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Exhibitors and Sponsors

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BAM 2013 Conference Committee / Key to Badges 2013
BAM 2013 Conference Committee

Jacky Holloway, University of Northampton Business School, University of Northampton
Ossie Jones, Liverpool University Management School, University of Liverpool
Mike Zundel, Liverpool University Management School, University of Liverpool
Monika Narvydaite, BAM

Who’s Who Key to badges

In order to recognise who other delegates are at the conference, we have used the following colour coded badges:

- **BLUE**  CONFERENCE DELEGATE
- **RED**  COUNCIL MEMBER
- **GREEN**  FELLOW
- **BLACK**  TRACK CHAIR
- **WHITE**  EXHIBITOR
- **YELLOW**  CONFERENCE ORGANISER
Welcome to BAM 2013

The British Academy of Management (BAM) and University of Liverpool Management School are delighted to welcome you to the 27th annual BAM conference. The conference theme ‘managing to make a difference’ invites Academy members to reflect on whether and how we can make a difference. Faced with the increased demand to justify academic work in times of austerity and under the impress of a number of major managerial failures with far-reaching effects for employees, investors and society at large, questions related to the contribution of academic work in business and management have become immensely important. At the same time, however, we have witnessed a growing body of actionable knowledge, innovative teaching pedagogies, and critical reflections which demonstrates the vibrancy of intellectual contributions to business and management. We have also received record numbers of submissions to this year’s conference indicating that the Academy is full of life and capable of doing more than just ‘managing’ to make a difference.

The BAM conference continues to provide a format for challenging discussions and we are delighted to announce a diverse portfolio of conference tracks, paper development workshops and a highly popular doctoral symposium. We commence our discussions with a plenary speech by Professor Roy Suddaby, editor of the Academy of Management Review. Roy is a leading figure in reconsidering the importance of ‘work’ in institutional theory which is closely concerned with questions of how we can make a difference.

However, as the ancient Greeks already knew, the discussion of serious ideas is best done in in the format of a symposium which combines the intellectual with the social. We therefore invite you to join us at the ‘welcome to Liverpool’ reception at Aintree Racecourse, the conference venue and to the gala dinner in Liverpool’s stunning Anglican Cathedral.

During your stay we hope you take the opportunity to explore Liverpool’s many social, cultural and historical attractions as well as its characterful pubs and exciting shopping venues. At the beginning of the nineteenth century almost half of the world’s trade moved through Liverpool and it was described as the ‘second city of Empire’ by Benjamin Disraeli. From the era of mercantile splendour, Liverpool fell into serious social and economic decline during the 1970s and 1980s. Over the past 10 years, £5 billion of investment have transformed the City Region for both tourism and business visitors, yet it firmly retains the character and charm for which it is internationally famous.

Today, Liverpool is a thriving, stylish, cosmopolitan and vibrant city renowned for its maritime history, passion for music, the arts, culture and sport. Liverpool was awarded the prestigious UNESCO World Heritage Status in 2004, and just four years later enjoyed one of the most successful ever European Capital of Culture years when it held the title in 2008. The City has an unbeatable variety of world class museums, galleries and theatres, as well as stunning architecture and a spectacular waterfront.

Organising a large conference like BAM2013 is a huge team effort and we close with thanks to all involved - Track, SIG and PDW organisers, reviewers, conference participants, our sponsors, BAM Executive and conference committee, and the Liverpool and BAM conference teams for working so hard this year. We wish you a stimulating and enjoyable conference.

Jacky Holloway, University of Northampton Business School, University of Northampton
Ossie Jones, Liverpool University Management School, University of Liverpool

2013 CONFERENCE CO-CHAIRS

Mike Zundel, Liverpool University Management School, University of Liverpool

2013 CONFERENCE ORGANISING GROUP
# Conference Schedule

## TUESDAY 10TH SEPTEMBER

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>08:00-18:00</td>
<td>Conference Registration Open</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>08:30-10:00</td>
<td>New Members’ Welcome Breakfast</td>
<td>Lord Sefton, Sunloch</td>
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<td></td>
<td>By invitation only</td>
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<td></td>
<td>Sponsored by Wiley</td>
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<tr>
<td>10:00-12:00</td>
<td>Fellows Session: Research Reflections from the Fellows and Future Research Prospects for BAM members</td>
<td>Earl of Derby, Papillon Suite</td>
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<tr>
<td>10:00-12:00</td>
<td>Professional Development Workshops:</td>
<td>Aintree Racecourse</td>
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<td></td>
<td>Sponsored by The Higher Education Academy (HEA)</td>
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<tr>
<td></td>
<td>Project Planning for Doctoral Students and Early – Career Academics (PDW 1: 206)</td>
<td>Lord Sefton/Earl of Derby, Saddle Bar</td>
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<tr>
<td></td>
<td>The Business School as a Learning Organisation – What are the competencies for academic staff to address future teaching and learning needs? (PDW 3: 863)</td>
<td>Queen Mother, Box 12 &amp; 13</td>
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<tr>
<td></td>
<td>Working with the UN Principles of Responsible Management Education (PRME) (PDW 4: 896)</td>
<td>Lord Sefton, Hedgehunter Bar</td>
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<td></td>
<td>Working with ‘identity’: An overview of a diverse field (PDW 5: 1030)</td>
<td>Earl of Derby, Red Rum Bar</td>
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<td></td>
<td>Using Case Studies: Bringing the real world into your classroom (PDW 6: 1059)</td>
<td>Earl of Derby, Aldini Bar</td>
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<td></td>
<td>Innovation in Business Schools (PDW 7: 1060)</td>
<td>Queen Mother, Bechers Suite</td>
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<td></td>
<td>Developing Reviewing Skills for Early Career Academics and Doctoral Students (PDW 8: 1063)</td>
<td>Lord Sefton, Reynoldstown Bar</td>
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<tr>
<td></td>
<td>What do marketing practitioners want from academics? – Shaping a future collaboration between BAM and the Chartered Institute of between BAM and the Chartered Institute of Marketing (PDW 9: 1066)</td>
<td>Queen Mother, Valentine Suite</td>
</tr>
<tr>
<td>10:00-12:00</td>
<td>The British Library and CMI – joint workshop:</td>
<td>Queen Mother, Box 18 &amp; 19</td>
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<td></td>
<td>Demonstrating impact – issues and potential solutions</td>
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<tr>
<td>12:00-13:30</td>
<td>Lunch Available</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>13:30-15:00</td>
<td>OPENING PLENARY: Re-theorizing the corporation: What corporations really do.</td>
<td>Lord Sefton, Sunloch</td>
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<td></td>
<td>Keynote Speaker: Professor Roy Suddaby</td>
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<td></td>
<td>Including the Announcement of New Fellows and the Richard Whipp Lifetime Achievement Award Ceremony</td>
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<tr>
<td>15:00-15:30</td>
<td>Refreshment Break</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>15:30-17:00</td>
<td>CONFERENCE SESSION 1</td>
<td>Lord Sefton, Box 1 &amp; 2</td>
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<td>Publications Sub-Committee Meeting</td>
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<td></td>
<td>By invitation only</td>
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<td></td>
<td>SIG Meetings (Also at other times during the event):</td>
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<td></td>
<td>Inter-Organizational Collaboration: Partnerships, Alliances and Networks</td>
<td>Earl of Derby, Box 3 &amp; 4</td>
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<td></td>
<td>Knowledge and Learning</td>
<td>Queen Mother, Box 18 &amp; 19</td>
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<td></td>
<td>Strategy as Practice</td>
<td>Queen Mother, Box 16 &amp; 17</td>
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<td></td>
<td>Sustainable and Responsible Business</td>
<td>Earl of Derby, Box 5 &amp; 6</td>
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<tr>
<td>17:15-18:15</td>
<td>SIG Meetings (Also at other times during the event):</td>
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<td></td>
<td>Corporate Governance</td>
<td>Queen Mother, Box 14 &amp; 15</td>
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<td></td>
<td>eBusiness and eGovernment</td>
<td>Earl of Derby, Box 5 &amp; 6</td>
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<td></td>
<td>Entrepreneurship</td>
<td>Earl of Derby, Red Rum Bar</td>
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<td></td>
<td>Gender in Management</td>
<td>Queen Mother, Box 12 &amp; 13</td>
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<td></td>
<td>Human Resource Management</td>
<td>Lord Sefton, Corbiere Suite</td>
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<tr>
<td>Time</td>
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<tr>
<td>08:00-18:00</td>
<td>Conference Registration Open</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>09:00-10:30</td>
<td><strong>CONFERENCE SESSION 2</strong></td>
<td>Aintree Racecourse</td>
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<tr>
<td>09:00-10:30</td>
<td><strong>BJM Board Meeting</strong></td>
<td>Paddock Lodge, Ground floor Front Room</td>
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<tr>
<td>10:30-11:00</td>
<td>Refreshment Break</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>11:00-12:30</td>
<td><strong>CONFERENCE SESSION 3</strong></td>
<td>Aintree Racecourse</td>
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<tr>
<td>12:30-14:00</td>
<td>Lunch Available</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>12:30-14:00</td>
<td>Coffee/Tea Available</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>12:40-13:50</td>
<td>Meet the Editors Session</td>
<td>Earl of Derby, Papillon Suite</td>
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<tr>
<td>12:45-13:45</td>
<td>SIG Chairs Meeting</td>
<td>Lord Sefton, Box 1 &amp; 2</td>
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<td>14:00-15:30</td>
<td><strong>CONFERENCE SESSION 4</strong></td>
<td>Aintree Racecourse</td>
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<tr>
<td>14:00-15:30</td>
<td><strong>IJMR Board Meeting</strong></td>
<td>Paddock Lodge, Ground floor Front Room</td>
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<tr>
<td>15:30-16:00</td>
<td>Refreshment Break</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>16:00-17:30</td>
<td><strong>CONFERENCE SESSION 5</strong></td>
<td>Aintree Racecourse</td>
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<tr>
<td>19:00-20:00</td>
<td>Conference Dinner Reception Drinks</td>
<td>Liverpool Anglican Cathedral</td>
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<tr>
<td>20:00-23:00</td>
<td>Conference Gala Dinner</td>
<td>St James’ Mount, Liverpool, L1 7AZ</td>
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**THURSDAY 12TH SEPTEMBER**

