Corporate Governance

Track Chair: Ruth Massie

**WED 09:00 – 10:30** | Room 1.05, Dennis Sciama Building
Full Papers
Session Chair: Timothy Rutt

An Assessment of the Impact of Saudi Arabia Culture on Corporate Governance on Minority Shareholders’ Rights (902)
Alfordy, Faisal Dhaifallah

Diversity among corporate elites and its impact corporate performance: A study of Nigerian banks (790) Ogbechie, Chris Ike; Okoro, Chinedu James

Role of Internal Auditing in Detecting Significant Financial Accounting Errors and Safeguarding Corporate Assets in Nigerian Banks (307)
Nwokocha, Kenneth Chibuisi

**WED 11:00 – 12:30** | Room 1.05, Dennis Sciama Building
Full Papers
Session Chair: William Sun

Does Satisfaction with Performance Foster Strategic Chance? (1019)
Villagrasa Guarch, Jorge; Escribá Esteve, Alejandro

Independent Directors, Corporate Social Performance and Profitability (303)
Tran, Hien; Kling, Gerhard

The role of corporate governance on Performance: Evidence from FTSE 100 Firms (500)
Triantafylli, Androniki; Bathia, Deven; Tsitsianis, Nicholas

**WED 14:00 – 15:30** | Room 1.05, Dennis Sciama Building
Full Papers
Session Chair: Donald Nordberg

An analysis and comparison of effective third sector organisation governance structures: A proposal of a new member attribute theory. (598)
Liddell, Melanie; Johnston, James Bruce

The effect of Board Characteristics on Corporate Reputation: Findings from the most reputable UK listed companies (824)
Florou, Eleftheria T.; Gkliatis, Ioannis P.; Koufopoulos, Dimitrios N.

Trust and moral diversity in financial governance effectiveness: A conceptual model (273)
Coldwell, David Alastair Lindsay

**WED 16:00 – 17:30** | Room 1.11, Dennis Sciama Building
Developmental Papers
Session Chair: TBC
Fashioning Governance in Action: an Ethnographic Exploration of Boardroom Talk (955)
Beech, Nicholas

Investigating industry as a moderating determinant of executive remuneration (900)
Oluwayi, Seun Kayode

Perceptions of governance code adoption by SME boards and the influence of codes on crisis management planning (608)
Spiers, Leslie

Coercive versus legitimate power: A Paradox for consumer protection (261)
Poole, Adam Charles

THURS 09:00 – 10:30 | Room 1.05, Dennis Sciama Building
Full Papers

Session Chair: William Sun

Corporate governance and firm performance: empirical evidence from Italian companies (641)
Melville, Robert; Merendino, Alessandro

Who are more influential on Corporate Social Responsibility Strategy, Japanese or American Independent Directors? (416)
Tran, Hien

Ownership Structure, Control and Dividend Pay-outs (258)
Wang, Ping; Wang, Peijie

THURS 11:00 – 12:30 | Room 1.05, Dennis Sciama Building
Full Papers

Session Chair: Timothy Rutt

Advisory Boards Tasks in Start-ups (748)
Jonsson, Eythor Ivar

Strategizing in liminal spaces: Board practice, strategy and informality (234)
Nordberg, Donald; Concannon, Margaret

From Cadbury to Kay: commuted language in the discourse of corporate governance regulation, 1992 - 2012 (558)
Price, Michael

THURS 14:00 – 15:00 | Room 1.05, Dennis Sciama Building
Full Papers

Session Chair: Donald Nordberg

An Analysis of the Pay-Performance Association for CEOs in FTSE 350 firms (614)
Ibrahim, Salma S.; Cho, Myojung; Farmer, Mark
Normative evaluation of mergers and acquisitions: an extended stakeholder framework (430)
Collett, Nicholas John; Burns, David

**E-Business and E-Government**

*Track Chairs: Savvas Papagiannidis and Athanasios Papadopoulos*

**WED 09:00 – 10:30 | Room 1.11, Dennis Sciama Building**

Developmental Papers

**Session Chair: Feng Li**

- Digital-Enabled Service Transformation in Public Sector: Understanding Structuration and Institutionalisation Process of Change (756)
  Omar, Amizan; Weerakkody, Vishanth; El-Haddadeh, Ramzi

- Towards Examining Factors Influencing the Adoption of Mobile Government (mGOV) in Saudi Arabia (338)
  Baabdullah, Abdullah M.; Dwivedi, Yogesh K.; Williams, Michael D.

- Entanglements of policy and technology in the Greek public administration (497)
  Papadopoulos, Thanos; Stamatí, Teta; Anagnostopoulos, Dimosthenis

- Exploring Smart City innovation: The case of 12 German entrepreneurs (1032)
  Richter, Chris; Papagiannidis, Savvas; Kraus, Sascha; Durst, Susanne

**WED 14:00 – 15:30 | Room 1.02, Dennis Sciama Building**

Full Papers

**Session Chair: Savvas Papagiannidis**

- EU Member States (237)
  Iannacci, Federico; de Blok, Caroline; Seepma, Aline

  Alzahrani, Latifa Saad; Al-Karaghouli, Wafi; Weerakkody, Vishanth

- Exploring the Feasibility of using Video Communication within Local Government Services: The Case of Advisory Services for Potential Entrepreneurs (782)
  Molnar, Andreea; Weerakkody, Vishanth; Sivarajah, Uthayasankar

**WED 16:00 – 17:30 | Room 1.02, Dennis Sciama Building**

Full Papers

**Session Chair: Thanos Papadopoulos**

- Actors and emerging Information, Communications and Technology (EICT) adoption: a study of UK small and medium services enterprises (491)
  Eze, Sunday
Adoption and Implementation of Enterprise Systems in Small and Medium Sized Enterprises in China: An analysis of engagement between user and provider in the context of governmental policies (713)
Xu, Zheng; Brown, David H; Stevenson, Mark

Creating value with IT - the case of RFID (738)
Bunduchi, Raluca

THURS 09:30 – 10:30 | Room 1.12, Dennis Sciama Building
Full Papers

Session Chair: Savvas Papagiannidis

From Perceived Value to Intention to Accept Mobile Instant Messaging: the Uses and Gratifications Perspective (160)
Voraseyanont, Parameth; Thongmak, Mathupayas

Adoption of social media sites by B2B companies in China (795)
Lacka, Ewelina; Chan, Hing Kai; Chong, Alain

THURS 11:00 – 12:30 | Room 1.11, Dennis Sciama Building
Developmental Papers

Session Chair: Thanos Papadopoulos

Towards a Holistic Business Model Framework: New Insights from the Games Industry (632)
Li, Feng; Alberto, Nucciarelli; Nikolaos, Goumagias; Ignazio, Cabras; Kiran Jude, Fernandes; Sam, Devlin; Daniel, Kudenko; Peter, Cowling

Social media for government crowdsourcing: An exploratory study of challenges and opportunities (572)
Panagiotopoulos, Panos; Bowen, Frances

Implementation dynamics for CRM system development (680)
Corner, Ian; Hinton, Matthew

Information artefacts in practice: institutional context and self-awareness in enactment of collective affordances (922)
Eshraghian, Farjam; Hafezieh, Najmeh; Harwood, Stephen

THURS 14:00 – 15:30 | Room 1.07, Dennis Sciama Building
Developmental Papers

Session Chair: Thanos Papadopoulos

Digitizing criminal justice: A Qualitative Comparative Analysis of supply-chain integration across four Taxonomy of Barriers to Strategy Implementation (242)
Aboutalebi, Reza

The role of Information Technology Management in Influencing Financial Performance: (An exploratory analysis of Real Estate Conglomerates in Saudi Arabia) (510)
Alghamdi, Saleh Abdullah A
Conceptual Challenges for adopting the Socio-Technical approach to implement Knowledge Transfer System (i.e. Health Information System in the Saudi Arabi) (730)
Masri, Firas. H; Wood-Harper, Trevor

A Structured Literature Review on Impulse Buying: online jitters and offline jeepers (976)
Hussain, Ammar; Kofinas, Alexander

**Entrepreneurship**

**Track Chair: Dilani Jayawarna**

**WED 09:00 – 10:30 | Room 0.41, Portland Building**
Full Papers
SME

**Session Chair: Ossie Jones**

Public Procurement and Small Businesses: estranged or engaged? (591)
Woldesenbet, Kassa; Worthington, Ian; Ram, Monder

Are there differences in perceptions of regulation according to gender of SME owner and are these justified? (972)
Vershinina, Natalia; Rodionova, Yulia; Kitching, John; Barrett, Rowena

The role of Government in Increasing SMEs’ Regularity in Exporting (211)
Jones, Paul; Haddoud, Mohamed; Newbery, Robert

**WED 09:00 – 10:30 | Room 1.66, Portland Building**
Developmental Papers
Education

**Session Chair: Dilani Jayawarna**

Encouraging Enterprising Environments for 2015 and Beyond! A Study of EEPs and Related Stakeholder Engagement within 5 English Universities (628)
Crammond, Robert James

Staff perspectives of threshold concepts in the context of an undergraduate entrepreneurial business degree programme. (557)
Hatt, Lucy Elizabeth

An empirical investigation of the impact of regenerative failures on entrepreneurial learning. (1009)
Shore, Adam Philip; Rich, Nick; Pittaway, Luke

**WED 11:00 – 13:00 | Room 0.41, Portland Building**
Full Papers
Entrepreneur level

**Session Chair: John Kitching**

The Effect of Family on Youth's Entrepreneurial Intentions (989)
Exploring Individual Level Antecedents of Entrepreneurial Orientation (841)
de la Vega, Roberto

The Role of Entrepreneurial Alertness in the Development of Hobby-Based Business Start-Up Intentions (180)
Kadile, Vita; Biraglia, Alessandro

Application of Partial Least Square in Predicting E-entrepreneurial Intention among Business Students (130)
Hussain, Saddam; Batool, Hira

**WED 11:00 – 12:30 | Room 1.66, Portland Building**
Developmental Papers
Resources

**Session Chair: Dilani Jayawarna**

Does Family Matter? Debt Finance and Women Business-owners in Bangladesh (857)
Jaim, Jasmine; Martin, Lee; Swail, Janine

Well-being of entrepreneurs – international comparison based on GEM data (374)
Zbierowski, Przemyslaw; Bratnicki, Mariusz; Gojny-Zbierowska, Milena

Spatial Capability and Entrepreneurial Opportunities and Networks (366)
Alshareef, Sara Abdulaziz

**WED 14:00 – 15:50 | Room 0.41, Portland Building**
Full Papers
Resources

**Session Chairs: Natalia Vershinina/Ossie Jones**

Resource Constraints and Business Model Change in Early-Stage University Spin-Offs (860)
Costa, Sergio

Relational Capital in Family Firms. The Role of Generational Stage, the Founder and Commercial Relations with other Family Firms (779)
Blanco-Mazagatos, Virginia; de Quevedo Puente, Esther; Delgado Garcia, Juan Bautista

Emergence of collectivity within entrepreneurial teams: A multiple-case study of high-technology team start-ups (398)
Forstrom-Tuominen, Heidi; Jussila, Iiro; Goel, Sanjay

Reviewing Entrepreneurship Education and Enterprise-related Stakeholder Engagement in Higher Education (626)
Crammond, Robert James

**WED 14:00 – 15:30 | Room 2.33C, Portland Building**
Full Papers
Start-Up
**Session Chair: Paul Jones**

Entrepreneurial leadership: Where are we in the field? (248)
Harrison, Christian; Paul, Stuart

Social entrepreneurship in India: Perceived barriers among the youth (774)
Sahasranamam, Sreevas; Mankavil Kovil Veettil, Nandakumar

Entrepreneurial Business Exit at the Nascent Stage (579)
Alam, Muntasir; Jayawarna, Dilani

**WED 16:00 – 17:30 | Room 0.41, Portland Building**
Full Papers
Business Models

**Session Chairs: Natalia Vershinina**

Entrepreneurship, Growth and Business Models: Towards a Process Model (173)
Jones, Ossie; Li, Hongqin

The classic thing about business growth is you have to think about it...”
McNeill, Tamara; Antcliff, Valerie; Baines, Sue; Schofield, Clare

Impact of Decision Making Approaches on Business Model Attributes: Evidence from Indian SMEs (842)
Pati, Rakesh Kumar; Mankavil Kovil Veettil, Nandakumar

**WED 16:00 – 17:30 | Room 1.66, Portland Building**
Developmental Papers
Institutions

**Session Chair: Paul Jones**

Business start-up - Importance and impact of factors influencing actual start-up (687)
Hill, Inge R

A Cross National Analysis of Cultural, Social and Economic Conditions Promoting/Inhibiting Entrepreneurial Activities. (804)
Ahmad, Salman; Jayawarna, Dilani

Strategic Importance of Small and Medium Enterprises to Economic Development: Empirical Evidence from Nigeria (218)
Bello, Moshood Adeniji; Lawal, Abdulazeez Abioye; Raimon, Lukmon

**THURS 09:00 – 10:30 | Room 2.33B, Portland Building**
Full Papers
Economic

**Session Chair: Natalia Vershinina**
Informal Institutions, Transactional Trust and Entrepreneurship in Africa (959)
Olarewaju, Adeniyi Damilola; Adebisi, Sunday Abayomi; Oghojafor, Ben E. A.

Government financial support for start-ups: Case of Saudi Arabia (554)
Algarny, Saeed Saad

Moderating Effect of Formal Institutions on Individual Resource Commitment to Social Entrepreneurship Entry (719)
Sahasranamam, Sreevas; Mankavil Kovil Veettil, Nandakumar

**THURS 09:00 – 10:30 | Room 1.66, Portland Building**
Developmental Papers
SME

**Session Chair: Dilani Jayawarna**

Complexity of Risk Management in SMEs (473)
Al-Lahham, Yazan

Does SME size affect rural SME management? (661)
O’Brien, Seamus; Giorgioni, Gianluigi

Entrepreneurial learning from small experimental failures (769)
Barker, Nicholas; Mosey, Simon; Story, Vicky

**THURS 11:00 – 12:30 | Room 2.33B, Portland Building**
Full Papers
Education

**Session Chair: Dilani Jayawarna**

Sustainability: an entrepreneurship educator’s perspective (751)
Jones, Paul; Wyness, Lynne

Transition to Expreneurship: A Longitudinal Study of Creative Graduate Nascent Entrepreneurs/ Expreneurs (549)
Hanage, Richard; Davies, Mark; Scott, Jonathan

Advancing Organisational Models via Leadership and Governance Role to the Development of Entrepreneurial Universities: The IMOI Perspective (133)
Lamidi, Kafayat Kehinde

**THURS 14:00 – 15:30 | Room 2.33B, Portland Building**
Full Papers
SME other

**Session Chair: TBC**

Exploring crisis management and business continuity among Nigerian small and medium scale enterprises (408)
Obembe, Demola; Chukwudum, Victoria; Nnabuife, Nnenna
External Influence of Early Internationalization Process – GEM-based Evidence (372)
Zbierowski, Przemyslaw; Bratnicki, Mariusz; Gojny-Zbierowska, Milena

Stakeholders role in enterprise formation and development process: The case of Om Sikhyanusthan (528)
Hota, Pradeep Kumar; Mitra, Sumit

**THURS 14:00 – 15:30 | Room 1.66, Portland Building**
Developmental Papers
Social Enterprise

**Session Chair: TBC**

Social Entrepreneurship in Developing Economies: The case of Mozambique (589)
De Avillez, Maria Margarida Durao

Exploring external partner impact on nascent social entrepreneurs through social capital theory: A case study of the Manchester Metropolitan University and UnLtd (876)
Baird, Andrew; Giddens, Claire

An investigation into performance measurement in social enterprises in the UK. (436)
Kah, Sally; O'Brien, Seamus; Frost, Adam; Kok, Seng

**Gender in Management**
Track Chairs: Adelina Broadbridge and Savita Kumra

**TUES 16:00 – 17:30 | Room 0.41, Portland Building**
Symposium

**Session Chair: Jenny Rodrigues**

Gender, Migration and Work in the Middle East: Intersecting perspectives and intersectional experiences (423)
Rodriguez, Jenny K; Scurry, Tracy; Smith, Mark; Habhab, Hayat; Stalker, Brenda; Ridgeway, Maranda; Robson, Fiona

This symposium explores the relationship between gender, migration and work, focusing on processes, dynamics and experiences at different analytical levels and how they affect women migrants. The symposium highlights relevant intersections at the macro-country, meso-organisational and micro-individual levels to show the centrality of gender in the social, economic and political order of the interplay between migration and work in the Middle East. Discussions about migration and work have highlighted the multidimensionality of migration projects, and the need to adopt broader inter and trans-disciplinary analytical frameworks to understand the role of gender and other categories of difference. The study of intersections is then relevant to understand resulting dynamics of privilege and disadvantage, and how these are reconfigured across geographies. In particular, the transformations at local, national, supranational and transnational levels are of importance to understand how women both construct and are constructed by the processes, dynamics and experiences they encounter.

**WED 09:00 – 10:30 | Room 1.07, Dennis Sciama Building**
Developmental papers

Session Chair: Savita Kumra
Challenging the business school curriculum: Teaching Gender as a driver for Responsible and Sustainable Management Education (254)
Meliou, Elina; Williams, Jannine

Expectations versus Reality: Do Emirati students envisage greater equality in their future lives compared to what working Emiratis experience? (794)
Collins, Ann

Gender Diversity and Inclusion in the UK Retail Sector: A Case Study (265)
Burkinshaw, Paula; Ford, Jackie; Watson, Kathryn

The impact of diversity policies and supervisor-subordinate similarity on employees: A multilevel model (251)
Santos, Clarice; Hilal, Adriana

WED 11:00 – 12:30 | Room 1.12, Dennis Sciama Building
Full papers

Session Chair: Cinzia Priola

Women retail directors’ stories of success (1054)
Broadbridge, Adelina Martine

Women Leaders: A Theory of Negative Intra-Gender Relations in Organizations (132)
Mavin, Sharon; Grandy, Gina; Williams, Jannine

The Teflon Effect: When the Glass Slipper meets Merit (642)
Simpson, Ruth; Kumra, Savita

WED 14:00 – 15:30 | Room 1.12, Dennis Sciama Building
Full papers

Session Chair: Sharon Mavin

Queer methodologies for advancing management research on sexualities in the workplace (297)
Rumens, Nick

Research Methodology in Gender Studies – the Qualitative Approach (921)
Ikiriko, Elizabeth Oruenene

Pluralist gender-role expectations in Health Advertising in the Philippines. Are advertising agencies ‘on-message’? (697)
Fletcher-Brown, Judith; Camacho, Marya Svetlana; Middleton, Karen

WED 16:00 – 17:30 | Room 1.07, Dennis Sciama Building
Developmental papers

Session Chair: Savita Kumra
Research into how women network in order to improve their careers (923) Garvin, Wilma

Reciprocal positions of female partners: constructing your gender identity in relation to 'Others'. (588) Carr, Melissa

Gender and Ethnicity Issues in Accounting: A Semiotic Analytical Approach (493)
Chatzivgeri, Eleni; Shah, Neeta; Gleadle, Pauline

Integrating gender into debates around 'capitals': a Bourdieusian interpretation of sustainable business (356)
Haynes, Kathryn; Murray, Alan

THURS 09:00 – 10:30 | Room 1.07, Dennis Sciama Building
Developmental papers

Session Chair: Gary Powell

Professional and personal self-identification of Russian managers: search of gender differences in their organizational behavior (851)
Kosheleva, Sofia; Voronina, Olga

Women Managers as Expatriates in Multinational Companies (MNCs): Towards exploring how informal, Selection processes and male-dominated Management networks support Gender exclusion. (1020)
MacNeil, Christina Mary

Knowledge vs. knowing: evidence-based practice in speech and language therapy (257)
Butler, Clare

THURS 11:00 – 12:30 | Room 1.07, Dennis Sciama Building
Developmental papers

Session Chair: Adelina Broadbridge

Gender Stereotyping and Glass Ceiling in Bangladesh – Causes and Consequences (999)
Tabassum, Naznin

The Glass Ceiling 30 Years On: What Has Changed? What Have We Learned? What Have We Yet to Learn? (320)
Powell, Gary N.; Butterfield, D. Anthony

Female talents in the knowledge economy: Flexibility and career prospects (151)
Biernat, Ola; Xian, Huiping

THURS 14:00 – 15:30 | Room 1.12, Dennis Sciama Building
Full papers

Session Chair: TBC

The power of religion: Giving voice to women working in Pakistani banks (833)
Priola, Cinzia; Chaudhry, Shafaq

The relationship between work life balance responsiveness and organisational benefits: the mediating role of employee consultation (537)
Jenkins, Stacey; Bhanugopan, Ramudu

Daughters in Charge in Family Owned Businesses (778)
Ozdemir, Ozlem; Harris, Phil; Page, Steve

Human Resource Management
Track Chairs: Jonathan Crawshaw and James Hayton

WED 09:00 – 10:30 | Room 0.28, Portland Building
Full papers

Session Chair: Donna Elizabeth Brown

Work migration, employment regulation and experiences of unfair labour practices: evidence from the South African labour market. (178)
Samuel, Michael Olorunjuywon; Phiri, Thato Edwin

The Influence of LGBT Expatriate Stigmas on International Assignment Relocation (202)
Moeller, Miriam; Maley, Jane Frances

Distant hands in foreign lands: the health and safety of migrants at work in the UK in 2014 (1055)
Brown, Donna Elizabeth; Wadsworth, Jonathan

WED 09:00 – 10:30 | Room 1.11, Portland Building
Developmental papers

Session Chair: Maria Mouratidou

Winding Up, Winding Down: re-envisioning the concept of mid-career (607)
Evans, Christina; Kumra, Savita

Minds enslaved: Exploring ‘international experience’ as a source of labour market discrimination. (590)
Bano, Ayesha; Nadeem, Sadia; Shaukat, Anum; Iqbal, Huba

Exploring careers in austerity through the lens of the KCM: the case of the Hellenic Public Sector (343) Mouratidou, Maria; Atkinson, Carol; Lupton, Ben; Antoniadou, Marilena

WED 09:00 – 10:30 | Room 1.44, Portland Building
Developmental papers

Session Chair: Roslyn Ann Cameron

Safety Behavior at Work: The Role of Safety Climate and Fear of Negative Evaluation (247)
Shamsudin, Faridahwati; Subramaniam, Chandrakantan; Al-Shuaibi, Ahmad; Bachkirov, Alexandre
HRM Challenges in managing the resource sector workforce in remote locations: an exploratory analysis (326) Cameron, Roslyn Ann; Brown, Kerry; Burgess, John; Nankervis, Alan

The triangle of HRM practices (espoused, enacted and perceived) (926) Zirar, Araz Abdullah

**WED 11:00 – 13:00 | Room 0.28, Portland Building**

Full papers

**Session Chair: Alison Glaister**

Impact of Manager-Employee Perceptual Discrepancies about the Implementation of Human Resources Practices on Employee Satisfaction and Business Unit Performance (508) Raineri, Andres

High performance work practices and employee wellbeing: the link, recession and firm size effect (1012) Wu, Ning

Revealing the debate between human resource management system versus human resource management single practices on wellbeing and job performance (970) Indrayanti, Indrayanti

Management Initiatives and Firm Performance: A Cross-level Investigation (301) Do, Hoa; Budhwar, Pawan; Patel, Charmi; Guillaume, Yves

**WED 11:00 – 12:30 | Room 1.11, Portland Building**

Developmental papers

**Session Chair: Andreas Moelk**

HR practices, well-being and performance: an analysis of WERS 2011 (281) Sutton, Anna; Atkinson, Carol

Can crisis really be a turning point? Exploring the effects of organizational defensive impression management on corporate recruiting (450) Yang, Irene Wen-fen; Wu, Chih-yun

Politics of employer branding: A case study in a multinational company (424) Moelk, Andreas

**WED 11:00 – 12:30 | Room 1.44, Portland Building**

Developmental papers

**Session Chair: Nicola Murray**

Organisational Commitment among Employees. A Developing Nation Perspective: The Case of the Nigeria’s Public Sector (1060) Oyelere, Michael; Opute, John; Akinsowon, Peter

Understanding Employee Engagement through a Public Sector Lens (601) Byrne, Orla; MacDonagh, Joe
Insights into the Promotion of Employee Wellbeing in the UK from the Perspective of Specialist Consulting Firms: An Exploratory Study (362)
Murray, Nicola; Roslender, Robin; Monk, Elizabeth

**WED 14:00 – 15:30 | Room 0.28, Portland Building**
Full papers

**Session Chair: Yehuda Baruch**

Performance Pay and Applicant Screening (707) Mohrenweiser, Jens; Jirjahn, Uwe

Effects of Organizational Rewards on Organizational Commitment and Turnover intentions of Banking Sector Employees in China? (220)
Nazir, Sajjad; Qun, Wang; Shafi, Amina; Nazir, Nadia; Afzal, Fahim

The Benefits of Non-work Activities for Chinese’s Employees’ Well-Being (311)
Guo, Liang; Russo, Marcello; Baruch, Yehuda

**WED 14:00 – 15:30 | Room 1.11, Portland Building**
Developmental papers

**Session Chair: Jonathan Crawshaw**

Does it Pay off to Lay off? – New Evidence for the Effect of Mass Layoff Announcements on Shareholder Wealth from Germany (483)
Koscher, Eva Maria Katharina

Bozionelos, Nikos; Karunanayake, Geetha

Positive scholarship in the Arabian Gulf: A human resource management perspective (290)
Bachkirov, Alexandre Anatolievich

**WED 14:00 – 15:30 | Room 1.44, Portland Building**
Developmental papers

**Session Chair: Ann Priscilla Parkinson**

HR systems philosophy: developing and testing a framework (555)
Zheltoukhova, Ksenia; Houghton, Edward

Nwachukwu, Celestine; Akwei, Cynthia; O'Brien, Seamus

What’s in a name: breaking free from path dependence and the marginalisation of HR (1022)
Parkinson, Ann Priscilla; Plimmer, Geoff

**WED 16:00 – 17:30 | Room 0.28, Portland Building**
Full papers
Session Chair: Andres Raineri

Institutions, Liberal Market Economies and Comparative Capitalisms (387)
Wood, Geoffrey; Walker, James; Brewster, Chris

Managerial ideologies, Baha’i faith and management practice (1058)
Momtazian, Legha

Determinants of work strikes: Analysis of a 50 year data series from Chile (512)
Armstrong, Alberto; Raineri, Andres; Aguila, Rafael

**WED 16:00 – 17:30 | Room 1.11, Portland Building**
Developmental papers

Session Chair: Michael Oyelere

Trade union renewal and social media: a study of Twitter use by Britain’s unions (873)
Panagiotopoulos, Panos

The Impact of Human Resource Information Systems (HRIS) on Staff Retention in Hospitality Organisation (407)
Pouransari, Somayeh; Al-Karaghouli, Wafi

A Strategic Assessment of the Importance of e-HRM: Analysis of Public Sector Organisations. A Developing Nation Perspective (1007)
Rahman, Mushfiqur; Oyelere, Michael

**THURS 09:00 – 10:30 | Room 0.28, Portland Building**
Full papers

Session Chair: Hayley Lockerbie

Institutional Shapers of Talent Management in the Banking and Petroleum Sectors in Oman (274)
Alamri, Rayya Rashid

Required IT Competencies for Non-IS Professionals: A Content and Cluster Analysis of HR Managers Job Advertisements (809)
Poba-Nzaou, Placide; Uwizeyemungu, Sylvestre; Clarke, Carlene

International comparative: Skill needs of gas industry in UK and Australia (543)
Cameron, Roslyn Ann; Marcella, Rita; Lockerbie, Hayley

**THURS 09:00 – 10:30 | Room 0.41, Portland Building**
Full papers

Session Chair: Krystal Wilkinson

The effect of new rhetors on HRM communication process (466)
Wolf, Maxim Viktor; Sims, Julian Mark; Yang, Huadong
Understanding the Good and Bad Effects of Information Technology Devices on Employees’ Work-Life Balance: An Exploratory Study of Nigerian Employees (121)
Adisa, Toyin Ajibade; Mordi, Chima

The perceived fairness of work-life balance policies: A case study of solo-living managers and professionals (403)
Wilkinson, Krystal; Gardiner, Jean; Tomlinson, Jennifer

THURS 09:00 – 10:30 | Room 1.11, Portland Building
Developmental papers

Session Chair: Susan Lesley Mearns

New media and stakeholder voice in a fragile state: towards pluralistic leadership in the Nigerian petroleum industry (562) Oruh, Emeka Smart

Understanding the psychological contracts of agency workers in China (952)
Nolan, Jane Patricia; Liang, Sophie

The Shift in Balance of Power within the Employment Relationship: Reality or Myth? (328)
Mearns, Susan Lesley

THURS 11:00 – 13:00 | Room 0.28, Portland Building
Full papers

Session Chair: Laura Innocenti

HPWs & Researchers Innovative Behavior. The Role of Exploratory Learning and Supervisor Support. (561) Escriba-Carda, Naiara; Canet-Giner, M. Teresa; Balbastre-Benavent, Francisco; Shipton, Helen

The role of person-environment fit in the relationship between transformational leader and job engagement amongst Chinese knowledge workers. (163)
Bui, Hong T. M.; Zeng, Qingying; Higgs, Malcolm

The Effect of HRM Practices on Employees’ Work Engagement and the Mediating and Moderating Role of Positive Psychological Capital (660)
Aybas, Meryem; Acar, Ahmet Cevat

Disentangling the relation between HRM practices and individual job performance: the role of engagement and age diversity climate (492)
Innocenti, Laura; Profili, Silvia; Sammarra, Alessia

THURS 11:00 – 12:30 | Room 0.41, Portland Building
Full papers

Session Chair: David Morgan

Toward a model of socializing project team members (747) Batistić, Saša; Kenda, Renata

Employee Perceptions of Retention Strategies as Antecedents of Organisational Commitment and Turnover Intention: Towards a Conceptual Framework (784)
Wanyama, Seperia Bwadene; Kittler, Markus; McQuaid, Ronald

Knowledge Work in Practice: Trust in the Knowledge-Intensive Workplace (656)
McLoughlin, Dominic; Morgan, David Eric; Hampson, Ian

THURS 11:00 – 12:30 | Room 1.11, Portland Building
Developmental papers

Session Chair: Margarita Nyfoudi

Negative Impression Management: Towards a Reconceptualization of a Phenomenon (312)
Mor, Iris; Tzafrir, Shay; Altman, Yochanan; Baruch, Yehuda

Departmental Dynamics – Examining how best to develop academic careers (787)
Kok, Seng

Coaching by the line manager and task performance: an examination of dual-level effects (241)
Nyfoudi, Margarita; Shipton, Helen; Theodorakopoulos, Nicholas; Budhwar, Pawan

THURS 14:00 – 15:30 | Room 0.28, Portland Building
Full papers

Session Chair: Jonathan David Lord

Who takes responsibility for repatriation? (295) Howe-Walsh, Liza; Torka, Nicole

Participating in International Study Tours leads to Entrepreneurial Success abroad - a Research on
the positive Effects of International Exchange Tours (272)
Gonzalez, Rafael; Stehr, Christopher

Are Employment Tribunals a Barrier to Justice? : An observer’s perspective. (585)
Lord, Jonathan David; Redfern, Dave

THURS 14:00 – 15:30 | Room 1.11, Portland Building
Developmental papers

Session Chair: Bethania Antunes

Performance-related pay in housing associations in England: An assessment of employee
motivations (919) Antunes, Bethania

Acceptance of low pay: a study of people in low paid jobs (348)
Ramakrishnan, Sumeetra

An Exploratory study of Innovation and HRM in IT Sector: The context of Medium Sized Businesses in
Turkey (597)
Arslan, Safa; Budhwar, Pawan S.; Crawshaw, Jonathan R.; Theodorakopoulos, Nicholas

THURS 14:00 – 15:30 | Room 1.44, Portland Building
Developmental papers
Session Chair: Barbara Venegas

The role of Socio Economic Status, Gender and Self Efficacy on youth aspirations and perceptions of leadership (966) Hoyland, Thomas; Mukhuty, Sumona; Psychogios, Alexandros

Imperatives of Creativity, Knowledge-Management and Human Resource Training and Development in Effective Organisational Performance (308)

Nwokocha, Kenneth Chibuisi

HR Positioning – A Matter of National Culture? An explorative qualitative study. (1056)

Covarrubias Venegas, Barbara; Thill, Katharina; Poór, József; Domnanovich, Julia

Identity
Track Chairs: Sandra Corlett and Christine Coupland

WED 09:00 – 10:30 | Room 1.08, Dennis Sciama Building
Developmental Papers

Session Chair: TBC

Discourses of digital difference (460)
Brown, Christine; Pritchard, Katrina

How is identity defined and understood by marketing professionals in online organisational settings such as B2B Twitter sites? (217)
Curtis, Lucill

The Hybrid Nature of the e-HRM Professional: An Identity Perspective (801) Williams, Hazel

The Gradathlon - sprints, hurdles, relays and marathons: Understanding graduate identity transitions in the first year of work (253)
Dunne, Ilka Noelle

WED 11:00 – 13:00 | Room 1.10, Dennis Sciama Building
Full Papers

Session Chair: TBC

“Tearing the Fabric” or “Weaving the Tapestry”? A Discursive Psychology Approach to Organizational Identity Work (963) Sheep, Mathew Laurence; Hollensbe, Elaine C.; Kreiner, Glen E.

Organizational anchors and the Isaian Messianic Prophesy: The anchor of occupational identity for ex-priests and seminarians (685) Randall, Julian Adrian; Procter, Stephen John

Climate (in)action in organizations: enabling agency through ‘green’ identity work (662) Dittmer, Franziska; Blazejewski, Susanne

Front-line employee service co-creation: the influence of organisational identity and organisational commitment (427) Glanfield, Keith; Ackfeldt, Anna; de Chernatony, Leslie; Melewar, T.C.

WED 11:00 – 12:30 | Room 1.08, Dennis Sciama Building
Developmental Papers

Session Chair: TBC

Erosion of temporal and spatial boundaries and the 21st century academic (401)
Lee, Amanda; Mills, Sophie

Identity construction in voluntary work: The role of place identity (219) O'Toole, Michelle Rose

Exploring the Development of Leadership Self-identity by Retired Business Executives (371)
De Four-Babb, Joyanne Beverly; Houldsworth, Elizabeth

Narratives of ageing and/or retiring and identity work: a conversation across theoretical perspectives on identity (686) Corlett, Sandra

**WED 14:00 – 15:30 | Room 1.10, Dennis Sciama Building**
Full Papers

Session Chair: TBC

Taking the edge off: How V-Gens use humorous images as identity statements to gain and maintain acceptance (135) Dunne, Ilka Noelle

“Strategy and struggle: discourses of learning, change and influence in later-career middle-managers’ identity-work” (594)
Warhurst, Russell Paul; Black, Kate Emma

Heroes and Helpers, Victims and Villains: A syntagmatic analysis of manager stories (727)
Rostron, Ali

**WED 16:00 – 17:30 | Room 1.10, Dennis Sciama Building**
Full Papers

Session Chair: TBC

Practice makes Perfect? Precarious Identities at Work in Veterinary Practice. (820)
Clarke, Caroline Anne; Knights, David; Hardy, Ben

The Small Practitioner: There is no such a Beast! New avenues for research on professional categorization (275)
Ramirez, Carlos; Stringfellow, Lindsay; Maclean, Mairi

Getting the meaning-dimension back to Doctor Managers’ identity work research to explain their role identities and attitudes to managing (384)
Cascon-Pereira, Rosalia; Hallier, Jerry

**THURS 09:00 – 10:30 | Room 1.08, Dennis Sciama Building**
Developmental Papers

Session Chair: TBC
What are we responsible for? Reconciling identity paradox in the process of economic, social and environmental integration towards corporate sustainability (974) Mayers, Nadine

Identity Work in Strategic Texts: An antenarrative approach (871) Hopkinson, Gillian

Examining Identity Work in Management Consultant Pitching Practices using a Work Shadowing Method (1039)
Brown, Gary; McKenzie, Claire

Guttormsen, David Sapto Adi; Pyper, Neil; Hollyoak, Brenda

THURS 11:00 – 12:30 | Room 1.10, Dennis Sciama Building
Full Papers

Session Chair: TBC

Being a Female Manager in the UK Higher Education System: a Tale of Professional Identity Contradictions (279) Maddox-Daines, Kay

Partnership identities at work: Experiencing Animal Farm (346)
Coupland, Christine; Reedy, Patrick; Glanfield, Keith

Experts, Outsiders or Strangers? The Self-Positioning of highly Skilled Contractors (127)
Bryant, Melanie; McKeown, Tui

THURS 11:00 – 12:30 | Room 1.08, Dennis Sciama Building
Developmental Papers

Session Chair: TBC

Branded subjectivity: Performativity and media professionals (350) Hunter, Carolyn; Kivinen, Nina

Developing Recognition: How power relations affect identity and reinforce social inequalities. (478) Morgan, Rachel Bethan

“My People”: Identity, Belonging and the Stranger in Organizations and LGBT Employee Networks (742) McFadden, Ciaran; Crowley-Henry, Marian

Innovation
Track Chairs: George Tsekouras and Nick Marshall

WED 09:00 – 10:30 | Room 2.01, Richmond Building
Full Papers
Open Innovation

Session Chair: George Tsekouras

Are the open innovation practices of born global SMEs leveraging their explorative and exploitative potential? (400)
Barrett, Gillian; Dooley, Lawrence; Bogue, Joe

Depth of Open Innovation Adoption and Product Performance of UK SMEs (419)
Uduma, Idika Awa; Wali, Andy Fred; Wright, Len Tiu

The co-alignment of open innovation with environmental contingencies and its effect on innovation performance (114)
Hagedoorn, John

**WED 09:00 – 10:30 | Room 0.11, Richmond Building**

Developmental Papers
Innovation Networks and Knowledge Sources

**Session Chair: Paul Windrum**

Towards innovation network dynamics in NICs: a literature review and conceptual framework (983)
Kim, Jungbum

The internal success factors of innovation in petroleum industry: the link between innovation experience and firm survival (550)
Alhanshi, Moosa Ali; Altamimi, Ebtihal Jasim

External Search Strategies: The Contingency Effects of International Partner and Innovation Types (300) Ozturk, Ebru

Examining innovation within the UK food industry (603)
Trott, Paul; Simms, Chris

**WED 11:00 – 12:30 | Room 2.01, Richmond Building**

Full Papers
Measuring Innovation Characteristics and Performance

**Session Chair: Neil Alderman**

Inverted-U relationship between innovation and survival: Evidence from UK firm-level data (768)
Ugur, Mehmet; Trushin, Eshref; Solomon, Edna; Guidi, Francesco

Do Standards Inform or Constrain Innovation?: A Longitudinal Study of UK Services and Manufacturing Firms (934)
Windrum, Paul; Li, Cher

Assessing the innovativeness of the firm through Work-Life Balance (652)
Alegre, Joaquin; Pasamar, Susana; Romera, Francisco

**WED 14:00 – 15:30 | Room 2.01, Richmond Building**

Full Papers
Innovation and the Organization Work

**Session Chair: Paul Windrum**

The role of Innovative Work Behaviour in understanding the relationship between Organisational Climate for Innovation and Organisational Performance (645)
When innovation needs competency: the role of a wide emotional and social competency portfolio to attain innovation diversification (619)
Bhanugopan, Ramudu; Shanker, Roy; Van der Heijden, Beatrice; Farrell, Mark

Bonesso, Sara; Gerli, Fabrizio; Pizzi, Claudio; Tintorri, Sara

**WED 14:00 – 15:30 | Room 0.10, Richmond Building**
Developmental Papers
Open Innovation & User Innovation

**Session Chair: George Tsekouras**

What do we know about open innovation? (578)
Romera, Francisco; Fernández-Mesa, Anabel; Alegre, Joaquin

Exploring Crowdsourcing in Open Innovation (993)
Noviaristanti, Siska; Mendibil, Kepa; Acur, Nuran

Users’ Behavioural Intentions to Adopt a Wearable Technology in Malaysia (872)
Mohamad Taib, Syakirah; DeCoster, Rebecca

Open Innovation Networks in Indian Pharmaceutical Sector (556)
Bhatnagar, Bhawani; Dorfler, Viktor; Macbryde, Jillian

**WED 16:00 – 17:30 | Room 2.01, Richmond Building**
Full Papers
Technology, Culture and Innovation

**Session Chair: Jonathan Sapsed**

The re-incarnation, adoption and diffusion of vinyl technology (145)
Sarpong, David; Shi, Dong; Appiah, Gloria

Effect of Organisation Cultural Dynamics on Adoption of Innovation: A Study within the Context of Software Firms in Sri Lanka (880)
Rajapaksa Mudiyanselage Udagedara, Susantha Udagedara; Allman, Kurt

Innovation Tango: the Economic Potential of Cultural Translation (936)
Fritzsche, Albrecht

**WED 16:00 – 17:30 | Room 0.10, Richmond Building**
Developmental Papers
Innovation, Knowledge and Creativity

**Session Chair: Nick Marshall**
How do creative initiatives evolve throughout complex service organization? An evolutionary perspective of strategic innovation management (404)
Aurelie, Ewango-Chatelet

Creative-Digital-IT Skills Fusion and its Performance Effects (456)
Sapsed, Jonathan David; Camerani, Roberto; Mateos-Garcia, Juan

The knowledge creation process in new product development teams - evidence from simulation game studies (986)
Riedel, Johann C.K.H.

Service design tools for business model innovation in B2B (463)
Simonchik, Anastacia; Iriarte, Ion; Hoveskog, Maya; Halila, Fawzi; Justel, Daniel

**THURS 09:00 – 10:30 | Room 1.74, Portland Building**
Full Papers
Theories and Typologies of Innovation

**Session Chair: Marcos Amatucci**

Mapping innovation fields, theories and typologies (192)
Amatucci, Marcos; Franco, Eliane

Anticipated innovation rent profiles: New Insights into a SME typology (1038)
Do, Hang; Mazzarol, Tim; Volery, Thierry; Soutar, Geoff

Types of Innovation Ambidextrous Organizations (681)
Tiwari, Puneet; White, Leroy

**THURS 11:00 – 12:30 | Room 1.74, Portland Building**
Full Papers
Innovation and Universities

**Session Chair: Nick Marshall**

To move or not to move? An investigation of transition to a permanent academic faculty position based on cases of science and engineering doctoral graduates from a UK research-based university (520)
Lee, Hsing-fen; Miozzo, Marcela; Grimshaw, Damian; Laredo, Philippe

Value co-creation dimensions in inter-organisational collaborative projects: the case of Knowledge Transfer Partnerships (803)
Yip, Nick; Rosli, Ainurul; Muthu, De Silva; Rossi, Federica

Challenges to the Transformational Role of University in Regional Innovation System: The Case of Zhengzhou University in China (866)
Ruan, Ximing; Saad, Mohammed; Kumar, Vikas; Kumari, Archana

**THURS 11:00 – 12:30 | Room 1.67, Portland Building**
Developmental Papers
Knowledge Integration and Innovation
Session Chair: Neil Alderman

Metaphor’s Life in Knowledge Combination (600)
Biscaro, Claudio; Comacchio, Anna

Knowledge Integration and the Effects of Combinative Capabilities in Firms (696)
Nair, Smitha R.

Engaging Academics: An Exploration of Academic Engagement Activities Within the Context of a University-Industry Relationship (665)
Horner, Samuel Christopher; Giordano, Benito; Jones, Ossie

The adoption of new technology-based packaging in the FMCG industry: A study within the UK and Netherlands (433)
Simms, Chris Don; Trott, Paul

THURS 14:00 – 15:00 | Room 1.74, Portland Building
Full Papers
Innovation Systems, Institutions and Transitions

Session Chair: Neil Alderman

The Innovation System in a Small Economy: Evidence from Cyprus (103)
Kapetaniou, Chrystalla; Lee, Soo Hee

On Synergies between Environmental Technological and Organizational Innovations (905)
Ozusaglam, Serdal; Kesidou, Effie; Yew Wong, Chee

THURS 14:00 – 15:30 | Room 1.67, Portland Building
Developmental Papers
Managing Tensions in Innovation Process

Session Chair: Marcos Amatucci

Management of Contradictory Innovation Choices in Small Organizations (659)
Venugopal, Aparna; T.N, Krishnan

Multiunit Level Ambidexterity (644)
Bantock, Clinton

The Innovation Process as an Emotional Journey: An Exploratory Qualitative Study of a UK Public Sector Organisation (1041)
Conway, Steve; Game, Annilee

Inter-O rganizational Collaboration: Partnerships, Alliances and Networks

Track Chairs: Qile He and Colin Pilbeam
**WED 09:00-10:30 | Room 1.04, Dennis Sciama Building**
Developmental Papers

**Session Chair: Christine Elizabeth Welch**

Achieving best for project success outcomes through optimal employee engagement – a proposal for organisations operating engineering alliances (250)
Douglas, David; Finlayson, Alexander

Corporate Social Capital: The Bright Side and the Dark Side (435)
Liu, Rebecca; Wu, Wei-ping; Tunc-Celikel, Asli

Adapting to change: Contemporary employers’ organisations in the UK (606)
Gooberman, Leon; Hauptmeier, Marco; Heery, Edmund

Inter-firm collaborative brewing networks: Can socially supportive female-only networks increase cognitive proximity while facilitating innovation? (722)
Ellis, Victoria; Rydzik, Agnieszka

**WED 11:00-12:30 | Room 1.04, Dennis Sciama Building**
Developmental Papers

**Session Chair: Aybars Tuncdogan**

Inter-Organisational Boundary-Spanners’ Job Crafting: a Case Study (238)
Nayani, Rachel Jane; Daniels, Kevin

The Critical Role of the Cultural Boundary Spanner for Pluralist Organisations (1034)
Broderick, Anne; McHardy, Peter; Obembe, Demola; Vershinina, Natalia

Strategies for Cross Sector Partnerships (521)
Bachev, Petar Boyanov

Integrating ‘History’ in Alliance Research: Introducing the Morphogenetic Approach (964)
Patnaik, Swetketu

**WED 14:00-15:30 | Room 2.02, Richmond Building**
Full Papers

**Session Chair: Samantha Marie Burvill**

The open innovation process in a small early stage knowledge based firm: The essential business model? (797)
Burvill, Samantha Marie; Jones Evans, Dylan; Rowlands, Hefin

An Investigation into Internal Structure of Relationship Quality (533)
Yaqub, Muhammad Zafar; Mandurah, Saud Mahmood

Collaborative education for sustainable improvement through a Community of Practice (960)
Welch, Christine Elizabeth; Sinha, Tammi; Ward, Nigel

**WED 16:00-17:30 | Room 2.02, Richmond Building**
Full Papers

Session Chair: Colin Pilbeam

The Capabilities of Strategic Technology Partnering: Past, Present and Future Scope (455)
Kilubi, Irene; Haasis, Hans-Dietrich

Development and validation of a conceptual framework for success in offshore IT outsourcing relationship management. (515)
Banerjee, Shantanu; Ramanathan, Ram; Ramanathan, Usha

The Effects of Interorganizational Ambidexterity on Firm Performance: Evidence from Patent Data (831) Arici, Mumtaz; Tuncdogan, Aybars; Vandenbosch, Frans; Volberda, Henk

THURS 09:30 – 10:30 | Room 1.10, Dennis Sciama Building
Full Papers

Session Chair: Qile He

Domain Learning of Alliance Portfolio on Firm Performance (154)
Sukoco, Badri Munir

‘With a little help from my friends’: Impact of Venture Capital on Alliances of Start-ups (503)
Jolink, Albert; Niesten, Eva

THURS 14:00 – 15:30 | Room 1.04, Dennis Sciama Building
Developmental Papers

Session Chair: Albert Jolink

Procedural Justice, Corporate Social Responsibility and Corporate Social Performance: A Study of Emerging Economy IJVs (536)
Chen, Ran; Wu, Wei-Ping; Zhang, Tracy Junfeng

The Temporal Complexities of the Collaborative Social Innovation Process (565)
Karakulak, Ozgu

Advanced Inter-Organisational Collaboration for Knowledge Transfer in Educational Systems (951)
Schumann, Christian Andreas; Tittmann, Claudia; Weber, Jana; Gerischer, Helge; Xiao, Feng; Götte, Anne

International Business
Track Chair: Pavlos Dimitratos and Haina Zhang

TUES 16:00 – 17:30 | Room 2.33A, Portland Building
Symposium

Session Chair: Pavlos Dimitratos

Cities and the strategies of multinational corporations (298)
McDonald, Frank
The Symposium will involve a series of short presentations on key issues in the relationships between cities and the location strategies of MNCs followed by a panel discussion led by the symposium speakers, and BAM fellows.

**WED 09:00-10:30 | Room 1.12, Dennis Sciama Building**

Full Papers

**Session Chair: Frank McDonald**

Trust and Control and its Interdependent Effects on the Development of Inter-organizational Social Capital (176) Yan, Yanni

The decision to internationalize: An alternative perspective of the internationalization motivation process (181) Garri, Myropi; Konstantopoulos, Nikolaos

Complexity Absorption: A Processual Strategic Approach to Complexity (669) Zhang, Haina; Cone, Malcolm

**WED 11:00-12:30 | Room 1.11, Dennis Sciama Building**

Developmental Papers

**Session Chair: Keith Glaister**

Persuasion style of Middle Eastern Arab business negotiators: Evidence from Oman (203) Bachkirov, Alexandre Anatolievich

Empirical investigation of international trade in Apparel: A gravity model analysis of apparel export from Bangladesh to the EU and North-America (189) Saha, Krishnendu; Alhassan, Abdul-Razak

The impact of Inward Foreign Direct Investment on human capital development in developing countries: Case of Kingdom of Saudi Arabia. (468) Alalshiekh, Abdulmohsen Saleh A

**WED 14:00-15:30 | Room 1.11, Dennis Sciama Building**

Developmental Papers

**Session Chair: Margaret Fletcher**

‘Strong State, Weak Managers: How Hungarian firms cope with autocracy’ (207) Sallai, Dorottya; Schnyder, Gerhard

Role of MNC in Competitive Advantage of its Subsidiary in Emerging Market- A Case of Maruti Suzuki (452) Singh, Nivisha; Salwan, Prashant

Internationalization Strategies of Emerging Market Banks: Challenges and Opportunities (488) Marques, Joseph; Lupina-Wegener, Anna; Schneider, Susan

**WED 16:00-17:30 | Room 1.12, Dennis Sciama Building**

Full Papers
Session Chair: Jeremy Clegg

Demystifying Case Study Selection in International Business Research (190)
Plakoyiannaki, Emmanuella; Fletcher, Margaret; Buck, Trevor; Zhao, Yang

Multinational Enterprises and their Control Mechanisms (263)
Singh, Satwinder; Wood, Geoffrey; Alharbi, Jaithen; Darwish, Tamer

Psychic and Biographical factors in internationalization decisions of South African MNEs. (762)
Joosub, Tasneem; Coldwell, David Alistair

THURS 09:00-10:30 | Room 1.11, Dennis Sciama Building
Developmental Papers

Session Chair: Haina Zhang


Succession Planning: A cross-cultural study of Vietnamese family owned business in Australia (381)
Nicholson, Gavin; Thomas, Keith Trevor; Griffin, Joe

Lal, David; Salykova, Leila

THURS 11:00-12:30 | Room 1.12, Dennis Sciama Building
Full Papers

Session Chair: Emmanuella Plakoyiannaki

Excluded or Embraced: How do multinationals lobby in Eastern Europe? (182) Sallai, Dorottya

The New International Environment and Changing Patterns of Internationalisation of Small New Zealand Firms (333) Oyson, Manuel Jose


THURS 14:00-15:30 | Room 1.11, Dennis Sciama Building
Developmental Papers

Session Chair: Shlomo Tarba

Restoring trust through isomorphism at multinational financial institutions: a matter of boundary permeability (525) Swalef, Robert; Zhang, Michael

Formal and Informal IPR Institutions, Institutional Change after TRIPS and US Outward FDI (593)
Papageorgiadis, Nikolaos; McDonald, Frank; Wang, Chengang; Konara, Palitha

Small Franchise Internationalisation in Emerging Economies: Towards a Pluralistic Theoretical Framework (864) de Bruin, Anne; Flint-Hartle, Susan
Knowledge and Learning
Track Chair: Elizabeth Houldsworth and Alan Tait

TUES 16:00 – 17:30 | Room 0.28, Portland Building
Symposium

Session Chair: James Johnston

Practices, Routines, Communities & Identities: Exploring Organizational & Individual Learning (623)
Holmes, Leonard Michael; Fox, Stephen; Roberts, Joanne

What is learning and how does it relate to social action? Noting the widespread application of practice theories in management and organization studies, this symposium will seek to open up debate on key ideas and issues in relation to that question. It will explore and interrogate key notions, including practices and routines, community/communities, and identity, from a variety of perspectives, and in relation to creativity and change vs inhibition and reproduction of social structures and order. Three presentations will start the symposium, and the issues then opened for dialogue and debate amongst participants. We hope and aim to develop the basis for continuing work amongst members of the knowledge and learning research community. Such continuing work may include prospects for a longer event (e.g., day seminar, conference) and publications (e.g., special issue of a journal, jointly authored articles, etc).

WED 09:00 – 10:30 | Room 2.33C, Portland Building
Full Papers
Management Learning

Session Chair: Liz Houldsworth

Management learning – the very idea! (760)
Holmes, Leonard Michael

Cosmopolitan Learning in a Super-diverse context: Opportunities to prepare Management Students for global futures (973)
Hartley, Daniel Richard Tyson

Developing Global Managers? A Comparative Analysis of MBA Career Choices, Outcomes and Satisfaction (1059)
Houldsworth, Elizabeth; McBain, Richard; Brewster, Chris

WED 09:00 – 10:30 | Room 1.67, Portland Building
Developmental Papers
Pluralism in Knowledge and Learning

Session Chair: Alan Tait or James Johnston

A Pluralist Approach to HE: Work-based Degrees, and the Impact of Employer Involvement on the Performance of Undergraduate Business Students. (239)
Pick, Polly Anne; Isaaks, Carolyn

In experts we trust: scrutinizing the positivist approaches in the educational system (854)
Moulettes, Agneta

Silence is Golden: Learning from Introversion to Broaden Teaching and Learning Experiences in Management and Business (888)
Ulus, Eda; Aben, Inge

**WED 11:00 – 12:30 | Room 2.33C, Portland Building**
Full Papers
Academic Achievement

**Session Chair: David Coldwell**

Personalized education and its role in reducing dropout student rates in Colombia: The CESA case (282) Correa, Juan Santiago; Cayon, Edgardo

Communality in diverse settings? An exploratory cross-cultural study of academic citizenship and wellbeing. (666)
Coldwell, David; Papageorgiou, Elmarie; Callaghan, Chris; Fried, Andrea

A Study on Attendance and Academic Achievement (716)
Sund, Kristian Johan; Bignoux, Stephane

**WED 11:00 – 12:30 | Room 1.67, Portland Building**
Developmental Papers
Online Education

**Session Chair: Lisa Anderson**

Its more than training it’s about effectively managing groups: Improving teaching quality in large online casually staffed business courses (552)
Gapp, Rod; Stewart, Heather; Houghton, Luke; Ravaga, Vikki

Effects of Information Technology Use in Higher Education Classroom Management: A Brazilian Case Study Using the Educational Components Model (717)
Castilho, Maria Auxiliadora; Silva, Rovilson Dias

Colours, Tones and Nuances in Virtual Conversations: ‘Instruction’ and Criticality in an Online MBA (799) Anderson, Lisa; Goumaa, Rasha

Designing and Delivering Management Learning for the Digital Era (848)
Ennis, Caroline Anne

**WED 14:00 – 15:30 | Room 1.67, Portland Building**
Developmental Papers
Individual Knowledge and Learning

**Session Chair: Christine Rivers**

Individual antecedents and moderating effects of employees’ personal identity: How does English as a lingua franca impact on individual absorptive capacity? (507)
Siachou, Evangelia; House, Juliane
Blanchot – the new black: an essay on the nature of project work and the relationship between the project professional and the work (605) Konstantinou, Efrosyni

Do We Tell More Than We Know? Examining the value of novelty in advancing the concept of tacit knowledge (1049) Tait, Alan; Johnston, James Bruce

The Role of Organizational Culture on Self-motivated Learning (771) Abbariki, Mahnaz; Snell, Robin; Easterby-Smith, Mark

**WED 16:00 – 17:00 | Room 2.33C, Portland Building**

Full Papers
Session Chair: Liz Houldsworth

Can dynamic capabilities be developed using workplace e-learning processes? (210) Costello, James Timothy; McNaughton, Rod B

Managing Knowledge for business model innovation (429) Prystupa, Kaja

**WED 16:00 – 17:30 | Room 1.67, Portland Building**

Developmental Papers
Group Learning

**Session Chair: Efrosyni Konstaninou**

A tale of two paradigms: research problem conceptualisation and empirical research practice (396) Kelly, Catherine M

Social University Challenge: Developing Pragmatic Skills for Social Networking in Future Managers. (852) Benson, Vladlena; Morgan, Stephanie

Enhancing Team Success: Investigating the Influence of Team Contributions (1031) Croy, Glen; Lindsay, Sarah; Eva, Nathan

A synthesis of field-based application areas of ‘low impact’ group support (1061) Gear, Tony; Groves, Sam; Read, Martin

**THURS 09:00 – 10:30 | Room LT3, Richmond Building**

Full Papers

**Session Chair: Ashraf Labib or Maria Barbati**

How altruistic leader behavior fosters radical innovation? The mediating effect of organizational learning capability (402) Dominguez, Emilio; Fermín, Mallén; Rafael, Lapiedra; Chiva, Ricardo

Learning from errors in Healthcare (421) Siraj, Sajid; Barbati, Maria; Labib, Ashraf
Human Capital as a Nexus between Strategic Leadership and Organizational Learning (S95)
Pasamar, Susana; Díaz, Mirta; De la Rosa, Mª Dolores

**THURS 09:00 – 10:30 | Room 0.10, Richmond Building**

Developmental Papers
Student Engagement and Experience

**Session Chair: Tony Gear**

Assessing the new student demographic in UK business schools (691)
Connor, Gary Thomas

Evaluating student engagement strategies: Insights from Service Management (704)
Cassidy, Kim Julie; Sullivan, Malcolm; Currie, Melanie

Paving the Learning Journey “Enhancing the educational and learning experience of the Student within the School of Business and Enterprise at the University of the West of Scotland” (773)
Kerr, Jane McKean

An investigation into the postgraduate student perceptions of their experience in the business school (837) Jandric, Jakov

**THURS 11:00 – 12:30 | Room 0.10, Richmond Building**

Developmental Papers
Knowledge Management

**Session Chair: Susana Pasamar**

Knowledge Management and Organizational Performance in Pakistani Think Tanks (195)
Javed, Sammar; Bamford, David; Higgins, David

Managing Knowledge Sharing in the Knowledge-Based Economy (267)
Iskoujina, Zilia

Towards knowledge sharing through social media in software development: A systematic literature review (839)
Sarka, Peter; Heisig, Peter

Knowledge Sharing at Company Conferences – An Explorative Case Study (1004)
Heisig, Peter; Samuel, Anita

**THURS 14:00 – 15:30 | Room 0.10, Richmond Building**

Developmental Papers
Work-based Learning?

**Session Chair: Peter Heisig**

"Learning Wellness": A case study of a wellbeing initiative through the lens of Organizational Learning (399)
Manalang, Rameses

Reflective practice: is there transfer from classroom to workplace? (692)
Holden, Richard James; Griggs, Vivienne; Rae, Jan; Aileen, Lawless

Pioneering Business Management Education through an Integrated Curriculum Programme Design (807) Beetles, Andrea; Rosier, Eleri

Teach it Back in Executive Education; A Management Myth? (1013) Hind, Patricia; Russell, Ayiesha

**Leadership and Leadership Development**

*Track Chairs: Marian Iszatt-White and Richard Bolden*

**TUES 16:00 – 17:30 | Room 3.31A, Portland Building**

**Symposium**

*Session Chair: Richard Bolden*

Leading business schools (766) Davies, Julie A; Starkey, Ken; MacIntosh, Robert; Alajoutsijärvi, Kimmo; Kettunen, Kerttu; Mavin, Sharon; Bessant, Ceridwyn

Most business schools claim to produce future leaders. Yet we know little theoretically about leaders of business schools. We argue that the pluralistic and hybrid nature of business schools means they need to be treated as a different, if not special, case by the central university. This symposium comprises three presentations from five researchers on business schools, including two current/former deans. The first session conceptualises universities as ‘cathedrals of learning, earning, and deceiving’ and offers a framework for matching deans and organisational contexts. We then explore empirical work on typologies and key challenges for business school deans (BSDs) specifically in low-authority contexts. In the final presentation, we call for a ‘back to earth’ scenario and its implications for the business school leadership pipeline.

**WED 09:00 – 10:30 | Room 3.31A, Portland Building**

**Full Papers**

*Session Chair: TBC*

Immigrant leader effectiveness in workplace: Salience of leadership style, group identity, and organizational climate (856) Chhina, Harinder; Murphy, Steven

Crisis Leadership & Decision Making: a review of issues that contribute to their effectiveness (1046) Fragouli, Evangelia

Leading safe and thriving organisations: Enhancing organisational effectiveness through ethical leadership (613) Muchiri, Michael Kibaara; McMurray, Adela

**WED 11:00 – 12:30 | Room 3.31A, Portland Building**

**Full Papers**

*Session Chair: TBC*

Leadership development in the not-for-profit sector: exploring pedagogies to build adaptive capacity (380) Thomas, Keith Trevor; Avram, Stella; Wilhelm, Nathalie
Investigating the Role of Leadership in Successfully Implementing the Alignment between Strategy and Project Management in Public Sector: Perspectives from the Developing Region (586)
Abohilal, Sami Abdullah; Irani, Zahir; Kamal, Muhammad Mustafa

Leading safe public organisations: An investigation of the links between transformational leadership, safety climate citizenship behaviour, organisational commitment, turnover intention, and employee performance. (688) Muchiri, Michael Kibaara

**WED 14:00 – 15:30 | Room 3.31A, Portland Building**
Full Papers

**Session Chair: TBC**

Leadership Behaviors and Cohesion in Military Small Groups in Highly Stressful Environment (664)
Ramos, Andre; Rouco, Carlos; Gladkikh, Tatiana

Particularization of ‘charisma’ through mystification: a case of Sri Lankan woman business leaders (711) Jayakody, Jayakody Arachchilage Sisira Kumara; Samaraweera, Dilshani

Designing substitutes for change leadership in contexts inimical to leader influence: a case study (540) Thompson, Robert McLeay

**WED 14:00 – 15:30 | Room 1.66, Portland Building**
Developmental Papers

**Session Chair: TBC**

The ‘authentic’ performance of emotional labour in leadership work: A psychodynamic approach (299) Iszatt-White, Marian

Looking in the wrong place for the wrong people: the myth of authentic leadership (351) McCalman, James

The role of humble leadership for creativity and innovation (754) Rank, Johannes; Ehrenhard, Michel; Overath, Anna; Struefing, Stella-Oriana; Ebel, Nadja; Funck, Martin; Stolle, Tim

Answering the call?: Interpolating the subject of leadership (775) McInnes, Peter

**WED 16:00 – 17:30 | Room 3.31A, Portland Building**
Workshop

**Session Chair: TBC**

Embodied leader-follower-ship – a conversation in space (1029) Matzdorf, Fides; Sen, Ramen

This experiential and highly participative workshop uses both the metaphor and the reality of ballroom dancing to explore and challenge behaviours and assumptions in our roles as leaders and
followers in a mix of practical dance exercises and reflection. We will be looking at leadership and followership as a mutually enabled and enabling relationship. We explore, amongst other issues, the role of the follower, the leader’s twofold obligation to the present and the future, issues around power and ‘powerful-ness’, as well as the relevance of this to organisational context. Participants will be able to explore their own leadership, followership and teamworking behaviour and patterns, but this is also an opportunity to reflect on the use of experiential learning methods in management education and development. The workshop will be run by two experienced facilitators (and dancers).

To overcome the challenges of a ‘journey into the unknown’ and encourage an atmosphere of acceptance, mutual support and enjoyment, we use a combination of ground rules, helpful insights and ways of managing the shared and private spaces of a partnership.

There is no need to bring a partner, but participants are asked to be prepared to partner up and give it a go. This is not a dance class, and prior dance experience is not necessary - in fact, non-dancers are positively encouraged.

**WED 16:00 – 17:30 | Room 3.31B, Portland Building**
Full Papers

**Session Chair: TBC**

*Developing business buccaneers: Employer expectations of graduate recruits (359)*
Tymon, Alex; Mackay, Margaret

*Evaluating the inclusion of leadership and organizational change as a sub-field within leadership studies (476)*
Hughes, Mark Andrew

*Coaching – Experiences of Pluralism in a Young Discipline (183)*
McCarthy, Grace

**THURS 09:00 – 10:30 | Room 3.31A, Portland Building**
Full Papers

**Session Chair: TBC**

*Authoritarian Leadership and Emic and Etic Organizational Citizenship Behaviour: a PRC Study (125)*
Zheng, Yuyan; Huang, Xu; Graham, Les; Redman, Tom

*The Relationship between Design Leadership, Work Values Ethic and Workplace Innovation in Asian SMEs (327)*
Muenjohn, Nuttawuth; McMurray, Adela

*How the transition to distributed leadership in large organisations can increase levels of inclusion (853)*
Hayward, Simon Jeremy

**THURS 09:00 – 10:30 | Room 2.08, Portland Building**
Developmental Papers

**Session Chair: TBC**

*Pluralism in Education: an exploratory case study of academy schools (340)*
Smith, Julie Claire
Balancing substance and image: A contextual approach to business school deanship (602)
Alajoutsijärvi, Kimmo; Kettunen, Kerttu

Influences of leadership behaviors and network centrality on student performance: A conceptual model (529) Birasnav, M; Mircea, Dimofte; Spender, J.-C.

**THURS 11:00 – 12:30 | Room 3.31A, Portland Building**
Full Papers

**Session Chair: TBC**

Leading Successful Projects with Dynamic Knowledge Support: An Empirical Study (481)
Sandhawalia, Birinder Singh; Dalcher, Darren

Just how multi-level is leadership research? A document co-citation analysis 1980-2013 (355)
Batistic, Sasa; Cerne, Matej; Vogel, Bernd

Unethical 20th Century Businesses and Their Leaders: Were Enron and its CEO Corporate Psychopaths? (310)
Boddy, Clive Roland

**THURS 11:00 – 12:30 | Room 2.08, Portland Building**
Developmental Papers

**Session Chair: TBC**

Exploring challenges and opportunities for responsible leadership in SMEs in England (349)
Yakovleva, Natalia; Meliou, Elina

The effects of Ethical Leadership in Relationship Building in Key Account Management: A case of Indonesian Information and Communication Technology (ICT) Industry. (975)
Wilson-Evered, Elisabeth; Iswahyudi, Muhammad Subhan

The role of people’s values in the mechanism of leadership (843) Mashlah, Samer

The impact of distributed leadership and engagement on service improvement in Health Care (915)
Farzipour, Vida

**THURS 14:00 – 15:30 | