot-Binns and Neighbour. (895)
Johnston, James

WED 16:00–17:30
ROOM T1, ST. GEORGE’S MARKET
FULL PAPERS

Management development
SESSION CHAIR: TBC
Ten flavours all vanilla: the MBA as a device for managerial cloning? (589)
Houldsworth, Elizabeth; McBain, Richard; Brewster, Christopher

A Case Of The Case Method (874)
Dalfovo, Michael Samir; Pereira, Leonardo Santos; Alberton, Anete; Marininho, Sidnei Vieira

Gekko Rules with Black Swans: Modern Finance Theory in UK undergraduate curriculae (894)
Lakshmi, Geeta

WED 16:00–17:30
ROOM B3, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

Knowledge and Learning in Practice
SESSION CHAIR: CHRISTIAN-ANDREAS SCHUMANN
Knowing communities and the localized knowledge-creation dynamics (14)
Capdevila, Ignasi

Communities of Practice within Business Organisations: Opportunities and Challenges (375)
Aljuwaiber, Abobakr

Development of NHS Professionals for the 21st Century: Identification of core professional norms, values and behaviours through storytelling (626)
McShea, Lynzee; Sanders, Gail

Accountability, Evaluation and the Role of Evidence for Charitable Funders (146)
Hinds, Kate; Mackenzie-Davey, Kate

THURS 09:00–10:30
ROOM T3, ST. GEORGE’S MARKET
FULL PAPERS

Challenges in knowledge and learning
SESSION CHAIR: ALAN TAIT
Examining the role of knowledge brokers: policy and practice in the case of the Work and Employment Relations Survey (WERS) (49)
Drew, Hilary; Ritchie, Felix

Professionalism in Project Management: redefining roles (218)
Konstantinou, Efrosyni; Edkins, Andrew

Knowledge Withholding Intentions in IS Development Teams: The Role of Normative Conformity, Affective Bonding, Rational Choice and Social Cognitions (459)
Tsai, Crystal Han-Huei; Huang, Chien-Chih; Lin, TungChing

Investigating organizational defensive routines and organizational learning: A neglected issue (473)
Yang, Yumee; Secchi, Davide; Homberg, Fabian

THURS 09:00–10:30
ROOM B4, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

The Tacit Dimension
SESSION CHAIR: ELIZABETH HOULDSWORTH
Dynamic Knowledge Support for Project Implementation (477)
Sandhawalia, Birinder Singh; Dalcher, Darren

A qualitative study of the tacit knowledge sharing processes of employees in manufacturing organisations (682)
Kelly, Grainne; Gubbins, Claire; Dooley, Lawrence

Knowledge sharing in Sino-Swiss project teams (774)
Wittmann, Xinhua; Hagmann, Daniel F

Faultlined Ethnic Diversity and Knowledge Sharing: a Malaysian Case (306)
Ziae, Seyyedali; Lam, Alice

THURS 09:00–10:30
ROOM T3, ST. GEORGE’S MARKET
FULL PAPERS

Impact of Business School Knowledge: an international perspective
SESSION CHAIR: TBC
The potential role for transnational education in a nation’s capacity building: The case of Vietnam (455)
Van Gramberg, Bernadine; Teicher, Julian; Tran, Hanh Hong

Role of the Pseudo-Business School in Supporting Economic and Social Development: Evidence from Nigeria’s Entrepreneurship Education (627)
Raimi, Lukman; Lawal, Abioye; Bello, Moshood

Facilitating international business for socio-economic development: The role of Business Models and what Business Schools have to offer? (733)
Fragouli, Evangelia Elpidoforos; Seidu, Sasa

THURS 11:00–12:30
ROOM T3, ST. GEORGE’S MARKET
FULL PAPERS

Hard and Soft Aspects of Knowledge Sharing
SESSION CHAIR: TBC
The lock-in effect of training efficacy in reforming a complex system. Insights from an explorative study on commissioners’ operational capacities in the Lombardy regional health service (687)
Morando, Verdiana; Colombo, Alessandro; Longo, Francesco
‘Come Fly with Me’: Engendering Team Psychological Safety Through Physical Movement (567)
Roberts, Ashley; James Byron; Iordanou, Ioanna

Improving data quality and knowledge management in the UK retail car industry (642)
Moffett, Sandra; Reid, Andrea; Hutchinson, Karise; Conn, Stephanie

Patterns in Project and Programme Management: Preliminary Findings (660)
Smart, Janet Helena; Regalado, Maria Cristina; Pinches, Benedict

THURS 14:00–15:30
ROOM B4, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

Theorising about Knowledge and Learning
SESSION CHAIR: TBC

An Epistemology of Entrepreneurial Learning: Toward a Pragmatic Emergent Method (705)
Fendt, Jacqueline

Recursive learning in organisations (814)
Kaufmann, Kai P.

‘Knowing Differently: Presenting an Approach for Shifting Paradigms in changing times.’ (901)
Johnston, James; Tait, Alan

Leadership and Leadership Development
TRACK CHAIRS: MARIAN ISZATT-WHITE AND RICHARD BOLDEN

TUES 16:00–17:30
BROOKFIELD SUITE, HILTON BELFAST
WORKSHOP

SESSION CHAIR: JEAN-ANNE STEWART
Evaluating Leadership Development in Complex Environments (625)
Gulati, Anita; Edwards, Gareth; Bolden, Richard

This workshop will focus on the challenges and opportunities of evaluating leadership development in complex, multi-stakeholder environments. The session will begin with a brief overview of the theory and practice of leadership development evaluation. Workshop participants will then be invited to reflect on and discuss their own experiences of researching and evaluating leadership development, with a particular focus on how to assess the processes and impacts of leadership development in contexts that span organisational and professional boundaries. The discussion will be supported and facilitated with case studies and testimonials from health and social care organisations where evaluation measures and outcomes are frequently ambiguous, contested and/or contradictory.

WED 09:00–10:30
ROOM T5, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: GARETH EDWARDS
The mindful organisation: A breakdown at 28,000 feet (224)
Kutsch, Elmar; Hallgren, Markus

Reviving the “Being” of leadership: The possibilities of contemplative leadership (335)
Grandy, Gina; Sliwa, Martyna

I won’t let it get to me. The buffering effect of employee core self-evaluations on experienced abusive supervision and employee well-being (633)
ODonoghue, Ashley; Downey, Stephanie; Conway, Dr. Edel; Bosak, Dr. Janine

WED 11:00–12:30
ROOM T5, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: JEAN-ANNE STEWART
Understanding variation in Middle Managers’ experience of Leadership Development Outcomes in the NHS - A Phenomenographic Study (804)
Joseph Richard, Paul Benedict; Hazlett, Shirley-Ann

Turnaround strategy in a large public service organisation: a consideration of successful synergy between effective leader and clarity of strategy (569)
Reeve, Stephen; Walbank, Sarah

Leadership development as a professional career concern and individual professionalization project amongst doctors (606)
Hartley, Kathryn

WED 14:00–15:30
ROOM T5, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: BERND VOGEL
‘[Almost] purchasing prostitutes in Paris’: Middle management and ethical leadership (83)
Kempster, Steve, John; Gregory, Sarah

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Social Responsibility orientations and evaluations of leadership behavior ethicity: A mixed methods study of German and South African graduate students (497)
Coldwell, David; Alastair; Joosub, Tasneem

Testing of a Model of Followers’ Perspectives of Leader Authenticity, Leadership, Selected Climates and Employee Engagement (900)
Wilson-Evered, Elisabeth; Read, John

WED 14:00–15:30
ROOM B5, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: RICHARD BOLDEN
The good of the many outweighs the good of the one: exploring Spock’s axiom (68)
Izatt-White, Marian

Energy literacy of secondary and tertiary students in Brisbane (Australia): A measure of sustainability leadership and behaviour (484)
Sarker, Tapan Kumar; Vlado; Bond, Carol

Examining the role of leaders and their values in sustainable and responsible organisations (825)
Alexander, Anthony Edward; Howarth, Richard

The contribution of humour in the creation of leadership relations (304)
Darch, Helen Mary; Ramsey, Caroline

WED 16:00–17:30
ROOM B5, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: ELIZABETH WILSON-EVERED
Exploratory Assessment of Transformational Leadership and its Impact on Small Retail Outlets in the Republic of Ireland (635)
McGovern, Philip; Briggs, Shane; Darcy, Colette; Lambert, Jonathan

Leadership and organizational change: Practitioner anecdotes and academic indifference (211)
Hughes, Mark

Leaders as Heterogeneous Networks: An Actor-Network Perspective (353)
Soga, Lebene Richmond; Vogel, Bernd; Graça, Ana Margarida

I am Steersman of the ship- with help from my seamen. Middle managers articulation of contrasting Leadership Discourse effects (644)
Madsen, Mona Tøft

THURS 09:00–10:30
ROOM B1, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: MARIAN ISZATT-WHITE
Exploring how Business Schools can harness soft skill development through service learning initiatives in the shaping of emerging leaders. (823)
Watton, Emma; Maynard, Lucy

The role of Business Schools to engender future leaders: a longitudinal study across MSc Italian students in health care management (817)
Moranda, Verdiana; Armeni, Patrizio; Tozzi, Valeria; Nasi, Greta

‘Who am I and if so, how many?’ A polemic about the myth of leadership authenticity and what leaders should better care about (137)
Wetzel, Ralf

Rethinking leadership in ‘open teams’ (90)
Santistevan, Diana Christine

THURS 11:00–12:30
ROOM T5, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: STEVE KEMPSTER
A hybrid model of distributed leadership theory: federated leadership (860)
McCaulay-Smith, Catherine

Letting LMX off the hook: a purpose built model for describing Dyadic Relationship Quality (DRQ) (328)
Wilson, Julie

The Psychology of Leadership Incompetence (209)
Hughes, Mark

THURS 14:00–15:30
ROOM B1, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: EMMA WATTON
A role for the soul: is a co-creative leadership possible in the academy schools at this time? (195)
Smith, Julie Claire

The effects of conflict in driving forward innovation in shared leadership teams (208)
Penny, Vasili

A Multilevel Approach on Different Conceptualizations of Leadership, Innovation and Creativity: Review and Debates (605)
Graça, Ana Margarida; Vogel, Bernd; Passos, Ana Margarida

Further Exploration in the use of Drama in the teaching of Business and Management’ (104)
Wright, Harvey; Hyams-Ssekasi, Denis; Wilson, Tray

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Management and Business History

**TRACK CHAIR: KEVIN TENNENT**

**WED 09:00–10:30**  
**ROOM T7, ST. GEORGE’S MARKET**  
**FULL PAPERS**

**SESSION CHAIR: KEVIN TENNENT**

- The Medellin Tram System, 1919-1950 (9)  
  Correa, Juan Santiago

- Management Theories and its Application in Organisations: The Nigerian Experience (871)  
  Olarewaju, Adeniyi Damilola; George, Olusoji James

- The evolution and scaling-up of solar PV in Ghana, 1980-2010 (39)  
  Amankwah-Amoah, Joseph

**WED 11:00–13:00**  
**EWART SUITE, HILTON BELFAST**  
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: JULIE BOWER AND JOHN WILSON**

- Gendered Organizing: An ethnohistory of women at work (135)  
  Sebastian, Smitha; Hirst, Alison; Down, Simon

- Retail marketing events as tourist attractions - Case Study  
  Hanningtons Department Store, Brighton 1927-1936 (151)  
  Bishop, Susan Jane

- Entrepreneurship and business charisma (496)  
  Mees, Bernard

- Between Organization Theory and Historical Methodology: a Possible Exit from the Theoretical Impasse for Business Historians (189)  
  Smith, Andrew