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<td>08:00-09:00</td>
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<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>09:00-10:30</td>
<td><strong>CONFERENCE SESSION 6</strong></td>
<td>Aintree Racecourse</td>
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<tr>
<td>10:30-11:00</td>
<td>Refreshment Break</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>11:00-12:30</td>
<td><strong>CONFERENCE SESSION 7</strong></td>
<td>Aintree Racecourse</td>
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<tr>
<td>12:30-14:00</td>
<td>Lunch Available</td>
<td>Earl of Derby, Golden Miller</td>
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<tr>
<td>12:40-13:10</td>
<td>Track - Chairs meeting</td>
<td>Lord Sefton, Box 1 &amp; 2</td>
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<tr>
<td>13:10-14:00</td>
<td><strong>BAM Annual General Meeting</strong></td>
<td>Lord Sefton/Earl of Derby, Saddle Bar</td>
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<tr>
<td>14:00-15:30</td>
<td><strong>CONFERENCE SESSION 8</strong></td>
<td>Aintree Racecourse</td>
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<td>15:30-16:15</td>
<td>Conference Closing Session: “Something About The Beatles”</td>
<td>Lord Sefton/Earl of Derby, Saddle Bar</td>
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<td></td>
<td>(includes tea/coffee) Speaker: Mike Southon</td>
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## Academic Programme Tuesday

### Fellows Session / Professional Development Workshops

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<th>Session Description</th>
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<td>Papillon Suite, Earl of Derby, Aintree Racecourse</td>
<td>10.00-12.00</td>
<td>Research Reflections from the Fellows and Future Research Prospects for BAM Members (Please note that this session is open to all conference delegates)</td>
<td>Chair: Colin Eden, University of Strathclyde (Dean of the Fellows)</td>
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<td>Arthur Francis, University of Bradford</td>
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<td>Andrew Pettigrew, University of Oxford</td>
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<tr>
<td>Red Rum Bar, Earl of Derby, Aintree Racecourse</td>
<td></td>
<td>Working with ‘identity’: An overview of a diverse field (PDW 5: 1030)</td>
<td>Peter McInnes, University of Strathclyde</td>
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<td>Sandra Corlett, Northumbria University</td>
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<td>Christine Coupland, Loughborough University</td>
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<td>Jerry Hallier, University of Stirling</td>
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<td>Juliette Summers, University of Stirling</td>
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<td>Aldaniti Bar, Earl of Derby, Aintree Racecourse</td>
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<td>Using Case Studies: Bringing the real world into your classroom (PDW 6: 1059)</td>
<td>Trevor Williamson, Manchester Metropolitan University</td>
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<tr>
<td>Saddle Bar, Lord Sefton, Aintree Racecourse</td>
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<td>Project Planning for Doctoral Students and Early-Career Academics (PDW 1: 206)</td>
<td>Steve Kendall, Oxford Projects Limited</td>
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<td>Joanne Vincett, The Open University</td>
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<td>Kalye Jane Mason, University of Lancaster</td>
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<td>David Denyer, Cranfield University</td>
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<td>Nic Beech, St. Andrews School of Management</td>
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<td>Zoe Radnor, Loughborough University</td>
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<td>Steve Cropper, Keele University</td>
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<td>Hedges Hunter Bar, Lord Sefton, Aintree Racecourse</td>
<td></td>
<td>Working with the UN Principles of Responsible Management Education (PRME) (PDW 4: 896)</td>
<td>Carole Parkes, Aston University</td>
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<td>Alan Murray, Winchester University</td>
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<td>Simon Brooks, Swansea University</td>
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<tr>
<td>Valentines Suite, Queen Mother, Aintree Racecourse</td>
<td></td>
<td>What do marketing practitioners want from academics? - Shaping a future collaboration between BAM and the Chartered Institute of Marketing (PDW 9: 1066)</td>
<td>Karise Hutchinson, University of Ulster</td>
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<td>Keith Ganfield, Aston University</td>
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<td>Lynn McBain, Chartered Institute of Marketing</td>
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<tr>
<td>Bechers Suite, Queen Mother, Aintree Racecourse</td>
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<td>Innovation in Business Schools (PDW 7: 1060)</td>
<td>Richard Thorpe, Leeds University Business School (LUBS)</td>
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<td>Richard Rawlinson, Booz &amp; Company</td>
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<td>Lee Beniston, Leeds University Business School (LUBS)</td>
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<td>Charlotte Coleman, Leeds University Business School (LUBS)</td>
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<td>Paul Ellwood, Leeds University Business School (LUBS)</td>
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<tr>
<td>Box 12 &amp; 13, Queen Mother, Aintree Racecourse</td>
<td></td>
<td>The Business School as a Learning Organisation - What are the competencies for academic staff to address future teaching and learning needs? (PDW 3: 863)</td>
<td>Mike Phillips, The Open University</td>
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<td>Lin Smith, The Open University</td>
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<td>Angela Lilley, The Open University</td>
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<tr>
<td>Box 18 &amp; 19, Queen Mother, Aintree Racecourse</td>
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<td>Big Data, the Cloud, Data Security, Surveillance - and You (PDW 10: 1068)</td>
<td>Andrew Graham, Association of Image and Information Management (AIIM)</td>
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<td>James Johnston, University of the West of Scotland</td>
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<td>Alan Tait, Portsmouth University</td>
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<td>Box 16 &amp; 17, Queen Mother, Aintree Racecourse</td>
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<td>Demonstrating impact - issues and potential solutions (The British Library and CMI Joint workshop)</td>
<td>Jacky Holloway, University of Northampton</td>
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<td>Sally Halper, The British Library</td>
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<td>Piers Cain, Chartered Management Institute</td>
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<tr>
<td>VENUE</td>
<td>SYMPOSIA / WORKSHOPS</td>
<td>TIME</td>
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<tr>
<td>CORBIERE SUITE</td>
<td>HUMAN RESOURCE MANAGEMENT SYMPOSIUM</td>
<td>15.30-17.00</td>
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<tr>
<td>LORD SEFTON, AINTEREE RACOURSE</td>
<td>INTERNATIONAL BUSINESS SYMPOSIUM</td>
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<tr>
<td>REYNOLDS TOWN BAR</td>
<td>ORGANIZATIONAL PSYCHOLOGY WORKSHOP</td>
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<tr>
<td>LORD SEFTON, AINTEREE RACOURSE</td>
<td>RESEARCH METHODOLOGY SYMPOSIUM</td>
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<td>HEDGEHUNTER BAR</td>
<td>INNOVATION SYMPOSIUM</td>
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All welcome to join us at the Professional Doctorate Unit drinks reception on Tuesday 10th September from 18:00 in the Lord Sefton Stand, Sunloch Suite.

The University of Liverpool Management School is creating a Professional Doctorate Unit to support the delivery of our existing online Doctorate in Business Administration (DBA) programme.

We would like to talk to academics who are interested in joining our Professional Doctorate Unit and taking a central role in supervising the work of our DBA candidates. We are particularly keen to speak to individuals with a proven research record in any area of business and management, experience of supervising practitioners at doctoral level, an understanding of the nature of professional knowledge and a bias for practice and action.

