

## Corporate Governance

Track Chairs: Stephen Perkins and Graham Buchanan

**TUES 15:30 – 17:00** | Queen Mother, Box 14&15

Symposium

**Session Chair: Ruth Massie**

Is There a Substitute Cost from Control to Coordination?: The effect of Ownership Structure on Executive Pay (661)

Swatdikun, Trairong

In light of the financial crisis series, the stock exchange has been warning to retrench the regulation regarding corporate governance mechanism. Commonly recognized in a liberal market economy, there is no doubt that corporate governance is important where shareholders are passive. This leads to the loosening of the power of controlling the manager. This study, however, questions whether tightening regulation may raise unnecessary cost for some firms. The reason is that coordination market economy produces concentration ownership, which potentially plays a role as active shareholder. Where concentration ownership pays a higher control cost, less coordination cost is supposed to be paid. This research hypothesises a negative relationship between concentration ownership and executive compensation. The panel data is gathered from 734 Thai listed companies in the Stock Exchange of Thailand from 2002 to 2008. This research employs multiple regressions as data analysis technique.

**WED 09:00 – 10:30** | Princess Royal Stand, Merryman Suite, Box 7&8

Developmental Papers

**Session Chair: Daniel Rossall Valentine**

An exploratory study on the perception of minority shareholders' legal protection in China and Hong Kong (454)

Lau, Kun Luen Alex; Ho, Danny C K; Young, Angus

Corporate Governance in Libya: The Impact of Islamic and Non-Islamic Factors on the Board of Directors' Efficiency in the Libyan Banking Sector (1037)

Shalba, Abdalla; Heraldine, Donald; Molthan-Hill, Petra

The Role of Incentive Compensation on Earnings Management: Empirical Panel Evidence from Thailand (443)

Chen, Xiaoque

Principles of communication with financial markets (282)

Valentine, Daniel Rossall

**WED 11:00 – 12:30** | Princess Royal Stand, Merryman Suite, Box 7&8

Developmental Papers

**Session Chair: Ruth Massie**

Modes of Thinking in Corporate Governance: Do They Matter? (227)

Sun, William

News media as corporate governance watchdogs (214)

Nordberg, Donald

Inside the “Black Box”: The Application of Grounded Theory in Corporate Governance Research (229)

Massie, Ruth

**WED 14:00 – 15:50** | Paddock Lodge, 1<sup>st</sup> Floor Front Room

Full Papers

**Session Chair: Daniel Rossall Valentine**

Understanding Sharia Risk and its Relevance to Corporate Governance of Islamic Banks (183)

Ginena, Karim

Non-domestic companies listed in the UK: governance compliance and behaviours related to home country culture (185)

Rejchrt, Peter Karel; Higgs, Malcolm

Analysis of Corporate Governance Disputes in the Russian Context: A Case Study of TNK-BP (602)

Stepanov, Roman; Shrives, Philip

Implementing beneficiary accountability: challenges in the field (440)

Lupson, Jonathan Mark; Beattie, Karyn; Pilbeam, Colin

**WED 16:00 – 15:30** | Queen Mother, Box 5&6

Developmental Papers

**Session Chair: Donald Nordberg**

The Determinants of Executive Compensation Consultants’ Advice (184)

Bender, Ruth

A Fairly Fascinating Tale on What Women Bring to the (Boardroom) Table (381)

Yafele, Aylwin; Ayatakshi, Sukanya

Corporate governance in publicly-owned family firms in the UK (241)

Pyper, Neil Forbes

**THURS 11:00 – 13:00** | Earl of Derby, Aldaniti Bar

Full Papers

**Session Chair: Ruth Massie**

Transparency on corporate governance reporting and board of directors’ strategies (108)

Poletti-Hughes, Jannine; Briano-Turrent, Guadalupe; Williams, Jonathan

Mind the Gap: Expectations on the Role of UK Non-Executive Directors (337)

Liu, Jonathan; Andersson, Tomas

What Board Members Do? How the Roles of Executives and Non-Executives Differ (891)

Gkliatis, Ioannis; Koufopoulos, Dimitrios

Corporate governance de-jure, de-facto and corporate social responsibility (300)

Fotaki, Maria M.; Zygliopoulos, Stelios C.; Lioukas, Spyros K.

## Cultural and Creative Industries

**Track Chair: Andrew Greenman**

**WED 09:00 – 10:30** | Paddock Lodge, 1<sup>st</sup> Floor Back Room

Full Papers

**Session Chair: TBC**

How fear is associated with positive disconfirmation, satisfaction and loyalty in visitors of an experiential servicescape: the intermediary role of flow (1016)

Hartsuiker, David; van Riel, Allard

Understanding the organizational creativity through the lens of a dynamic capability-based framework (141)

Bratnicka, Katarzyna

The Role of Culture on destination image perceptions: The case of Kuwait (188)

Alajmi, salman Fahad; Tamimi, Helmi

**WED 11:00 – 13:00** | Paddock Lodge, 1<sup>st</sup> Floor Back Room

Full Papers

**Session Chair: TBC**

From watching to being seen: Conceptualizing the new marketing mentality that governs multilayer image interpretation and technological interaction (254)

Caputo, Antonella; De Kervenoael, Ronan Juan

Analyzing the Micro-Foundations of Institutional Work: The Case of Communication Consultancy Facing a Technological Change (327)

Viale, Thierry; Suddaby, Roy; Gendron, Yves

Creative Misfits (637)

McGuire, Steven; Bennett, Sophie; Rahman, Rachel

The Art of Entrepreneurial Market Creation (680)

Fillis, Ian Ronald; Lehman, Kim; Miles, Morgan P

**THURS 09:00 – 10:30** | Princess Royal Stand, Merryman Suite, Box 7&8

Developmental Papers

**Session Chair: TBC**

Can design and design thinking STILL add value to business innovation? (259)  
Collins, Hilary; Linscott, Grant

The effects of changing patterns of media consumption on the UK book publishing industry (522)  
Lawson, Alison Rose

Digital Engagement Metrics: the construction of a market device in the UK Film Industry (525)  
Franklin, Michael Charles

## **E-Business and e-Government**

**Track Chairs: Savvas Papagiannidis and Feng Li**

**WED 09:00 – 10:30** | Queen Mother, Box 18&19  
Full Papers

**Session Chair: TBC**

A framework for creating IT shared services: Lessons from the public sector (732)  
Cullen, Tonya Louise; McIvor, Ronan; McCracken, Martin

A cross-cultural model of e-commerce acceptance (182)  
Lacka, Ewelina; Chan, Hing Kai; Yip, Nick

Conceptual Framework for the Adoption of SST by Jordanian Customers (353)  
Alalwan, Ali; Dwivedi, Yogesh K.; Williams, M. D.

**WED 11:00 – 12:30** | Queen Mother, Box 5&6  
Developmental Papers

**Session Chair: Savvas Papagiannidis**

Servitization as a Holistic Framework for Sustainable Business Models for Ehealthcare Businesses in the UK Market (862)  
Oderanti, Festus Oluseyi; Li, Feng

Digital Technologies for Better Mobility and Safety for the Elderly: The Case of Intelligent Transport Systems and Their Business Implications (408)  
Giannoutakis, Konstantinos; Li, Feng

The Evolution of Business Models in University Spinouts: Routes to Sustainability and Scalability (756)  
Ziaee Bigdeli, Ali; Li, Feng; Shi, Xiaohui

Predicting the effects of business models on new product performance: a study of the video games industry (757)  
Shi, Xiaohui; Li, Feng; Bigdeli, Ali

**WED 14:00 – 15:30** | Queen Mother, Box 7&8  
Developmental Papers

**Session Chair: Thanos Papadopoulos**

An exploration of the adoption of social media in micro-enterprises (366)  
Richey, Michelle Annette

Quantifying Social Media Engagement: Valuable Consumer Insight for Business (492)  
Ney, Jillian; Tonner, Andrea

Social media in e-government: a sociomaterial lens (579)  
Papadopoulos, Thanos; Stamati, Teta

The business case for case management information systems: Client perspectives and implications for vendors (601)  
Janachkova, Suzana; Li, Feng

**WED 16:00 – 17:30 | Queen Mother, Box 7&8**

Developmental Papers

**Session Chair: Feng Li**

A study on e-Procurement adoption in China Construction Material Sector (230)  
Zhou, Xiao; Williamson, Elizabeth A; Duncan, Peter

Why Multinational Digital Companies Have Failed to Dominate the Chinese Market (610)  
Zeng, Maggie; Li, Feng

Intelligent technologies and creation the information infrastructure of marketing spatial systems (743)  
Serova, Elena

Multi-sided Emerging Markets and Platforms: A Case of Russia (831)  
Yablonsky, Sergey

**THURS 11:00 – 13:00 | Queen Mother, Box 18&19**

Full Papers

**Session Chair: TBC**

Why do retail financial services firms use comparison websites? (281)  
Laffey, Desmond Joseph; Gandy, Anthony

The factors that attract travellers to buy air tickets online in Saudi Arabia (452)  
Bukhari, Saleh Fadel; Ghoneim, Ahmad; Dennis, Charles

Factors and Relationships that Facilitate Successful Business-to-Business Virtual Communities (114)  
Tickle, Matthew; Adebanjo, Dotun; Michaelides, Zenon

The effects of a CEO's YouTube apology for service failure on customers' behavioural intentions (104)

Manika, Danae; Papagiannidis, Savvas; Bourlakis, Michael

**THURS 14:00 – 15:30** | Princess Royal Stand, Merryman Suite, Box 1&2

Developmental Papers

**Session Chair: Feng Li**

From 'Digital Originals' to 'Unlimited Editions': Exploring New Business Models for Digital Art through Case Studies, Research Prototypes and Design Fictions (770)

Li, Feng; Blyth, Mark; Briggs, Jo; Hook, Jonathan; Olivier, Patrick

eLearning 2.0: Technology fad or enabling professional learning networks (PLNs)? (933)

Michaelides, Roula; Dorle, Jeanne; Reid, Iain; Michaelides, Zenon

Effectiveness of administration of e-government policy in organizations in the public sector: a case study (971)

Fragouli, Evangelia Elpidoforos

Interrelationships between knowledge management strategies and e-Business strategies in support of transformation to a Knowledge-Based Organisation (482)

Taheri, Mohammadali; Sharifi, Hossein

## **Entrepreneurship**

**Track Chairs: Wing Lam and Dilani Jayawarna (Acting)**

**WED 09:00 – 10:30** | Lord Sefton, Reynoldstown Bar

Full Papers

Corporate entrepreneurship

**Session Chair: Dilani Jayawarna**

Conceptualizing positivity at organizational level: Positive Orientation and its relation to organizational entrepreneurship (309)

Zbierowski, Przemyslaw; Bratnicki, Mariusz

The role of entrepreneurial autonomy in franchise organizations (724)

Dada, Lola

The Opportunity Cost and Endowment Effects of Resources and Capabilities on Stages of Entrepreneurship (1036)

Nyakudya, Frederick; Hart, Mark; Mickiewicz, Tomasz; Theodorakopoulos, Nicholas

**WED 09:00 – 10:30** | Lord Sefton, Box 1&2

Developmental Papers

Networks, collaboration

**Session Chair: Ossie Jones**

Regenerative Medicine Venturing: The Development of Collaborative Capabilities Under Uncertainty (306)

Johnson, David; Bock, Adam J.

Looking for a collective future but calling for a judge (736)  
Tuominen, Terhi Pauliina; Jussila, Iiro; Goel, Sanjay

The governance of the Tertius in social capital: A conceptual model (932)  
Scully, Declan James; Ng, Wilson

Virtual Mentors as Vertical Ties: Reading about Someone to Look up to (834)  
Manning, Paul

**WED 11:00 – 12:30** | Lord Sefton, Reynoldstown Bar

Full Papers  
Policy and related

**Session Chair: Janine Swail**

Entrepreneurs, New business Creation and Economic Development (117)  
Jones, Ossie; Macpherson, Allan; Jayawarna, Dilani

Institutional Voids and the Process of Entrepreneurship in Transitional Economies: The Case of India and China (154)  
Sardana, Deepak; Zhu, Ying

Evaluating the impact and experience of Young Enterprise Wales participants (275)  
Jones, Paul; Colwill, Anne

**WED 11:00 – 12:30** | Lord Sefton, Box 1&2

Developmental Papers  
Regional development

**Session Chair: Susan Marlow**

Exploring the links between entrepreneurship, small firms and regional economic development: a comparative international analysis (523)  
Giordano, Benito

Later-Life Entrepreneurship in the Context of Regional Decline (642)  
Whitehurst, Fiona; Siedlok, Franek; Hibbert, Paul

The Vietnamese Entrepreneurs in Poland (696)  
Brzozowska, Agnieszka

Defining Business Model: Where Is the Problem? (655)  
Potishuk, Viktoriia

**WED 14:00 – 15:30** | Lord Sefton, Reynoldstown Bar

Full Papers  
Resources

**Session Chair: Ng Wilson**

As Skylarks Climb High Above ... Call that an Opportunity? Entrepreneurial Images of Bill Drummond and The17 (127)  
Hartley, Daniel

A feminist critique of the relationship between women, risk and entrepreneurship (674)  
Marlow, Susan; Swail, Janine Marie

Opportunities and challenges for the marble industry in North-West Pakistan: a systemic analysis of low-tech innovation (or the lack of it) (828)  
Warren, Lorraine; Nouman, Muhammad

**WED 14:00 – 15:30 | Lord Sefton, Box 1&2**

Developmental Papers  
Family business + opportunity

**Session Chair: Dilani Jayawarna**

The role of family, tradition and education in promoting entrepreneurship in India: An exploratory study (246)  
Tewari, Varun; Fearon, Colm; Morris, Lynn

International entrepreneurship – A dynamic capabilities and social capital perspective on entrepreneurial founder teams (411)  
Hermann, Erik; Biedulska, Monika

An analysis of reward-based crowd funding as an entrepreneurial resource assembly process – A resource-based view and agency theory perspective (613)  
Frydrych, Denis; Bock, Adam J

Multilevel Analysis, Isomorphism and Cognitive Social (970)  
Scully, Declan James; Ng, Wilson

**WED 16:00 – 17:30 | Lord Sefton, Reynoldstown Bar**

Full Papers  
Opportunity

**Session Chair: Dale Heywood**

Cognitive Development of Age Groups and Its Influence on the Determinants of Early Stage and Serial Entrepreneurship (840)  
Karim, Mohammed Shamsul; Hart, Mark

Bootstrapping as a Strategic Response to Resource Deficiencies in Social Enterprises (355)  
Jayawarna, Dilani; Jones, Ossie

Russian Entrepreneurs in London: Are They Flying Business Class? (1013)  
Vershina, Natalia A.

**WED 16:00 – 17:30 | Lord Sefton, Box 1&2**

Developmental Papers  
Resources



**Session Chair: Ng Wilson**

Trade Shows: The influence of social networking on the internationalisation of UK family firms (156)

Aluko, Olu; Laforet, Sylvie

Entrepreneurial Opportunity: Can You Make Exaptation and Serendipity Happen? (371)

Fendt, Jacqueline

The Opposite Direction of Knowledge Transfers in Family Business: From the Next Generation to the Predecessors. Succession as a Microfoundation of Dynamic Capabilities (946)

Ciao, Biagio

Understanding the Export Behaviour of SMEs from a Developing Country Context: The Strategic Role of Critical Incidents (947)

Damoah, Obi Berko Obeng

**THURS 09:00 – 10:30 | Lord Sefton, Reynoldstown Bar**

Full Papers

Entrepreneurial education

**Session Chair: Dilani Jayawarna**

A perspective on Entrepreneurial Education in Poland (169)

Jones, Paul; Zbierowski, Przemyslaw

The configurations of resources and capabilities and their impact on performance in the case of polish university spin-offs (311)

Kwiotkowska, Anna Katarzyna; Bratnicki, Mariusz

What is an Accelerator and why is it different from an Incubator? (586)

Jonsson, Eythor Ivar

**THURS 09:00 – 10:30 | Lord Sefton, Box 1&2**

Developmental Papers

Corporate entrepreneurship

**Session Chair: TBC**

The influence of CEO Core Self Evaluation on Corporate Entrepreneurship (200)

Mazzotta, Vincenzo; Santella, Rosella; Gatti, Mauro

Entrepreneurial CEOs with Hubris: Heroes? or Villains? (1025)

Benson, Alan; Forbes, William; Zerwas, Dorothee

Let there be Light! Shedding Light on the Organizational “black-box” in Corporate Entrepreneurship (550)

Johnson, Dyneshia Akeela; Ucbasaran, Deniz; Lockett, Andy; Hughes, Mathew

Approaching participants in rural Vietnam for female entrepreneurship research (562)

Nguyen, Cuc; Nguyen, Huong

**THURS 11:00 – 13:00** | Lord Sefton, Reynoldstown Bar

Full Papers

Networks and related

**Session Chair: Dilani Jayawarna**

A systematic review of studies on entrepreneurs' networking and collaboration (623)

Tuominen, Terhi Pauliina; Jussila, Iiro; Goel, Sanjay

How Ambidexterity in Network Development Affects New Ventures' Financial Performance (851)

Ebers, Mark; Semrau, Thorsten; Sigmund, Stefan

Three Forms – One Outcome: The role of social capital in the early stages of the entrepreneurial process within a region with traditionally low business start-ups (1041)

Ferri, Paul; Moyes, David; Whittam, Geoffrey

Ethnic Minority Business in Derby: A needs gap analysis (455)

Hanson, Jill; Johal, Parminder; Crighton, Bev

**THURS 11:00 – 12:30** | Lord Sefton, Box 1&2

Developmental Papers

Social enterprises

**Session Chair: Dale Heywood**

A Case Study of the Cultured Pearl Industry in Seashore Communities in Japan: Can Mikimoto Myth Survive in the 21st Century? (349)

Oe, Hiroko

What are the factors that lead to the growth in the number of social enterprises in the UK in the financial crisis period 2007-2010? (380)

Ayatakshi, Sukanya; Yafele, Aylwin

Indonesian Indigenous Entrepreneurship (463)

Ekananda, Adhi Baskara

Processes of innovation in mutual spin outs; the case of social enterprises leaving the public sector (753)

Lyon, Fergus; Sepulveda, Leandro; Vickers, Ian

**THURS 14:00 – 15:30** | Lord Sefton, Box 1&2

Developmental Papers

Entrepreneurial education

**Session Chair: Paul Jones**

The impact of entrepreneurship education on developing entrepreneurial graduates in Nigerian and British Higher Education Institutions (512)

Babatunde, Simeon Abiola

Business Schools as transformational institutions: developing dynamic capabilities for entrepreneurial impact (782)

Warren, Lorraine; Culie, Jean-Denis; Karjalainen, Helena; Loux, Patrick

Losing the deal but not the lesson: The value for rejected ventures of high standards in the selection process of incubators (545)

Paredes-Izaguirre, Luis Antonio

## **Gender in Management**

**Track Chairs: Adelina Broadbridge and Savita Kumra**

**WED 09:00 – 10:30** | Queen Mother, Box 3&4

Developmental papers

**Session Chair: Gary Powell**

Women and families on corporate boards: Inside the black box (767)

Barrett, Mary A

Are female leaders the better leaders for the business of tomorrow? (151)

Rook, Caroline

The management of emotion in spa industry: a comparison case studies between Thailand and United Kingdom (283)

Bhrammanachote, Winayaporn; Broadbridge, Adelina

Developing legitimate entrepreneurial career capital: the impact of ascribed femininity (728)

Swail, Janine Marie; Marlow, Susan

**WED 11:00 – 12:30** | Queen Mother, Box 16&17

Full papers

**Session Chair: Savita Kumra**

The work experiences of loan officers in Microfinance: Is it different for women loan officers?