**WED 16:00–17:00**  
**ROOM T7, ST. GEORGE’S MARKET**  
**FULL PAPERS**

**SESSION CHAIR: BILL COOKE**

- Coming to terms with the past? Narrative, metaphor and the subjective understanding of transition (5)  
  Maclean, Maire; Harvey, Charles

- Strategies of dominance and tactics of resistance: twice narrating the history of music retail (505)  
  Tennent, Kevin D.; Mollan, Simon

**THURS 09:00–10:30**  
**EWART SUITE, HILTON BELFAST**  
**FULL PAPERS**

**SESSION CHAIR: JOSEPH AMANKWAH-AMOAH**

- The Structure of Networks: The transformation of UK business 1904 – 2010 (20)  
  Wilson, John F.; Schnyder, Gerhard

- Western Debates about Entrepreneurship in China, 1842-1914 and the Origins of the “European School” of Entrepreneurship Studies (76)  
  Smith, Andrew

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**THURS 14:00–15:00**  
**EWART SUITE, HILTON BELFAST**  
**FULL PAPERS**

**SESSION CHAIR: KEVIN TENNENT**

- What was the Whitbread Umbrella protecting? From brewing to coffee via pub retailing (168)  
  Bower, Julie

- Employment Tribunals- A historical perspective (593)  
  Lord, Jonathan David; Redfern, Dave

- At the nexus of politics, praetorianism and enterprise: The Fauji Business Group, Pakistan (381)  
  Ali Jhatial, Ashiq; James Wallace, James; Cornelius, Nelanre

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Marketing and Retail

**TRACK CHAIRS: KARISE HUTCHINSON AND KEITH GLANFIELD**

**TUES 16:00–17:30**  
**CANBERRA, BELFAST WATERFRONT**  
**WORKSHOP JOINT WITH KNOWLEDGE AND LEARNING**

**SESSION CHAIRS: JAMES JOHNSTON**

- The 'Slogan Tee-shirt' as organizing principle in the design of a creative approach to teaching consumerism (226)  
  Doherty, Daniel

This workshop proposal offers to take participants inside an alternative method to teaching Consumer Behaviour to undergraduates. It suggests that the creative use of images enhances and embeds the teaching of consumer behaviour theory and practice. Furthermore it encourages co-creation with students, creating a platform for independence of mind when it comes to the construction of individual and group consumer behaviour projects, conducted in the real world. Ways in which this practice may be applied to other management disciplines is explored.

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**WED 09:00–10:30**  
**GREEN ROOM, BELFAST WATERFRONT**  
**FULL PAPERS**

**Retail**

**SESSION CHAIR: DONNA TOWE**

- Dynamic capabilities and their relationship to performance in the Australian retail industry (64)  
  Simon, Alan; Renoux, Adrianne; Stockport, Gary

- Who shops to live and who lives to shop? An empirical study of shopping value by demographic segment (216)  
  Lewis, Anne

- Retailers and Deprivation: an exploratory study (557)  
  Whysall, Paul
**WED 09:00–10:30**  
**ARC – ROOM 1, BELFAST WATERFRONT**  
**DEVELOPMENTAL PAPERS**

**Retail**  
**SESSION CHAIR: TONY KENT**

- The Rhetorical Labour of Interactive Retail Service Workers (601)  
  Hamilton, Peter M
- The relationship between marketing and human resources with relation to implementation of marketing strategies (243)  
  Silva, Gabriel Eloy; Toaldo, Ana Maria Machado; Rogilo, Karina de Déa
- Social Media Implementation by SMEs: Overcoming the Challenges of Measurement (305)  
  Choi, Go-Eun; Bolan, Peter; Hutchinson, Karise; Mitchell, Richard
- “Exploring genetically modified food attitudes in a post economic crisis setting: A Qualitative Study of the Greek Perspective” (798)  
  Tzanidis, Theofilos; Stevens, Lorna; Balaraman, Pravin

**WED 11:00–12:30**  
**GREEN ROOM, BELFAST WATERFRONT**  
**FULL PAPERS**

**Online Consumer Behaviour**  
**SESSION CHAIR: HELEN MCCORMICK**

- Why should I believe this? Deciphering the qualities of a credible online customer review (130)  
  Clare, Carl; Wright, Gillian; Paucar-Caseres, Alberto; Sandiford, Peter
- The Impact of Image Dimensions toward Online Consumers’ Perceptions of Product Aesthetics (764)  
  Gunn, Frances; Park, JungKun; Lee, Younhee
- Retail experience and the role of instore technologies (771)  
  Kent, Anthony; Schwarz, Eva; Blazquez, Maria

**WED 11:00–12:30**  
**ARC – ROOM 1, BELFAST WATERFRONT**  
**DEVELOPMENTAL PAPERS**

**Marketing strategy**  
**SESSION CHAIR: CARLY FOSTER**

- Small Firm Retailing: The Impact of Entrepreneurial Orientation and Familiness on Service Quality (609)  
  Towe, Donna Michelle; Ndurupatui, Sai
- Investigating the Potential of the ‘Inclusion of Nature in Self’ Scale for Market Segmentation (194)  
  Martin, Christian; Czellar, Sandor
- Social Capital, Relationship Quality and Key Account Management Effectiveness: A Relational Perspective on Key Account Management (790)  
  Badawi, Nada Saleh; Battor, Mostafa; Navare, Jyoti
- The Market Orientation and Organizational Performance Measures Conundrum: A Re-visitisation of Eclectic Discord (799)  
  Morah, Ejindu Iwelu MacDonald

**WED 14:00–15:30**  
**GREEN ROOM, BELFAST WATERFRONT**  
**FULL PAPERS**

**Consumer Behaviour**  
**SESSION CHAIR: LISA DONNELL**

- The moderating influence of social factors in impulsive buying behaviour: Development of a scale to measure social and non-social impulsive buying tendencies (494)  
  Shawcross, Matthew Stuart
- Students’ preferences for higher education through Conjoint and Cluster Analysis (38)  
  Chaudary, Samra; Salman, Mehrukh; Mudakkar, Rubab
- The Influence of Hedonic and Utilitarian Motivations on Mobile Device Behaviour (693)  
  McCormick, Helen; Rowland, Kyle; Cartwright, Joanna

**WED 14:00–15:30**  
**ARC – ROOM 1, BELFAST WATERFRONT**  
**DEVELOPMENTAL PAPERS**

**Brand**  
**SESSION CHAIR: KEITH GLANFIELD**

- Do Mergers and acquisitions lead to brand portfolio Re-engineering? (156)  
  Rahman, Mahabubur; Lambkin, Mary
- Distinguishing the Brand Name Element from the Branded Entity (205)  
  Round, Griff; Roper, Stuart
- Relative influence of actual and ideal self on emotional brand attachment: Role of self-user imagery congruence (820)  
  Manyiwa, Simon
- The MyWaitrose Loyalty Card – a pointless way to engage? (247)  
  Rosborough, Julie; Mitchell, Sophia

**WED 16:00–17:00**  
**GREEN ROOM, BELFAST WATERFRONT**  
**FULL PAPERS**

**Brand**  
**SESSION CHAIR: KARISE HUTCHINSON**

- Brand experience dimensions and the “y” generation: What do they prefer? (134)  
  Esparza - Martinez, Laura
- There’s no place for branding when fighting fires! (568)  
  Glanfield, Keith; de Chernatony, Leslie; Melewar, T.C.

**WED 16:00–17:30**  
**ARC – ROOM 1, BELFAST WATERFRONT**  
**DEVELOPMENTAL PAPERS**

**Advertising**  
**SESSION CHAIR: GRIFF ROUND**

- Comparative Advertising: Ad Familiarity and Negative Perceptions (113)  
  Konsolaki, Kalliopi
Comparative Advertising Effectiveness: The Role of Gender (115)
Konsolaki, Kalliopi

Marketing career transitions: women marketers embedded in the profession? (129)
Foster, Carley; Brindley, Clare; Wheatley, Dan

Emotional responses of young consumer's towards political advertising: the interaction of pacing and valence (787)
Hughes, Andrew

THURS 09:00–10:30
ARC – ROOM 1, BELFAST WATERFRONT
DEVELOPMENTAL PAPERS

Consumer behaviour
SESSION CHAIR: JULIE ROSBOROUGH
A ‘situational’ examination of consumer confusion. Implications for the application of the construct in consumer behaviour research. (412)
Anninou, Ioanna; Pallister, John; Foxall, Gordon

Label’s Best Forms – Prospects’ and Customer’s First Impression versus Expert Analyses (414)
Palmeira, Mirian; Palmeira, Denise

Parents’ OTC Medication Behavior with their Children: Toward a Conceptual Framework of Cognition, Affect and Culture (700)
Fendt, Jacqueline; Nguyen, Phuong

Akrasia- Temporal Discounting in the Context of Fairtrade Consumer Behaviour (752)
Gillani, Alvina

Using Conjoint Analysis to Estimate High School Student’s Preferences for Selecting a College (47)
Shahid, Saad

THURS 11:00–12:30
GREEN ROOM, BELFAST WATERFRONT
FULL PAPERS

Product
SESSION CHAIR: CARLY FOSTER
Reconceptualising ‘product’ in the arts and cultural context (424)
Lehman, Kim; Fillis, Ian; Wickham, Mark

Consumer Evaluations Of Multi-Product Food Bundles: The Impact Of Constituent Products On Evaluations Of Complementary And Variety Bundles (183)
Wappling, Anders; Farley, Heather; Schoefer, Klaus; Armstrong, Gillian; Slater, Paul

Organizational compliant response and client loyalty: Evidence from the mobile telephony (125)
Awa, Hart Okorie; Ogwo, Ogwo E.; Eze, Sunday

THURS 11:00–12:30
ARC – ROOM 1, BELFAST WATERFRONT
DEVELOPMENTAL PAPERS

On-line and social media
SESSION CHAIR: CARL CLARE
Examining the Omni-Channel Customer Journey of Young Female Fashion Consumers (300)
Lynch, Samantha; Barnes, Liz

Corporate Website: Employment Brand Equity in Relation to Job Growth and Reputation (619)
Bui, Hong T. M.; Higgs, Malcolm; Ilryaniti, Amy; Tuncbilek, Zeynep

I’ve lost my mobile……!!!!!! An Insight Into Mobile Device Cognitive Attachment (697)
McCormick, Helen; Rowland, Kyle

Fast Fashion Retailing - Customer and Retailer’s Perceptions (718)
Palmeira, Mirian; Arruda, Cecilia

Cross-sector
SESSION CHAIR: KEITH GLANFIELD
Integrating Muslim Customer Perceived Value, Islamic Religiosity and Muslim Customer Satisfaction in Tourism Industry (37)
Eid, Riyad; El-Gohary, Hatem

Co-creating engaging experience in the Chinese restaurant sector (796)
Ma, Tengfei

Struggling for survive and hoping for the best: some contributions on understanding hope and its role in low income personal loan (724)
Bacellar, Fatima Cristina Trindade; Fleming, Marta

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Operations, Logistics and Supply Chain Management

TRACK CHAIRS: LENNY KOH AND CLAIRE MOXHAM

WED 09:00–10:30
ROOM B7, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: OLGA MATTHIAS
Emergence of Inhibitors in Green Supply Chain Practices (319)
Upadhyay, Arvind
Fair trade supply chains: Understanding social sustainability in practice (98)
Moxham, Claire; Kauppi, Katri
From Contract Manufacturing to Original Equipment Design and Manufacturing: A Case Study of Tharsus (762)
Fillieri, Raffaele; McLeay, Fraser
Scope management complexity in software projects: An approach to evaluate it (615)
Okane, James Francis; Damasiotis, Vyron; Fitilis, Panos

WED 11:00–13:00
ROOM T7, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: CHARLES THORNTON
A game theory analysis of trust and social capital in sustainable supply chain management (377)
Fairchild, Richard; Alexander, Anthony Edward
Benchmarking the Supply Chain in Public Procurement: A Case Study of Energy Efficiency Retrofitting (464)
Morris, Jon; Genovese, Andrea; Koh, Lenny; Acquaye, Adolf
Exploring Holistic Supply Chain Management Through the Lens of Social Network Theory (668)
Reid, Aisling Rose; Hutchinson, Karise; Armstrong, Gillian; Humphreys, Paul
Integrating Operations and Marketing in Fast Food Home Delivery Industry (48)
Shahid, Saad; Khan, Shamila Nabi

WED 14:00–15:30
ROOM T7, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: MATTHEW TICKLE
Integrating Process Improvement Techniques into Business Process Outsourcing (621)
Mclvor, Ronan
A Cloud-based Ecosystem for Improving Supply Chain Responsiveness (853)
Giannakis, Mihalis; Wu, Kevin
A Conceptual Framework of Reverse Logistics Impact on Firm Performance (791)
Vlachos, Ilias

THURS 09:00–10:30
ROOM T10, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: JON MORRIS
Understanding Resources in the Service Industry Using Service Quality Models (207)
Thornton, Charles Duncan; Lim, Wal Mun
An Investigation into Business Excellence Activities and Perceptions across Asian Organisations (31)
Tickle, Matthew; Adebanjo, Dotun; Mann, Robin
An empirical investigation of the influence of individual readiness for change dimensions on TQM implementation (427)
Hafif, Mohamed; Djebarni, Ramdane; Al-Karaghouri, Waf; Mahmoudi Khorassani, Javad; Aldaweesh, Majed

THURS 14:00–15:30
ARC – ROOM 1, WATERFRONT BELFAST
DEVELOPMENTAL PAPERS

SESSION CHAIR: CLAIRE MOXHAM
Patient pathways: are they lean? (748)
Williams, Sharon; Radnor, Zoe
Breaking ‘Smart’ New Ground: A preliminary assessment of the uptake and use of Smart Technologies in NHS Hospital Pharmacies (UK) (228)
Breen, Liz; Xie, Ying; Cherrett, Tom; Bailey, Gavin
Exploiting Knowledge to improve service delivery in management consulting (854)
Matthias, Olga; Breen, Liz; Barber, Kevin Downs

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Organizational Psychology

TRACK CHAIRS: JILL HANSON AND LEE MARTIN

WED 09:00–10:30
ROOM B4, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: ALAN JOHNSTON

Modelling antecedents and outcomes of job crafting (753)
Quinlan, Nina J.; Leach, Desmond J.; Robinson, Mark A.

Calling and Performance: the mediating role of Job Crafting (259)
Farrell, Sarah; Buckley, Finian

Does a positive age diversity climate enhance organizational citizenship behaviors? (629)
Profili, Silvia; Sammarra, Alessia; Innocenti, Laura

Engagement, Disengagement and Meaningfulness: New Research and Implications (897)
Long, Trevor

WED 11:00 – 12:30
ROOM T3, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: SUZANNE EDINGER

Self-concept clarity and Preference for Online Social Interaction: Implications for well-being and the role of employment status (899)
Quinones-Garcia, Cristina; Korac-Kakabadse, Nada

The impact of coaching on relationship satisfaction, self-reflection and self-esteem: Coachees’ self-monitoring as a moderator (736)
Rank, Johannes; Gray, David E.; Goregaokar, Harshita

The Influences of Person-organization Fit on Job Satisfaction in Chinese Catering Service Industry: An Integrated Mediation and Moderation Model (795)
Chen, Pei; Sparrow, Paul; Cooper, Cary

WED 11:00 – 12:30
ROOM B4, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: REBECCA MITCHELL

To Trust or not to Trust: Exploring the Motivations Underlying Leader-Follower Trust Decisions (519)
von der Werff, Lisa; Legood, Alison; Welbel, Antoinette; Buckley, Finian

Trust but verify: The perils of intrateam trust for the performance of short-lived teams. A moderated mediation examination (539)
Lyubovnikova, Joanne; Legood, Alison; Lee, Allan

Privacy in the physical environment and ethical behaviour (520)
Seppala, Nina; Studente, Sylvie; Sadowska, Noemi

Are we off the record? How perceptions of formality affect employee silence behaviour (322)
Brooks, Sarah; Carter, Angela; Dick, Penelope

WED 14:00 – 15:30
ROOM T3, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: SUZANNE EDINGER

Do virtuous organizations make employees go beyond the call of duty? Exploring the relationship between organizational virtuousness and organizational citizenship behaviour (500)
Malik, Sania Zahra; Naeem, Ramsha

Perceived disinterested support and outcomes: a view through the lenses of perceived organizational support and organizational virtuousness’ perceptions (338)
Tsachouridi, Irene; Nikandrou, Irene

Understanding MBA Students’ Adaptation from Social Support Theory and Social Learning Theory (456)
Tsay, Crystal Han-Huei

WED 14:00–15:30
ROOM B4, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: ALISON LEGOOD

Overcoming methodological boundaries and innovating in Person Environment (PE) fit research: using netnography to shed light on PE misfit (628)
Hollyoak, Brenda Mae; Talbot, Danielle Laurette; Guttormsen, David S. A.

Psychological Contract and Organisation Fit: A symbiotic relationship? (386)
Johnston, Alan Leslie

The Hofstede’s cultural value typology: A theoretical review for its adoption in psychological contract research in multi-cultural organisations (127)
Uwabuike, Chinenu

The use of ‘Q’ methodology for qualitative research in complex organisational settings (458)
Preece, Denise Louise; Fortune, Christopher

WED 16:00–17:00
ROOM T3, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: LEE MARTIN

What happens, as partnerships grow older? The changing performance effects and interplay of control and trustworthiness (457)
Holtgrave, Maximilian; Niemaber, Ann-Marie; Ferreira, Carlos Eduardo

Does the State of the Economy Affect Employee Reactions to Organizational Justice? A Meta-analysis of the Effects of Unemployment on the Justice-Turnover Intentions Relationship (680)
Sarnecki, Abiola Olufolakemi; Richter, Ansgar; Diehl, Marjo-Riitta

WED 16:00–17:30
ROOM B4, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: LISA VAN DER WEFF

The Role of Social Network Accuracy in Predicting the Performance of Pre-Service Teacher Teams (212)
Edinger, Suzanne; Edinger, Matthew

Team members’ psychological capital and its impact on members’ appraisals of team work and team leadership (476)
Brandt, Tiina Maria

Leading innovators – what do they expect? (371)
Edinger, Piia Kristiina; Brandt, Tiina Maria

F-CPO: A collective psychological ownership approach to explaining the success of family firms (508)
Rantanen, Noora; Jussila, Iiro
**THURS 09:00–10:30**
**GREEN ROOM, BELFAST WATERFRONT**
**FULL PAPERS**

**SESSION CHAIR: CHRIS CARTER**

- The impact of team emotional intelligence on team affect, conflict and performance: A preliminary analysis (442)
  Collins, Amy Lee; Jordan, Peter; Troth, Ashlea; Lawrence, Sandra

- Contextual Ambidexterity as a Mediator between Collective Organizational Commitment and Performance in the R&D work-unit context (518)
  Poljsak, Petra; Jackson, Paul R.

- The Impact of Emotional Labour Demands on Call Centre Employees: Providing the Right Balance (331)
  Akanji, Babatunde

**THURS 11:00–12:30**
**ROOM B1, ST. GEORGE’S MARKET**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: SARAH BROOKS**

- Measuring Concern for Professional Reputation through Interactions with Social Media (898)
  Carter, Chris James; O’Malley, Claire; Martin, Lee

- Occupational Commitment and Work Related Outcomes; Examining the Role of Learning Goal Orientation (439)
  Yousaf, Amna; Rosser, Yvonne van; Sanders, Karin; Shipton, Helen

- Accelerating expertise: cognition in action (524)
  Gore, Julie; Banks, Adrian; McDowall, Almuth

- Perceiving virtuousness in tough times (350)
  Tsachouridi, Irene; Nikandrou, Irene

**THURS 14:00–15:30**
**CANBERRA, BELFAST WATERFRONT**
**FULL PAPERS**

**SESSION CHAIR: JOANNE LYUBOVNIKOVA**

- Creative Potential and the Recognition of Creative Performance (355)
  Martin, Lee

- Making Good on a Threat: Leading Innovation across Professional Boundaries (65)
  Mitchell, Rebecca; Boyle, Brendan; Parker, Vicki; Giles, Michelle; McNeil, Karen; Joyce, Pauline; Chiang, Vico

- The mediating role of Psychological Capital in the relationship between both top management attitudes and supervisor support and change readiness (408)
  Lennon, Margaret; Kirrane, Melrona

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How to assess and measure the impact of business schools and their research? Two recent cases in Europe: The Business School Impact Survey (BSIS) and the UK REF assessment system (463)

Lejeune, Christophe; Davies, Julie; Kalika, Michael; Pettigrew, Andrew

Business schools are increasingly faced with external pressures to demonstrate their impact on society. Reducing public budgets, the pervasive effects of business school rankings, and a correspondence between the rise and rise of business schools in higher education and increased scepticism about their contribution to society have all increased interest in the impact of business schools and business education and research. However, not much is known about how to measure and/or assess the impact of business schools. In this symposium, we are interested in how to conceptualise impact and develop useable ways to qualitatively assess and quantitatively measure impact. The symposium will draw upon current European examples of how to assess and measure the financial, economic, regional and educational impact of business schools and the learning from the first cycle of use of the UK REF impact process.

WED 09:00-11:00
ROOM B2, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: DAVID WEIR
Organizational Structure Dimensions Impact on the Knowledge Management activities Comparative Study between Manufacturing & Service Sectors in Egypt (360)
Hassan, Mohmad Wahba

Where does your loyalty lie?: An investigation of competing commitments during the economic crisis 2008 (426)
Shaffakat, Samah

Fostering values in the mechanism of leading organisations (392)
Maslah, Samer

WED 11:00-13:00
ROOM T9, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: DAVID BAMBER
Perceived determinnts of an Employee’s Intention to Retire in Kenyan Public Universities (119)
Rono, Lucy Jepchoge; Maru, Loice Chepngetich; White, Margaret

The God of Carnage. How Organizations and Families Respond to Modern Pressure of Equality (136)
Wetzel, Ralf; Dievernich, Frank

Extending Business School research to voluntary organisations: A case study of the RNLI and possibilities for organization studies (198)
O’Toole, Michelle Rose Sarah; McGrath, Paul Gregory

Institutions, structuration and the organisational tree (755)
Kaufmann, Kai P
Organizational Transformation, Change and Development

**WED 09:00–10:30**
**ROOM T6, ST. GEORGE’S MARKET**
**FULL PAPERS**

**SESSION CHAIR: JOANNE MURPHY**

*Never say never again: post-incident change and the investigation trap (86)*

_Buchanan, David A.; Moore, Ciara_

*Change Management in the NHS: clinical integration in a sexual health service: A cross sectional study exploring the views of staff, as they work towards delivering an integrated clinical sexual health service. (580)*

_Pastellas, Sally; Sinha, Tammi J_

*The influence of Organisational Culture on Change Success at Local Government in Australia (513)*