The DBA is a professional doctorate that offers a unique combination of deep practice-based learning, research and scholarship. The programme attracts senior professionals who want to improve their practice and make a significant contribution to professional knowledge. The online delivery method enables both faculty and students to work remotely from any worldwide location offering a truly international experience. If you are interested in finding out more about the Professional Doctorate Unit, and for details of our upcoming events please visit our website.

www.liv.ac.uk/prof-docs

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## Academic Programme Wednesday

### Full Papers / Symposiums / Workshops

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**Venue: Corbiere Suite**
- Lord Sefton, Aintree Racecourse

**Venue: Reynolds Town Bar**
- Lord Sefton, Aintree Racecourse

**Venue: Hedgehunter Bar**
- Lord Sefton/Earl of Derby, Aintree Racecourse

**Venue: Saddle Bar**
- Lord Sefton/Earl of Derby, Aintree Racecourse

**Venue: Red Rum Bar**
- Earl of Derby, Aintree Racecourse

**Venue: Aldaniti Bar**
- Earl of Derby, Aintree Racecourse

**Venue: Papillon Suite**
- Earl of Derby, Aintree Racecourse

**Venue: Paddock Lodge**
- 1st Floor Front Room, Aintree Racecourse

**Venue: Paddock Lodge**
- 1st Floor Back Room, Aintree Racecourse

**Venue: Valentine Suite**
- Queen Mother, Aintree Racecourse

**Venue: Bechers Suite**
- Queen Mother, Aintree Racecourse

**Venue: Box 16 & 17**
- Queen Mother, Aintree Racecourse

**Venue: Box 18 & 19**
- Queen Mother, Aintree Racecourse

**Venue: Box 12 & 13**
- Queen Mother, Aintree Racecourse

**Venue: Box 14 & 15**
- Queen Mother, Aintree Racecourse

**Venue: Box 11, 12 & 13**
- Princess Royal Stand, Merryman Suite, Aintree Racecourse

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**Lunch (12:30-14:00)**
- Lord Sefton, Sunloch, Tea/Coffee (12:30-14:00 - Earl of Derby, Golden Miller)
- Performance Management Full Papers
- Corporate Governance Full Papers
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**LUNCH (12:30-14:00 - LORD SEFTON, SUNLOCH), TEA/COFFEE (12:30-14:00 - EARL OF DERBY, GOLDEN MILLER)**
# Academic Programme Thursday

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## Lunch (12:30-14:00 - Earl of Derby, Golden Miller) and BAM AGM (13:10-14:00 - Lord Sefton, Earl of Derby, Saddle Bar)

- Lunch (12:30-14:00 - Earl of Derby, Golden Miller)
- BAM AGM (13:10-14:00 - Lord Sefton, Earl of Derby, Saddle Bar)
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<td>BOX 5 &amp; 6</td>
<td>CULTURAL AND CREATIVE INDUSTRIES</td>
<td>OPERATIONS, LOGISTICS AND SUPPLY CHAIN MANAGEMENT</td>
<td>INTER-ORGANIZATIONAL COLLABORATION: PARTNERSHIPS, ALLIANCES AND NETWORKS</td>
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LUNCH (12:30-14:00 - EARL OF DERBY, GOLDEN MILLER) AND BAM AGM (13:10-14:00 - LORD SEFTON/EARL OF DERBY, SADDLE BAR)
Special Conference Sessions

New Members’ Welcome Breakfast
TUES 08:30-10:00
LORD SEFTON, SUNLOCH SUITE

BAM encourages all new members to arrive at Aintree Racecourse early on Tuesday to attend the pre-conference networking breakfast. This free event is a great way for those who have recently joined the Academy to find out more about the benefits of BAM membership. It provides an excellent opportunity to meet other new members, BAM Executive and Council members, BAM Fellows, SIG Chairs and other activists. Most importantly, this event enables first-time attendees to be welcomed informally into the BAM community before the conference sessions begin.

Fellows Session
TUES 10:00-12:00
EARL OF DERBY, PAPILLON SUITE

Research Reflections from the Fellows and Future Research Prospects for BAM Members

CHAIR: COLIN EDEN, UNIVERSITY OF STRATHCLYDE (DEAN OF THE FELLOWS)

SPEAKERS: ARTHUR FRANCIS, UNIVERSITY OF BRADFORD
ANDREW PETTIGREW, UNIVERSITY OF OXFORD

An innovation this year is a session organised by the Fellows, and open to all conference delegates, at which one or more Fellows will reflect on a relevant topic. For this first session Arthur Francis and Andrew Pettigrew will reflect on the ESRC research programme ‘The Competitiveness of British Industry’ of which Arthur was the Co-ordinator and Andrew was Principal Investigator of one of its key research projects. This was the first time ESRC had directed funds into specific initiatives and programmes, a policy change justified by Howard Newby, chair of ESRC at the time, on the grounds of there not being enough fund-able ‘responsive mode’ research proposals being submitted. The main focus of the Competitiveness Programme was the relatively poor performance of UK industry compared to those in other developed economies, a topic that has remained a central focus of Research Council funding policy over the 30 years since the Competitive Programme was conceived (see, for example, the AIM programme (2002-2011), the ESRC report (Re-igniting Growth, 2013) and the HEIF/ESRC funded LSE Growth Commission). Arthur will reflect on the development of our understanding and knowledge of factors influencing international competitiveness since the mid-1980s and Andrew will reflect on the research content and process of the study he led at the time, the crucial importance of team based research in management and business studies, and more recent research developments linking leadership, change and organisational performance. Andrew will also comment on subsequent pressures from the impact agenda for scholars to engage with practitioners in the co-production of knowledge on big policy issues such as the competitiveness of UK industry.

The session is intended to be helpful to those wanting to develop a research project relating to an updated research agenda, of interest to those concerned about research management, policy, implementation and impact, and a forum for debate about the conceptualisation and importance of such issues as competitiveness, productivity, and economic growth.

Please note that this session is open to all conference delegates.

Opening Plenary
Including the Announcement of New Fellows and the Richard Whipp Lifetime Achievement Award Ceremony
TUES 13:30-15:00
LORD SEFTON, SUNLOCH SUITE

Re-theorizing the corporation: What corporations really do.

KEYNOTE SPEAKER: ROY SUDDABY, UNIVERSITY OF UPPSALA, MANCHESTER BUSINESS SCHOOL AND COPENHAGEN BUSINESS SCHOOL; EDITOR OF THE ACADEMY OF MANAGEMENT REVIEW

The modern corporation is subject to competing and contradictory characterizations. Traditional economics views the corporation as an economically rational actor whose purpose is to maximize shareholder value. Other views characterize the corporation as a political actor, a moral institution and even a sociopath. Through a series of ongoing research projects that examine the role of corporate art curators, corporate historians, corporate universities and corporate armies, Professor Suddaby presents a re-theorization of the corporation as a transcendent institution that, increasingly, is adopting the functions and practices of the nation state.

Meet the Editors Session
WED 12:40-13:50
EARL OF DERBY, PAPILLON SUITE

Building upon the success and popularity of ‘Meet the Editors’ sessions in earlier BAM conferences, there will be a further opportunity for those seeking to develop their work for publication, to meet the editors of leading journals. The session will be facilitated by Professors Oswald Jones and Kamel Mellahi and will have the following journals represented:

International Journal of Management Reviews
Co-Editor-in-Chief, Ossie Jones, University of Liverpool Management School
Co-Editor-in Chief, Kamel Mellahi, University of Warwick

Journal of Management & Organization
Editor-in-Chief, Peter Galvin, Northumbria University

Academy of Management Review
Associate Editor, Rick Delbridge, Cardiff University

The session will commence with short presentations by the editors that will cover basic data (like rate of acceptance, time for decision), critical issues about their journals and what they expect from a journal submission. They will point out specific issues concerning conceptual development, methodologies, data analysis and how to manifest the added value (the ‘so what’ question) in their submissions. The session will open opportunities to share both positive and negative experiences of researching, writing, revising and publishing.

BAM Annual General Meeting
THURS 13:10-14:00
LORD SEFTON/EARL OF DERBY, SADDLE BAR

CHAIR: JACKY HOLLOWAY, UNIVERSITY OF NORTHAMPTON

All Delegates are Welcome!
Professional Development Workshops

**TUES 10:00-12:00**
**LORD SEFTON/EARL OF DERBY, SADDLE BAR**
Project Planning for Doctoral Students and Early-Career Academics (PDW 1: 206)

**PRESENTERS:**
STEVE KENDALL, OXFORD PROJECTS LIMITED
JOANNE VINCETT, THE OPEN UNIVERSITY

**Summary**
This workshop aims to answer the following questions: How can research work be considered ‘a project’? What tools and techniques from the field of Project Management could be effectively used to plan research, monitor and communicate it, and ultimately to increase the on-time submission of research work?

This participative workshop features interactive sessions with real-life examples to illustrate practical applications, including a mix of facilitator input, activities and discussion. The topics covered include: planning for clarity and inclusiveness, managing stakeholders, assessing and handling risks, and communicating project plans and progress. You will directly apply your learning to a research project that you are in the process of designing, currently undertaking or going to undertake.

**What are the expected outcomes from attending this workshop?**
By the end of the session, you will gain project management tools and techniques to plan, monitor and deliver work that is relevant and applicable to your research project as a leader or team member. You will also build confidence in your ability to manage unexpected contingencies, have a renewed commitment to your research work and improve the likelihood of completing your project on time. The skills learnt can be refined with practice throughout your career and transferrable to beyond the academic context.

**Who should attend?**
Delegates that manage research projects or want to improve their project management skills, in particular doctoral students and early-career academics, will benefit the most from this workshop. Delegates with more research experience may also find it useful to learn new tools and techniques; however, emphasis will be on professional development for those with less experience.