Evidence from Zambia (201)

Siwale, Juliana

The W in Oman's labour force; an analysis of gender in management roles (209)

Kemp, Linzi J.; Madsen, Susan

The darker side of integration policy: A study on labour market intermediaries' discursive construction of female immigrants' employability (328)

Moulettes, Agneta

**WED 11:00 – 12:30** | Queen Mother, Box 3&4

Developmental papers

**Session Chair: Patricia Lewis**

Impact on Employability and Career Development of being married to a Member of the British Army Personnel: A Female Perspective (290)  
Mearns, Lesley; Amos, Michelle

The impact of flexible working on the daily experience of work-family conflict: different experiences for men and women? (293)  
Radcliffe, Laura; Cassell, Catherine

A gender responsive occupational safety and health policy: an exploratory of gender needs and gender sensitive indicators for Malaysia (1064)  
Surienty, Lilis

Organisational Influence on Identity Work during Pregnancy (1039)  
Kutzer, Roxanne

**WED 14:00 – 15:30** | Queen Mother, Box 16&17  
Full papers

**Session Chair: Sharon Mavin**

Females and Precarious Leadership Positions: Further Evidence of the Glass Cliff (123)  
Mulcahy, Mark Brendan; Linehan, Carol

Generation Y graduates and career transition: perspectives by gender (238)  
Maxwell, Gillian A.; Broadbridge, Adelina M

Career capital development for female board members (424)  
Doherty, Noeleen; Sealy, Ruth

**WED 16:00 – 17:30** | Queen Mother, Box 16&17  
Full papers

**Session Chair: Ruth Simpson**

Gender Constructions of Merit and Impression Management within Professional Services Firms (490)  
Kumra, Savita

Senior Women Leaders' Experiences: Abject Appearance as Micro-Violence between Women (326)  
Mavin, Sharon; Williams, Jannine; Grandy, Gina

Sex, gender, and leadership in the public sector: Is the role of femininity greater at lower levels? (532)  
Powell, Gary N.; Butterfield, D. Anthony; Goding, Diego R

**THURS 09:00 – 10:30** | Queen Mother, Box 16&17  
Full papers

**Session Chair: Adelina Broadbridge**

Managing Maternity: Maternity Coaching, Therapeutic Culture and Individualisation (692)  
Brown, Scarlett E; Kelan, Elisabeth

Mumpreneur: The Emergence and Implications of a New Entrepreneurial Identity (592)  
Lewis, Patricia

To Be or Not to Be Career Women: Arab Women Dilemma (584)  
Ghattas, Renee Sabbagh

**THURS 09:00 – 10:30** | Queen Mother, Box 3&4  
Developmental papers

**Session Chair: Savita Kumra**

Doubly silent? Cultural dimensions of diversity and reward – a preliminary analysis, drawing on three perspectives of culture (717)  
Wright, Angela

How Organisational processes and practices reinforce or disrupt gender stereotypes: Impact on women's progression into senior roles in law firms (UK?) (1056)  
Turner, Caroline

Doing gender thinking in academic management journals (414)  
Jannari, Jatta

Employers' strategies and engagement with in-work poverty across ethnicity, nationality and gender (738)  
Kamenou-Aigbekaen, Nicolina; Hudson, Maria; Netto, Gina; Noon, Mike; Sosenko, Filip; Gilchrist, Alison

**THURS 11:00 – 12:30** | Queen Mother, Box 3&4  
Developmental papers

**Session Chair: Savita Kumra**

Gender, Learning and Identity; towards a critical learning agenda for women entrepreneurs (499)  
Stead, Valerie

SME financing and credibility: does entrepreneur's gender matter? (996)  
Marlow, Susan; Vershinina, Natalia; Rodionova, Yulia

A feminist reappraisal of careers in the Human Resources (HR) profession (881)  
Yerby, Elaine

Hakim Revisited: Preference Theory and Postfeminism (582)  
Lewis, Patricia; Simpson, Ruth

**THURS 14:00 – 15:30** | Queen Mother, Box 3&4  
Developmental papers

**Session Chair: Adelina Broadbridge**

The perception of men and women in Cyprus regarding gender issues within their organisations (325) Socratous, Maria

How does family influence the career experiences of Emirati female managers? (330) Hussain, Nazia; Anderson, Deirdre

Behavioral and gender aspects of team-role preferences of key-employees and managers for their professional and career development (809) Kosheleva, Sofia

Mars and Venus: Differences in Effect of Managerial Trustworthy Behavior on Subordinates of Different Genders (768) Nadeem, Sadia; Cardona, Pablo

## **Human Resource Management**

**Track Chairs: Pawan Budhwar and Helen Shipton**

**TUES 15:30 – 17:00** | Lord Sefton, Corbiere Suite  
Symposium

**Session Chair: TBC**

Workplace learning- challenges and opportunities (256) Shipton, Helen; Yang, Huadong; Sanders, Karin; Lyubovnikova, Joanne; Nyfoudi, Margarita; Theodorakopoulos, Nicholas; Budhwar, Pawan; Van Rijn, Monique; Van Rossenberg, Yvonne; Kinnie, Nick; Bednall, Tim; Swart, Juani

Change and innovation within organizations present many challenges for employees, not least of which is the acquisition of new skills and knowledge, i.e. learning. Because informal workplace learning is cheaper and generally seen as more effective than formal learning, employees' (informal) workplace learning has become an important topic for both employees and organizations. Although research has identified some individual- and organizational-level factors that promote workplace learning, little is known about joint effects of various antecedents *taken together*. In this symposium, using the A(bility), M(otivation) and O(pportunity) framework, attention is paid to factors that, we suggest, are associated with workplace learning (such as knowledge sharing, reflection, setting personal goals, coaching, innovative behaviours, creativity and so on). In five presentations, results from advanced research designs (multi actor, multi-level and/ or longitudinal) - drawing on various strands of the well-known AMO framework- are discussed and new insights relevant for academia and practice outlined.

**WED 09:00 – 10:30** | Lord Sefton, Corbiere Suite  
Symposium

**Session Chair: TBC**

The Regulation of Human Resource Management (HRM), Work and Employment: Contradictions, Challenges and Implications (779) Rodriguez, Jenny K; Scurry, Tracy L; Bamber, Greg J; Johnstone, Stewart; Al-Ariss, Akram; Turchick Hakak, Luciana; Martin, Roderick

This symposium explores perspectives on the regulation of HRM, work and employment adopting different analytical levels and perspectives. The objective of the symposium is to discuss contradictions, challenges and implications of different patterns of regulation of HRM, work and employment at macro-country, meso-organizational and micro-individual levels. Work and employment remain central dimensions of people's livelihoods, wellbeing and identities. In the context of changes to regulation regimes of work and employment at local, national, supranational and transnational levels, new dynamics have emerged between workers and employers. Continuing discussions highlight competing positions in relation to the extent to which work and employment should be regulated or deregulated, and how such regulation should be developed and applied in practice. There is no general agreement, but in the context of globalisation and the aftermath of the global financial crisis, important questions remain about the role, implications and future of regulation of work and employment.

**WED 09:00 – 10:30** | Lord Sefton, Box 3&4

Developmental Papers

**Session Chair: Ann Parkinson**

Redefining the Collective Bargaining Practice in South Africa: Evidence from Current Spate of Unprocedural Strike Actions in the Mining Sector and beyond (171)

Samuel, Michael Olorunjuwon

Employment Relations, Migration and Geographical Mobility in the North of England (279)

Mearns, Lesley

Employer Forums – A New Form of Collective Action by Employers (296)

Heery, Edmund; Hauptmeier, Marco

The relevance of competitive strategy and HRM in the retail industry: a comparative case approach using the concept of emotional labour to put the worker back in the debate (747)

Cartwright, Jo

**WED 11:00 – 13:00** | Lord Sefton, Corbiere Suite

Full Papers

**Session Chair: Christina Evans**

The determinants on women's career advancement: a multi-faceted investigation of female senior executives in China (136)

Cunningham, Li

Ageing Workforces: An Empirical Study of German Industrial Three Sectors (385)

Drew, Hilary

Worker Democracy in China's Coal Mining Industry: Nature and Outcomes (548)

Huang, Wei; Wang, Shuo

**WED 11:00 – 12:30** | Lord Sefton, Box 3&4

Developmental Papers

**Session Chair: Frederic Ponsignon**

The Orientation of Interpersonal Relationships in Social Networking of Boundary-Crossing Managers (527)  
Wu, Xiaojian

Workplace creativity under pressure (847)  
Sanandres Dominguez, Elena; Alegre Vidal, Joaquín; Fernandez Mesa, Anabel

The Cultural Impact on Organisational Decision-Making Process of Talent Management (925)  
Abunar, Malak; Ail, Maged  
An exploratory study examining work engagement amongst HRM focused Academics working in HEI's (663)  
Morris, Lynn; Okonkwo, Okey

**WED 14:00 – 15:30** | Lord Sefton, Corbiere Suite  
Full Papers

**Session Chair: Malcolm Higgs**

Human Resource Management Practices in Innovatively Active Companies: a comparative study of Russia and Poland (877)  
Tsybova, Victoria; Zavyalova, Elena

A Study of Employee Silence in Indian Organizations (190)  
Jain, Ajay K.; Sujana, Harish

Training Needs Analysis: An Empirical Study of the Abu Dhabi Police (683)  
AlGhufli, Ali Hamad; Irani, Zahir

**WED 14:00 – 15:30** | Lord Sefton, Box 3&4  
Developmental Papers

**Session Chair: Alison Glaister**

Lateral hiring: What do we know and where do we go from here? (124)  
Amankwah-Amoah, Joseph

Guanxi-oriented value vs. merit-oriented value: Superior – subordinate relationship in Chinese MNCs in banking sector (441)  
Xing, Yijun; Liu, Yipeng; Tarba, Shlomo Yedidia

Exploring the work-life balance experiences of solo-living managerial and professional employees (242)  
Wilkinson, Krystal

Social Media Will Drive Development and Implementation of Relational Strategic Human Resource Strategies (1051)  
Rose, Emma

**WED 16:00 – 17:30** | Lord Sefton, Corbiere Suite



Full Papers

**Session Chair: Yehuda Baruch**

The role of mobile technology and education in work-life conflict; a qualitative investigation of male managers in the UK manufacturing sector (911)

Maliszewski, Marco Frank

The mediating role of job satisfaction on perceived organizational support – transfer of training relationship: A case study of Malaysian public sector (226)

Zumrah, Abdul Rahim; Boyle, Stephen

The Outcomes of Joint Consultative Committees: The role of Trust, Justice and Industrial Relations Climate (485)

Kougiannou, Konstantina; Redman, Tom; Dietz, Graham

**WED 16:00 – 17:30 | Lord Sefton, Box 3&4**

Developmental Papers

**Session Chair: Jenny Rodriguez**

The impact of Human Resource practice on Organisational Culture within Employee Owned Businesses (472)

Wren, David Graham

Employee-level impacts of innovative human resource management practices: The British National Health Service (NHS) perspective (223)

Ogbonnaya, Chidiebere Ndukwe; Daniels, Kevin; Connolly, Sara; Van Veldhoven, Marc

HR and Performance in Adult Social Care in England (688)

Atkinson, Carol; Crozier, Sarah; Lucas, Rosemary

The management of human resources, the governance of employment: exploring the space between (914)

Holmes, Leonard Michael

**THURS 09:00 – 10:30 | Lord Sefton, Corbiere Suite**

Full Papers

**Session Chair: Kate Shacklock**

How global are boundaryless careers and how boundaryless are global careers? A critical theory perspective of national differences (298)

Baruch, Yehuda; Reis, Christina

Multinational-governance networks: lessons from 2 regions in England (1049)

Tregaskis, Olga; Almond, Phil; Ferner, Anthony

Antecedents and Moderators of Employee Line of Sight to the Strategic Objectives of the Organization: Testing and Building the theory (829)

Photiou, Costas; Scurry, Tracy

**THURS 09:00 – 10:30** | Lord Sefton, Box 3&4

Developmental Papers

**Session Chair: Huadong Yang**

Intervening Stages between Psychological Contract Breach and Employee Outcomes: An exploration of employee dissent (382)

De Ruiter, Melanie; Blomme, Robert Jan; Schalk, René; van de Schoot, Rens

Mapping the terrain and the uncharted waters: A systematic review of literature on human resource management in small business management and entrepreneurship (384)

Sayim, Kadire Zeynep; Tuncalp, Deniz

Relationship between career program and personal outcomes: the mediating effect of career development (702)

Aminudin, Norsiah; Ismail, Azman

HR Management during economic crisis through the lens of psychological contracts (882)

Shaffakat, Samah

**THURS 09:00 – 10:30** | Lord Sefton, Box 5&6

Developmental Papers

**Session Chair: Eugene Sadler – Smith**

Psychological contract and Service related outcomes: A proposed conceptual framework (774)

Kutaula, Smirti; Talwar, Vishal

Conceptualizing Work Engagement from the Social Exchange Theory Perspective: The mediating role of cynicism on work outcomes (921)

Sarwar, Shagufta; Debrah, Yaw. A

The Homeworkers Revenge: How controls are subverted as perceived trust declines (1027)

Stevens, Kirsten Estelle; Searle, Rosalind

Marketing an Organization: The emergence of the Employer Branding phenomenon (950)

Maheshwari, Vish; Gunesh, Priya; Lodorfos, George

**THURS 11:00 – 12:30** | Lord Sefton, Corbiere Suite

Full Papers

**Session Chair: Tracy Scurry**

Exploring the relationship between strategic entrepreneurship and HRM. Evidence from employees in Greek SMEs (324)

Giannikis, Stefanos

HR Transformation or Path Dependent Rigidity? (920)

Glaister, Alison J; Parkinson, Ann

Post-training transfer interventions, trainee attitudes and transfer of training: A sequential explanatory mixed methods study (194)

Rahyuda, Agoes Ganesha; Syed, Jawad; Soltani, Ebrahim

**THURS 11:00 – 12:30** | Lord Sefton, Box 3&4

Developmental Papers

**Session Chair: Yvonne von Rossenberg**

Generation effects on Chinese work values (488)

Takeda, Sachiko; Homberg, Fabian; Xian, Huiping

Changing career concept and psychological contract in China: A qualitative study (503)

Xian, Huiping; Atkinson, Carol

Differentiation of compensation systems in Chinese pharmaceutical industry (524)

Wei, Qi

Attitudes of Saudi young people to the retail sector (878)

Alnafisah, Abdulelah Mohammed

**THURS 14:00 – 15:30** | Lord Sefton, Corbiere Suite

Full Papers

**Session Chair: Carol Atkinson**

Roles of HR departments in Vietnam: A Repertory Grid Approach (116)

Nguyen, Thi Ngoc Diep; Mylett, Terri; Teo, Stephen

Signalling in HRM: HR roles and line manager support (1058)

Shipton, Helen; Sanders, Karin; Atkinson, Carol

Understanding multiple intelligences and expatriate effectiveness: Testing the mediating role of cross-cultural adjustment (1019)