_K.H. Wong, Harry; Ali Abadi, Hossein_

**WED 11:00–12:30**
**ROOM B7, ST. GEORGE’S MARKET**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: CATHERINE MCCAULEY-SMITH**

*Privatisation and its impact on employees; the Privatisation of Saudi Arabian Airlines (Saudia) (413)*

_Gasim, Maher Gasim_

*Accountability changes in an NGO: Institutional and Resource Dependence perspectives on BRAC* (411)

_Uddin, Mohammed Mohi_

*Public management, Peace-building and Creating Change: Shifting the Lens of Analysis from the Macro to the Micro (330)*

_Murphy, Joanne; Galavan, Robert; Brown, Gary; Braniff, Maire_

*Foolish Wisdom in the Bankers’ Court (603)*

_Tuite, Aisling; Griffin, Ray; Byrne, Sean_

**WED 14:00–15:30**
**BRITANNIC, BELFAST WATERFRONT**
**FULL PAPERS**

**SESSION CHAIR: SHARON WILLIAMS**

*When there is no plan B: Business team improvised response to an urgent incident (382)*

_Runswick, Fionnuala Eilin; Kutsch, Elmar_

*Sensebreaking and meaning voids in IS change initiatives (633)*

_Kutsch, Elmar; David, Denyer; Hall, Mark_

*Growing from upwards roots to binding together: a case study in change (872)*

_McCauley-Smith, Catherine_

**WED 16:00–17:00**
**BRITANNIC, BELFAST WATERFRONT**
**FULL PAPERS**

**SESSION CHAIR: CATHERINE MCCAULEY-SMITH**

*Towards a framework to analyse theories use for the study of change (866)*

_Braganza, Ashley; Alyaseen, Nouf; McCauley-Smith, Catherine; Gillon, Anne Clare; Williams, Sharon_

*Pillar or Platform - A Taxonomy for Process Improvement Activities (863)*

_Bateman, Nicola; Esain, Ann; Lethbridge, Sarah_

**THURS 09:00–10:30**
**ROOM B5, ST. GEORGE’S MARKET**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: JOANNE MURPHY**

*How Does The Notion Of Hybridization Constitute Trust Relations in Organizations? (153)*

_Okpanum, Ijeoma Jacklyn; Martin, Graeme; Siebert, Sabina_

*The role of naturalist decision making in organisational change and transformation (870)*

_Page, David; Esain, Ann; Williams, Sharon_

*The role of change agents and stakeholders in the organisational transformation of the electricity industry (448)*

_Roby, Helen; Collins, Trevor; Potter, Stephen; Langendahl, Per-Anders_

*IT Quality and Organizational Development – using Action Research to promote Employee Engagement, Leadership development, Learning and Organizational Improvement (121)*

_Henriques, Telmo Antonio Monteiro; O’Neill, Henrique_

**THURS 14:00–15:30**
**ROOM B5, ST. GEORGE’S MARKET**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: CATHERINE MCCAULEY-SMITH**

*Maintaining Healthcare Organizations’ Reliability in Times of Change (388)*

_Eriksson, Nomie_


_Haffar, Mohamed; Djebarni, Ramdane; Farguharson, Lois; Al-Karaghouli, Wafi_

*Shared Provision Partnerships across two district councils - a retrospective examination of the transformational change narrative of senior management. (467)*

_Price, Robert; Pawsey, Alison_
Performance Management

TRACK CHAIR: VINH CHAU

WED 09:00–10:30
BRITANNIC, BELFAST WATERFRONT
FULL PAPERS

SESSION CHAIR: LUISA HUACCHO HUATUCO
Aligning University-Business Interactions through Boundary Units (526)
Gilman, Mark; Serbanica, Christina; Chau, Vinh Sum

How are we doing? Understanding how Organisational Actors interact with Performance Management (832)
McCracken, Martin; Okane, Paula Marie; Brown, Travor; Read, Nicholas

Organizational positivity, high performance factors, creativity and creative strategy as antecedents of competitive advantage (343)
Zbierowski, Przemyslaw; Bratnicka, Katarzyna; Dyduch, Wojciech

Impact of financial distress in UK banking performance before, during and after the financial crisis period. (99)
Ngwa, Leonard Ndifor

Is Payment by Results an Appropriate Way to Fund the National Troubled Families Initiative?: A Critical Debate in Professional Practice (342)
Johnstone, Laura; Sanders, Gail

WED 11:00–12:30
BRITANNIC, BELFAST WATERFRONT
FULL PAPERS

SESSION CHAIR: VINH CHAU
Exploring the Impact of National Culture on Performance Management Systems life-cycle (757)
Jwijati, Ihssan; Bititci, Umit

Impact of Performance Management on HR Climate at Headquarter Locations: A Global Assignsee Perspective (80)
Maley, Jane Frances; Moeller, Miriam

Investigating the Key Strategic Factors Responsible for the Economic Landmarks of China: A Lesson for Nigeria (415)
Adebisi, Sunday Abayomi; Zengyao, Zhao; Adebakin, Mooruf A.

WED 14:00–15:30
ROOM T8, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: VINH CHAU
Public Management and Governance: Why has Asian-Dragon Claimed Its Title and African-Giant Still Sleeping in 30-year Economic Race? (409)
Adebisi, Sunday Abayomi; Oghojafor, Ben. E. A.; Adebisi, Adebola Olubunmi

Family as a determined owner - External factors explaining performance and success in listed family firms (482)
Rantanen, Noora; Jussila, Iiro

Internationalisation of SMEs and Firm Performance: Evidences from Bangladesh (429)
Rahman, Matfuzur; Uddin, Muhammad Moshfique Uddin; Lodorfos, George

WED 14:00–15:30
ARC – ROOM 3, BELFAST WATERFRONT
DEVELOPMENTAL PAPERS

SESSION CHAIR: LUISA HUACCHO HUATUCO
Inward focus, Outward growth: what effect, if any, has social media on dynamic capabilities in SMEs? (574)
Knowles, Donna Jean

THURS 09:00–10:30
ROOM T6, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: HONG BUI
High Value Manufacturing (HVM): A business processes perspective (246)
Huaccho Huatuco, Luisa D.; Martinez-Hernandez, Veronica; Burgess, Thomas F.; Shaw, Nicky E.

Phiri, Joseph

Environmental and organisational contingencies and the use of multiple performance measures (179)
Amhalhal, Abdalrahah; Anchor, John Robert

THURS 11:00–12:30
ROOM B5, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

SESSION CHAIR: DONNA KNOWLES
Management by ideology - some effects of alternative banking (465)
Brunsson, Karin Holmblad

Ineffective Software Eliciting Discrete Negative Emotions within Users: A look at Uplifts, Hassles, and Feral Systems (501)
Kent, Stacey Ann Marie; Houghton, Luke

Organizational performance management as consensual practice via ‘theory of change’ (472)
Allen, Richard Carroll

THURS 14:00–15:00
ROOM T6, ST. GEORGE’S MARKET
FULL PAPERS

SESSION CHAIR: VINH CHAU
Understanding the Effect of Communication on Team Diversity and Team Performance: A Meta-analysis (229)
Bui, Hong T.; Degl’innocenti, Marta; Ludovica, Leone; Vicentini, Francesca

The Relationship between Job Satisfaction and Performance: A Quantitative Analysis (117)
Ahmed, Masoom
**WED 09:00–10:30**
**ROOM T9, ST. GEORGE’S MARKET**
**FULL PAPERS**

**SESSION CHAIR: HARRY BARTON**

An analysis of recent reforms of police management in England and Wales (437)
Barton, Harry

Moving from individual to distributed leadership in public services organizations: What affects and with what effects? (223)
Radnor, Zoe Jane; Burgess, Nicola; Currie, Graeme; Waring, Justin

Opening the black box of knowledge translation: the case of CLAHRC (596)
Spyridonidis, Dimitrios; Hendy, Jane; Barlow, James

**WED 11:00–12:30**
**ROOM B6, ST. GEORGE’S MARKET**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: DIMITRIOS SPYRIDONIDIS**

Distributed leadership in Health Care: A Pilot Study of Doctors-leaders Perceptions of Distributed Leadership (327)
Farzipour, Vida

Performance management in the Brunei Public Sector: Old wine in new bottles? (485)
Haji Said, Thuraya Farhana

Human capital development and the Nigeria tertiary education trust fund: A catalyst for economic development (847)
Alagba, Ochuko Samuel

Finding a Way: How the Crisis of Institutional Complexity is Approached by Public Sector Decision Makers (471)
Forbes, Tom; Fincham, Robin

**WED 14:00–15:30**
**ROOM T9, ST. GEORGE’S MARKET**
**FULL PAPERS**

**SESSION CHAIR: TBC**

The legitimacy of co-production: who speaks and who is listened to (255)
Jehu, Llinos Mary

A Juxtaposition of the Strategic Development Context of English Free Schools against Government Policy (613)
Mason, Phillip Lawrence

Back to the future: the idea of a university revisited (269)
Bond, Christopher; O’Byrne, Darren

**THURS 09:00–10:30**
**ROOM T9, ST. GEORGE’S MARKET**
**FULL PAPERS**

**SESSION CHAIR: TBC**

Volunteer Engagement in a Hostile Context: The experience of Russian NPOs (460)
Ljubownikow, Sergey; Crotty, Jo

Impact of the Competitive pressures of new public management on the governance of the voluntary sector organisations (560)
Kiwanuka, Keefa

Corruption and unethical practices in Bangladesh telecommunications sector: failure of regulatory governance (251)
Alam, Quamrul; Teicher, Julian; Yusuf, Mohammad Abu

**THURS 11:00–12:30**
**ROOM T9, ST. GEORGE’S MARKET**
**FULL PAPERS**

**SESSION CHAIR: DIMITRIOS SPYRIDONIDIS**

Patient-centric challenges in health reform: perspectives from two systems (855)
Byers, Vivienne; Davey, Shirley; McAdam, Rodney

Boundary Objects in Cross Agency Digital Health Projects: The Case of Shareable Electronic Health Record Records in the UK and Australia (242)
McLoughlin, Ian Patrick; Garrey, Karin; Wilson, Rob; Yu, Ping; Dalley, Andrew

Input-process-output analysis of patient flow through a hospital emergency department (87)
Brady, Malcolm; Byrne, PJ; Conyngham, Gerry; Kumar, Vikas

**THURS 14:00–15:30**
**ROOM T9, ST. GEORGE’S MARKET**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: HARRY BARTON**

Motivation Crowding and Public Service Motivation: An Experimental Test (666)
Vincent, Jordan; Homberg, Fabian; Takeda, Sachiko

Governing the local marketplace for social care? Network governance for electronic marketplaces for social care. (570)
Moran, Antonia; Wilson, Rob

What are the antecedent factors to realise citizen satisfaction?: Prioritising the policy menu on the agenda (726)
Oe, Hiko; Yamaoka, Yasuyuki
Research Methodology

TRACK CHAIR: BILL LEE

TUES 16:00–17:30
LAGAN A, HILTON BELFAST
WORKSHOP

SESSION CHAIR: TBC

Let’s call the whole thing off? (Did it ever start?): Practitioner and academic perspectives on the use of research in the SME (404)
Clarkson, Gail; Harrison, Nigel; Lumb, Jo

The primary aim of this workshop is to stimulate debate and to deliver a tripartite look at the challenges of research in the context of the ‘small and medium sized enterprise’ (SME). From our primary positions of practitioner, university engagement coordinator, and academic, in this workshop we ask participants to challenge the obstacles to the capture of knowledge and its exchange and to present this in a manner which is deemed credible and helpful to the agendas of all parties. To facilitate this debate we focus on a ‘real life’ SME.