**TUES 10:00-12:00**
**LORD SEFTON, CORBIERE SUITE**
Research that Makes a Difference: Revisiting Management Practices Research (PDW 2: 513)

**PRESENTERS:**
ROBERT MACINTOSH, HERIOT WATT UNIVERSITY
KATY JANE MASON, UNIVERSITY OF LANCASHER
DAVID DENYER, CRANFIELD UNIVERSITY
NIC BEECH, ST. ANDREWS SCHOOL OF MANAGEMENT
ZOE RADNOR, LOUGHBOROUGH UNIVERSITY
STEVE CROPPER, KEELE UNIVERSITY

**Abstract**
Research into management practices really ought to make a difference. But to whom? And what sort of difference? Management practices are understood in diverse ways by the diverse communities which engage with them. This Professional Development Workshop sets out to create a forum where practice scholars can explore the challenges and aims in studying management practice. All participants will be asked to identify and discuss their theoretical and empirical approach to research and to participate in a dialogue about the future research agenda.

We seek to generate new insights and potential connections that might otherwise have been overlooked by research that has depth in a specific area but which might be somewhat compartmentalized and not fully aware of understanding that is being developed in adjacent research.

The aims of the ‘Research that makes a difference’ Workshop are:

- **Mapping Research Approaches:** To explore the different theoretical lenses and empirical investigations of workshop participants;

- **Mapping Agendas:** To explicate the points of excitement, challenges and aims that research currently has, and could have in the future.

We anticipate that brought together, the outputs of the workshop could take the form of an emergent framework that might allow participants to understand what a dialogue would or could look like between different positions in the practice research community. The framework would enable this community to look between the different practice-based approaches and help to develop a better understanding of how the different approaches might inform each other. In this way, we set out to facilitate a lively, inclusive and productive, interdisciplinary workshop that provides the foundations for an active community of interest in practice-based research.
TUES 10:00-12:00
QUEEN MOTHER, BOX 12 & 13
The Business School as a Learning Organisation – What are the competencies for academic staff to address future teaching and learning needs? (PDW 3: 863)

PRESENTERS:
MIKE PHILLIPS, THE OPEN UNIVERSITY
LIN SMITH, THE OPEN UNIVERSITY
ANGELA LILLEY, THE OPEN UNIVERSITY

Summary
The workshop will look at the implications for academic staff competencies arising from new technologies on blended learning pedagogical models that are emerging across Higher Education - and will explore practical options for personal development in response to these challenges.

With rapid developments across the online world driving further innovation, there is an imperative for business schools to incorporate these into a blended learning pedagogical model to ensure currency for students and employers. The advent of MOOCs (Massive Online Open Courses), and their potentially game-changing impact on the HE sector, is also bound to present further challenges around student retention, progression and success.

The presenters have identified core competencies, behaviours and skills that can inform staff development pathways to enable more effective support for student learning experience. Building on this, they are developing a taxonomy of competencies for business school academics informed by current professional frameworks (CIPD, HEA, university job descriptions, etc), stakeholder input and emerging technologies.

The workshop aims to facilitate sharing of experiences in identifying and developing academic staff competencies, in the context of evolving learning design, to further expand and apply them in delivering effective student support in online blended learning environments.

The workshop will be of interest to BAM delegates who are keen to explore personal development opportunities at both an individual and institutional level, with the following objectives:

• Sharing experience of developing academic staff competencies for teaching and student support in an online blended learning context, through facilitated discussion.

• Developing a check list of attributes / competencies that are priority issues for workshop delegates.

• An opportunity for delegates to reflect on a personal (or team) action / development plans - building upon the workshop discussion.

• Identify potential for establishing a community of practice post-conference (with potential for future collaborative research).

TUES 10:00-12:00
LORD SEFTON, HEDGEHUNTER BAR
Working with the UN Principles of Responsible Management Education (PRME) (PDW 4: 896)

SPEAKERS:
CAROLE PARKES, ASTON UNIVERSITY
ALAN MURRAY, WINCHESTER UNIVERSITY
SIMON BROOKS, SWANSEA UNIVERSITY

Abstract
Since the establishment of the UN backed PRME in 2007, around half of the Business and Management Schools in the UK have become signatories. This success has led to the UN Global Compact office supporting the establishment of a PRME Regional Chapter for the UK and Ireland. A Steering Committee has been established and its connection with The British Academy of Management, is seen as a being of critical importance and see this PDW as being critical in the ongoing development of PRME in the UK.

Many UK Schools have been signatories to the PRME for some time and have used the principles to develop initiatives to broaden their curricula, develop a research or knowledge exchange agenda, and build partnerships. We know, from feedback from previous events, that they are now interested to see how their activities might develop further and are keen exchange views on this aspect of the PRME. Equally, those who have more recently signed up are curious to know how to make best use of the network and resources available, or how to develop resources for the benefit of all.

The purpose of this PDW is therefore five-fold:

i) to examine how the Chapter might support longer-standing signatories to be creative in developing their activities in furtherance of the Principles

ii) to develop materials and resources to assist newer signatories who are keen to adapt research and teaching practices to embrace the Principles

iii) to encourage signatories to become involved in existing working groups, or be part of new working groups in furtherance of the GC agenda

iv) to explore the role of the Chapter in extending its reach to non-signatory schools and progressing the focus on human rights and equality; sustainability; poverty reduction; and anti-corruption to consider the role of BAM in supporting PRME and the Chapter.
**PROFESSIONAL DEVELOPMENT WORKSHOPS**

**TUES 10:00-12:00**
**EARL OF DERBY, RED RUM BAR**

**Working with ‘identity’: An overview of a diverse field (PDW 5: 1030)**

**SPEAKERS:**
PETER MCINNES, UNIVERSITY OF STRATHCLYDE
SANDRA CORLETT, NORTHUMBRIA UNIVERSITY
CHRISTINE COUPLAND, LOUGHBOROUGH UNIVERSITY
JERRY HALLIER, UNIVERSITY OF STIRLING
JULIETTE SUMMERS, UNIVERSITY OF STIRLING

**Abstract**
Recent years have seen an explosion of interest in ‘identity’ that springs from its ability to leverage conceptual insight into the intra- and inter-personal dynamics of social settings. Such popularity creates its own problems for those looking to ‘take an identity perspective’ on their research as what might appear a unified field is in actuality a diverse array of semi-distinct theoretical stances. Each has its own distinct voice and an often opaque set of linguistic norms and conventions that suggest different interpretations of where identity ‘is’ and the process, by which it is formed and shaped, regulate what can and cannot be said. The purpose of this workshop is to provide an informed introduction to four social constructionist fields of identity research, namely; social identity theory, discourse, identity work, and sensemaking perspectives. We will examine the ways in which identity is conceptualised in each of these fields and the key terms associated with each. By exploring where work gets published and the conferences where each field is discussed, the session will identify the current debates within them. This will, in turn, allow us to explore the possibilities and impossibilities for dialogue between the different fields, questioning the need for, while celebrating the utility of, identity research’s many faces.

**Purpose**
The purpose of this workshop is to provide an informed introduction to four social constructionist fields of identity research, namely; social identity theory, discourse, identity work, and sensemaking perspectives. The workshop examines the diverse ways in which identity is conceptualised in each of these fields and the key terms associated with each. By exploring where work gets published and the conferences where each field is discussed, the session identifies the tensions and debates within them. This will, in turn, allow us to explore the possibilities and impossibilities for dialogue between the different fields.

**Who is likely to attend**
The workshop is designed for those who are considering engaging in ‘identity’ research, and for those who are already active within it. The former will gain a clearer sense of the subtleties and unspoken tensions associated with different fields of research. The latter will be able to share and gain from discussion of current debates and where each field is heading.

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**TUES 10:00-12:00**
**EARL OF DERBY, ALDANITI BAR**

**Using Case Studies: Bringing the real world into your classroom (PDW 6: 1059)**

**SPEAKERS:**
TREVOR WILLIAMSON, MANCHESTER METROPOLITAN UNIVERSITY

**Abstract**
The case method of learning is used at leading Business Schools around the world and this 2-hour PDW is a very useful introduction to those who haven’t used this method before. For those already using this teaching method it’s a chance to reflect on whether they are getting the most out of their case classes. The Case Centre (formally ecch) is a leading provider of independent case method training for both educators and students.

An experienced Case Centre tutor, Trevor Williamson, will show how the real world can be brought alive in the classroom by running an example case teaching session. As delegates you will have the opportunity to participate in this teaching session as students. By providing feedback on the mechanics of the teaching session during, and at the end, he can illustrate best practise and provide useful hints and tips on how you can improve the student/teacher experience in the classroom. Running it this way means you, even if you have many years teaching experience, are given a useful opportunity to reflect on your own teaching styles as you experience life as a student once again, therefore the learning outcomes of the session are often different for each individual. It will however clearly demonstrate how a short case study with careful crafting of the discussion from the case teacher, can be used to run a full class session which fulfils all their pre-determined learning objectives.

The tutor will also spend time running through the key principles of the case method, discussing the benefits and pitfalls, experiences of the delegates and sharing his experience of good practice.