Chew, Elaine Yin Teng; Ghurburn, Anjulee

**THURS 14:00 – 15:30** | Lord Sefton, Reynoldstown Bar

Full Papers

**Session Chair: Harry Barton**

The impact of work design on job attitude, employee engagement and loyalty in consulting firms: an integrative conceptual model (405)

Ponsignon, Frederic

Do they make a difference? Workplace Wellness Programs: A meta-analysis (457)

Rouse, Michael John

“With recruitment I always feel I need to listen to my gut”: the role of intuition in employee selection (417)

Miles, Andrew; Sadler-Smith, Eugene

**THURS 14:00 – 15:30** | Lord Sefton, Box 3&4  
Developmental Papers

**Session Chair: Kutaula Smirti**

'Leadership and Problem Solving in the HR Profession' (437)  
Bevitt, Sheena Louise

'Sonderkommando of neo-liberal capitalism?' exploring the ethical subjectivity of the HR Professional (245)  
Burnett, Andrew

Returns to knowledge and investment in knowledge for innovation (220)  
Belitski, Maksim; Rodionova, Yulia

How intra-organizational job networks effect promotion patterns of professional workers (315)  
Nishiwaki, Nobuko

**Identity**

**Track Chairs: Sandra Corlett and Christine Coupland**

**WED 09:00 – 10:30** | Queen Mother, Box 16&17  
Full Papers

**Session Chair: Juliette Summers**

Managing difference? A contemporary workplace perspective on manager identity issues (689)  
Rostron, Ali; Page, Steve; Harris, Phil

Management in Social Care: A Cause for Concern or an Adapting Professional Identity? (444)  
Stewart-Steele, Rowan Helen; Hallier, Jerry

The construction of social identity in new nuclear operators: a longitudinal study (543)  
Nguyen, Lynda Loan Anh Thi; Chang, Artemis; Murphy, Glen

**WED 11:00 – 12:30** | Queen Mother, Box 1&2  
Developmental Papers

**Session Chair: Christine Coupland**

Exploring the Emotional Element Within Identity Work (111)  
Winkler, Ingo

The Managed Soul (268)  
Truss, Katie; Alfes, Kerstin; Shantz, Amanda; Soane, Emma; Madden, Adrian

Through the Lens of Age; situated identities online across different generations (329)  
Panteli, Niki; Marder, Ben; Davenport, James

Older Workers' Learning: the role of identity in understanding late career learning (445)  
Warhurst, Russell; Black, Kate

**WED 14:00 – 15:30** | Queen Mother, Box 3&4  
Developmental Papers

**Session Chair: Sandra Corlett**

Shifting professional identities: Exploring the potential of role transition theory (419)  
Hartley, Kathryn; Clarkson, Gail

A performative examination of accounts of clinical practice in medical director identity: Doctors in drag? (844)  
Mackenzie Davey, Kate; Joffe, Megan

Patient Proximity: A Component of Healthcare Professional Identity and its Potential Effect on Entrepreneurial Intention Formation in the National Health Service (551)  
Johnson, Dyneshia Akeela; Ucbasaran, Deniz; Lockett, Andy; Hughes, Mathew

A professional identity: Examining the emergence and institutionalization of pro bono organizations in the English legal profession (886)  
Gill, Michael John

**WED 16:00 – 17:30** | Queen Mother, Box 3&4  
Developmental Papers

**Session Chair: Kate MacKenzie Davey**

Sponsorship legitimation as identification: The case of the German sports business industry (795)  
Dum, Thorsten; Koch, Jochen; Bayón, Tomás

The significance of the Equality Act 2010 in identity construction (148)  
Mortimore, Helen

Farewell to the Working Class? The implications for identity of the decline of consumer capitalism (400)  
Reedy, Patrick

**THURS 09:00 – 10:30** | Queen Mother, Box 5&6  
Developmental Papers

**Session Chair: Peter McInnes**

Identity Threat, Tension and (Re)Creation: The Financial Advisers Narrative Journey Towards a New Identity During a Time of Regulatory Change (186)  
Clark, Shelley

“Somebody who turned up very early, went home very late”: The construction of the Professional Teacher (344)  
Baker, Graham Peter

The Leap of Faith: An examination of the process of suspension within organisational trust (372)  
Pate, Judy; Beech, Nic; MacIntosh, Robert

**THURS 11:00 – 13:00** | Queen Mother, Box 16&17

Full Papers

**Session Chair: Katy Graley**

Being Me Whilst Learning Danish. A Story of Narrative Identity Work During the Process of Learning a Foreign Language (101)

Winkler, Ingo

‘Which hat do I say I’m wearing?’: Identity formation of independent coaches (334)

Evans, Christina; Lines, David

“I am therefore I think”: Exploring the complexities of identity within action learning for entrepreneurs (466)

Smith, Susan Marie; Smith, Laurence Daniel

Identity dissonance through faculty narrative (271)

Collins, Hilary; Kemp, Linzi

**THURS 11:00 – 12:30** | Queen Mother, Box 5&6

Developmental Papers

**Session Chair: Jerry Hallier**

Conceptualizing University Reputation: An Analysis of Multiple Stakeholder Perceptions (748)

Kantur, Deniz; Telci, Emine Eser

Sustaining performance: Effects of organizational identity on exploratory and exploitative activities (931)

Perra, Diana Barbara; Rodrigues, Suzana; Volberda, Henk; Fan, Yang

Organizational identity and strategic adaptation: Exploring the effect of constitutive processes using a socio-economic lens (291)

Sidhu, Jatinder Singh; Schrotten, Egbert; van Rekom, Johan

**THURS 14:00 – 15:30** | Queen Mother, Box 16&17

Full Papers

**Session Chair: Patrick Reedy**

Sociomateriality and disabled individuals’ identity work: a critical poststructuralist research agenda (791)

Corlett, Sandra; Williams, Jannine; Meindel, Jennifer

Composing the self: Creative identity work (1028)

Coupland, Christine; Gilmour, Charlotte; Beech, Nic

Organizational identity as an adoption factor for a radical business model innovation: the Transavia low-cost business model at air France (2004-2012) (196)  
Gagne, Jean-Francois

## **Innovation**

**Track Chairs: George Tsekouras and Nick Marshall**

**TUES 15:30 – 17:00** | Earl of Derby, Red Rum Bar  
Symposium

**Session Chair: George Tsekouras**

Values Driven Organizations: Exploring the relationship between intentionally created positive cultures, legacy creation and profit (314)  
Brown, Shannon; Fahey, Barbara

This symposium is designed to share the initial findings of a large, 3-5 year long research study investigating the relationship between organizational culture and profit in small to mid-sized, privately held, U.S.-based corporations. The study is being conducted as a partnership between two universities in collaboration with a network of small and mid-sized enterprises that has self-organized to support one another and share ideas on what it means and how the member business can “do well by doing good.” The study is specifically examining the relationship between cultures that demonstrate high employee engagement, customer focus and community involvement, and financial performance outcomes, particularly profit.

The presenters will share their findings and emerging themes from the initial analysis of semi-structured qualitative interviews, relevant archival data and quantitative survey results from four of the organizations and discuss its meaning for the current research and the business community at large. The presenters also will welcome feedback and suggestions on the project to make improvements going forward.

**WED 09:00 – 10:30** | Earl of Derby, Red Rum Bar  
Full Papers  
Innovation in emerging economies

**Session Chair: George Tsekouras**

Leveraging Firm Knowledge Base and External Network for Product Innovation: A Case of High-tech Firms in China (583)  
Zhang, Junfeng; Wu, Wei-ping

When Institutions Are Weak: Do Patents Interact with other Means of Appropriation? (816)  
Barros, Henrique M

Firms' Innovation Capability-building Paths and the Nature of Changes in Learning Mechanisms: Multiple Case-study Evidence from an Emerging Economy (1011)  
Figueiredo, Paulo N; Cohen, Marcela; Gomes, Saulo

**WED 09:00 – 10:30** | Earl of Derby, Box 5&6  
Developmental Papers  
Business Models and Value Creation

**Session Chair: Nick Marshall**

Developing Innovation Strategies and Capabilities through Institutional Interactions: A Longitudinal Study on China's Telecom-Equipment Industry (359)  
Wu, Qiang; Shen, Wei; He, Qile; Duan, Yanqing

Drivers of Innovation: Survey evidence from UK organisations (705)  
McGurk, John Patrick; van Rossenberg, Yvonne

Organizing technological platforms: The interplay between innovation, competition, and the management of platform boundaries (277)  
Gawer, Annabelle

Mapping the Loci of Innovation in the Creative Industries - How Technological Innovations Transform the Business Models, Aesthetics and Meanings of Products and vice versa (175)  
Kamprath, Martin

**WED 11:00 – 12:30** | Earl of Derby, Red Rum Bar  
Full Papers

Innovation, social and environmental challenges

**Session Chair: Nick Marshall**

Motivations for Organisational Eco-innovations: Adoption of Environmental Management Systems by UK Companies (333)  
Kesidou, Effie; Demirel, Pelin

Social innovation in practice: The role of relationships in developing, acquiring and utilising dynamic capabilities in social enterprises (686)  
Phillips, Wendy; Lee, Hazel

Challenges of Using ICTs in Nonprofits: Could Social Technologies Make a Big Difference? (1044)  
Eshraghi, Ali

**WED 11:00 – 12:30** | Earl of Derby, Box 3&4  
Developmental Papers

New themes in Innovation

Session Chair: **George Tsekouras**

Improving risk management practice: a new web-based initiative (493)  
Malik, Shahzeb Ali; Freeman, James Macdonald; Holt, Barry

Design-driven open innovation through crowd sourcing (838)  
Anderson, Robert William; Acur, Nuran; Corney, Jonathan

The World that Chose the Machine: an evolutionary view of the technological race in the automobile history (248)  
Amatucci, Marcos



Responsible Innovation: incipient stages of a conceptual model (670)  
Hemel, Stefan Paul Dominik; Smart, Palie

**WED 14:00 – 15:30** | Earl of Derby, Red Rum Bar  
Full Papers

Innovation, openness & networks  
Session Chair: **George Tsekouras**

International networks for innovation in Norway (511)  
Fitjar, Rune Dahl; Huber, Franz

Firm's Openness and Performance: The Role of Absorptive Capacity (587)  
Ferrerías Méndez, Jose Luis; Fernandez Mesa, Anabel; Newell, Sue; Alegre Vidal, Joaquín

The role of openness in explaining innovation performance in small less industrialized economies (951)  
Kapetaniou, Chrystalla; Lee, Soo Hee

**WED 14:00 – 15:30** | Earl of Derby, Box 3&4  
Developmental Papers

Projects, practice & learning  
Session Chair: **Nick Marshall**

Project Management as a Dynamic Collaborative Social Practice: Collaborative Innovation Revisited (822)  
Antonacopoulou, Elena; Michaelides, Roula

Managerial determinants of intra-firm innovation diffusion (541)  
Prado, Patricia; Sapsed, Jonathan

Building design capabilities: a focus on knowledge systematisation within firms (514)  
D'Ippolito, Beatrice; Miozzo, Marcela; Consoli, Davide

**WED 16:00 – 17:30** | Earl of Derby, Red Rum Bar  
Full Papers

Develop innovation capabilities of SMEs  
Session Chair: **George Tsekouras**

Construing Innovation as a Social Act: Any Clues for SMEs? (684)  
Couchman, Paul Kenneth; Beckett, Ron

Open Innovation and Scottish SMEs (606)  
Charles, David; Miller, Stephen

An Innovative Open Business Model Tool for Healthcare SMEs: US and European Perspectives' (458)  
Davey, Shirley; Michael, Brennan; Brian, Meenan; Simon, Taylor; Hiran, Basnayake; Rodney, McAdam

**THURS 09:00 – 10:30** | Earl of Derby, Red Rum Bar

Full Papers

Shaping Innovation

Session Chair: **Nick Marshall**

Electricity, versatility and connectivity: users' collaborative innovation in the Brazilian Fiat Mio (625)

Dias, Rodrigo B.; Amatucci, Marcos; Zaninelo Jr., Antonio Carlos; Santos, Guilherme Z. A

Innovation through design in food retail: a case study exercise (364)

D'Ippolito, Beatrice; Timpano, Francesco

Intuition, insight, ideation and innovation (903)

Akinci, Cinla; Sadler-Smith, Eugene

**THURS 09:00 – 10:30** | Earl of Derby, Box 3&4

Developmental Papers

Innovation in SMEs

Session Chair: **George Tsekouras**

Technology Asset, Management Technological Innovation and SME's (965)

Mustaffa bakry, Faridah; Acur, Nuran; Mendibil, Kepa

What Hampers SMEs' Innovation Activity? Research on SMEs active in Assistive Technology (AT) in the North-West Europe (505)

Sadighi, Saeed

Innovation in Services: A Case of SME in the Mobile Payments Segment in Russia (715)

Sheresheva, Marina Y.; Vladimirov, Yuri L

**THURS 11:00 – 12:30** | Earl of Derby, Red Rum Bar

Symposium

**Session Chair: George Tsekouras**

Capturing Value from Service Innovation (605)

Desyllas, Panos; Miles, Ian; Miozzo, Marcela; Tether, Bruce; Lee, Hsing fen; Pina, Katia

Innovation in service firms has emerged as a very topical issue with the growing share of services in the global economy, the blurring of the boundaries between services and manufacturing, and the move towards the servitization of manufacturing. The aim of this symposium is to throw new light on the so-called "peculiarities of services" that set them apart from manufacturing, such as the intangible nature of their product and the simultaneity of production and consumption, by focusing on the innovation process in knowledge-intensive services. The four symposium papers explore service innovation topics ranging from the tension between standardisation-specialisation in services, the influences of knowledge types on the innovation-related behaviours of KIBS firms, their orientation towards open innovation, to the challenges of capturing value from innovation. Our objective is to contribute towards developing a deeper understanding of the linkages between innovation incentives, R&D inputs, R&D outputs and profit in knowledge-intensive services.

**THURS 14:00 – 15:30** | Earl of Derby, Red Rum Bar

Full Papers

Ambidextrous innovation

Session Chair: Nick Marshall

Managing the balance and combination between exploratory and exploitative innovation capabilities in achieving new product success (263)

Heirati, Nima; O'Cass, Aron

Innovation Ambidexterity: Addressing the Gaps in Theoretical and Empirical Interpretations (948)

Fernholz, Olga

Exploring the relationship of knowledge sharing and service innovation (739)

Xiao, Liwei; Djebarni, Ramdane

**THURS 14:00 – 15:30** | Earl of Derby, Aldaniti Bar

Full Papers

Innovation and marketing

Session Chair: George Tsekouras

Market and learning orientation, CRM and innovation: conceptualization and empirical examination (675)

Battor, Moustafa; Battor, Mohamed; El Shafeey, Tarek

Exploring the Enablers of Organisational and Marketing Innovations in SMEs: Findings from South-western Nigeria (262)

Ajayi, Oluseyi Moses; Morton, Susan C

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

**Track Chairs: Colin Pilbeam and Louise Knight**

**WED 09:00 – 10:30** | Queen Mother, Box 14&15

Full Papers

**Session Chair: Louise Knight**

An Investigation into the Internal Structure of the Relationship Quality Construct (913)

Yaqub, Muhammad Zafar

Emotional Underpinnings of legitimacy in strategic alliances (425)

Kumar, Rajesh

Collaborative practice of competitors: an industry network perspective (297)

Jarratt, Denise Gai; Duncan, Glen

**WED 11:00 – 12:30** | Princess Royal Stand, Merryman Suite, Box 5&6

## Developmental Papers

### Session Chair: TBC

Understanding the Complimentary Perspectives of Control and Trust on the Development of Firms' Social Capital and Performance in China (391)

Yan, Yanni

The dark side of trust: institutional, relational and economic antecedents (436)

Sengun, Ayse Elif; Wasti, S. Nazli; Cantekin, Müge

Strategic responses to power dominance in buyer-supplier relationships: A weaker actor's perspective (630)

Habib, Farooq; Bastl, Marko; Pilbeam, Colin

**WED 14:00 – 15:30** | Princess Royal Stand, Merryman Suite, Box 7&8

## Developmental Papers

Session Chair: Denise Jarratt

The Effect of Networks in SMEs Performance: An Empirical Study on Advertising Industry in Indonesia (235)

Mariani, Minsani

Contractual strategic alliances: The Relationship between the Relational Capability and Transactions' Attributes and Performance (566)

Bataglia, Walter

The impact of unintentional knowledge leakages and spillovers on the longevity of inter-firm relationships (704)

Cottam, Thomas Edward; Galvin, Peter

Critique and development of meta-organisation theory (993)

Bor, Sanne

**WED 16:00 – 17:30** | Princess Royal Stand, Merryman Suite, Box 7&8

## Developmental Papers

Session Chair: Carol Jarvis

Sustainability, innovation and supply markets: a supply management perspective on innovation and the evolution of sustainable markets (612)

Knight, Louise; Scott, James; Pfeiffer, Alexandra

The challenge of reconfiguring inter-organizational relationships: Path-dependent partnering in the software industry (857)

Schmidt, Thomas; Braun, Timo

Poverty Alleviation from Within Poverty (927)

Ndifor, Ngechop Yvonne Claire

**THURS 09:30 – 10:30** | Queen Mother, Box 14&15

Full Papers

**Session Chair: Colin Pilbeam**

Guanxi-Based Governance Mechanisms in Chinese Business Networks (138)

Ko, Wai Wai; Liu, Gordon

A Systematic Review of Research Practices in Studies of Knowledge Transfer in Strategic Alliances (210)

He, Qile; Ghobadian, Abby; Gallear, David; O'Regan, Nicholas

**THURS 11:00 – 12:30** | Queen Mother, Box 14&15

Full Papers

**Session Chair: Qile He**

A relationship process model of international partnerships in higher education (817)

Huang, Xu; Balaraman, Pravin; Tarbert, Heather

Alliance management capabilities and performance: a review and integration of the alliance literature (910)

Niesten, Eva; Jolink, Albert

Business Model Design in an Ecosystem Context (868)

Weiller, Claire; Neely, Andy

**THURS 14:00 – 15:30** | Princess Royal Stand, Merryman Suite, Box 5&6

Developmental Papers

**Session Chair: Louise Knight**

Network learning in project based organisations: Perspectives on reciprocity (590)

Abu Alqumboz, Moheeb; Chan, Paul W

Boundary Spanning: A Voluntary Sector Perspective (734)

Jarvis, Carol Jacklin; Vangen, Siv; Winchester, Nik

Does intra-organizational dynamics within partner organizations influence the relationship between partners in inter-organizational collaborations? (1010)

Patnaik, Swetketu; Ferdinand, Jason; Kramarski, Heinrich

## **International Business**

**Track Chair: Rudolf Sinkovics**

**TUES 15:30 – 17:00** | Lord Sefton, Reynoldstown Bar

Symposium

**Session Chair: Frank McDonald**

The Domain of International Business and Management (798)

McDonald, Frank

There is considerable debate on the domain of international business and management in relation to their importance as separate disciplines or sub-disciplines. Many leading US Universities have no department or specialised unit for international business and management (for example, Harvard, Stanford and Yale). Some UK universities with large Business Schools also do not have departments/units in international business or management within their Business Schools (for example, Birmingham, Cardiff, Imperial College, and Lancaster). Nevertheless, none of the Business Schools within these and other universities would claim to have no interest in understanding the management of international business activities. There appears to be confusion about the need for a specific domain for international business and management in relation to established areas of business and management, such as strategy and organizational studies, which are actively engaged in seeking to understand the management of international business activities. This uncertainty about the domain for international business and management undermines the contribution that these areas of study can bring to the study of management issues in an increasingly internationalizing business world.

**WED 09:00 – 10:30 | Princess Royal Stand, Merryman Suite, Box 11, 12&13**

Full Papers

**Session Chair: Yong Kyu Lew**

Dysfunctional inter-firm diversity and shared management international joint ventures: Evidence from British Multinationals (945)

Owens, Martin; Ramsey, Elaine; Loane, Sharon

The Impact of Emerging Market Firms' Organizational Resource on Post Cross-border Acquisition Performance: The Mediating Role of Multinationality (991)

Kim, PhilSoo; You, JaeJoon; Paik, KyungTai

Emerging Solar Stars: Insights of Chinese multinationals in Africa (125)

Amankwah-Amoah, Joseph

**WED 11:00 – 12:30 | Princess Royal Stand, Merryman Suite, Box 1&2**

Developmental Papers

**Session Chair: Yong Kyu Lew**

The effect of Wasta on business conduct and HRM in Jordan (735)

Ali, Saad Hussein; Raiden, Anj; Kirk, Susan

A comparative study of power of large State-Owned and Private-owned sellers (manufacturers) over small buyers (distributors) under an oligopolistic industry setting – the case of the Steel Industry in China (906)

Liu, Wei

'Location' in international business: a 30-year review (940)

Quan, Rose; Li, Xiaoqing

Does Culture Distance Have Similar Influence on Emerging Multinational Enterprises' (EMNEs) Choice of Market Entry Strategies in Comparison to Established Multinational Enterprises (MNEs)? An Example in Practice (968)

Yu, Shasha

**WED 14:00 – 15:30 | Princess Royal Stand, Merryman Suite, Box 1&2**

Developmental Papers

**Session Chair: Frank McDonald**

The role of Web 2.0 in relationship development among exporting UK SMEs (1003)

Mtetwa, Thandiwe

Success and Failure Factors of Foreign Direct Investment in Transnational Education (529)

Siu, Yuen Ben; Heffernan, Troy; Lean, Jonathan

Attracting FDI to peripheral regions through export zones: perspectives from Sub-Saharan Africa (984)

Wanjiru, Roseline

**WED 16:00 – 17:30 | Princess Royal Stand, Merryman Suite, Box 11, 12&13**

Full Papers

**Session Chair: Chengqi Wang**

The role of the state in explaining the internationalization of emerging market enterprises (172)

Wang, Chengqi; Kafouros, Mario; Hong, Junjie

Modularity as an Inter-Organizational Governance Mechanism in International Technology Ventures (388)

Lew, Yong Kyu

International Joint Ventures: Do they Enhance Shareholder Value? (393)

Liu, Jonathan; Aston, John; Acquaye, David

**THURS 09:00 – 10:30 | Princess Royal Stand, Merryman Suite, Box 11, 12&13**

Full Papers

**Session Chair: Jeremy Clegg**

Why Storytelling Helps Develop Personal Development Goals in Cross-cultural Environments (134)

Sharp, Peter John; Schinzel, Ursula

Do they really trust us? Investigating the perception on trust from a Western Multinational Company's subsidiary in Indonesia (153)

Purwohedi, Unggul; Gurd, Bruce

Cross-cultural Leadership Adjustment (155)

Carr, Chris; Tsai, Chin-Ju; Supprakit, Sasiya

**THURS 11:00 – 12:30 | Princess Royal Stand, Merryman Suite, Box 11, 12&13**

Full Papers

**Session Chair: Helen Rogers**

A resource-based perspective on competitive strategy in the global education industry (539)  
Boyle, Brendan Philip; Mitchell, Rebecca; Nicholas, Stephen; McDonnell, Anthony

Absorptive capacity constraints on performance gains from offshoring (547)  
Kharroubi, Hassan; Chen, Stephen

Regulating globalised business through functionalism: lessons from the international maritime tanker industry (667)  
Bhattacharya, Syamantak; Howell, Kerry E

**THURS 14:00 – 15:30 | Princess Royal Stand, Merryman Suite, Box 11, 12&13**

Full Papers

**Session Chair: TBC**

The Impact of National Identity on Policy Formulation: the case of Estonia (451)  
Mikecz, Robert

Unravelling business negotiations – insights from an international survey (668)  
Fells, Ray; Rogers, Helen; Peter, Prowse; Ursula, Ott

Developments in studies of cross-border mergers and acquisitions (1996-2011) (160)  
Chaudary, Samra; Shahid, Saad

**Knowledge and Learning**

**Track Chair: David Spicer**

**WED 09:00 – 10:30 | Queen Mother, Box 1&2**

Developmental Papers

**Session Chair: David Spicer**

Graduate Business Education as a Platform for Developing Systemic Thinking Skills: An Exploratory Study (403)  
De Ruiter, Melanie; Schaveling, Jaap

Work placement: I do, or do I? Exploring the impact of source credibility on students' work placement decisions (679)  
Horton-Walsh, Sarah Jane; Montano, Sarah

Challenges and Opportunities in Evaluating a Masters Educational Programme: a discourse perspective (784)  
Lawless, Aileen; Holden, Rick; Bogh, Jason

Identifying Gaps between Marketing Competencies Students Learn At Business Schools and Those Required At Job (237)



Saeed, Kausar

**WED 11:00 – 12:30 | Queen Mother, Bechers Suite**

Full Papers

**Session Chair: David Spicer**

Reviewing Management Learning: A Focus on the past, present and future (676)

Thorpe, Richard; Anderson, Lisa; Coleman, Charlotte

Trans-Organisational Knowledge: The 4I Framework Revisited (895)

Pyrko, Igor; Dörfler, Viktor

Exploring types and consequences of individual unlearning by healthcare managers in the United Kingdom National Health Service (415)

Coombs, Crispin R; Hislop, Donald; Holland, Julie; Bosley, Sara L C; Manful, Esmeranda

**WED 14:00 – 15:30 | Queen Mother, Bechers Suite**

Full Papers

**Session Chair: Ioanna Iordanou**

An Individual-Centric Approach to Knowledge Management: A Case Study (815)

Rechberg, Isabel

Perceptual accuracy, knowledge calibration and performance in the context of environmental issues (941)

Sund, Kristian J

Strategic Renewal within the UK Police Service: A New Perspective on Inter-Organizational Learning (284)

Johnston, Sarah; Akinci, Cinla

**WED 14:00 – 15:30 | Queen Mother, Box 1&2**

Developmental Papers

**Session Chair: Jacqueline Fendt**

Knowledge sharing dynamics in professional service firms in Nigeria (997)

Anibaba, Yetunde Aderonke

Impact of Organizational Role on Attitudes towards Knowledge Sharing (560)

Mouzughi, Yusra; Bryde, David; Wright, Gillian

Developing A Research Framework of Knowledge Sharing Behaviour among Managers in the Malaysian Public Sector Organisations (573)

Tangaraja, Gangeswari; Mohd Rasdi, Roziah

Understanding employees' knowledge sharing behaviour (589)

Abbariki, Mahnaz; Easterby-Smith, Mark; Snell, Robin Stanley

**WED 16:00 – 17:30 | Queen Mother, Bechers Suite**

Full Papers

**Session Chair: Richard Thorpe**

Is competence really all about people? The role of groups and structures (224)

Anzengruber, Johanna

Exploring the complexity of managerial capability: Insights from the competence-capability debate (356)

Woods, Phillip Stephen; Gapp, Rodney; King, Michelle A; Fisher, Ron

Partnership-based Learning and Knowledge Modes in Transition Settings: NGO Case Study Taxonomy (501)

Bogdanova, Mariana

**WED 16:00 – 17:30 | Queen Mother, Box 1&2**

Developmental Papers

**Session Chair: Cinla Akinci**

Knowledge transfer in sport event management teams (561)

Muskat, Birgit; Nguyen, Sheila

Development of knowledge transfer by networks of competence (682)

Schumann, Christian-Andreas; Graube, Anja; Tittmann, Claudia

A quest for better understanding barriers of knowledge sharing in health care organizations - The influence of social identities (755)

Plank, Sarah; Raich, Margit; Mueller, Julia

Ethnic diversity and knowledge sharing in groups: power and psychological safety (785)

Ziaei, Seyyedali; Lam, Alice

**THURS 09:00 – 10:30 | Queen Mother, Bechers Suite**

Full Papers

**Session Chair: Craig Johnson**

Nigerian Students' Perceptions and Cultural Meaning Construction regarding Academic Integrity in the Online International Classroom (907)

**Szilagy, Annamaria**

Connecting management education to the workplace: working in the Collective "Third Space" (905)

Banda, Barbara Anita

Can a UK executive MBA offer greater added value to employability? (564)

Sheratte, Daniel; Rees, Patricia Louise; Simpson, Andrew

**THURS 09:00 – 10:30 | Queen Mother, Box 1&2**

Developmental Papers

**Session Chair: Kristian Sund**

'Knowledge brokering between academic and practitioner communities: academics as artists and artists as academics' (270)

Lam, Alice

The Importance of Reflective Learning in Business Education (402)

Hughes, Brenda Helen

'Beethoven and BAMboo': The Impact of Arts-based Methodologies in Higher Education Management Learning (952)

Roberts, Ashley James Byron; Iordanou, Ioanna

Management learning – what's the idea? (894)

Holmes, Leonard Michael

**THURS 11:00 – 12:30 | Queen Mother, Box 1&2**

Developmental Papers

**Session Chair: Sarah Horton-Walsh**

Making a difference through silence: the discourse of speaking out and staying silent within collaborative partnership project team working (426)

Mumford, Clare Isobel

Entrepreneurship learning and situationism: creating spaces of the possible (449)

Fendt, Jacqueline

The Matryoshka Doll as a Metaphor for the Thematic Analysis of Learning at an Organisational Level (475)

Johnson, Craig Laurence

In a law firm are Knowledge Cafes preferable for exchanging ideas on a specific issue to Information Technology? (611)

Sharp, Peter John

**THURS 14:00 – 15:30 | Queen Mother, Bechers Suite**

Full Papers

**Session Chair: David Spicer**

Knowledge sharing amongst academics at UK Universities (982)

Fullwood, William Roger; Rowley, Jennifer; Delbridge, Rachel

Values constraints to knowledge and learning as research productivity: an exploratory study of university academics (635)

Callaghan, Chris William; Coldwell, David Alastair; Maroun, Warren; Papageorgiou, Elmarie; Joosub, Tasneem

Enabling postgraduate researchers to realise their full potential: What can we learn from award-winning doctoral students? (221)

Alfoldi, Eva Andrea; Clegg, Jeremy; Gajewska-De Mattos, Hanna

**THURS 14:00 – 15:30 | Queen Mother, Box 1&2**

Developmental Papers

**Session Chair:** Leonard Holmes

Knowledge Enrichment: Knowledge Management Refined and Redefined for the Third Sector (690)

Fuller, Lesley; Johnston, James

Knowledge Management. A Case Study of Nigerian National Petroleum Corporation (NNPC) (887)  
Okeke, Okeoma John-Paul

Knowledge Management: Training workforce from bottom of the Pyramid to deliver ERP  
Functional Consulting roles in Technology Firms: Challenges and Experience (118)

Jayaveerachandran, Jagatheesh Jayanand; Muthusami, Senthil

## **Leadership and Leadership Development**

**Track Chairs: Jean-Anne Stewart and Marian Iszatt-White**

**TUES 15:30 – 17:00 | Earl of Derby, Aldaniti Bar**

Symposium

**Session Chair:** Julia Mueller

Reframing Leadership Education: Perspectives from South Africa (591)

Bolden, Richard; Leonard, Basil; Sonn, Julian; Griffin-EL, Nosakhare

In response to recent calls for more “socially constructive” social constructions of leadership’ (Grint and Jackson, 2010) this symposium considers the potential effects of critical and emancipative forms of leadership education for individuals, groups and societies. It will focus on experiences and insights from South Africa, a country still coming to terms with its colonial history, the legacy of apartheid, and its many social, political and economic challenges. The presenters will consider the context, challenges, opportunities and practices of developing leaders and leadership in the ‘Rainbow Nation’ and the extent to which HE institutions can serve as important identity workspaces (Petriglieri and Petriglieri, 2010) where people can collectively address issues of exclusion, oppression and inequality. The symposium will conclude by inviting participants to consider the roles and responsibilities of leadership educators in (re)building individual, group and social resilience in South Africa and beyond.

**WED 09:00 – 10:30 | Earl of Derby, Aldaniti Bar**

Full Papers

**Session Chair:** Gareth Edwards

A Contribution towards the Theory of Social Leadership (102)

Mozumder, Nurul

Hubris in leadership: A peril of unbridled intuition? (412)  
Claxton, Guy; Owen, Lord David; Sadler-Smith, Eugene

Rethinking the Impact of Social Desirability on the Measurement of Executive Leadership (217)  
Densten, Iain Leonard

**WED 11:00 – 12:30 | Earl of Derby, Box 5&6**

Developmental Papers

**Session Chair: Chris Bond**

Leading Generation Y - Exploring Myths and Reality (849)  
Thurloway, Lynn; Stewart, Jean-Anne

How Can Doctoral Training Programmes Help to Develop Leadership Capabilities? (810)  
Wilson, Casey McQuinn

Leadership in Professional Sport: The role of the athlete-leader in County Cricket from the perspective of the coach (758)  
Smith, Paul Edward; Borthwick, Steve

Towards an understanding of the importance of resilience to an aspiring leaders programme (741)  
Maynard, Lucy; Watton, Emma

**WED 14:00 – 15:30 | Earl of Derby, Aldaniti Bar**

Full Papers

**Session Chair: Stephen Kempster**

As time goes by: a longitudinal study about the role of team leadership on team action processes (959)  
Graca, Ana Margarida; Passos, Ana

Methodism, ministers and management: how Methodist presbyters conceive construct and enact their management and leadership roles (431)  
Bond, Christopher; Guerrier, Yvonne

Leadership and Culture in the Welsh Assembly: Investigating Agency and Path-Dependency (580)  
Howell, Kerry Edward; Shand, Rory

**WED 14:00 – 15:30 | Earl of Derby, Box 5&6**

Developmental Papers

**Session Chair: Elisabeth Wilson – Evered**

Exploring the Representation of (Ethical) Leadership as Character and Caricature (180)  
Edwards, Gareth

Ambidextrous leadership? A meta-review on the matter of level of analysis (260)  
Mueller, Julia; Renzl, Birgit

An exploration of implicit leadership theory following the grounded theory method (421)  
Hino, Kenta

Emotional intelligence as a therapeutic practice (845)  
Thory, Kathryn

**WED 16:00 – 17:30 | Earl of Derby, Aldaniti Bar**

Full Papers

**Session Chair: Linzi Kemp**

Leadership and the Influence of Context in Organisations Performance: An Investigation of Leader's Views in Saudi Arabia (595)

Aseri, Mona Mohammad; Parvar, Jamshid

Equal, but not too equal: The Role of Circumscribed Depersonalization and Prototypicality Processes in Effectively Leading Groups (888)

Legood, Alison; Thomas, Geoff; Spears, Russell

Gendered leadership: Does it matter in a segregated organisation? (955)