WED 09:00–10:30
GLENBANK SUITE, HILTON BELFAST
DEVELOPMENTAL PAPERS

Ethical and practical difficulties of conducting qualitative research
SESSION CHAIR: ELISABETH MICHIELSENS

Between Therapeutin and Spionin?: Qualitative interviews with Senior Management in German Organizations (58)
Drew, Hilary

Insiders, Outsiders, Self and Others; Feminist Methodology, Reflection and Positionality in doing cross-gender research (66)
Sayce, Susan

Ethical dilemmas of researching co-production: protecting, involving and allowing the vulnerable to be heard (253)
Jehu, Llinos Mary

Reflecting on the potential for counselling training to inform ethical approaches to qualitative research interviewing (340)
Cooper, Helen; Mackenzie Davey, Kate

WED 11:00–12:30
GLENBANK SUITE, HILTON BELFAST
DEVELOPMENTAL PAPERS

Teaching and reflections on the PhD experience
SESSION CHAIR: VIKTOR DÖRFLER

Prologue to a PhD - a disruptive bricolage (225)
Doherty, Daniel

‘In with the in-crowd’: doctoral researcher experiences of being an insider researcher (258)
Mills, Sophie; Stewart, Jim

Heightening awareness of research philosophy: the development of a reflexive tool for use with students (325)
Bristow, Alexandra; Saunders, Mark NK

WED 11:00–12:30
BROOKFIELD SUITE, HILTON BELFAST
DEVELOPMENTAL PAPERS

Shadowing and Visual Methods
SESSION CHAIR: BILL LEE

Using photo elicitation to understand work-life balance: a pilot study (201)
Cassell, Catherine; Malik, Fatima; Radcliffe, Laura

The researcher within participant videos: The not so ‘absent’ presence (598)
Whiting, Rebecca; Roby, Helen; Chamakiotis, Petros; Symon, Gillian

Shadowing: chasing (organisational) shadows or something more substantial? (659)
MacDonagh, Joe

WED 14:00–15:30
LISBURN SUITE, HILTON BELFAST
WORKSHOP

A Workshop on Assessing the Broad Impact of Research (390)
Narayanan, V.K.; Thorpe, Richard; Clarkson, Gail; Ghobadian, Abby

Two assumptions underpin this workshop. Impact is with us and is here to stay and there has already been a good deal of academic discussion and debate. What is needed now is additional consideration as to how we might learn from current practices so as to engage more fully and extend the opportunities that can be identified for how impact might be created. Example questions to be considered in this workshop are (1) What do we mean by the impact of research? What are the theoretical models of tracing impact?; (2) What are the reasonable perspectives from which we can study impact?; (3) How can we leverage our understanding of concept development and measurement to identify measures of impact? In addition, we consider the potential risks of a narrow focus on impact and how while this might lead to short term gains this might be at expense of larger benefits over the longer term.

WED 14:00–15:30
GLENBANK SUITE, HILTON BELFAST
DEVELOPMENTAL PAPERS

Techniques for – and examples of – reviews of knowledge
SESSION CHAIR: MARK SAUNDERS

Operationalization in dynamic capabilities research: review and recommendations for future research (206)
Laaksonen, Ola; Peltoniemi, Mirva

Unpacking Culture Using Delphi (232)
Liu, Jonathan; Wilson, Jonathan

What will the World of Work look like in 2030, 2060 and Beyond? An Evaluation of the Delphi Technique in Futures based Management Research (422)
OKane, Paula Marie; Waton, Sara Christine; Ruwhiu, Diane; Cathro, Virginia

A Review of Grounded Theory Based Research with Parents on Children’s Health (643)
Nguyen, Phuong
WED 16:00–17:00
LISBURN SUITE, HILTON BELFAST
FULL PAPERS

SESSION CHAIR: BILL LEE

Studying Management Practices: degrees of engagement in observational research (582)
Mason, Katy Jane; Beech, Nic; Denyer, David; MacIntosh, Robert

Developing a Research Methodology for Text-based Classroom Conversations in an Online MBA (694)
Goumaa, Rasha

THURS 09:00–10:30
GLENBANK SUITE, HILTON BELFAST
DEVELOPMENTAL PAPERS

Autoethnographical and insider accounts
SESSION CHAIR: MURRAY CLARK

Autoethnography – uncovering the professional identity of UK Early Career Researchers (166)
Malik, Fatima; Radcliffe, Laura

Crossing the bridge - an exercise in autoethnography (227)
Doherty, Daniel

Studying the Practice of Apprenticeship through Insider Interviews (530)
Stierand, Marc Benjamin; Dörfler, Viktor

Transitional power: the ethnographic journey of a researcher in academia with Chinese participants (731)
Johnson, Jennifer; Anderson, Lisa; Taylor, John

Leadership and Management Insights: Extending findings from a series of Online Surveys (339)
Schofield, Carina; Holton, Viki

Can Analytic Hierarchy Process (AHP) offer a robust method of future competency prediction? (461)
Evans, Sarah; Davies, Leslie

The Ideal *** Inventory: An ‘Ideal’ tool for qualitative research in business and management? (636)
Gibson, Sara Jayne; Williamson, Trevor

THURS 11:00–12:30
GLENBANK SUITE, HILTON BELFAST
DEVELOPMENTAL PAPERS

Qualitative analysis: Issues and challenges
SESSION CHAIR: STEFANIE REISSNER

Translation processes in qualitative management and accounting research (202)
Cassell, Catherine; Lee, Bill

A new proposition for grounded theory in management research (397)
Pinnington, Bruce Douglas; Meehan, Joanne; Lyons, Andrew

Using thematic analysis to explore strategy implementation barriers (658)
Amjad, Muhammad

SODA in qualitative research: Using cognitive mapping for analysing semi-structured interviews (671)
Pyrko, Igor; Dörfler, Viktor

THURS 14:00–15:30
GLENBANK SUITE, HILTON BELFAST
DEVELOPMENTAL PAPERS

Diary and observation methods
SESSION CHAIR: MARC STIERAND

Twenty-four hours and counting: Capturing life as it is lived (268)
Lee, Amanda Lesley

Using Brief Social Observations as a Method of Selecting Executive Coaches (317)
Collins, Claire Elizabeth

Capturing safety awareness through diaries (677)
Davidson, Ross; Pilbeam, Colin; Denyer, David; Doherty, Noeleen

THURS 09:00–10:30
BROOKFIELD SUITE, HILTON BELFAST
DEVELOPMENTAL PAPERS

Paradigmatic and theoretical considerations
SESSION CHAIR: CATHERINE CASSELL

American pragmatism and feminist ethnography: methodological insights for management researchers (271)
Rumens, Nick; Kelemen, Mihaela

Making new connections: rigour and relevance in management research (365)
Pauley, Matthew Kevin; Akinci, Cini; Sadler-Smith, Eugene

Realist Analysis (631)
Herepath, Andrea Jane; Kitchen, Martin

The Meaning of Mixed Methods in Organizational Research: A Neo-Empiricist Perspective (806)
Clark, Murray C

Miscellaneous Research Issues
SESSION CHAIR: MARK SAUNDERS

Narrative in management and organizational research: A methodological review (261)
Reissner, Stefanie
**Strategy**

**TRACK CHAIRS: GEORGE BURT, DAVID MACKAY AND EFTHIMIOS POULIS**

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**WED 09:00–10:30**

**ROOM T3, ST. GEORGE’S MARKET**

**FULL PAPERS**

**Managing Stakeholders**

**SESSION CHAIR: TBC**

- The value of communications during M&A (299)
  - Angwin, Duncan; Meadows, Maureen; Yakis-Douglas, Basak

- The transition to a low carbon economy in the UK: The shifting relational dynamics of environmental stakeholder networks (744)
  - Baranova, Polina

- Ownership, R&D intensity and performance: Evidence from transitional China (200)
  - Teng, Da; Yi, Jingtao

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**WED 09:00–10:30**

**ROOM T4, ST. GEORGE’S MARKET**

**FULL PAPERS**

**Managerial Impacts and Effects**

**SESSION CHAIR: TBC**

- Top Management Team Dynamics as a Microfoundation of Adaptive Capability? (1)
  - Mitchell, Rebecca; Boyle, Brendan; Nicholas, Stephen; Maitland, Elizabeth

- Top Management Team Heterogeneity and Firm Performance: the Moderating effects of Power and Organizational Life Cycle (619)
  - Kang, Min-Ping (1); Hung, Yu-Hsuan (2)

- An Empirical Study of Middle Managers’ Exploratory, Exploitative, and Ambidextrous Behaviours on an Engineering Improvement Project (298)
  - Awojide, Oladipo; Hodgkinson, Ian R; Ravishankar, M.N.

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**WED 11:00–12:30**

**ROOM T4, ST. GEORGE’S MARKET**

**SYMPOSIUM**

**SESSION CHAIR: TBC**

- Risk and Innovation in Strategic Management Research: Emerging Interdisciplinary Perspective (425)
  - Narayanan, Vadake; O’Regan, Nicholas; Simon, Peter; Stoyneva, irina

This symposium will bring scholars from across the world to discuss the relationship between risk and innovation as a fertile future area for research. Participants will provide a variety of perspectives on the topic and map the debates in the extant research in an attempt to overcome difficulties stemming from the current fragmented state of research. The symposium will offer opportunities for identifying an integrated perspective in management research in general, and lay the foundation for gaining further insights into the risk-innovation link in the context of different institutional environments.

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**THURS 09:00–10:30**

**ROOM T4, ST. GEORGE’S MARKET**

**FULL PAPERS**

**Small Business Strategy**

**SESSION CHAIR: TBC**

- The terms ‘threshold’, ‘distinctive’ and ‘sustainable’ are they different in small businesses? The context of soft-play industry (332)
  - Beckram, Robert; AL-Tabbaa, Omar

- The Opposite Direction of Knowledge Transfers in Family Business: From Successors to Predecessors. Leadership Succession as a Microfoundation of Dynamic Capability (316)
  - Ciao, Biagio

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**WED 11:00–12:30**

**ROOM T4, ST. GEORGE’S MARKET**

**FULL PAPERS**

**External Factors and Macro Perspectives**

**SESSION CHAIR: TBC**

- The effect of multimarket contact in multiple market domains on competitive aggressiveness (475)
  - Ljubownikow, Grigorij

- The role of institution in industrial growth: An industry based view of ready-made garments industry growth in Bangladesh. (236)
  - Saha, Krishnendu

- Competition Between Internet Platform Companies (45)
  - Zeng, Maggie

  - Bhat, Akshay

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**WED 14:00–15:30**

**ROOM T4, ST. GEORGE’S MARKET**

**FULL PAPERS**

**Scenarios**

**SESSION CHAIR: TBC**

- Towards a Processual-Relational approach to Scenario Planning (401)
  - Burt, George; MacKay, David J; Chia, Robert

- Forward looking analysis as Foresight (575)
  - Tapinos, Efstathios

- A Conceptual Method Combining Scenario Planning and Technology Roadmapping (737)
  - Hussain, Mohsan Khan; Tapinos, Efstathios; Knight, Louise

---

**WED 16:00–17:30**

**ROOM T4, ST. GEORGE’S MARKET**

**FULL PAPERS**

**Business Models, Plans and Strategies**

- The influence of strategic planning on organizational change management (827)
  - Fragouli, Evangelia Elpidoforos; Yankson, Joana

- The impact of strategic alignment on organizational performance (380)
  - Al Khalifa, Muneera; Sharif, Amir; El Ali, Wajeeh

- Business model transformation: lessons from retail TNCs’ expansion in China (131)
  - Siebers, Lisa Oixon