This session will demonstrate how powerful this inclusive, discursive and participatory method of teaching can be, and what a strong learning tool it can be for students of any management discipline.
TUES 10:00-12:00  
**QUEEN MOTHER, BECHERS SUITE**  
**Innovation in Business Schools (PDW 7: 1060)**

**SPEAKERS:**  
Richard Thorpe, Leeds University Business School  
Richard Rawlinson, Booz & Company  
Lee Beniston, Leeds University Business School  
Charlotte Coleman, Leeds University Business School  
Paul Ellwood, Leeds University Business School

**Abstract**  
This PDW reports on a task force commissioned by the Association of Business Schools. Co-chaired by Richard Thorpe and Richard Rawlinson it focuses on innovation in teaching and engagement within business schools within the UK. Concern has been expressed as to the role played by British business schools in the economy, particularly how they might better connect to the agenda for growth whilst at the same time, better preparing their students for the challenges they will face. The workshop will begin by outlining a number of initiatives currently taking place and build on these to highlight the ways in which business schools can further contribute in three main areas; the relevance of research for practice and its impact; the effectiveness of teaching and innovation in curriculum design and business school engagement with business. An argument is developed that there are a number of threats to the current business school business model that challenge the status quo.

The session will begin by outlining these challenges, before outlining where changes might be made to current practice. The session will then move to offer examples of what might need to be undertaken differently in the areas of research, teaching and engagement, illustrating how the examples of good practice collected might be scalable. The session will conclude by developing an argument and plans for action that might be taken for a number of stakeholder groups – deans, government and user communities.

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TUES 10:00-12:00  
**LORD SEFTON, REYNOLDS TOWN BAR**  
**Developing Reviewing Skills for Early Career Academics and Doctoral Students (PDW 8: 1063)**

**SPEAKERS:**  
Ossie Jones, Editor, International Journal of Management Reviews, University of Liverpool  
Kamel Mellahi, Editor, International Journal of Management Reviews, University of Warwick

**Abstract**  
Participants should be prepared to fully engage in the session and also undertake some preparatory reading/reviewing. Most young researchers pick up their reviewing skills through a process of learning-by-doing. This professional development workshop (PDW) will provide participants with the opportunity to practice the art of reviewing as well as gain an understanding of the editorial process. Participants will be required to prepare a formal review of an original IJMR submission that will be provided when they register for the workshop.

The workshop will consist of three sessions: (1) a panel session will provide participants with the opportunity to gain key insights about quality reviewing from reviewers, authors and IJMR editors (2) an interactive session, participants will break into small groups facilitated by an experienced academic. In that session they will discuss and receive feedback on their formal reviews (3) a plenary discussion in which an experienced academic will describe how reviewers shaped the final paper. The editors will also provide an overview of how the review process contributed to the published version of the manuscript.

Preregistration is essential and only those registered will be allowed to attend. Those who register will be sent an IJMR paper to review before the PDW. Attendance will be capped at 36. This is to ensure that the group size in the interactive sessions do not exceed eight per facilitator. The workshop is aimed at PhD students and younger scholars who have limited experience of reviewing for leading journals. This will help develop their academic skills and make the process of reviewing and publication less daunting.

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TUES 10:00-12:00  
**QUEEN MOTHER, VALENTINES SUITE**  
**What do marketing practitioners want from academics? - Shaping a future collaboration between BAM and the Chartered Institute of Marketing (PDW 9: 1066)**

**SPEAKERS:**  
Karise Hutchinson, University of Ulster  
Keith Glanfield, Aston University  
Lynn McBain, Chartered Institute of Marketing

**Abstract**  
Successfully collaborating with marketing practitioners, and industry in general, not only requires academics to clearly communicate the objectives of their research study, select and effectively deploy an appropriate combination of research methods, and plan the collection of data to minimize disruption to the host organization, it also requires the presentation of the research project in a manner that practitioners will understand and, importantly, to demonstrate a fit with the needs of the practitioners function, organization or themselves as individuals.

This workshop is firstly designed to help academics better understand the challenges faced by marketers in the presentation of an depth interview, qualitative research, study jointly conducted by BAM and the Chartered Institute of Marketing (CIM) and in...
presentation of the CIM’s 2013 marketers confidence survey that assesses the current position of the profession in the UK.

In addition, BAM wishes to work with organisations that widely represent marketing practitioners, to encourage a closer understanding and working relationships between practitioners and academics. A future collaboration with BAM and the CIM has the potential to bring both groups closer together and we’d like to hear how you’d like to shape such a partnership to benefit your research and future collaborations with practicing marketers.

Following the initial presentations, delegates will convene in small groups to consider the challenges they face in building strong and enduring relationships with marketing practitioners, how such relationships are used to build impact into research projects and, importantly, what is required from a future collaboration with the CIM to help members of the academy bring marketing academic and practitioner communities closer together.

TUES 10:00-12:00
QUEEN MOTHER, BOX 18 & 19
Big Data, the Cloud, Data Security, Surveillance - and You (PDW 10:1068)

SPEAKERS:
ANDREW GRAHAM, ASSOCIATION OF IMAGE AND INFORMATION MANAGEMENT (AIIM)
JAMES JOHNSTON, UNIVERSITY OF THE WEST OF SCOTLAND
ALAN TAIT, PORTSMOUTH UNIVERSITY

Abstract
The aim of this PDW is to introduce the practical and theoretical implications of currently fashionable topics arising from the digitization of information and communications. It will cover concepts for existing and future research, knowledge exchange and teaching activities. This will involve analysis of each concept and develop an analysis of the wider environment that surrounds the use of new technologies in universities, business and wider society and a discussion of the opportunities for academic work.

This participative PDW will be jointly led with Andrew Graham of the Association of Image and Information Management (AIIM) and James Johnston, SIG chair of the Knowledge and Learning Track in BAM. It is planned that other contributors will be announced nearer the time.

TUES 10:00-12:00
QUEEN MOTHER, BOX 16 & 17
Demonstrating impact - issues and potential solutions

SPEAKERS:
JACKY HOLLOWAY, BAM EXECUTIVE COMMITTEE (CHAIR)
SALLY HALPER, SOCIAL SCIENCES CONTENT DEVELOPMENT MANAGER, THE BRITISH LIBRARY
PIERS CAIN, HEAD OF CUSTOMER INSIGHT AND KNOWLEDGE, CHARTERED MANAGEMENT INSTITUTE

Demonstrating the benefits of management research to the business community, funding bodies and government is a key challenge for the academic community. The objective of the workshop is to bring together those with experience of demonstrating the societal impact of management research to explore ways of strengthening channels to practitioner community - to the benefit of both academics and practitioners. Participants should be prepared to discuss examples where demonstrating impact was successful or alternatively, problematic.

This workshop will explore the issues from a variety of perspectives. First it will tease out the experience of the management research community, specifically to discuss the question ‘what aspects of impact are most difficult to demonstrate and why?’ Second, it will present ongoing initiatives by the Chartered Management Institute and the British Library to assist the academic community to reach the practitioner community more effectively, specifically the CMI Management Articles of the Year competition and the British Library Management and Business Studies Portal which now includes research submitted to the RAE 2008 Panel for Business and Management. Finally the workshop will explore the opportunities for increasing the reach, recognition and impact of management research.

For more information about the CMI Management Articles of the Year competition, including how to enter see www.managers.org.uk/toparticles

For more information about the MBS Portal, please see www.mbsportal.bl.uk
In light of the financial crisis series, the stock exchange has been warning to reformat 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 hypothesizes 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.

**Human Resource Management**

**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 (Ability), (Motivation) and Oportunity) 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.

**Innovation**

**SYMPOSIUM**

**EARL OF DERBY, RED RUM BAR**

**SYNOPSIS**

**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.

**International Business**

**SYMPOSIUM**

**LORD SEFTON, REYNOLDSTOWN BAR**

**SYNOPSIS**

**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. This appears to 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 study of management issues in an increasingly internationalizing business world.
**SYMPOSIUM**

**EARL OF DERBY, ALDANITI BAR**

**Leadership and Leadership Development**

**SESSION CHAIR: JULIA MUELLER**

*Reframing Leadership Education: Perspectives from South Africa (59)*

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

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.

**WORKSHOP**

**QUEEN MOTHER, BOX 12 & 13**

**Management and Business History**

**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.

**PLENARY SESSION**

**QUEEN MOTHER, VALENTINES SUITE**

**Marketing and Retail**

**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.

**WORKSHOP**

**LORD SEFTON, HEDGEHUNTER BAR**

**Organizational Psychology**

**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.
SESSION 1
TUESDAY 15.30-17.00

WORKSHOP
QUEEN MOTHER, BECHERS SUITE
Organizational Transformation, Change and Development

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.

SYMPOSIUM
EARL OF DERBY, PAPILLON SUITE
Public Management and Governance

SESSION CHAIR: RACHEL ASHWORTH

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; Brunette, Yvonne; Farr-Wharton, Rod; Shacklock, Kate; Wilson, Jessie; Bryson, Jane

This symposium uses workplace aggression research as a lens though which to analyse the challenges facing governments, in particular the need to reconcile limited socialisation demands 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.

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SESSION 2
WEDNESDAY 09:00–10:30

DEVELOPMENTAL PAPERS
PRINCESS ROYAL STAND, MERRYMAN SUITE, BOX 7 & 8

Corporate Governance

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

PRINCESS ROYAL STAND, MERRYMAN SUITE, BOX 7 & 8

FULL PAPERS
PADDOCK LODGE, 1ST FLOOR BACK ROOM

Cultural and Creative Industries

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

FULL PAPERS
QUEEN MOTHER, BOX 18 & 19

E-Business and e-Government

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)
Alaliwan, Ali; Dwivedi, Yogesh K.; Williams, M. D.

FULL PAPERS
LORD SEFTON, REYNOLDSTOWN BAR

Entrepreneurship

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

FULL PAPERS
LORD SEFTON, BOX 1 & 2

Entrepreneurship

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

DEVELOPMENTAL PAPERS
QUEEN MOTHER, BOX 3 & 4

Gender in Management

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)
Bhrmananachote, Winayaporn; Broadbridge, Adelina

Developing legitimate entrepreneurial career capital: the impact of ascribed femininity (728)
Swail, Janine Marie; Marlow, Susan
SESSION 2
WEDNESDAY 09.00-10.30

SYMPOSIUM
LORD SEFTON, CORBIERE SUITE
Human Resource Management

SESSION CHAIR: YEHUDA BARUCH
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.

DEVELOPMENTAL PAPERS
LORD SEFTON, BOX 3 & 4
Human Resource Management

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

FULL PAPERS
QUEEN MOTHER, BOX 16 & 17
Identity

SESSION CHAIR: JULIETTE SUMMERS
Managing difference? A contemporary workplace perspective on manager identity issues (698) 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

FULL PAPERS
EARL OF DERBY, RED RUM BAR
Innovation - 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-ling

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

DEVELOPMENTAL PAPERS
EARL OF DERBY, BOX 5 & 6
Innovation - 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

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

FULL PAPERS
QUEEN MOTHER, BOX 14 & 15
Inter-Organizational Collaboration: Partnerships, Alliances and Networks

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
FULL PAPERS
PRINCESS ROYAL STAND,
MERRYMAN SUITE, BOX 11, 12 & 13
International Business

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


DEVELOPMENTAL PAPERS
QUEEN MOTHER, BOX 1 & 2
Knowledge and Learning

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 (764) Lawless, Aileen; Holden, Rick; Bogh, Jason

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

FULL PAPERS
EARL OF DERBY, ALDANITI BAR
Leadership and Leadership Development

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

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QUEEN MOTHER, VALENTINES SUITE
Marketing and Retail

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

DEVELOPMENTAL PAPERS
PRINCESS ROYAL STAND,
MERRYMAN SUITE, BOX 3 & 4
Marketing and Retail

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

FULL PAPERS
LORD SEFTON, HEDGEHUNTER BAR
Organizational Psychology

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, ingratiating and promotability: A moderated-mediation study examining the moderating impact of organisation-based self-esteem (363) Sibunruang, Hataya
SESSION 2
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Organizational Psychology

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

Psychological Capital and Career Mobility (669)
Brandt, Tiina Maria; Järliström, Maria

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Organizational Studies

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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

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Organizational Transformation, Change and Development

SESSION CHAIR: JOE MARSHALL
Managing change in Higher Education Institutions: impact of the organizational structure (929)
Sucozhany Calle, Dolores Catalina; Machado Arévalo, Maria Antonia; De Witte, Karel; Euwema, Martin

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

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PADDOCK LODGE, 1ST FLOOR FRONT ROOM
Performance Management

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

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QUEEN MOTHER, BECHERS SUITE
Public Management and Governance

SESSION CHAIR: TRACEY COULE
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

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Public Management and Governance

SESSION CHAIR: SHARIF AS-SABER
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
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Research Methodology

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

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Research Methodology

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

Extending e-research: engaging with the visual in web 2.0 data (317)
Pritchard, Katrina; Whiting, Rebecca

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Strategy

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

DEVELOPMENTAL PAPERS
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Strategy

SESSION CHAIR: GARY GRAHAM

Scenario planning for SME innovation: a multi-level approach (922)
Tapinos, Efstatios

Ready-made scenarios (446)
Pyper, Neil Forbes; Tapinos, Efstatios

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)
Dumitr, Sonia Alexandra; Bamford, David; Dehe, Benjamin

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Strategy as Practice

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

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EARL OF DERBY, PAPILLON SUITE

Sustainable and Responsible Business

Nature and conceptualisations

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, Jedrzej 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
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WEDNESDAY 11:00–12:30 (13:00)

DEVELOPMENTAL PAPERS
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Corporate Governance
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

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Cultural and Creative Industries
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 Faceing a Technological Change (327)
Viale, Thierry; Saddaby, 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

DEVELOPMENTAL PAPERS
QUEEN MOTHER, BOX 5 & 6
E-Business and e-Government
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 model innovations on new product performance: a study of the video games industry (757)
Shi, Xiaohui; Li, Feng; Bigdeli, Ali

FULL PAPERS
LORD SEFTON, REYNOLDSTOWN BAR
Entrepreneurship
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

DEVELOPMENTAL PAPERS
LORD SEFTON, BOX 1 & 2
Entrepreneurship
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

FULL PAPERS
QUEEN MOTHER, BOX 16 & 17
Gender in Management
SESSION CHAIR: SAVITA KUMRA
The 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
DEVELOPMENTAL PAPERS  
QUEEN MOTHER, BOX 3 & 4

**Gender in Management**

**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

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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, its 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.
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Soundararajan, Vivek

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Does Psychological Ownership Facilitate Middle-managers’ Intrapreneurial Behaviour: The Mediating Role of Job Satisfaction (544)
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Davies, Eleanor; Dhirgra, Katie; Stephenson, John

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

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Barton, Harry; Albery, Dawn

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As-Saber, Sharif N; Uzzaman, Wahed

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Resilience in health services (593)
Breeze, 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

WORKSHOP
LORD SEFTON/EARL OF DERBY, SADDLE BAR
Research Methodology

SESSION CHAIR: TBC

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 is aids in building verification and trustworthiness into qualitative research.
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Springdal, Kent; Maljugin, Anton; Martha, Mador
Commonalities and specificities of dynamic capabilities: a mixed method study of UK high-tech SMEs (596)
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Roberts, Ashley James Byron; Iordanou, Ioanna

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Can I take the brass plate down now? The fate of international mining firms from 1950 (442)
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Abu Dhabi Investment Authority (ADIA) – documenting the story of one of the world’s largest sovereign wealth funds (806)
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A multilevel model of work-life: Examining the impact of Group Structure and Relational Job Design (418)
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Managing change recipients throughout radical, planned organizational change (873)
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Multidimensional performance measurement meets sustainability: a systematic review of the Sustainability Balanced Scorecard (872)
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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)
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Third Party IT Provision in UK SMEs: An Improvisational Strategy Perspective (420)
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Time your strategies carefully: when to communicate strategic intentions during M&A (497)
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Regional and national perspectives

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Impacts of Mining Industry in Chile: Perceptions of Managers and Multistakeholders (378)
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What Board Members Do? How the Roles of Executives and Non-Executives Differ (891)
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Tickle, Matthew; Adebanjo, Dotun; Michaelides, Zenon

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How Ambidexterity in Network Development Affects New Ventures’ Financial Performance (851)
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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)
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Ethnic Minority Business in Derby: A needs gap analysis (455)
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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)
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Gender, Learning and Identity; towards a critical learning agenda for women entrepreneurs (499)
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SME financing and credibility: does entrepreneur’s gender matter? (996)
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A feminist reappraisal of careers in the Human Resources (HR) profession (881)
Yerby, Elaine

Hakim Revisited: Preference Theory and Postfeminism (582)
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Glaister, Alison J; Parkinson, Ann

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

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

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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.
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Authentic following from a relational perspective: explorations of followers’ experiences within the UK public sector (126)
Morris, Rachael
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The power of negative brand messages: a case of angry customers in an online forum (537)
Wallace, Andrew Scott; Buttriss, Gary J
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Palmeira, Mirian; Palmeira, Denise

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

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Building Resilient Supply Chain in the Fast Moving Consumer Goods Industry in the Middle East Region (321)
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The effects of strikes in the South African gold mining industry on shareholder value (783)
Joosub, Tasneem; Coldwell, David; McClelland, David; Sartorius, Kurt

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Individual engagement with change in medical education: an institutional work perspective (515)
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Career Ambition and Performance in the Public Sector (216)
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Linking autoethnography and identity theory to make sense of power abuses by cabin crews (754)
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Realigning the manufacturing priorities of SMEs as result of the 2008 UK economic downturn (620)
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Combining entrepreneurial and market orientation: Towards an integrative strategic orientation typology (730)
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Shibib, Walid; Josserand, Emmanuel

Social Responsibility and Reputation: An economic theory perspective (995)
Jain, Tania

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SESSION 8
THURSDAY 14.00–15.30

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Shipton, Helen; Sanders, Karin; Atkinson, Carol
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Boundary Spanning: A Voluntary Sector Perspective (734)
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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 hypothesizes 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.
Cultural and Creative Industries

TRACK CHAIR: ANDREW GREENMAN

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Viale, Thierry; Suddaby, Roy; Gendron, Yves
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McGuire, Steven; Bennett, Sophie; Rahman, Rachel
The Art of Entrepreneurial Market Creation (680)
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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
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Quantifying Social Media Engagement: Valuable Consumer Insight for Business (492)
Ney, Jillian; Tonner, Andrea
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Papadopoulos, Thanos; Stamati, Teta
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Corporate entrepreneurship

SESSION CHAIR: DILANI JAYAWARNA
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The role of entrepreneurial autonomy in franchise organizations (724)
Dada, Lola

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Why Multinational Digital Companies Have Failed to Dominate the Chinese Market (610)
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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

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Gender in Management

SESSION CHAIRS: ADELINA BROADBRIDGE AND SAVITA KUMRA

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Radcliffe, Laura; Cassell, Catherine

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Lewis, Patricia

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Kosheleva, Sofia

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Human Resource Management

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SESSION CHAIR: TBC
Workplace learning: challenges and opportunities (256)
Shipton, Helen; Yang, Huadong; Sanders, Karin; Lyubovnukova, Joanne; Nyfoudi, Margarita; Theodorakopoulos, Nicholas; Budhwar, Pawan; Van Rijn, Monique; Van Rossenberg, Yvonne; Kinnie, Nick; Bednai, 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: YEHUDA BARUCH
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 11:00–12:30
LORD SEFTON, CORBIERE SUITE
FULL PAPERS

SESSION CHAIR: CHRISTINA EVANS
The determinants on women's career advancement: a multi-facetted 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; Ali, 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.; Sujan, Harish

AlGhulif, 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)
Amankwarh-Amoah, Joseph

Guanzi-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, Chibiebere 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: YVONNE VON ROSSENBERG
Psychological contract and Service related outcomes: A proposed conceptual framework (774)
Kutaula, Smrit; 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: EUGENE SADLER-SMITH
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, Abdulrahman 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

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

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

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

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; Maclintosh, Robert
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 midsized 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-ting

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, Yaqing

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

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

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**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

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**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

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**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)
Ferreras Méndez, Jose Luis; Fernandez Mesa, Anabel; Newell, Sue; Alegre Vidal, Joaquin

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

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**WED 14:00-15:30**
**EARL OF DERBY, BOX 3 & 4**
**DEVELOPMENTAL PAPERS**

**Projects, practice & learning**
**SESSION CHAIR: GEORGE TSEKOURAS**
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

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

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**WED 16:00–17:30**
**EARL OF DERBY, BOX 3 & 4**
**DEVELOPMENTAL PAPERS**

**New themes in Innovation**
**SESSION CHAIR: NICK MARSHALL**
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
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, Cinta; Sadler-Smith, Eugene

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 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; O’Shea, Greg
Innovation in Services: A Case of SME in the Mobile Payments Segment in Russia (715)
Sheresheva, Marina Y.; Vladimirov, Yuri L

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

THURS 11:00–12:30
EARL OF DERBY, RED RUM BAR
SYMPOSUM

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.
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, Muge

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, Minski

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

THURS 09:30–10:30
QUEEN MOTHER, BOX 14 & 15
FULL PAPERS

SESSION CHAIR: CAROL JARVIS
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, Oile; 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
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 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 study of management issues in an increasingly internationalizing business world.
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)
Fell, 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 Ruijter, Melanie; Schavelling, Jaap
Work placement: I do, or do I? Exploring the impact of source credibility on students' work placement decisions (679)
Horton-Walsh, Sarah; Montano, Sarah
Challenges and Opportunities in Evaluating a Masters Educational Programme: a discourse perspective (784)
Lawless, Aileen; Holden, Rick; Bough, Jason
Identifying Gaps between Marketing Competencies Students Learn At Business Schools and Those Required At Job (237)
Saeed, Kausar

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)
Mouzoughi, 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

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)
Szlajgyi, 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

Are Knowledge Cafes preferable to Information Technology (IT) approaches for exchanging ideas in Business Professions? (661)
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; Renzi, 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 Prototypic populist 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)
Izatt-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 EquityPerspective (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, Nelaire
**THURS 09:00–10:30**
**PADDOCK LODGE, 1ST FLOOR FRONT ROOM**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: TBC**

**Foreign investment and Colombian ports: the case of the railway of the province of Bolivar (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, 1ST 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

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**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**

**Marketing and Retail**

**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.

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**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, Riyadh; 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

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**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

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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; Analogbel, 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; Marilusa, Gosling

An Extended Theory of Planned Behaviour for Music Acquisition from Legal and Illegal Channels: Conceptualisation and Scale Development (786)
Dilperi, 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 perceptions and luxury brand equity (410)
Logkizidou, Maria; Andriopoulos, Constantine; Gotsi, Manto

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

**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)
Donelli, 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
Customer Orientation: The Development of a Multiple Item Scale (152)
Eld, Riyad; Al Shariet, 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; Auraskeviciene, 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

WED 11:00–13:00
PADDOCK LODGE, 1ST 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, Hassam
The Direct and Interaction Effects of Supply Management Operational Capability, Strategic Orientation and their Impact on Performance (722)
Day, Marc; Lichtenstein, Scott; Samuel, Phillip
Classification of supply chain disruptions and mitigating strategies in manufacturing firms (335)
Moradeyo, Adenike Aderonke

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 IIm, 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
The Effect of Supply Chain Justice on Suppliers Sustainability Performance (585)
Hahnfeldt, Florian

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: LEE MARTIN
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

**Psychological Capital and Career Mobility (669)**  
Brandt, Tiina Maria; Järström, Maria

**WED 11:00–12:30**  
**LORD SEFTON, HEDGEHUNTER BAR**  
**FULL PAPERS**

**SESSION CHAIR: JILL HANSON**  
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: SHAUN GORDON**  
Identifying overconfidence: what do core self-evaluations contribute? (526)  
Stefanova, Simka Georgieva; Homberg, Fabian; Secchi, Davide

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

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**  
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, Somayehsadsadat; 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: SHAUN GORDON**  
Identifying overconfidence: what do core self-evaluations contribute? (526)  
Stefanova, Simka Georgieva; Homberg, Fabian; Secchi, Davide

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
Organizational Studies

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

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: JILL HANSON
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 Organisational Support. An analysis from Symbolic Interactionism approach (626)
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

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, 1ST 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, 1ST 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, 1ST 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, 1ST 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)
Suecozhanay 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 Lynne; 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 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 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, 1ST 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

WED 16:00-17:30
PADDOCK LODGE, 1ST 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)
Eklof, Jan; Parmlter, 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, Michaelys; Huaccho Huatuco, Luisa D; Mejias Herrera, Sandra
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: RACHEL ASHWORTH
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: TRACEY COULE
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: SHARIF AS-SABER
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

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)
Forssell, 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: MARTIN KITCHENER
Lean Deployment in Healthcare: a systematic literature review (395)
Papalexi, 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, Gall; 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: JONATHAN LUPSON
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: NICOLA BATEMAN
Benefit Realisation from Public Projects: A Theoretical Framework for the Quality of Target Benefits (145)
Chih, Ying Yi; 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: NORA ANN COLTON
“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: KERRY HOWELL
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; Pinac, 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

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Research Methodology

TRACK CHAIR: BILL LEE

TUES 15:30–17:00
LORD SEFTON/EARL OF DERBY, SADDLE BAR
SYMPOSIUM

SESSION CHAIR: ELENA ANTONACOPOULOU
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 (014)
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, its 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 is 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; Green, 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; Michaels, Nicolette

**THURS 11:00–12:30**
**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

**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 Christine; Sedrieh, 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, Efthathios
- Ready-made scenarios (446)
  
  Pyper, Neil Forbes; Tapinos, Efthathios
- 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)
  
  Dumitrul, 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)
Tuncdoğan, 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; Pouliu, Konstantinos; Pouliu, 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: TBC
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

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
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

Toward a Tentative Strategy Implementation Model (865)
Aboutalebi, Reza; Tan, Hui

How organizational boundary choices impact capability development (879)
Galvin, Peter; Tywoniak, Stephan

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

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

Toward a Tentative Strategy Implementation Model (865)
Aboutalebi, Reza; Tan, Hui

How organizational boundary choices impact capability development (879)
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Stoyanova, Veselina

Strategy Implementation in KSA SME’s: An Integrative Framework (989)
Alhilou, Moataz Mohidine

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

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 enquire (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 11:00–12:30
PRINCESS ROYAL STAND,
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Emergent and developmental perspectives
SESSION CHAIR: SIMON BROOKS
Understanding the relationship between CSR and employee engagement (657)
Skrilsovali, 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
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FULL PAPERS

Nature and conceptualisations
SESSION CHAIR: SIMON BROOKS
Carroll’s pyramid of CSR is upside down! (1061)
Baden, Denise

Transcending the debate: What motivates the comprehensive implementation of Corporate Social Responsibility? (507)
Iatridis, Kostas; Kesidou, Effie

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Dahlmann, Frederik; Brammer, Stephen

WED 16:00–17:30
EARL OF DERBY, PAPILLON SUITE
FULL PAPERS

Nature and conceptualisations
SESSION CHAIR: SARAH IVORY

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Guo, Xin; Wang, Tongtong

Ecopreneurial Business Models: Creating value out of disvalue (697)
Jolink, Albert; Nielen, Eva

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Mawer, Susan; Crotty, Jo

THURS 09:00–10:30
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SESSION CHAIR: SARAH IVORY

Is Belgium lagging behind in sustainability management? An international empirical analysis (103)
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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
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DEVELOPMENTAL PAPERS

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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
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Yang, Jessica Hong; Liu, Stephanie Yang

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DEVELOPMENTAL PAPERS

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SESSION CHAIR: PETER STOKES
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

THURS 14:00–15:30
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DEVELOPMENTAL PAPERS

Regional and national perspectives
SESSION CHAIR: PETER STOKES
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Harper, Donna; Bamber, Dave
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Allen, Stephen; Fahy, Kathryn
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**SPECS:**

- **297mm x 210mm (Portrait)**
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**WEB DESIGNER:** N/A  
**COPYWRITER:** Emily Lingley  
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**FINAL**
About BAM

The British Academy of Management (BAM) was founded in 1986 and its vision is to become the pre-eminent European Learned Society in Business and Management. It is a not-for-profit organisation dedicated to developing academic management researchers at every stage of their career. The Academy supports the professional development of members through specialised training events, provides networking and paper feedback opportunities at the BAM Annual Conference and access to Special Interest Group networks. The different opportunities and benefits available through BAM have been designed to help individuals be actively involved in the wider academic community. BAM also plays a central role in representing the voice of the academic community to Government and to the Research Councils and has strong links with a number of related organisations both in the UK and internationally.

Vision, Mission and Strategic Objectives

VISION
To become the pre-eminent European learned society in business and management

MISSION:
• Support vigorous, relevant, ethical, and independent research in business and management
• Promote ethical and reflective business and management education
• Provide a prominent voice for the BAM community
• Showcase business and management scholarship within the national and international arena
• Develop alliances and networks with stakeholders including Business Schools, employers, practitioner communities, and learned societies

STRATEGIC OBJECTIVES:
• To offer distinctive research and teaching capacity building opportunities
• To promote responsible, effective and innovative teaching and learning and contribute to its development
• To increase membership and offer members a first class service with training, networking and career development provided through every stage of their career
• To strengthen communication with key stakeholders
• To ensure effective working relations with key stakeholders - business and management schools, funders of research, policy makers, employers, accreditation bodies, employers bodies, practitioner communities, media, national and international learned societies to advance and promote business, management and related subject areas
• To further Internationalise the academy through BAM journals and links with related organisations
### Previous BAM Conferences

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<td>Management Research Revisited: Prospects for Theory and Practice</td>
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<td>Building and Sustaining High Performance Organisations in a Challenging Environment</td>
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<td>The End of the Pier? Competing perspectives on the challenges facing business and management</td>
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<td>Management Research, Education and Business Success: Is the future as clear as the past</td>
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Council Roles 2013

**EXECUTIVE COUNCIL**

**President:** Professor Abby Ghobadian  
University of Reading

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Nottingham Trent University

**Professor Richard Thorpe**  
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BAM Fellows 2013

In line with other professional groups, the British Academy Management has a Fellows College. Fellows are elected to the College on the basis of their sustained contribution to each of i) the scholarly development of Business and Management, and ii) the British Academy Management activities. Nominations are made annually and initially evaluated by a small group led by the Dean of the Fellows College. After an initial evaluation references are requested, and usually these references will include support from other international scholars. Subsequently the same small group meet in order to make recommendations to all Fellows. These recommendations may be supported or not by a majority of Fellows. At each annual BAM conference the newly elected Fellows are presented to conference.

The Fellows College is managed through an elected Deans Group consisting of the Dean, Immediate Past Dean (from 2014), Deputy Dean, Vice Dean, and President of the BAM. Currently these officeholders are:

Dean - Colin Eden  Deputy Dean - Arthur Francis  Vice Dean - Catherine Cassell  President - Abby Ghobadian

For the election of Fellows the group is joined by member of the BAM Council, currently Simon Collinson.

Fellows meet at least twice a year to discuss significant issues relating to the development of business and management research and education. In many instances these meetings result in attempts to put both formal and informal pressure on powerful stakeholders to deliver changes in the attitudes and policies of, for example, government, Research Councils, Institute of Directors, Chartered Institute of Management, and Confederation of British Industry. Needless to say, Fellows are committed to act in concert with the Council of BAM. In addition Fellows are keen to help BAM SIGs when possible and invited to do so, to this end most Fellows have committed themselves to provide help and advice to at least one SIG.

Currently there is a core of 58 active Fellows, and these are listed below.

Ackermann, Fran, Curtin University
Bamber, Greg, Monash University
Bessant, John, University of Exeter
Buchanan, David, Cranfield University
Buckley, Peter, University of Leeds
Budhwar, Pawan, Aston University
Burgoyne, John, Lancaster University
Cartwright, Susan, Lancaster University
Cassell, Catherine, University of Manchester
Chell, Elizabeth, Kingston University
Child, John, University of Birmingham
Clark, Timothy, Durham University
Cooper, Cary, Lancaster University
Cox, Sue, Lancaster University
Curran, James, Kingston University Business School
Diamantopoulos, Adamantios, University of Vienna
Easterby-Smith, Mark, Kingston University
Eden, Colin, University of Strathclyde
Foxall, Gordon, Cardiff University
Francis, Arthur, University of Bradford
Ghobadian, Abby, University of Reading
Glaister, Keith, University of Sheffield
Greenley, Gordon, Aston University
Hartley, Jean, University of Warwick
Hickson, David
Hodgkinson, Gerard, University of Warwick
Hooley, Graham, Aston University
Huxham, Chris, University of Strathclyde
Jackson, Susan, Rutgers University
Johnson, Gerry, Lancaster University
Kakabadse, Andrew, Cranfield University
Lawler, Edward, University of Southern California
McKiernan, Peter, University of Strathclyde
Neely, Andy, University of Cambridge
Nicholson, Nigel, London Business School
Otley, David, Lancaster University
Parker, David, Cranfield University
Pettigrew, Andrew, University of Oxford
Pidd, Michael, Lancaster University
Powell, Gary, University of Connecticut
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Rousseau, Denise
Saunders, John, Aston University
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Starkey, Ken, University of Nottingham
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Thomas, Howard, Singapore Management University
Thorpe, Richard, University of Leeds
Tranfield, David, Cranfield University
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Voss, Christopher, London Business School
Wensley, Robin, University of Warwick
West, Michael, Lancaster University
Wilkinson, Adrian, Griffith University
Williams, Allan, City University
Wilson, David, University of Warwick
Wright, Mike, Imperial College London
Track Chairs 2013

Corporate Governance
Stephen Perkins, London Metropolitan University
Graham Buchanan, London Metropolitan University

Cultural and Creative Industries
Andrew Greenman, University of Nottingham

E-Business and E-Government
Feng Li, City University
Savvas Papagiannidis, Newcastle University

Entrepreneurship
Wing Lam, Durham University
Dilani Jayawarna, University of Liverpool (Acting)

Gender in Management
Adelina Broadbridge, University of Stirling
Savita Kumra, Brunel University

Human Resource Management
Pawan Budhwar, Aston University
Helen Shipton, Nottingham Trent University

Identity
Chris Coupland, Loughborough University
Sandra Corlett, Northumbria University

Innovation
George Tsekouras, University of Brighton
Nick Marshall, University of Brighton

International Business
Rudolf Sinkovics, University of Manchester

Inter-Organizational Relations
Colin Pilbeam, Cranfield University
Louise Knight, Aston University

Knowledge and Learning
David Spicer, University of Bradford

Leadership and Leadership Development
Jean-Anne Stewart, University of Reading
Marian Iszatt-White, Lancaster University

Management and Business History
Kevin Tennent, University of York

Marketing and Retail
Robert Angell, Cardiff University
Juliet Memery, Bournemouth University

Operations, Logistics and Supply
Lenny Koh, University of Sheffield

Organizational Psychology
Lee Martin, University of Nottingham
Joanne Lyubovnikova, Aston University

Organizational Studies
David Weir, University Campus Suffolk
David Bamber, Liverpool Hope University
Robert Price, University Campus Suffolk

Organizational Transformation, Change and Development
Sharon Williams, Cardiff University
Catherine McCauley-Smith, Teesside University

Performance Management
Vinh Chau, University of East Anglia

Public Management and Governance
Dimitrios Spyridonidis, Imperial College London

Research Methodology
Bill Lee, University of Sheffield

Strategy
George Burt, University of Stirling
Efthimios Poulis, University of East Anglia

Strategy as Practice
Mike Zundel, University of Liverpool

Sustainable Responsible Business
Peter Stokes, University of Chester
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