Alshamrani, Mohammed; Dwivedi, Ashish

**WED 16:00 – 17:30 | Earl of Derby, Box 5&6**

Developmental Papers

**Session Chair: Zoe Sweet**

Strategic leadership discourses: exploring resilience over time and context (161)

Iszatt-White, Marian

Leadership Agility: Something Old, Something New, Something Borrowed, Something Blue (616)

Gilbert, Mike; Hanson, Jill

Conversational travel and the performance of leadership (956)

Ramsey, Caroline Madeleine

In search of the Holy Grail - Spiritual Intelligence in Business Management (972)

Arnold, Ashley John B

**THURS 09:00 – 10:30 | Earl of Derby, Aldaniti Bar**

Full Papers

**Session Chair: Richard Bolden**

Organizational neuroscience and teleological ethics in leadership studies: more an ethical dilemma than harmonious marriage (864)

Lindebaum, Dirk; Zundel, Mike

Leader authenticity and the relationship with transformational and authentic leadership (479)

Read, John; Wilson-Evered, Elisabeth

Distributed Leadership in Organization: An Equity Perspective (208)  
Jain, Ajay K; Jeppensen, Hans Jeppe; Sinha, Arvind K

**THURS 09:00 – 10:30 | Earl of Derby, Box 5&6**  
Developmental Papers

**Session Chair: Mike Gilbert**

An Investigation into Organisational Leadership in Nigeria (489)  
Fagbohun, Adewale Emmanuel

Saudi Transformational Leadership Behaviours Scale (STRFLS): Grounded theory for new scale (961)  
Alshamrani, Mohammed; Dwivedi, Ashish

Leader Member Trust Exchange – Building on from Models of Trust and LMX (759)  
Wilson, Julie

Distributed Leadership in Self-directed Teams: The influence of decision-making autonomy and task interdependence on trust (1040)  
Meade, Chitra

**THURS 11:00 – 12:30 | Earl of Derby, Box 5&6**  
Developmental Papers

**Session Chair: Irfan Manarvi**

Me, myself and the organisation: Identity work in a growing SME (617)  
Schedlitzki, Doris; Angouri, Jo

A Process of Restoration: Developing More Authentic Leaders through Executive Coaching (618)  
Turner, Jane; Mavin, Sharon; Grandy, Gina

Authentic following from a relational perspective: explorations of followers' experiences within the UK public sector (126)  
Morris, Rachael

Leadership as moral philosophy in practice (258)  
Robson, Angus Campbell

**THURS 14:00 – 15:30 | Earl of Derby, Box 5&6**  
Developmental Papers

**Session Chair: Julia Pointon**

Managing Personal Knowledge to make a Difference (142)  
Schmitt, Ulrich

The influence of leadership on the temporary worker; the contribution of leadership style approach (633)

Kwei-Narh, Prosper A

The Epidemiology of Charismatic Leadership (1001)

Pastor, Juan-Carlos

Making sense of leadership in the NHS: How Health Visitors engage with the social processes of leadership (850)

Stansfield, Karen J; Clark, Murray C

## **Management and Business History**

**Track Chair: Kevin Tennent**

**TUES 15:30 – 17:00** | Queen Mother, Box 12&13

Workshop

**Session Chair: TBC**

Management and Business History: From Track to SIG? (413)

Tennent, Kevin D.; Edwards, Roy; Mollan, Simon

2013 will be the third year that the revived Management and Business History Track has run at BAM. BAM in 2013 is being hosted by the University of Liverpool, which has been one of the leading centres of management and business history research in the last few years. Sitting within the context of an uncertain environment driven by instrumental research pressures, the management and business history field has seen a number of discussions around its overarching theoretical direction and paradigm. This workshop aims to explore two major issues; firstly, the role of management and business history in the wider canon of management studies, broadly defined, and secondly, the potential for the topic area to contribute more fully to BAM via the formation of a Special Interest Group, placing the current track on a more permanent footing.

**WED 11:00 – 12:30** | Queen Mother, Box 14&15

Full Papers

**Session Chair: TBC**

A Foreign Family Company in a Small Urban Community: From Political Involvement to Capital Flight (571)

Favero, Giovanni

Management and Competitive Advantage in the public transport industry – York Corporation Tramways c.1909-1934 (714)

Tennent, Kevin D

‘Productivity and Social Organisation: the Ahmedabad Experiment’: An Alternative Reading of the Open Sociotechnical Systems Theory (824)

Banerjee, Anindita

The Royal Niger Company, Foreign Venturing and the Evolution of Corporate Social Irresponsibility in Nigeria (954)

Cornelius, Nelarine



**THURS 09:00 – 10:30** | Paddock Lodge, 1<sup>st</sup> Floor Front Room

Developmental Papers

**Session Chair: TBC**

Foreign investment and Colombian ports: the case of the railway of the province of Bolívar (1865-1941) (120)

Correa, Juan-Santiago

Can I take the brass plate down now? The fate of international mining firms from 1950 (442)

Tennent, Kevin D; Mollan, Simon

Abu Dhabi Investment Authority (ADIA) – documenting the story of one of the world’s largest sovereign wealth funds (806)

Hodgson, Sasha

**THURS 14:00 – 15:00** | Paddock Lodge, 1<sup>st</sup> Floor Front Room

Developmental Papers

**Session Chair: TBC**

Crisis management: Whitbread and the response to regulatory intervention (158)

Bower, Julie

Mapping Business Model to Regulatory Model: Did Government Understand Transport 1919 to 1947 (880)

Edwards, Roy

## **Marketing and Retail**

**Track Chairs: Rob Angell and Juliet Memery**

**TUES 15:30 – 17:00** | Queen Mother, Valentines Suite

Plenary session followed by M&R AGM

Session Chairs: Rob Angell and Juliet Memery

**Why do people shop where they do? A meta-analysis**

*Teller, Christoph*

The talk will provide insights into the oldest and arguably one of the most relevant questions in retail as well as marketing: Why do people shop where they do? More specifically a meta-analysis will characterise and summarise the body of knowledge on the antecedents of retail patronage behaviour. The research questions whether we as retail/marketing researchers have become more like advanced journalists constantly trying to find new and sexy but not necessarily relevant topics (for the sake of getting published) rather than working on traditional and still under explored highly relevant issues.

**Publishing in top journals: Reflections of an Associate Editor**

*Dennis, Charles*

Journals such as European Journal of Marketing and Journal of Marketing Management are amongst the top marketing journals in Europe. Internationally-excellent submissions are welcomed, particularly (from this Associate Editor's Viewpoint) on topics such as retail, e-retail and consumer behaviour. In this presentation, I will outline what these journals are looking for and some of the benefits of publishing your best work in European Journal of Marketing.

**WED 09:00 – 10:30** | Queen Mother, Valentines Suite

Full Papers

**Session Chair: Kim Cassidy**

Testing and Validating Customer Relationship Management Implementation Constructs in Egyptian Tourism Organizations (122)

Eid, Riyad; El-Gohary, Hatem

Exploring Critical Factors Affecting Customer Emotions during the Service Encounter with Frontline Staff (510)

Diston, Susan Elizabeth

Exit, voice, loyalty: a supplier's perspective (893)

Jackson, Keith; Jackson, Jacqui; Hopkinson, Gillian

**WED 09:00 – 10:30** | Princess Royal Stand, Merryman Suite, Box 3&4

Developmental Papers

**Session Chair: Maureen Meadows**

Valuation of drivers of perceived customer value in various retail banking segments in an emerging market (157)

Ivanauskiene, Neringa; Salciuviene, Laura; Auruskeviciene, Vilte

The Experience Economy and Service Dominant Logic: Linking Time and Value (474)

Smith, David Anthony; Gosling, Jonathan; Maddern, Harry

Customer Perceptions, Perceived Risk and Attitudes as Moderators of the Valence Effect of OCRs on Purchase Intention (648)

Elwalda, Abdulaziz; Lu, Kevin; Ali, Maged

Improving organisational responsiveness through CRM – the dynamics of strategy, information systems, and staff empowerment (708)

Batista, Luciano; Meadows, Maureen; Dibb, Sally; Hinton, Matthew; Analogbei, Mathew

**WED 11:00 – 13:00** | Queen Mother, Valentines Suite

Full Papers

**Session Chair: Karise Hutchinson**

A model to convert socially responsible corporate aspirations into tactical marketing initiatives (660)

de Pallant, Rohan Ashley

Behaviour of the organic food consumer in Brazilian retail (746)  
Sampaio, Danilo de Oliveira; Marlusa, Gosling

An Extended Theory of Planned Behaviour for Music Acquisition from Legal and Illegal Channels: Conceptualisation and Scale Development (786)  
Dilmeri, Athina; King, Tamira; Dennis, Charles

An expectancy-value approach to the study of beliefs underlying consumer boycott intention (923)  
Farah, Maya F

**WED 14:00 – 15:30** | Queen Mother, Valentines Suite  
Full Papers

**Session Chair: Christoph Teller**

Store Managers in Shopping Malls – Boundary Spanners between Consumers, Retail and Centre Management (204)  
Alexander, Andrew; Teller, Christoph

The influence of merchandise display cues on luxury value perceptions and luxury brand equity (410)  
Logkizidou, Maria; Andriopoulos, Constantine; Gotsi, Manto

Appropriation of physical environments for urban tribes: The Matrix House case (644)  
Halpern, Eduardo; Ayrosa, Eduardo; Trinta, Jose Luiz; Cechiaro, Isabel; Barros, Denise

**WED 14:00 – 15:30** | Princess Royal Stand, Merryman Suite, Box 3&4  
Developmental Papers

**Session Chair: Anthony Kent**

Culture, Leadership and Brand Portfolio Management Performance (137)  
Laforet, Sylvie

The Life-cycle of the Self-concept: An Interdisciplinary Approach to Brand Impact (338)  
Gonzalez-Jimenez, Hector

The Tate Modern Experience and the Role of the Designed Environment in Museum Branding (975)  
Kent, Anthony; Schwarz, Eva

Socioemotional Selectivity Theory: Implications for Advertising to Senior Consumers (232)  
Edgar, Lisa; Sudbury-Riley, Lynn

**WED 16:00 – 17:30** | Queen Mother, Valentines Suite  
Full Papers

**Session Chair: Charles Dennis**

Retailing and Shopping at the London 2012 Olympic and Paralympic Games (820)

Dennis, Charles; King, Tamira; Mitchell, Richard; Ells, Harvey; Chris, Dutton; Hanya, Pielichaty

Measuring country-of-origin effects in the automobile market: A hedonic price analysis (789)  
Saridakis, Charalampos; Baltas, George

The role of 'brand-experience' within post-financial crisis banking (453)  
Yip, Nick K. T.; Caton, Lenora

**WED 16:00 – 17:30** | Princess Royal Stand, Merryman Suite, Box 3&4  
Developmental Papers

**Session Chair: Matteo Montecchi**

Understanding Social Media Data Utilization in Marketing Decision Making (345)  
Zamani, Farhoodeh; Brady, Mairead

Conceptualising the importance of social media marketing in building customers' trust (672)  
Algahtani, Ali Mohammed; Ratnayake, Nilanthi

Motives towards mixed and integrated use of social media. An exploratory case study of ASOS  
"Marketplace (976)  
Montecchi, Matteo; Nobbs, Karinna; Duffy, Katherine; Kontu, Hanna

**THURS 09:00 – 10:30** | Queen Mother, Valentines Suite  
Full Papers

**Session Chair: Rob Angell**

Competing and Sleeping with the Enemy for the Greater Good - Coopetition Between Stores in  
Retail Agglomerations (213)  
Teller, Christoph; Gittenberger, Ernst; Schnedlitz, Peter

Assessing the Future Hedonic Role of Urban Retail Service Scapes (665)  
Donnell, Lisa Victoria; Hutchinson, Karise; Reid, Andrea; Gilmore, Audrey

Independent Retailers - Familiness as a Source of Competitive Advantage (1038)  
McGuinness, Donna Michelle; Hutchinson, Karise

**THURS 11:00 – 12:30** | Queen Mother, Valentines Suite  
Full Papers

**Session Chair: Phil Megicks**

Are Advertisers Finally Waking Up to the Senior Consumer? A Content Analysis of Older Adults in  
Malaysian Advertising (228)  
Izian, Idris; Sudbury-Riley, Lynn

The power of negative brand messages: a case of angry customers in an online forum (537)  
Wallace, Andrew Scott; Buttriss, Gary J

Brands and Labels - Comparative analyses of visual elements of Mineral Spring Water bottles (885)

Palmeira, Mirian; Palmeira, Denise

**THURS 11:00 – 12:30** | Princess Royal Stand, Merryman Suite, Box 3&4

Developmental Papers

**Session Chair: Aisling Reid**

Conditions Precipitating Reconciling Demands of Conscience: a Grounded Theory of Consumer Behaviour in the Context of Fairtrade (694)

Gillani, Alvina Jamal; Pallister, John

The contradictory lifestyles: Model development for understanding differences between anti-consumption lifestyle and materialistic lifestyle (858)

Khan, Sadia Yaqub; Yani-de-Soriano, Mirella; Khan, Fatima Yaqub; Ahmad, Usama

Making a Difference with Academic Research: A Solution to the Beef Supply Chain (1047)

Reid, Aisling Rose; Hutchinson, Karise

Barriers to Marketing Strategy Implementation: the Cooperative Context (404)

Whyatt, Georgina Elizabeth; Simkin, Lyndon; Yuksel, Ekinci

**THURS 14:00 – 15:30** | Queen Mother, Valentines Suite

Full Papers

**Session Chair: Juliet Memery**

The Senior Market Maven: An Experienced Diffuser of Marketplace Information (144)

Sudbury-Riley, Lynn

Customer Orientation: The Development of a Multiple Item Scale (152)

Eid, Riyad; Al Sharief, Raja

Motives Underlying the Choice of Business Majors: a Multi-Country Comparison (852)

Davies, Mark Alexander Phillip; Tikoo, Surinder; Ding, Jiali; Salama, Mohamed

**THURS 14:00 – 15:30** | Princess Royal Stand, Merryman Suite, Box 3&4

Developmental Papers

**Session Chair: Laura Salciuviene**

Perceived value drivers of customer loyalty in an emerging market (164)

Ivanauskiene, Neringa; Salciuviene, Laura; Auruskeviciene, Vilte

An innovative artificial intelligence mechanism for market segmentation: Some preliminary empirical evidence of its performance (348)

Saridakis, Charalampos; Tsafarakis, Stelios; Baltas, George; Matsatsinis, Nikolaos

Extending the concept of marketing...further still (958)

Valentine, Daniel Rossall

Consumer Involvement in the three major Personal Spontaneous Payment Methods (323)  
Lewis, Anne Elizabeth

## **Operations, Logistics and Supply Chain Management**

Track Chair: Lenny Koh

**WED 11:00 – 13:00** | Paddock Lodge, 1<sup>st</sup> Floor Front Room

Full Papers

**Session Chair: TBC**

E-Enabling Logistics Supply Chains through RFID technologies (711)

Michaelides, Zenon; Forster, Richard; Michaelides, Roula

A reference model for Supply Chain Integration: A case of Engineer-to-Order (764)

Reid, Iain; Ismail, Hossam

The Direct and Interaction Effects of Supply Management Operational Capability, Strategic Orientation and their Impact on Performance (722)

Day, Marc; Lichtenstein, Scott; Samuel, Phillip

The Effect of Supply Chain Justice on Suppliers Sustainability Performance (585)

Hahnfeldt, Florian

**WED 14:00 – 15:30** | Princess Royal Stand, Merryman Suite, Box 9&10

Developmental Papers

**Session Chair: TBC**

A Systematic Literature Review of Sustainable Supply Chain Management: a conceptual framework (860)

Cong, Hao; Kourouklis, Athanassios

Sustainability in Procurement: The Antecedents of Sustainable Buying Decisions in B2B Contexts (780)

Hahnfeldt, Florian; Grobecker, Anna

Statistical process control implementation: SPC team development (990)

Abdul Halim lim, Sarina; Antony, Jiju

Effects of social capital on risks of performance-based contracts from suppliers' perspective (597)

Hou, Jingchen; Neely, Andy

**WED 16:00 – 17:30** | Princess Royal Stand, Merryman Suite, Box 9&10

Developmental Papers

**Session Chair: TBC**

Logistics and Performance in the Shipping Industry (842)

Akpan, Aniekan; Bignoux, Stephane

The competitiveness of ports on the periphery (1018)

Ismail, Alisha Binti; Li, Dong; Drake, Paul

Evaluating the benefits of outsourcing: The case of UK Higher Education Institutions (473)

Phillips, Wendy; Kapletia, Dharm

Exploring the human aspects of information systems implementation in supply chain management (187)

Ejodame, Ehimen Aidemoata

**THURS 11:00 – 12:30** | Princess Royal Stand, Merryman Suite, Box 7&8

Developmental Papers

**Session Chair: TBC**

Performance evaluation of third-party logistics providers in Istanbul stock exchange by using anp (647)

Kucukaltan, Berk; Lu, Kevin; Ali, Maged

Key Factors for Selection Decision of Auto- Identification Technology in Warehouse Management: A Delphi Study (287)

Hassan, Mayadah; Ali, Maged; Aktas, Emel

Building Resilient Supply Chain in the Fast Moving Consumer Goods Industry in the Middle East Region (321)

Soliman, Karim Mohamed; Liu, Shaofeng; Song, Dongping

**THURS 14:00 – 15:30** | Lord Sefton/Earl of Derby, Saddle Bar

Full Papers

**Session Chair: TBC**

Classification of supply chain disruptions and mitigating strategies in manufacturing firms (335)

Moradeyo, Adenike Aderonke

Strategic market-technology linking in Logistics Work Systems – Evidence from two longitudinal Enterprise Architecture case studies at Deutsche Post DHL (409)

Koehler, Thomas; Cameron, Brian; Sweeney, Michael; Harrison, Alan

Measuring performance in supply chain networks: a critical literature review (966)

Mahmood, Hafsa

## **Organizational Psychology**

**Track Chairs: Lee Martin and Joanne Lyubovnikova**

**TUES 15:30 – 17:00** | Lord Sefton, Hedgehunter Bar

Workshop

**Session Chair: TBC**

How is well-being successfully enhanced in organisations? – Lessons learnt from an unsuccessful intervention (150)

*Rook, Caroline*

This interactive workshop aims to explore factors contributing to the success of organizational well-being interventions. The workshop is organised around a real-life case of an organizational intervention which sought to increase employee well-being but did not succeed for several reasons. By reviewing the case, the participants will become familiar with the particular challenges of designing well-being interventions. The workshop is well suited for practitioners, consultants, and academics interested in employee well-being.

The challenges of implementing successful organizational well-being interventions start with determining what well-being means, what the essential antecedents and factors are, and whether follow-up measures are taken. Often, little effort is put into finding out what is needed to increase the well-being of a particular employee group.

Next to exploring the factors leading to the success or failure of well-being interventions based on the case, the participants will also learn from the presenters what insights well-being research has on the success factors of well-being interventions. An open discussion at the end of the workshop will summarise learning and insights from the case and well-being research. It will also give the opportunity to share experiences from participants and highlight questions and recommendations for future organisational well-being research and practice.

**WED 09:00 – 10:30 | Lord Sefton, Hedgehunter Bar**

Full Papers

**Session Chair: Lee Martin**

The Mediating Role of Person-Environment Fit in the Relation between Perceived Investment in Employee Development and Work Attitudes (835)

Jung, Yuhee; Takeuchi, Norihiko

Growing at work: performance effects of proactive employee efforts and resilient teams in agile projects (802)

Koch, Stefan; Rofcanin, Yasin

Need for achievement, ingratiation and promotability: A moderated-mediation study examining the moderating impact of organisation-based self-esteem (363)

Sibunruang, Hataya

**WED 09:00 – 10:30 | Lord Sefton, Box 5&6**

Developmental Papers

**Session Chair: Joanne Lyubovnikova**

The Motivation to Create: The Role of Goal Orientation and Leadership in Employee Creativity (476)

Saunders, Andrew; Wilson-Evered, Elisabeth

Linking Creativity and Job Performance: The role of Learning Goal Orientation and LMX (341)

Nyfoudi, Margarita; Shipton, Helen; Theodorakopoulos, Nicholas; Budhwar, Pawan



The Measurement of Goal-Striving Reasons and their Relevance for Employees in the Voluntary Sector (215)

Ehrlich, Christian; Lapworth, Louisa

Identifying overconfidence: what do core self-evaluations contribute? (526)

Stefanova, Simka Georgieva; Homberg, Fabian; Secchi, Davide

**WED 11:00 – 12:30** | Lord Sefton, Hedgehunter Bar

Full Papers

**Session Chair: Danielle Talbot**

Do high performance work practices promote positive employee attitudes or do they intensify work? (222)

Ogbonnaya, Chidiebere Ndukwe; Daniels, Kevin; Connolly, Sara; Van Veldhoven, Marc

New directions in Newcomer proactivity: Perceptions of performance, ego and social costs and benefits across different newcomer adjustment tactics (350)

Cooper-Thomas, Helena D; Stadler, Matthias J

Organization Service Climate, Psychological Capital and Organizational Citizenship Behavior (653)

Lee, Chun-Hsien; Hwang, Fang-Ming; Lin, Cho-Wei

**WED 14:00 – 15:30** | Lord Sefton, Hedgehunter Bar

Full Papers

**Session Chair: Joanne Lyubovnikova**

Transformation through Tension: Dysfunction to Performance (and vice versa) through Negative Affect in Teams (534)

Mitchell, Rebecca; Boyle, Brendan; Parker, Vicki; Giles, Michelle; Joyce, Pauline; Chiang, Vico

The Impact of Transformational Leadership on Employee Creativity: Mediating Roles of Interpersonal Trust and Psychological States (638)

Bahmannia, Somayehsadat; Karunanithi, Bharanitharan; H.C, Lin

Does Psychological Ownership Facilitate Middle-managers' Intrapreneurial Behaviour: The Mediating Role of Job Satisfaction (544)

Mustafa, Michael James; Martin, Lee; Hughes, Mathew

**WED 14:00 – 15:30** | Lord Sefton, Box 5&6

Developmental Papers

**Session Chair: Christopher Carter**

Psychological Capital and Career Mobility (669)

Brandt, Tiina Maria; Järlström, Maria

The role of line managers in the timing of employee retirement (599)

Davies, Eleanor; Dhingra, Katie; Stephenson, John

Social Media as a Medium for Online Coaching: The role of individual differences (397)  
Hanson, Jill; Thandi, Navdish; Lees, Dave

**WED 16:00 – 17:30** | Lord Sefton, Hedgehunter Bar  
Full Papers

**Session Chair: Jill Hanson**

Occupational Stress and Well-Being in the Underwater Mission Unit, Hellenic Coast Guard, Greece (807)  
Perrotis, Konstantinos; Cooper, Cary Lee; Cartwright, Susan; Ventouratou, Ritsa

Work Stress in the Nigerian Service Profession: Exploring Employees' Perspective of Effective Stress Management (461)  
Akanji, Babatunde Oluwatoyin

Validating the concept of Vitality at Work (VAW): A confirmatory study (603)  
Malik, Sania Zahra; MacIntosh, Robert; McMaster, Robert

**WED 16:00 – 17:30** | Lord Sefton, Box 5&6  
Developmental Papers

**Session Chair: Joanne Lyubovnikova**

A Social Network Approach to Flexing the Environment in Organizational Fit (740)  
Godrich, Stephen G

Competent Targets: The Role of Social Network Antecedents and Outcomes in Social Undermining Between Team Members (288)  
Sharma, Payal Nangia; Edinger, Suzanne

Teams in Units: Team Turnover and Team Effectiveness Outcomes in Health Care Services (912)  
Alalawi, Ebtesam Ismaeel; Costa, Ana Cristina; ALTahoo, Lamea

Clinical Human Factors: The Development of a New Approach to Patient Safety – a case study in an NHS Trust (718)  
Neal-Smith, Jane; Bartlett, Dean

**THURS 09:00 – 10:30** | Lord Sefton, Hedgehunter Bar  
Full Papers

**Session Chair: Jill Hanson**

A multilevel model of work-life: Examining the impact of Group Structure and Relational Job Design (418)  
Chang, Artemis

Fatigue and work life conflict in shiftworkers': The value of longitudinal research (176)  
Pisarski, Anne; Barbour, Jennifer

Describing work as meaningful: Towards a conceptual clarification (133)

Ghadi, Mohammed; Fernando, Mario; Caputi, Peter

**THURS 11:00 – 12:30** | Lord Sefton, Hedgehunter Bar

Full Papers

**Session Chair: Lee Martin**

Are We Making Sense of Sensemaking? (760)

Probert, Joana

The ISR and ESR Scales: Measures of the Project Manager-Stakeholder Relationship (383)

Mazur, Alicia Kate; Pisarski, Anne

**THURS 11:00 – 12:30** | Lord Sefton, Box 5&6

Developmental Papers

**Session Chair: Danielle Talbot**

Nothing but lone fighters? A case study of field service employees in the telecommunications industry (496)

Romeike, Philipp; Nienaber, Ann-Marie; Searle, Ros; Schewe, Gerhard

Investigating the Role of Trustworthy Behaviour for Organisational Trust (632)

Legood, Alison; Thomas, Geoff

Revisiting Perceived Organizational Support. An analysis from Symbolic Interactionism approach (826)

Gojny, Milena

**THURS 14:00 – 15:30** | Lord Sefton, Box 5&6

Developmental Papers

**Session Chair: Stephen Godrich**

When are I-Deals Ideal? Placing the Effects of Self-Serving, Other-Serving and Image-Serving Motivations between Proactive I-Deals and Supervisor Rated Outcomes (631)

Rofcanin, Yasin; Kiefer, Tina

Equity Perception and Communication Behaviour among Arab Expatriate Professionals in Saudi Arabia (938)

Hijazy, Muhammad

Academic-practitioner collaboration universities: Developing a new model for practice (803)

Waddington, Kathryn; Lister, Julie

## **Organizational Studies**

**Track Chairs: David Weir, David Bamber and Robert Price**

**WED 09:00 – 10:30** | Princess Royal Stand, Merryman Suite, Box 5&6

Developmental Papers

**Session Chair: Robert Price**

Ambidexterity in knowledge acquisition: A middle management exercise in firm administration (181)

Xiong, Jie; Su, Peiran

Let it Move: Toward a Theory of Dance and Organization (416)

Biehl-Missal, Brigitte; Fitzek, Herbert; Schoppe, Gudrun

Disentangling the paradox of the open-plan office: A discursive approach (572)

Ashkanasy, Neal M.; Ayoko, Oluremi B.; Waddell, Neal

**WED 11:00 – 13:00** | Earl of Derby, Aldaniti Bar

Full Papers

**Session Chair: David Weir**

Managing the explore-exploit tension: Building duality capabilities (146)

Sutherland, Fiona; Smith, Aaron C T; Gilbert, David

Exploring institutional complexity in Japanese MNEs (192)

Iwashita, Hitoshi

Organisational processes in a Commercial Laundry (273)

Weir, David Thomas

Turbulent times! Assessing bullying and negative behaviour at work among cabin crew in the UK airline industry (308)

Bloisi, Wendy; Neal-Smith, Jane

**WED 14:00 – 15:30** | Princess Royal Stand, Merryman Suite, Box 5&6

Developmental Papers

**Session Chair: David Bamber**

The Social Responsibility of Muslim Business Owners (778)

Bamber, David; Edwin, Cedric

Will institutional elements foster the formation of an isomorphic inter-organisation governance structure across an industry? (818)

Chan, Jin Hooi; Qi, Xiaoguang

Management by architecture? Designing 'new management' futures (841)

McAndrew, Claire; Marmot, Alexi

**WED 16:00 – 17:30** | Paddock Lodge, 1<sup>st</sup> Floor Back Room

Full Papers

**Session Chair: Robert Price**

Old habits die hard: A tale of two companies (316)

Amankwah-Amoah, Joseph

What is a project? Towards a new ontology for projects and project management (331)

Lewis, Bronwen

What lies beneath? Issues around the threats from homegrown terrorism (392)

Fischbacher-Smith, Denis; O'Neill, Vincent

**WED 16:00 – 17:30** | Princess Royal Stand, Merryman Suite, Box 5&6

Developmental Papers

**Session Chair: David Weir**

Strategy evolution, organizational change and competition (871)

Divarci, Anil; Usdiken, Behlul; Topaler, Basak; Kocak, Ozgecan

Steering organisations: clarifying the concepts of governance, management and administration (967)

Bor, Sanne

The Arab Spring: Effective Group Work in Complex & Uncertain Environments (980)

Tchelebi, Nadine Riad

**THURS 09:00 – 10:30** | Paddock Lodge, 1<sup>st</sup> Floor Back Room

Full Papers

**Session Chair: David Weir**

Financial institutions, opportunistic strategies and government debt guarantees: the moral debt perspective (721)

Guidi, Marco G.D.

Social impact measurement and non-profit organisations: compliance, resistance, and promotion (710)

Arvidson, Malin; Lyon, Fergus

Academics' trust in e-learning: framing adoption decision between institutionalism and individualism (1012)

Martins, Jorge Tiago; Baptista Nunes, Miguel

**THURS 11:00 – 12:30** | Paddock Lodge, 1<sup>st</sup> Floor Back Room

Full Papers

**Session Chair: Robert Price**

Weaving the threads of Organization Control: The Tapestry Metaphor for a Multi-Disciplinary Theory of Control (656)

Byers, Terri Lynne

Cultural intelligence: how it can serve people's goals (986)

Fragouli, Evangelia Elpidoforos

The effects of strikes in the South African gold mining industry on shareholder value (783)

Joosub, Tasneem; Coldwell, David; McClelland, David; Sartorius, Kurt

**THURS 14:00 – 15:30** | Paddock Lodge, 1<sup>st</sup> Floor Back Room

Full Papers

**Session Chair: David Bamber**

Non-domination, Contestation and Freedom: The Contribution of Philip Pettit to Democracy in Organizations (469)

Griffin, Martyn Andrew; Learmonth, Mark

Graduate Students Preferred Choice of Institution and Programme in a Nigerian University: Implications for Organizational Positioning (508)

Oladipo, Simeon Adebayo

Taking Control of a Near-fatal Incident: Trusting in Practice to Secure a Large High-risk Firm (546)

Ng, Wilson; Wylde, Allison

## **Organizational Transformation, Change and Development**

**Track Chairs: Sharon Williams and Catherine McCauley-Smith**

**TUES 15:30 – 17:00** | Queen Mother, Bechers Suite

Workshop

**Session Chair: Sharon Williams**

MOOC or not? – Transformation or Disruption in Higher Education (357)

Bobeva, Milena; Nordberg, Donald; Breitbarth, Tim

Massive open online courses (MOOCs) are the latest provisions for addressing the demand for knowledge of thousands of geographically dispersed learners. They build on experiences with correspondence courses, distance learning and online delivery and hold the promise for open scholarly education. MOOCs offer the opportunities for new commercial ventures and are recognised as disruptive innovation redefining the educational market and affecting the traditional business models of universities. They challenge accredited degree providers to establish strategies for dealing with this new market entrant, whilst sustaining quality standards, profitability and social responsibility. For Business Schools, the task for addressing the kaleidoscope of MOOC-related issues is a particularly pertinent agenda that brings together theory and practice in business, management and education.

This workshop seeks to foster understanding of MOOCs and generate ideas about a stream of work for addressing this phenomenon. It facilitates development of MOOC-focused research and enterprise networks.

**WED 09:00 – 10:30** | Princess Royal Stand, Merryman Suite, Box 1&2

Developmental Papers

**Session Chair: Joe Marshall**

Managing change in Higher Education Institutions: impact of the organizational structure (929)  
Sucozhanay Calle, Dolores Catalina; Machado Arévalo, María Antonia; De Witte, Karel; Euwema, Martin

Doping Scandals as Agents for Change: The benefits of corruption and trust violations (962)  
Byers, Terri Lynee; Gorse, Samantha Rachel

The big wheel stops turning: Resistance to change in an amusement park (244)  
Chapman, Anya; Hunter-Jones, Philippa

Extending the change field; the relevance of normative models (428)  
McCauley-Smith, Catherine; Williams, Sharon; Gillon, Anne Clare; Braganza, Ashley

**WED 11:00 – 13:00** | Princess Royal Stand, Merryman Suite, Box 11, 12&13  
Full Papers

**Session Chair: Anya Chapman**

Diversity and organizational change: what can institutional theory contribute to our understanding for a lack of radical change? (332)  
Evans, Christina

The Impact of changed organizational structures- on middle managers' perception of strategy and people management (723)  
Madsen, Mona Toft; Madsen, Henning

Organisational Change, Political Pressure and the Police in Northern Ireland (750)  
Murphy, Joanne

**WED 14:00 – 15:30** | Princess Royal Stand, Merryman Suite, Box 11, 12&13  
Full Papers

**Session Chair: Catherine McCauley Smith**

Learning to utilize learning opportunities at work differently: challenges for community health care nurses in the wake of a new reform (666)  
Olsen, Trude Hoegvold; Glad, Tone

Action Learning Interventions in the Disability Services Sector - A Case Study (107)  
Rosenbaum, David; More, Elizabeth; Steane, Peter

Social Support and Behavioral Support for Organizational Change: A study in Taiwan (165)  
Chou, Paul

**WED 16:00 – 17:30** | Princess Royal Stand, Merryman Suite, Box 1&2  
Developmental Papers

**Session Chair: Christina Evans**

Understanding the Sustainability of Organisational Change: A Critical-Processual Study of Systems thinking led change in the UK social housing sector (276)

Marshall, Joseph Murray

Elicitation of Business Process Requirements: Discovering Organisational Context (361)

Day, Jacqueline; Bobeva, Milena

The exploration of the conceptual links between sustainable lean and institutionalisation (320)

Hu, Qing; Williams, Sharon; Mason, Robert; Found, Pauline

Organisation Design: A cornerstone of competitive advantage, but where are we now? (399)

Wigham, Stuart John

**THURS 09:00 – 10:30** | Princess Royal Stand, Merryman Suite, Box 1&2

Developmental Papers

**Session Chair: Chris Bond**

Exploring boundary building, bridging and breaching in organization change: challenges confronting inter-organizational contexts (553)

Smart, Michael; Chan, Paul; Ziegler, Laurie

Managing Change Recipients in Time of Organizational Transformation: A Theoretical Framework (867)

Alhezzani, Yazeed; Braganza, Ashley

Managing change recipients throughout radical, planned organizational change (873)

Alhezzani, Yazeed; Braganza, Ashley

Board members' perceptions of the board's role in business development (211)

Fjellvær, Hilde; Olsen, Trude Hoegvold; Solstad, Elsa

**THURS 11:00 – 12:30** | Princess Royal Stand, Merryman Suite, Box 1&2

Developmental Papers

**Session Chair: Joanne Murphy**

Individual engagement with change in medical education: an institutional work perspective (515)

Moralee, Simon

The implementation of lean in the Chinese Healthcare System: Tier 3 hospital case study (1045)

Williams, Sharon; Wang, Yingli

The contribution of coaching to change in the UK National Health Service: A collaborative action research approach (139)

Gold, Jeff; Kelsey, Sarah; Owens, Anthony

Flow as a metaphor to promote transformation and change in Health Care (581)

Esain, Ann

**THURS 14:00 – 15:30** | Queen Mother, Box 14&15



Full Papers

**Session Chair: Catherine McCauley-Smith**

Resistance is Futile: Institutional Pressures and Reconciliation in new Technology Adoption (1031)  
Lamont, John; Hutchinson, Karise; Bolan, Peter; Simmons, Geoff

Networking in the digital economy: literature review of online communities (387)  
Iskoujina, Zilia; Ciesielska, Malgorzata; Roberts, Joanne; Li, Feng

Identifying critical success factors in a strategic change programme – preliminary findings from an energy sector case study (265)  
Neumann, Jan; Sloan, Diane; Robson, Andrew

**Performance Management**

**Track Chair: Vinh Chau**

**WED 09:00 – 10:30** | Paddock Lodge, 1<sup>st</sup> Floor Front Room

Full Papers

**Session Chair: Vinh Chau**

Organisational Context for Employee Ambidexterity and Employee Engagement: Towards Performance Improvement in Small and Medium-sized Manufacturing and Service Organisations (269)

Ajayi, Oluseyi Moses; Morton, Susan C.

Towards developing a theoretical framework for measuring successful career change among practitioners-turned-academics at Research Universities (763)

Mohd Rasdi, Roziah; Abu Bakar, Mohd Azrin Shah; Ismail, Maimunah

Analysis of the Organizational Corruption Effects for Shareholders Value (1024)

Mesquita, Jose Marcos; Miari, Renata; Daniel, Pardini

**WED 11:00 – 12:30** | Lord Sefton, Box 5&6

Developmental Papers

**Session Chair: Caroline Rowland**

Using four dimensions of organisational justice for informed interventions in performance management (706)

Nadeem, Sadia

Defining mega project success in Australian Defence: A relation-based framework for value co-creation with project stakeholders (540)

Chang, Artemis; Chih, Ying-Yi; Chew, Eng

Cost benefit analysis of neighbourhood community budgeting pilots: what does it add to public policy evaluation? (354)

Bovaird, Tony

Improving clinical access to mental health services in the NHS – the application of Lean thinking (470)

Cheng, Siu Yee; Bamford, David; Dehe, Benjamin; Duggan, Mary Duggan

**WED 16:00 – 17:30** | Paddock Lodge, 1<sup>st</sup> Floor Front Room

Full Papers

**Session Chair: Luisa Huaccho Huatuco**

Synthesising Strategic Performance Management Methodologies: Implications and a New Way for Public Sector Improvement (459)

Chau, Vinh Sum; Witcher, Barry J

Understanding third sector performance measurement: Preliminary reflections on a methodological mismatch (257)

Moxham, Claire

Intangibles in multilevel performance management (813)

Ekloef, Jan; Parmler, Johan; Adolphsson, Johan

**THURS 09:00 – 10:30** | Princess Royal Stand, Merryman Suite, Box 5&6

Developmental Papers

**Session Chair: Luisa Huaccho Huatuco**

Multidimensional performance measurement meets sustainability: a systematic review of the Sustainability Balanced Scorecard (872)

Hansen, Erik G.; Schaltegger, Stefan

The financial performance of the World's Most Ethical Companies: advantage in times of crisis (1057)

Carvalho, Ana; Areal, Nelson

"What effect, if any, has social media on dynamic capabilities?" (1006)

Knowles, Donna Jean

**THURS 11:00 – 12:30** | Princess Royal Stand, Merryman Suite, Box 5&6

Developmental Papers

**Session Chair: Donna Knowles**

Macroergonomics evaluation of a beer distribution process (430)

Marrero Oviedo, Michaellys; Huaccho Huatuco, Luisa D; Mejías Herrera, Sandra

Performance and Effectiveness in Higher Education Institutes: An Action Research Inquiry (985)

Fearon, Damian John; Bryde, David; Cotgrave, Alison

Management Control of Enterprise Security. An exploratory study on the scope, relevance and value contribution (909)

Harrer, Juergen; Wald, Andreas

**THURS 14:00 – 15:30** | Lord Sefton, Hedgehunter Bar

Full Papers

**Session Chair: Vinh Chau**

Performance Management: some considerations in overcoming dysfunctions of appraisal (370)  
Rowland, Caroline Ann; Hall, Roger David

Superiors' trustworthiness and organizational performance: An empirical study in the airline industry (917)

Wittmann, Xinhua; Schenker-Wicki, Andrea

Complexity transfer in supply chains: Further evidence from the field (664)

Huaccho Huatuco, Luisa D.; Smart, Janet; Calinescu, Anisoara; Sivadasan, Suja

## **Public Management and Governance**

**Track Chair: Dimitrios Spyridonidis**

**TUES 15:30 – 17:00** | Earl of Derby, Papillon Suite

Symposium

**Session Chair: TBC**

Does Workplace Aggression in the Public Sector Indicate Low Organisational Capability? (538)  
Plimmer, Geoff; Teo, Stephen T.T.; Cooper-Thomas, Helena; Silvester, Jo; Lees-Marshment, Jennifer; Forsyth, Darryl; Catley, Bevan; Liu, Sophia; Bentley, Tim; Brunetto, Yvonne; Farr-Wharton, Rod; Shacklock, Kate; Wilson, Jessie; Bryson, Jane

This symposium uses workplace aggression research as a lens through which to analyse the challenges facing governments, in particular the need to reconcile limited resources with rising demands for outcomes from more complex and diverse stakeholders. It looks at how entrenched socialisation behaviours and a reluctance to address problems might hold back change, how managers who have learnt to be good at controlling might have to unlearn bad habits, and how strong public sector job identity might both mitigate and tolerate bullying. This symposium should be of interest to state sector reformers struggling to move beyond sense making, to knowing what to do.

**WED 09:00 – 10:30** | Queen Mother, Bechers Suite

Full Papers

**Session Chair: TBC**

Is there an ethicist in the house? Corporate responsibility, management decisions, and the incubation of crises (394)

Fischbacher-Smith, Denis; Fischbacher-Smith, Moira

Managing risk and resilience to improve public outcomes: from organisationally-fixated to citizen-centred services (313)

Bovaird, Tony

Prevailing Trends in European Integration: Europeanization as Situation, Process, Mechanism and Content (243)

Howell, Kerry Edward

**WED 09:00 – 10:30** | Queen Mother, Box 5&6

Developmental Papers

**Session Chair: TBC**

Operational effectiveness in the emergency services; measurement in a reforming era (707)

Bateman, Nicola

Occupational sub-cultures and its link to organisational performance in the emergency services: A comparative account of ambulance & police services in the UK (240)

Wankhade, Paresh; Barton, Harry

Governor Experiences of Emergent Processes of Strategic Development within English Free Schools (373)

Mason, Phillip Lawrence

Evaluating the Performance of Public Services: Introducing The Evaluator's Comparison Framework (588)

Dadd, Deneise

**WED 11:00 – 13:00** | Queen Mother, Box 18&19

Full Papers

**Session Chair: Dimitrios Spyridonidis**

Institutional complexity in a fractured field: Heterogeneous logics in health care (390)

Herepath, Andrea Jane; Kitchener, Martin

An organized market? The case of Swedish primary health care (517)

Forsell, Anders; Noren, Lars

Misconduct resistance: The management of restricted drugs in the Western Australian public health service (368)

Pick, David; Issa, Theodora; Teo, Stephen

Seeing hospitals performance through a reputational lens: The West Midlands experiment (643)

Brown, David Michael; Lyddon, Phillip; Clark, Paula

**WED 14:00 – 15:30** | Queen Mother, Box 18&19

Full Papers

**Session Chair: Harry Barton**

Governance in non-profit organizations: Accountability for compliance or legitimacy? (303)

Coule, Tracey

The future of UK policing: Exploring the rationale behind the election of police and crime commissioners in November 2012 (365)

Barton, Harry; Albery, Dawn

Achieving Local Level Inclusive Governance in Bangladesh: An Arduous Journey (556)

As-Saber, Sharif N; Uzzaman, Wahed

**WED 14:00 – 15:30 | Queen Mother, Box 5&6**

Developmental Papers

**Session Chair: Dimitrios Spyridonidis**

Lean Deployment in Healthcare: a systematic literature review (395)

Papalex, Marina; Dehe, Benjamin; Bamford, David

Resilience in health services (593)

Breese, Richard Michael

Guidelines versus flexibility in healthcare management (726)

Moutinho Barbosa de Melo, Sara Monica; Beck, Matthias

Dealing with the hidden side of organisational life: Supporting NHS teams and clinicians in difficulty (787)

Sanders, Gail; Craig, Maxine

**WED 16:00 – 17:30 | Queen Mother, Box 18&19**

Full Papers

**Session Chair: Harry Barton**

Communication relationships, wellbeing and competence: Comparing public- and private-sector nurses in Australia and England (170)

Brunetto, Yvonne; Shacklock, Kate; Farr-Wharton, Rod

Characterising Iraq's Petroleum Fiscal Regime following the toppling of Saddam's Hussein Regime: Baghdad Service Contracts and Kurdistan Production Sharing Contracts (866)

Yacoub, Lorian

Deferred Model of Reality Perspective on Emergent Business Processes: Action Research at the Kuwait Ministry of Defence (147)

Al Sabah, Shamayel Ahmed; Patel, Nandish Vinubhai

**THURS 09:00 – 10:30 | Queen Mother, Box 7&8**

Developmental Papers

**Session Chair: TBC**

Customer-Oriented Public Management: A Model for Co-Creating Services (167)

Fowlie, Julie; Wood, Matthew

“The prediction of emerging middle managerial competencies, within the context of Welsh Local Authorities” (247)

Evans, Sarah Elizabeth; Davies, Leslie

Why Do We Fail in Policy Making in Communities? Some Empirical Analyses Based on Residents' Satisfaction Survey Data in Japan (347)

Oe, Hiroko; Yamaoka, Yasuyuki

**THURS 11:00 – 12:30** | Queen Mother, Bechers Suite

Full Papers

**Session Chair: TBC**

Benefit Realisation from Public Projects: A Theoretical Framework for the Quality of Target Benefits (145)

Chih, YingYi; Zwikael, Ofer

Career Ambition and Performance in the Public Sector (216)

Bui, Hong; Secchi, Davide; Nguyen, Quy Thanh; Mai, Trong Nhuan

Retirement in a global labor market: A call for abolishing the fixed retirement age (299)

Baruch, Yehuda; Sayce, Susan; Gregoriou, Andros

**THURS 14:00 – 15:30** | Queen Mother, Box 18&19

Full Papers

**Session Chair: TBC**

“Structured by Rules – Management beyond the hierarchy in Public Sector Networks” (742)

Jones, Brian Mervyn; Karami, Azhdar; Nikolopoulos, Kostas

Financial Economics of Municipal Solid Waste Management: Some theoretical insights and empirical evidence from a Spanish context (790)

Chamizo-Gonzalez, Julian; Cano-Montero, Elisa Isabel; Muñoz-Colomina, Clara Isabel; D'Silva, Kenneth Edgar

Influences on collective co-production of public services: which citizens most participate in complex governance mechanisms? (310)

Bovaird, Tony; van Ryzin, Gregg; Loeffler, Elke; Parrado, Salvador

**THURS 14:00 – 15:30** | Queen Mother, Box 5&6

Developmental Papers

**Session Chair: TBC**

Benefits Realisation Management, Project Management and Management Theory (745)

Breese, Richard Michael

Effects of Task, User, and Information Management System Characteristics on Task-Technology Fit: A Field Study in Turkish Private Hospitals (875)

Bozaykut, Tuba; Kuyucu, Esra; Pinar, Ibrahim

Management of EU cross-border funds in Central Europe: An Evaluation of Policy Effectiveness in the Polish-Slovak Border Region (969)

Roman-Kamphaus, Urszula Zofia

## Research Methodology

Track Chair: Bill Lee

**TUES 15:30 – 17:00** | Lord Sefton/Earl of Derby, Saddle Bar

Symposium

**Session Chair: TBC**

The Crisis in Management Scholarship: Is Design Science a Way Out? (406)

Romme, Georges; Denyer, David; Avenier, Marie-José; Hodgkinson, Gerard P.; Starkey, Ken; Pandza, Krsto; Worren, Nicolay

Management scholarship is currently facing a legitimacy crisis, constituted by the substantial gap between academia and management practice, the absence of new theories and ways of thinking about organizations, and the inconvenient truth that MBA graduates have played critical roles in the global financial and economic crisis. One way to address this legitimacy crisis is to reconsider the purpose and nature of management and organization studies in terms of a design (science) discipline. As such, the design science perspective currently emerging has recently been extensively discussed in several journal publications. This symposium will bring together a group of scholars that share the aspiration of developing management research into a design science, but have also taken different positions on the applicability and philosophical underpinnings of design science. The key question addressed is whether and how design science provides a way out of our legitimacy crisis.

**WED 09:00 – 10:30** | Lord Sefton/Earl of Derby, Saddle Bar

Full Papers

**Session Chair: Stefanie Reissner**

A gentle introduction to the utility of multivariate relative importance analyses using the example of temporary agency workers' proactive behaviours (351)

Cooper-Thomas, Helena D; Stadler, Matthias J; Paterson, Nicole

Sign value production in marketing imagery: a semiotic approach to understanding the cultural contexts of visual signification (1023)

Doherty, Paul Bernard; Hines, Tony

Neuroscience tools in management research: Extending organizational research to new questions (231)

Cunningham, Quinn W.; Narayanan, Vadake; Schultheis, Maria T

**WED 09:00 – 10:30** | Earl of Derby, Box 3&4

Developmental Papers

**Session Chair: Viktor Dörfler**

Mixed Methods Research: Doctoral Supervisor and Student Perspectives (814)  
Clarkson, Gail; Jackson, Nick

Mixed Method Research: The Dilemma of Quantitative or Qualitative Methods (957)  
Clark, Murray C

Reckoning the future: identity-by-numbers (128)  
Butler, Clare

Extending e-research: engaging with the visual in web 2.0 data (317)  
Pritchard, Katrina; Whiting, Rebecca

**WED 11:00 – 12:30** | Lord Sefton/Earl of Derby, Saddle Bar  
Workshop

**Session Chair: TBC**

Cognitive causal mapping with CMAP3: research designs and techniques (166)  
Laukkanen, Mauri O.

Cognitive causal mapping has become widely used especially in management and organization cognition (MOC) research. This workshop's focus is *comparative causal mapping* (CCM) methods for aggregating and/or comparing several actors' knowledge/belief patterns in terms of substantive content or structural similarity/dissimilarity with descriptive, evocative or hypothesis testing research objectives. The workshop gives first an overview of the conceptual underpinnings and methodological issues in CCM. Second, it walks through the main stages in two CCM cases, using computerized techniques for data acquisition, processing and analysis based on CMAP3, a specific CCM-software application for Windows. The workshop concludes with an interactive discussion of different CCM-approaches, their pro and con issues, and the participants' experiences and issues about CM/CCM methods. The participants can download the CMAP3 application and its support documents, without cost, either at the workshop or earlier, using the CMAP3 website.

**WED 14:00 – 15:30** | Lord Sefton/Earl of Derby, Saddle Bar  
Workshop

**Session Chair: TBC**

Discovering the value in using Leximancer for complex qualitative data analysis (255)  
Gapp, Rod Peter; Stewart, Heather-Jane; Harwood, Ian A; Woods, Phillip

Advocates of qualitative research are often challenged to justify their choice of method both as a consequence of history and the inherent nature of qualifying as opposed to quantifying. Verifying qualitative research is seen as a way of removing some of the angst by promoting completeness, trustworthiness and reliability. Computer programmes are widely used in quantitative research and less so by qualitative researchers because of the complexity of analysis required. Recent improvements in Computer-Assisted Qualitative Data Analysis (CAQDAS) software design, if used correctly, has the "ability to support the research process" (Corbin and Strauss, 2008). A critical aspect that must be addressed by those working with qualitative software tools is rigour of process rather than seeing technology as a short cut or quick fix. If this approach is not held true than the outcome of an incomplete process is a threat to the field of qualitative research itself.



This experiential workshop advocates the use of Leximancer to provide a 'fresh set of eyes' that assists in issues of human preconceptions, and it aids in building verification and trustworthiness into qualitative research.

**WED 16:00 – 17:00** | Lord Sefton/Earl of Derby, Saddle Bar

Full Papers

**Session Chair: Mark Saunders**

"Pushed beyond my comfort zone": Conducting qualitative research for the first time (253)  
Cassell, Catherine

International Postgraduates' Research Experiences: Learning from a Reflective Case (149)  
Sharp, Peter John

**WED 16:00 – 17:30** | Earl of Derby, Box 3&4

Developmental Papers

**Session Chair: Gail Clarkson**

Is anybody listening, does anybody care? The value of reflective journals as a source of qualitative data (811)

Lee, Amanda; Mills, Sophie

Idiographic Explanatory Phenomenology: A Contextualist Approach to Elucidating Experiences (646)

Stierand, Marc Benjamin; Dörfler, Viktor

Research design in the context of grounded theory: the role of research philosophical position (830)

Aminian, Elika; Kirkham, Richard; Fenn, Peter

Qualitative research - making a difference to service quality within the equine industry (252)

Will, Valerie; Greener, Jacqui

**THURS 09:00 – 10:30** | Lord Sefton/Earl of Derby, Saddle Bar

Full Papers

**Session Chair: Murray Clark**

Glocalization: Challenges for qualitative researchers (439)

Cassell, Catherine; Lee, Bill

Exploring ethnographic methods in the study of M&A (652)

Schnurr, Noelia-Sarah; Teerikangas, Satu

Quality in Case Study Research (267)

Farquhar, Jillian; Michels, Nicolette

**THURS 11:00 – 12:00** | Lord Sefton/Earl of Derby, Saddle Bar

Full Papers

**Session Chair: Catherine Cassell**

Researching Bullying, Harassment and Discrimination with Lesbian, Gay and Bisexual Employees in Britain: The Value of a Mixed Methods Approach (386)  
Lewis, Duncan; Hoel, Helge; Einarsdottir, Anna

The prevalence and implications of differing research methodology conceptions among business and management academics (168)  
Saunders, Mark; Bezzina, Frank

**THURS 11:00 – 12:30** | Earl of Derby, Box 3&4  
Developmental Papers

**Session Chair: Bill Lee**

Using Ethnomethodologically Informed Ethnography to investigate North Sea Oil and Gas Workers Sense of Safety: a Real-world Approach (199)  
Anderson, Tom

Mobile ethnography as an emerging research method (930)  
Muskat, Matthias; Muskat, Birgit; Zehrer, Anita; Johns, Raechel

Linking autoethnography and identity theory to make sense of power abuses by cabin crews (754)  
Raftopoulou, Effi; Lindebaum, Dirk

Crossing the bridge – an exercise in autoethnography (1054)  
Doherty, Daniel

**THURS 14:00 – 15:30** | Earl of Derby, Box 3&4  
Developmental Papers

**Session Chair: Marc Stierand**

Towards a Reflexive Review of Quality Criteria in Process Research (942)  
Marshall, Joseph Murray

Risking it all for research: Fieldwork in socially, physically & emotionally hostile environments (462)  
Holt, Diane; Downey, Hilary; Murphy, Joanne

Front-stage and back-stage in focus groups (901)  
Johnson, Jennifer Jane

**Strategy**

**Track Chairs: Efthimios Poulis and George Burt**

**WED 09:00 – 10:30** | Queen Mother, Box 12&13  
Full Papers

**Session Chair: TBC**

Temporary Employment Contracts and the Application of Real Options in the Irish Third Level Academic Sector (219)

Briody, Anthony; Brady, Malcolm

The Process of Resource Acquisition, Accumulation and Development (261)

McGuinness, Martina; Sminia, Harry

The Power Network Concept A Concept for Strategy in a Global Network Economy (973)

Taureck, Pia Christin; Sadrieh, Abdolkarim

**WED 09:00 – 10:30** | Queen Mother, Box 7&8

Developmental Papers

**Session Chair: Gary Graham**

Scenario planning for SME Innovation: a multi-level approach (922)

Tapinos, Efstathios

Ready-made scenarios (446)

Pyper, Neil Forbes; Tapinos, Efstathios

Relooking foreign direct investments versus domestic investments from a strategic investment decision making perspective (278)

Soh, Li Khee; Carr, Chris

Strategy Identification for Increasing Alumni Engagement in a UK University (398)

Dumitru, Sonia Alexandra; Bamford, David; Dehe, Benjamin

**WED 11:00 – 12:30** | Queen Mother, Box 12&13

Full Papers

**Session Chair: Malcolm Brady**

The Strategic Prototype “Crime Bridge” and the Science/Science Fiction behind it (159)

Graham, Gary; Oberg, Christina

Identifying Functions and Characters for Science Fiction Prototyping (565)

Bell, Frances; Fletcher, Gordon; Greenhill, Anita; Griffiths, Marie; McLean, Rachel

Flux, flow and relationality in lived time and space: Foresightful thinking with scenario planning (264)

Burt, George

**WED 11:00 – 12:30** | Queen Mother, Box 7&8

Developmental Papers

**Session Chair: Martin Gareth Rhisiart**

Is the mirroring hypothesis dynamic? Extending the mirroring hypothesis via transaction cost economics and real options perspectives (494)

Burton, Nicholas; Galvin, Peter

Stakeholder saliency dynamics in strategic ICT projects: Appreciative systems perspective (509)

Alghaith, Taghred Mohammed; Brown, David; Worthington, Dave

Managing Environmental Complexity for Competitive Advantage (555)

Tuncdogan, Aybars I.; van den Bosch, Frans A. J.; Volberda, Henk W

**WED 14:00 – 15:30 | Queen Mother, Box 12&13**

Full Papers

**Session Chair: Kent Springdal**

Dynamic capabilities in the Australian Snack Food Manufacturing Industry: An exploratory case study (234)

Dekker, Naerelle; Ambrosini, Veronique

Evolution of dynamic capabilities in low velocity industries – A case study of European shipbuilding industry (302)

Springdal, Kent; Maljugin, Anton; Martha, Mador

Commonalities and specificities of dynamic capabilities: a mixed method study of UK high-tech SMEs (596)

Senaratne, Chaminda; Wang, Catherine L.

**WED 14:00 – 15:30 | Queen Mother, Box 14&15**

Full Papers

**Session Chair: TBC**

An Empirical Research on how Middle Management Behaviours influence the Creation and Development of Contextual Ambidexterity (193)

Awojide, Oladipo; Hodgkinson, Ian R; Ravishankar, M.N

Dynamic Capabilities and the Middle Manager. Theoretical underpinnings and future prospects (339)

Christodoulou, Ioannis; Poulis, Konstantinos; Poulis, Efthimios

Middle Managers' Ambidexterity: Individual and Situational Considerations (422)

Wang, Ruifang; Gibbons, Patrick

**WED 16:00 – 17:30 | Queen Mother, Box 12&13**

Full Papers

**Session Chair: Veronique Ambrosini**

Competitive Intelligence for the pharmaceutical industry: the case of Greece (977)

Fragouli, Evangelia Elpidoforos

A Primer to Resolving Strategic Dissonance Through Sense-Making and Intelligence: An Introduction to Project Intelligence (1002)  
Kennedy, Lorna Vanessa

Information Sharing, Ordinary Capabilities and Firm Performance (671)  
Song, Moxi; Wu, Wei-ping; Chan, Allan

**WED 16:00 – 17:30** | Queen Mother, Box 14&15

Full Papers

**Session Chair: Ioannis Christodoulou**

Thinking and Acting Through the Conundrum: Futures Literacy for Strategic Agility (249)  
Rhisiart, Martin Gareth; Miller, Riel; Brooks, Simon

Capabilities for Making Green Service Delivery: The Roles of Environmental Adaptability and Innovativeness (251)

Wong, Christina WY; Wong, Chee Yew; Boon-itt, Sakun

**THURS 09:00 – 10:30** | Queen Mother, Box 12&13

Full Papers

**Session Chair: Efstathios Tapinos**

Exploring micro-practices during strategy development (369)  
Meadows, Maureen; O'Brien, Frances

Third Party IT Provision in UK SMEs: An Improvisational Strategy Perspective (420)  
Hamamra, Ammar; Brown, David H.; Devadoss, Paul

Time your strategies carefully: when to communicate strategic intentions during M&A (497)  
Angwin, Duncan; Meadows, Maureen; Yakis-Douglast, Basak

**THURS 11:00 – 12:30** | Queen Mother, Box 12&13

Full Papers

**Session Chair: Evangelia Elpidoforos Fragouli**

Broad street and main street.....for better or for worse? (531)  
Fashola, Olushola Ibikunle

Context, Interventions, Mechanisms and Outcomes of collaboration and competition between organisational units in multibusiness organisations - a review of the literature (1029)

Chambers, Morgan; Pilbeam, Colin

Realigning the manufacturing priorities of SMEs as result of the 2008 UK economic downturn (620)

Sainidis, Eustathios; Robson, Andrew; Heron, Graeme

**THURS 11:00 – 12:30** | Queen Mother, Box 7&8

Developmental Papers

**Session Chair: Christina Wong**

Reputational risk management: Is it important for corporate strategy? (636)  
Gaudenzi, Barbara; Confente, Ilenia

Quantitative studies on exploration and exploitation: A literature review on operationalization and future agenda (651)  
Su, Peiran

Combining entrepreneurial and market orientation: Towards an integrative strategic orientation typology (730)  
Balodi, Krishna Chandra; Basu, Shubhabrata

**THURS 14:00 – 15:30** | Queen Mother, Box 12&13  
Full Papers

**Session Chair: Peter Galvin**

Sectoral Characteristics and Non-Market Strategy (641)  
Rajwani, Tazeeb; Lawton, Thomas; Lindeque, Johan; McGuire, Steven

Toward a Tentative Strategy Implementation Model (865)  
Aboutalebi, Reza; Tan, Hui

How organizational boundary choices impact capability development (879)  
Galvin, Peter; Tywoniak, Stephane

**THURS 14:00 – 15:30** | Queen Mother, Box 7&8  
Developmental Papers

**Session Chair: Harry Sminia**

Frugal Innovation and Reverse Innovation: Imperative in the Global Business (836)  
Hossain, Mokter; Simula, Henri

Surviving a Stormy Night or Building Dynamic Capabilities in Turbulent times (853)  
Stoyanova, Veselina

Strategy Implementation in KSA SME's: An Integrative Framework (989)  
Alhilou, Moataz Mohidine

**Strategy as Practice**

**Track Chair: Mike Zundel**

**WED 09:00 – 10:30** | Princess Royal Stand, Merryman Suite, Box 9&10  
Developmental Papers

**Session Chair: Kai Kaufmann**

Institutional Work as Discursive Practice (883)

Fahy, Kathryn Mary; Moisander, Johanna

Strategy as an institutionalized ethical practice (936)

Moisander, Johanna; Horst, Sven-Ove; Hirsto, Heidi

Creating the currency of institutional change: understanding and developing shared value in the strategic integration of home improvement services (477)

Cooper, Simon James Lloyd

Institutional work: a historical review (681)

Belfrage, Claes; Holt, Robin; Zundel, Mike

**WED 11:00 – 12:30** | Princess Royal Stand, Merryman Suite, Box 9&10

Developmental Papers

**Session Chairs: Tamim Elbasha**

Strategising in multiple ways (576)

Larsen, Mette Vinther; Madsen, Charlotte Oeland; Rasmussen, Joergen Gulddahl

Strategy-as-Practice in Small Business: A Structurationist View (301)

Petts, Nigel

Strategizing amongst peers: exploring tactics in 'leaderless teams' (899)

Sklaveniti, Chrysavgi; Mackay, David John

Business Process Agility as a Strategic Capability (953)

Osagie, Isimemeh

**WED 14:00 – 15:30** | Paddock Lodge, 1<sup>st</sup> Floor Back Room

Full Papers

**Session Chair: Chrysavgi Sklaveniti**

Institutionalizability as recursion (528)

Kaufmann, Kai P

A Synthetic Strategy Implementation Model (869)

Aboutalebi, Reza; Tan, Hui

A Dynamic Practice-Based Approach to Business Model Construction in Turbulent Environments (827)

Chandrasekara, Kasun; Harrison, Richard

**THURS 11:00 – 12:30** | Paddock Lodge, 1<sup>st</sup> Floor Front Room

Developmental Papers

**Session Chair: Mette Vinther-Larsen and Joergen Gulddahl Rasmussen**

Organizational Citizenship Behaviour and Strategy Performance: The mediating role of reward mechanisms on middle manager strategizing (162)

Thomas, Lisa; Ambrosini, Veronique; Hughes, Paul

Who is a Middle Manager - and does it matter? (615)

Day, Lisa

An investigation into the issues and perceived performances within healthcare new infrastructure development process (218)

Dehe, Benjamin; Bamford, David

Strategy-making practices and strategists' identities: relational dimensions enquiry (639)

Baranova, Polina

**THURS 14:00 – 15:30** | Princess Royal Stand, Merryman Suite, Box 7&8

Developmental Papers

**Session Chair: Lisa Day**

Strategy Practices and the Realization of Strategy and Performance (266) Sminia, Harry;

McGuinness, Martina

Advancing SaP research: the use of ethno-methods to study front-line employees (843)

Elbasha, Tamim; Best, Katie A

Tactics as a turbulent mode of strategizing on the move: An alternative review of the literature (918)

Mackay, David John; Zundel, Mike

## **Sustainable and Responsible Business**

**Track Chair: Peter Stokes**

**WED 09:00 – 10:30** | Earl of Derby, Papillon Suite

Full Papers

**Session Chair: Peter Stokes**

An inquiry into the logic of sustainability in business (289)

Ivory, Sarah Birrell; MacKay, Brad

Corporate Social Responsibility: Review and Roadmap of Theoretical Perspectives (607)

Frynas, Jędrzej George; Yamahaki, Camila

A prospect of making a difference? Management's ethical freedom in corporate social responsibility utilizations: A conceptual model (295)

Coldwell, David, Alastair; Joosub, Tasneem; Callaghan, Chris; Maroun, Warren; Papageorgiou, Elmarie

**WED 11:00 – 12:30** | Earl of Derby, Papillon Suite

Full Papers

**Session Chair: Peter Stokes**



Carroll's pyramid of CSR is upside down! (1061)  
Baden, Denise

Towards an ethical and responsible business! A theoretical review (1046)  
Momtazian, Legha

Don't give up: Exploring teaching perspectives of CSR educators (535)  
Stewart, Heather-Jane; Gapp, Rodney Peter

**WED 11:00 – 12:30** | Princess Royal Stand, Merryman Suite, Box 3&4  
Developmental Papers

**Session Chair: Simon Brooks**

Understanding the relationship between CSR and employee engagement (657)  
Skritsovali, Konstantina; Hines, Anthony A

What triggers corporate sustainability? (563)  
Hörisch, Jacob; Schaltegger, Stefan

Framing social protection through social innovation - exploring case studies from sub-Saharan African social purpose ventures (650)  
Holt, Diane; Littlewood, David

Understanding the implementation of social standards in global supply chains: a multi-level analysis (699)  
Soundararajan, Vivek

**WED 14:00 – 15:30** | Earl of Derby, Papillon Suite  
Full Papers

**Session Chair: Simon Brooks**

Neglected sustainability issues in product development and financial investing: The case of path dependence and lock-in threats to biodiversity use and conservation (619)  
Briggs, Maxwell James

Transcending the debate: What motivates the comprehensive implementation of Corporate Social Responsibility? (507)  
Iatridis, Kostas; Kesidou, Effie

Organisational learning and environmental performance (614)  
Dahlmann, Frederik; Brammer, Stephen

**WED 16:00 – 17:30** | Earl of Derby, Papillon Suite  
Full Papers

**Session Chair: Simon Brooks**

Corporate Social Responsibility Practice in Accounting Firms: Evidence from China (374)  
Guo, Xin; Wang, Tongtong

Ecopreneurial Business Models: Creating value out of disvalue (697)  
Jolink, Albert; Niesten, Eva

Mary Parker Follett: Informing Sustainable Capitalism and Corporate Social Responsibility (752)  
Mawer, Susan; Crotty, Jo

**THURS 09:00 – 10:30** | Queen Mother, Box 18&19

Full Papers

**Session Chair: Paul Caulfield**

Is Belgium lagging behind in sustainability management? An international empirical analysis (103)  
Crutzen, Nathalie; Hörisch, Jacob

Group effects on individual attitudes toward social responsibility (396)  
Secchi, Davide; Bui, Hong

Impacts of Mining Industry in Chile: Perceptions of Managers and Multistakeholders (378)  
Viveros, Hector; Gollan, Paul

**THURS 09:00 – 10:30** | Princess Royal Stand, Merryman Suite, Box 9&10

Developmental Papers

**Session Chair: Peter Stokes**

Become a responsible manager by watching TV (799)  
Towers, Ian; Ternès, Anabel

What does it mean to be responsible? A case study of Business in the Community (766)  
Cromie, Sarah

Responding to the EU Emissions Trading Scheme: An empirical analysis of corporate carbon disclosure strategy (848)  
Yang, Jessica Hong; Liu, Stephanie Yang

Making a difference in corrupt countries: a case study of Serbian small businesses using a business responsibility perspective (928)  
Harper, Donna; Bamber, Dave

**THURS 11:00 – 12:30** | Princess Royal Stand, Merryman Suite, Box 9&10

Developmental Papers

**Session Chair: Paul Caulfield**

The extent to which different elements and practices of environmental management affects environmental performance (978)  
Frost, Adam Robert

From Social Media Advocacy to Stakeholder Communities (964)  
Shibib, Walid; Josserand, Emmanuel

Social Responsibility and Reputation: An economic theory perspective (995)  
Jain, Tania

The performance of sustainability: considering delegation and immutability (375)  
Allen, Stephen; Fahy, Kathryn