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**THURS 09:00–10:30**

**ROOM T4, ST. GEORGE’S MARKET**

**FULL PAPERS**

**External Factors and Macro Perspectives**

**SESSION CHAIR: TBC**

- The effect of multimarket contact in multiple market domains on competitive aggressiveness (475)
  - Ljubownikow, Grigorij

- The role of institution in industrial growth: An industry based view of ready-made garments industry growth in Bangladesh. (236)
  - Saha, Krishnendu

- Competition Between Internet Platform Companies (45)
  - Zeng, Maggie

  - Bhat, Akshay

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**WED 11:00–12:30**

**ROOM B2, ST. GEORGE’S MARKET**

**DEVELOPMENTAL PAPERS**

**External Factors and Macro Perspectives**

**SESSION CHAIR: TBC**

- The effect of multimarket contact in multiple market domains on competitive aggressiveness (475)
  - Ljubownikow, Grigorij

- The role of institution in industrial growth: An industry based view of ready-made garments industry growth in Bangladesh. (236)
  - Saha, Krishnendu

- Competition Between Internet Platform Companies (45)
  - Zeng, Maggie

  - Bhat, Akshay

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**WED 14:00–15:30**

**ROOM T4, ST. GEORGE’S MARKET**

**FULL PAPERS**

**Scenarios**

**SESSION CHAIR: TBC**

- Towards a Processual-Relational approach to Scenario Planning (401)
  - Burt, George; MacKay, David J; Chia, Robert

- Forward looking analysis as Foresight (575)
  - Tapinos, Efstathios

- A Conceptual Method Combining Scenario Planning and Technology Roadmapping (737)
  - Hussain, Mohsan Khan; Tapinos, Efstathios; Knight, Louise

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**WED 16:00–17:30**

**ROOM T4, ST. GEORGE’S MARKET**

**FULL PAPERS**

**Business Models, Plans and Strategies**

- The influence of strategic planning on organizational change management (827)
  - Fragouli, Evangelia Elpidoforos; Yankson, Joana

- The impact of strategic alignment on organizational performance (380)
  - Al Khalifa, Muneera; Sharif, Amir; El Ali, Wajeeh

- Business model transformation: lessons from retail TNCs’ expansion in China (131)
  - Siebers, Lisa Oixon
Developing a strategic framework for small and medium sized enterprises (SMEs) (717)
Elshamly, Amina Baslouny Moussa; Gear, Tony; Davies, Barry; Verschueren, Ricardo

THURS 09:00–10:30
ROOM B3, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

Tools and Thinking
SESSION CHAIR: TBC
The Effect of Social Capital on Knowledge Sharing and Performance Consequences of Knowledge Sharing in Business Group Affiliated and Non-Affiliated Firms (210)
Ozen, Ozlem
Reflecting on the use of social media within a scenario planning project (446)
Meadows, Maureen; O’Brien, Frances; Griffiths, Sam
Materiality in strategy: the role of objects in the effectiveness of strategy workshops (514)
Idoko, Onyaglanu; MacKay, Brad
Resilience-Based Decision Making: Addressing uncertainty within crisis events (583)
Burnard, Kevin John

THURS 11:00–12:30
ROOM T4, ST. GEORGE’S MARKET
FULL PAPERS

Environmental Opportunity
SESSION CHAIR: TBC
Environmental Outsourcing is Sexy (391)
Vazquez-Brust, Diego Alfonso; Perez Valls, Miguel; Cespedes Llorente, Jose
Lobbying and litigation in telecommunications markets – Reapplying Porter’s five forces (599)
Sutherland, Ewan
Dealing with environmental turbulence – manufacturing strategy review and the changing roles of the business functions post 2008-recession (62)
Sainidou, Eustathios; Robson, Andrew; Heron, Graeme

THURS 14:00–15:30
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Insights Reflections and Realities
SESSION CHAIR: TBC
Explaining the Fundamental Differences: Applying Individual Difference Psychology to Managerial Ambidexterity (395)
Wang, Ruitang; Gibbons, Patrick
Tracking strategy through readily available consumer technologies: capturing participant self-reflection through videos (685)
Mackay, David; MacIntosh, Robert; Zundel, Mike
The Reality of IST Planning and Provision in UK SMEs: the Role of Third Party Providers (162)
Hamamra, Ammar; Brown, David; Devadoss, Paul

THURS 14:00–15:30
ROOM T4, ST. GEORGE’S MARKET
FULL PAPERS

Novel Concepts and Methods
SESSION CHAIR: TBC
Visualizing value creation: the need of a flexible unit of analysis (349)
Ciao, Biagio
Prospective Strategy as a Process of Institutional Change and Entrepreneurship (474)
Sminia, Harry
An empirical study of universal laws and their implications for strategy theorizing (290)
Poulis, Efthimios; Poulis, Konstantinos

Strategy as Practice
TRACK CHAIR: HARRY SMINIA

THURS 09:00–10:30
ARC – ROOM 3, BELFAST WATERFRONT
DEVELOPMENTAL PAPERS

Joint session with Cultural and Creative Industries
SESSION CHAIRS: HARRY SMINIA
Conceptualizing organizational creativity characteristics (237)
Bratnicka, Katarzyna
Management accounting in support of strategy (260)
Pitarch, Graham Simons
The strategic role of public sector managers: Championing ideas to top tier internal and external executives (264)
Cooper, Simon James Lloyd
The Heilbronner Declaration was a document signed by several German institutions and medium sized companies led by Prof. Dr. Christopher Stehr at the German Graduate School of Management and Law. Their aim was to both notice the social responsibility that they owe, and to enhance the business schools’ role as link among the different actors in society.

According to their statement, the globalization has changed decision making in the institutions as well as the observance of ethics. Because of that, they consider responsible practice as inevitable. By ‘responsible practice’, they mean considering and balancing “private, national and global economic dimensions with ecological and social criteria in decision processes, in order to find valid solutions for all interest groups”.

In the Declaration, they agree to commit themselves to ensure the CSR notions of fairness, sustainability and environmental friendliness of their value-added process, and to integrate the concept in their strategies.
rural community micro-generation (712)
McNeill, Tamara; Baines, Sue; Martin, Lynn

New Ventures and the Energy Industry Transition: The Policy Context in France, Germany and Britain (692)
Ball, Christopher

WED 16:00-17:30
ROOM T5, ST. GEORGE’S MARKET
FULL PAPERS

Energy and Education: Sustainable and Responsible Perspectives
SESSION CHAIR: SARAH IVORY
Northern Indigenous Peoples’ interests and the Responsibility of Oil and Gas Corporations (715)
Soloviev, Mikhail; Ledkov, Gregory; Grover, Richard; Yakovleva, Natalia; Kiryushkina, Elena
Towards A Biopsychosocial Pedagogy for Sustainability Management Education (858)
Hirst, John Edwin

Instrumental, Symbolic and affective motives for car use in urban centres of Sao Paulo and Rio de Janeiro (373)
Amatucci, Marcos; Dubeux, Veranise Jacubowski Correia; Esteves, Felipe de Sousa

WED 16:00-17:30
ROOM B7, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

Education and Engagement
SESSION CHAIR: ALAN MURRAY
Responsible management education and managerialism: the introduction of the United Nations’ Principles for Management Education to a United Kingdom Faculty of Business (565)
Millar, Jill; Price, Margaret
Toward informed responsibility: Exploring CSR in practice (588)
Durkin, Mark; Cummins, Darryl; Martin, Gary; Martin, Elizabeth
Exclusion through Inclusion. Unintended side-effects of inclusion policies (655)
Soellner, Albrecht; Wiafe, Lukas
Sustainable Value Creation for Employees (708)
Polak-Weldon, Reka

THURS 09:00-10:30
ROOM T5, ST. GEORGE’S MARKET
FULL PAPERS

Human Factors: Employees and Stakeholders
SESSION CHAIR: PETER STOKES
Employee volunteering evolution of a dimensional construct (291)
Caulfield, Paul
Engaging Community Stakeholders for Corporate Social Responsibility (CSR) in Mining: An Exploratory Study (491)
Sarker, Tapan Kumar
Reaching the underbanked and unbanked in subsistence markets at the nexus of the formal and informal economy (674)
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THURS 09:00-10:30
ROOM B8, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

Human Factors: Sustainable and Responsible Business
SESSION CHAIR: ALAN MURRAY
The human factor: Sustainability’s poor relation (440)
Parkin Hughes, Christine
Social Responsibility in Religious Organisations: The Case of the Church of England (469)
LeGrys, Alan; Zigan, Krystin; Lauwo, Sarah
‘To Hell with it’: A case study examination of trust, legitimacy and stakeholder relations in the Milaki plant (517)
Kougiannou, Konstantina; Wallis, Matthew
Leadership as a Public Good (553)
Summers, Juliette Clair; Howieson, Brian

THURS 11:00-12:30
ROOM B8, ST. GEORGE’S MARKET
DEVELOPMENTAL PAPERS

National Perspectives: Sustainable and Responsible Business
SESSION CHAIR: SARAH IVORY
A Stake Holder Theory Approach to More Equitable System of Oil Revenue Distribution in Iraq (366)
Yacoub, Lorian; Goucher, Liam
Exploring Corporate Social Responsibility of Accounting Firms: Interview Evidence from China (203)
Guo, Xin; Wang, Tongtong

THURS 14:00-15:00
ROOM T5, ST. GEORGE’S MARKET
FULL PAPERS

Perspectives on Sustainable and Responsible Business
SESSION CHAIR: PETER STOKES
Beyond Doxey, beyond Butler: Building upon insights in small island tourism research to extend tourism theory (281)
Canavan, Brendan Joseph
The Role of Foreign and Local Companies in Shaping Brazilian Positions on Global Sustainability (21)
Abreu, Monica Cavaicanti Sa de; Freitas, Ana Rita Pinheiro de; Melo, Simone Oliveira Guerra de
Not just news...

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BAM is the leading authority on the academic field of management in the UK, supporting and representing the community of scholars and engaging with international peers.

OUR MISSION
• Provide a welcoming, supportive pluralistic community of scholarship in the full field of management.
• Support and recognise rigorous, high quality research, scholarship, learning and societal engagement
• Foster learning, development and enhanced capacity in the community
• Support members in developing their scholarly activities at all stages of careers.
• Facilitate supportive networks within the community including conference tracks, informal networks and Special Interest Groups
• Provide a platform for debate and dialogue between scholars and other interested parties
• Promote the scholarly voice in policy and practice in order to influence national and local policy, educational provision, and the design and delivery of curricula
• On the basis of high quality scholarship to engage with funders of research and other actors in the management field
• Work with international peers to learn from, and influence, management scholarship around the world
• Publish and disseminate high quality scholarship through journals, conferences and other events
• Provide for the showcasing of management scholarship

OUR VALUES
We aim to be inclusive, recognise and respect the diversity in our community, and promote high quality in all we do.

GOVERNANCE STRUCTURE
The Council, which is comprised of approximately 30 people elected for a minimum of 3 years by the general membership, represents the interests of membership and contributes to the activities of the learned society through working with the vice-chairs.

An Executive Committee, consisting of vice-chairs, chair and president, is elected to develop the strategy, work with Council and incorporate the voice of the membership, oversee the longer term direction of the learned society and ensure an effective implementation of the agreed strategy.
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<td>The End of the Pier? Competing perspectives on the challenges facing business and management</td>
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<td>The Academy goes Relevant</td>
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<td>Management Research, Education and Business Success: Is the future as clear as the past</td>
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Council Roles 2014

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Dr Colin Pilbeam
Cranfield University

Professor Mark Saunders
University of Surrey

Professor Helen Shipton
Nottingham Trent University

Dr Jean-Anne Stewart
University of Reading

Professor Richard Thorpe
University of Leeds

Professor Geoffrey Wood
University of Warwick
BAM Fellows 2014

In line with other professional groups, the British Academy Management has a Fellows College. Fellows are elected to the College on the basis of their sustained contribution to each of i) the scholarly development of Business and Management, and ii) the British Academy Management activities. Nominations are made annually and initially evaluated by a small group led by the Dean of the Fellows College. After an initial evaluation references are requested, and usually these references will include support from other international scholars. Subsequently the same small group meet in order to make recommendations to all Fellows. These recommendations may be supported or not by a majority of Fellows. At each annual BAM conference the newly elected Fellows are presented to conference.

The Fellows College is managed through an elected Deans Group consisting of the Dean, Deputy Dean, Vice Dean, and President of the BAM. Currently these officeholders are:

Dean: Arthur Francis  Deputy Dean: Catherine Cassell  Vice Dean: Keith Glaister  President: Jacky Holloway

For the election of Fellows the group is joined by member of the BAM Council.

Fellows meet at least twice a year to discuss significant issues relating to the development of business and management research and education. In many instances these meetings result in attempts to put both formal and informal pressure on powerful stakeholders to deliver changes in the attitudes and policies of, for example, government, Research Councils, Institute of Directors, Chartered Institute of Management, and Confederation of British Industry. Needless to say, Fellows are committed to act in concert with the Council of BAM. In addition Fellows are keen to help BAM SIGs when possible and invited to do so, to this end most Fellows have committed themselves to provide help and advice to at least one SIG.

Currently there is a core of 64 active Fellows, which are listed below.

**Ackermann, Fran**, Curtin University  
**Bamber, Greg J.**, Monash University  
**Beech, Nic**, University of St Andrews  
**Bessant, John**, University of Exeter  
**Buchanan, David**, Cranfield University  
**Buckley, Peter**, University of Leeds  
**Budhwar, Pawan**, Aston University  
**Burgoynye, John**, Lancaster University  
**Cartwright, Susan**, Lancaster University  
**Cassell, Catherine**, University of Leeds Business School  
**Chell, Elizabeth**, Kingston University  
**Child, John**, University of Birmingham  
**Clark, Timothy**, Durham University  
**Cooper, Cary**, Lancaster University Management School  
**Cox, Sue**, Lancaster University  
**Curran, James**, Kingston University Business School  
**Delbridge, Rick**, Cardiff University  
**Diamantopoulos, Adamantios**, University of Vienna  
**Easterby-Smith, Mark**, Lancaster University  
**Eden, Colin**, University of Strathclyde  
**Foxall, Gordon**, Cardiff University  
**Francis, Arthur**, University of Bradford  
**Ghobadian, Abdy**, University of Reading  
**Glaister, Keith**, University of Warwick  
**Greenley, Gordon**, Aston University  
**Hartley, Jean**, Open University  
**Hickson, David**  
**Hodgkinson, Gerard**, University of Warwick  
**Hooley, Graham**, Aston University  
**Jackson, Susan**, Rutgers University  
**Johnson, Gerry**, Lancaster University  
**Kakabadse, Andrew**, Cranfield University  

**Lawler, Edward**, University of Southern California  
**Mavin, Sharon**, Northumbria University  
**McHugh, Marie**, University of Ulster  
**McKieran, Peter**, Murdoch University  
**Neely, Andy**, University of Cambridge  
**Nicholson, Nigel**, London Business School  
**Otley, David**, Lancaster University  
**Parker, David**, Cranfield University  
**Pettilgrew, Andrew**, University of Oxford  
**Pidd, Michael**, Lancaster University  
**Powell, Gary**, University of Connecticut & Lancaster University  
**Pugh, Derek**, Open University  
**Robertson, Ivan**, Robertson Cooper Limited  
**Rousseau, Denise**  
**Saunders, John**, Aston University  
**Schuler, Randall**, Rutgers University  
**Starbucks, William H.**, University of Oregon  
**Starkey, Ken**, University of Nottingham  
**Storey, John**, Open University  
**Thomas, Howard**, Singapore Management University  
**Thorpe, Richard**, University of Leeds  
**Tranfield, David**, Cranfield University  
**Vinnicombe, Susan**, Cranfield University  
**Voss, Christopher**, Warwick Business School  
**Wensley, Robin**, University of Warwick  
**West, Michael**, Lancaster University  
**Whittington, Richard**, New College  
**Wilkinson, Adrian**, Griffith University  
**Williams, Allan**, Cass Business School, City University  
**Wilson, David Wilson**, University of Warwick  
**Wright, Mike**, Imperial College London
Track Chairs 2014

Corporate Governance
Ruth Massie, Cranfield University
Graham Buchanan, London Metropolitan University

Cultural and Creative Industries
Andrew Greenman, University of Nottingham

E-Business and E-Government
Savvas Papagiannidis, Newcastle University
Thanos Papadopoulos, University of Sussex

Entrepreneurship
Dilani Jayawarna, University of Liverpool
Wing Lam, Durham University

Gender in Management
Adelina Broadbridge, University of Stirling
Savita Kumra, Brunel University

Human Resource Management
Jonathan Crawshaw, Aston University
James Hayton, University of Warwick

Identity
Chris Coupland, Loughborough University
Sandra Corlett, Northumbria University

Innovation
George Tsekouras, University of Brighton
Nick Marshall, University of Brighton

International Business
Pavlos Dimitratos, University of Glasgow

Inter-Organizational Collaboration: Partnerships, Alliances and Networks
Colin Pilbeam, Cranfield University
Qile He, University of Bedfordshire

Knowledge and Learning
Elizabeth Houldsworth, University of Reading
Alan Tait, University of Portsmouth

Leadership and Leadership Development
Marian Iszatt-White, Lancaster University
Richard Bolden, University of Exeter

Management and Business History
Kevin Tennent, University of York

Marketing and Retail
Karise Hutchinson, University of Ulster
Keith Glanfield, Aston University

Operations, Logistics and Supply
Chain Management
Lenny Koh, University of Sheffield
Claire Moxham, University of Liverpool

Organizational Psychology
Jill Hanson, University of Derby
Lee Martin, University of Nottingham

Organizational Studies
David Weir, University Campus Suffolk
David Bamber, Liverpool Hope University
Robert Price, University Campus Suffolk
Robert Mikecz, Canterbury Christ Church University

Organizational Transformation, Change and Development
Catherine McCauley-Smith, Teesside University
Joanne Murphy, Queen’s University Belfast

Performance Management
Vinh Chau, University of East Anglia

Public Management and Governance
Dimitrios Spyridonidis, Imperial College London

Research Methodology
Bill Lee, University of Sheffield

Strategy
George Burt, University of Stirling
David Mackay, University of Strathclyde
Efthymios Poulis, University of East London

Strategy as Practice
Harry Sminia, University of Strathclyde

Sustainable Responsible Business
Peter Stokes, University of Chester
AUTHOR LISTING

Saunders, Bradley
Human Resource Management
THURS 14:00–15:30

Saunders, Mark NK
Research Methodology
WED 11:00–12:30

Saundry, Richard
Human Resource Management
WED 16:00–17:30

Saxena, Deepak Kumar
E-Business and E-Government
WED 16:00–17:00

Sayce, Susan
Research Methodology
WED 09:00–10:30

Scarpati, Fernando
Entrepreneurship
WED 16:00–17:30

Scharf, Fred
Entrepreneurship
THURS 11:00–12:30

Schartinger, Boris
Innovation
WED 11:00–13:00

Schinzel, Ursula
Human Resource Management
WED 09:00–10:30

Schneider, Susan
International Business
WED 11:00–12:30

Schneider, Thomas
Human Resource Management
THURS 11:00–12:30

Schneidhofer, Thomas
Management and Business History
THURS 09:00–10:30

Schofield, Carina
Research Methodology
THURS 09:00–10:30

Schofield, Clare
Entrepreneurship
THURS 11:00–12:30

Schramm, Florian
Human Resource Management
THURS 11:00–12:30

Schumacher, Christian-Andreas
Knowledge and Learning
WED 14:00–15:30

Schwarz, Eva
Marketing and Retail
WED 11:00–12:30

Scott, Jonathan M
Entrepreneurship
WED 11:00–12:30

Scotti, Ladda, Brenda
Human Resource Management
WED 11:00–12:30

Searle, Rosalind
Corporate Governance
WED 09:00–10:30

Sebastian, Smitha
Management and Business History
WED 11:00–12:30

Secundo, Giustina
Knowledge and Learning
WED 11:00–13:00

Seppala, Nina
Organizational Psychology
WED 09:00–10:30

Seppala, Nina
Organizational Psychology
WED 14:00–15:30

Seppala, Nina
Organizational Psychology
WED 14:00–15:30

Shaffakat, Samah
Organizational Studies
WED 09:00–10:30

Shahid, Saad
Operations, Logistics and Supply Chain Management
WED 11:00–12:30

Shanmugam, Mohana
E-Business and E-Government
THURS 11:00–12:30

Shapiro, Debra
Organizational Studies
WED 14:00–15:30

Sharif, Amir
Strategy
WED 16:00–17:30

Shaw, Nicky E.
Performance Management
THURS 09:00–10:30

Shekarriz, Matthew Stuart
Marketing and Retail
WED 14:00–15:30

Shehab, Essam
Innovation
WED 16:00–17:30

Shipton, Helen
Human Resource Management
TUES 16:00–17:30

Shipton, Helen
Human Resource Management
THURS 09:00–10:30

Shipton, Helen
Inter-Organizational Collaboration, Partnerships, Alliances and Networks
WED 10:00–13:00

Shipton, Helen
Organizational Psychology
THURS 11:00–12:30

Shiva, Shadana
Human Resource Management
THURS 09:00–10:30

Shiva, Shadana
Human Resource Management
WED 16:00–17:30

Shuley, Jennie Frances
Identity
THURS 09:00–10:30

Siddique, Muhammad
Human Resource Management
WED 16:00–17:30

Siddiqui, Sabina
Organizational Transformation, Change and Development
THURS 09:00–10:30

Silva, Anielson Barbosa da
Knowledge and Learning
WED 11:00–12:30

Silva, Gabriel Eloy
Marketing and Retail
WED 09:00–10:30

Simon, Alan
Marketing and Retail
THURS 14:00–15:30

Simon, Peter
Strategy
WED 11:00–12:30

Simos, Maria
Human Resource Management
THURS 14:00–15:30

Simpson, Colin
International Business
WED 09:00–10:30

Singh, Manj bi
Human Resource Management
WED 16:00–17:30

Singh, Sahinder
Human Resource Management
THURS 14:00–15:30

Sinha, Tammi
Knowledge and Learning
WED 14:00–15:30

Sinha, Tammi J
Organizational Transformation, Change and Development
WED 09:00–10:30

Sipola, Sakari Eiel
Entrepreneurship
WED 14:00–15:30

Sirkeci, Ibrahim
Human Resource Management
THURS 14:00–15:30

Skriver, Konstantina
Sustainable and Responsible Business
WED 11:00–12:30

Slater, Paul
Marketing and Retail
THURS 11:00–12:30

Sliva, Martyna
Leadership and Leadership Development
WED 09:00–10:30

Smali, Janet Helena
Knowledge and Learning
THURS 10:00–11:30

Sminia, Harry
Strategy
THURS 14:00–15:30

Smith, Alastair
Sustainable and Responsible Business
WED 16:00–17:30

Smith, Andrew
Management and Business History
WED 11:00–12:30

Smith, Andrew
Management and Business History
THURS 09:00–10:30

Smith, Julie Claire
Leadership and Leadership Development
THURS 14:00–15:30

Smith, Stephen
Organizational Studies
THURS 11:00–12:30

Smores, Fabricio Pereira
Strategy as Practice
THURS 10:00–11:30

Soeliner, Albrecht
Sustainable and Responsible Business
WED 16:00–17:30

Soga, Lebene Richmond
Leadership and Leadership Development
WED 16:00–17:30

Sokolov, Mikhail
Sustainable and Responsible Business
WED 16:00–17:30

Sollan-Zadeh, Yasaman
E-Business and E-Government
THURS 11:00–12:30

Sparr, John
Innovation
THURS 11:00–12:30

Sparr, Paul
Human Resource Management
WED 09:00–10:30

Sparr, Paul
Organizational Psychology
WED 11:00–12:30

Spicer, David
Human Resource Management
WED 16:00–17:30

Spicer, David
Strategy
THURS 11:00–12:30

Spyridonidou, Dimitrios
Public Management and Governance
WED 09:00–10:30

Stamatel, Teta
E-Business and E-Government
THURS 14:00–15:30

Steier, Christopher
Sustainable and Responsible Business
TUES 16:00–17:30

Stephens, Simon
Sustainable and Responsible Business
WED 11:00–12:30

Stevens, Lorna
Marketing and Retail
WED 09:00–10:30

Stewart, Jim
Research Methodology
WED 11:00–12:30

Stierand, Marc Benjamin
Research Methodology
WED 16:00–17:00

Stockport, Cary
Marketing and Retail
WED 09:30–10:30

Stojmenova, Irina
Strategy
WED 11:00–12:30

Stojmenova, Irina
Organizational Psychology
WED 11:00–12:30

Su, Peiran
Organizational Studies
WED 11:00–12:30

Summers, Juliette Claire
Sustainable and Responsible Business
THURS 09:00–10:30

Sun, James
Human Resource Management
THURS 09:00–10:30

Sun, William
Corporate Governance
WED 14:00–15:30

Sunraj, Cluniesri Aedoukou
Knowledge and Learning
WED 11:00–12:00

Suratne, Jennifer Rachel Louise
Inter-Organizational Collaboration, Partnerships, Alliances and Networks
WED 11:00–12:00

Sutterland, Ewan
Strategy
THURS 10:00–11:30

Symon, Gillian
Identity
THURS 16:00–17:30

Symon, Gillian
Research Methodology
WED 11:00–12:30

Taleb, Alan
Knowledge and Learning
THURS 14:00–15:30

Takeda, Sachiko
Human Resource Management
WED 14:00–15:30

Takeda, Sachiko
Public Management and Governance
THURS 14:00–15:30

Talbot, Danielle
Corporate Governance
WED 09:00–10:30

Talbot, Danielle
Knowledge and Learning
WED 11:00–12:30
AUTHOR LISTING

Wetzel, Ralf
Organizational Studies
WED 11:00–13:00

Wheatley, Dan
Marketing and Retail
WED 11:00–13:00

White, Margaret
Organizational Studies
WED 11:00–13:00

Whiting, Rebecca
Identity
WED 11:00–13:00

Whitting, Rebecca
Research Methodology
WED 09:00–10:30

Whysall, Paul
Marketing and Retail
WED 16:00–17:30

Whysall, Zara Jane
Knowledge and Learning
WED 11:00–12:30

Wie, Lukas
Identity
WED 14:00–15:30

Wiafe, Lukas
Sustainable and Responsible Business
WED 16:00–17:30

Wickham, Mark
Marketing and Retail
THURS 11:00–12:30

Wickers, Barbara
Human Resource Management
WED 14:00–15:30

Wickram, Peter
Organizational Studies
THURS 14:00–15:30

Williams, Sharon
Operations, Logistics and Supply Chain Management
THURS 14:00–15:30

Williams, Sharon
Organizational Transformation, Change and Development
WED 16:00–17:00

Williams, Sharon
Organizational Transformation, Change and Development
THURS 09:00–10:30

Williamson, Trevor
Research Methodology
THURS 09:00–10:30

Willis, Jack
Innovation
THURS 09:00–10:30

Wilson, Fiona
Gender in Management
THURS 11:00–12:30

Wilson, John F
Management and Business History
THURS 09:00–10:30

Wilson, Jonathan
Research Methodology
WED 14:00–15:30

Wilson, Julie
Leadership and Leadership Development
THURS 11:00–12:30

Wilson, Rob
Public Management and Governance
THURS 14:00–15:30

Wilson, Rob
Public Management and Governance
WED 14:00–15:30

Wilson, Tray
Leadership and Leadership Development
THURS 14:00–15:30

Wilson-Evered, Elizabeth
Leadership and Leadership Development
WED 14:00–15:30

Windrum, Paul
Innovation
WED 09:00–10:30

Windrum, Paul
Innovation
WED 11:00–12:30

Winkler, Ingo
Identity
WED 09:00–10:30

Winkler, Ingo
Identity
THURS 09:00–10:30

Willmann, Xinhua
Entrepreneurship
THURS 11:00–12:30

Willmann, Xinhua
Knowledge and Learning
THURS 09:00–10:30

Wolfgramm, Rachel
Cultural and Creative Industries
WED 11:00–13:00

Wong, Wilson
Human Resource Management
WED 09:00–10:30

Wood, Geoffrey
Human Resource Management
THURS 14:00–15:30

Woodhams, Carol
Gender in Management
WED 11:00–12:30

Wright, Gillian
Marketing and Retail
WED 11:00–12:30

Wright, Harvey
Leadership and Leadership Development
THURS 14:00–15:30

Wu, Berberich, Bing
Human Resource Management
WED 11:00–12:30

Wu, Chi-Hsing
Human Resource Management
THURS 09:00–10:30

Wu, Hao
Corporate Governance
THURS 09:00–10:30

Wu, Kevin
Operations, Logistics and Supply Chain Management
WED 14:00–15:30

Wu, Ning
Human Resource Management
WED 16:00–17:30

Wu, Weipeng
Entrepreneurship
WED 11:00–12:30

Wynne, Steven
Corporate Governance
WED 14:00–15:30

Xia, Huiping
Human Resource Management
WED 14:00–15:30

Xie, Ying
Operations, Logistics and Supply Chain Management
THURS 14:00–15:30

Yacoub, Lorian
Sustainable and Responsible Business
THURS 11:00–12:30

Yah Jusoh, Yusmadi
E-Business and E-Government
THURS 11:00–12:30

Yakubu-Douglas, Basak
Strategy
WED 09:00–10:30

Yakovenko, Natalia
Sustainable and Responsible Business
WED 16:00–17:30

Yamada, Yassuyuki
International Business
WED 10:00–11:00

Yamada, Yassuyuki
Public Management and Governance
THURS 14:00–15:30

Yan, Yanni
Inter-Organizational Collaboration: Partnerships, Alliances and Networks
THURS 11:00–12:30

Yang, Yumei
Knowledge and Learning
THURS 09:00–10:30

Yanikson, Joanna
Strategy
WED 16:00–17:30

Yannopoulos, Natalia
E-Business and E-Government
WED 11:00–12:30

Yarrow, David
Performance Management
WEDS 16:00–17:30

Yerby, Elaine
Human Resource Management
WED 11:00–12:30

Yi, Jingtao
International Business
WED 14:00–15:30

Yi, Jingtao
Strategy
WED 09:00–10:30

Yip, Nick
E-Business and E-Government
THURS 11:00–12:30

Yip, Nick
Inter-Organizational Collaboration: Partnerships, Alliances and Networks
WED 11:00–13:00

You, Jae-Joon
Human Resource Management
THURS 14:00–15:30

You, Jae-Joon
International Business
THURS 09:00–10:30

Young, Amos
International Business
WED 09:00–10:30

Young, Eikith
Cultural and Creative Industries
WED 11:00–12:30

Yousaf, Amna
Organizational Psychology
THURS 11:00–12:30

Yu, Jian-Yu
Innovation
WED 14:00–15:30

Yu, Ping
Public Management and Governance
THURS 11:00–12:30

Yusuf, Mohammad Abu
Public Management and Governance
THURS 09:00–10:30

Zane, Lee J.
Entrepreneurship
THURS 11:00–12:30

Zbierski, Przemyslaw
Performance Management
WED 09:00–10:30

Zeng, Maggie
International Business
WED 09:00–10:30

Zeng, Maggie
Strategy
WED 12:00–13:30

Zengyao, Zhao
Performance Management
WED 11:00–12:30

Zhang, Jiaying
International Business
THURS 14:00–15:30

Zhang, Ying
Innovation
THURS 14:00–15:30

Zhou, Lu
International Business
WED 14:00–15:30

Zhou, Yuxia
International Business
WED 14:00–15:30

Ziaei, Seyyedali
Knowledge and Learning
THURS 09:00–10:30

Zigan, Krystian
Sustainable and Responsible Business
THURS 09:00–10:30

Zolin, Roxanne
Entrepreneurship
WED 10:00–11:30

Zundel, Mike
Strategy
THURS 14:00–15:30
The Value of Pluralism in Advancing Management Research, Education and Practice

In recent years, it has become evident that pluralism is a defining characteristic of management research, education, and practice. Management research draws upon a diverse range of research paradigms and methodologies to address fundamental social science questions and business research problems. Management education, similarly, draws upon multiple pedagogies and theories of learning to develop social scientists with a focus on work and organisation as well as managers who have both technical skills and well developed moral and emotional insight. The pluralistic nature of organisations as collections of diverse groupings with their own cultural norms, values, and identities has made corporate governance structures, strategy making processes, operations, marketing and human resource management procedures more pluralistic in nature as they seek to engage with an increasingly varied set of stakeholders.

However, while such pluralism has contributed greatly to advancing management research, education, and practice, there have been institutional pressures towards greater homogenization. Measurement and evaluation systems which are applied to research, funding, learning and teaching may, perhaps inadvertently, reward conformity rather than recognising excellent work in its own terms. Popular discourse can lead to stakeholder expectations which underplay the complexity of organizational and business life. Thus, the benefits of a pluralistic approach, enabling dialogue between positions of difference, incorporating systematic, radical and interpretivist approaches (amongst others) is worthy of attention and debate. The dynamics towards diversity on the one hand and inclusivity on the other raise a series of questions that should be of interest to BAM 2015 delegates:

• What are the advantages and disadvantages of a pluralistic orientation to management research?
• How might management knowledge and education be developed through pedagogical and theoretical debates?
• How can context-specificity and difference be incorporated into recognised practices of management?

The BAM 2015 conference is intended to facilitate dialogue and open debate in management research, education and practice. Portsmouth Business School is the ideal place to discuss these and other questions related to the value of pluralism. It is based in a city that has transformed itself from an old maritime city to a city with a diverse mix of the old in Old Portsmouth and the new in the form of Gunwharf Quays and with renewed pride in its multiple traditions in maritime, literature, and the arts. The school is also based in a university that has pioneered research in areas as varied as cosmology and brain surgery.

As a faculty, Portsmouth Business School has been able to balance the dynamic of diversity and inclusivity to great effect. With regards research, the faculty has encouraged diversity through the recent setting up of various research groups – ranging from business logistics to sports – and seed funding various research projects whilst ensuring inclusivity by making the largest Portsmouth entry to the 2014 Research Evaluation Framework exercise. In its teaching, the faculty encourages diversity by developing state of the art facilities for innovative teaching such as the Technology Enhanced Active Learning rooms whilst ensuring inclusivity by providing an AMBA approved MBA course.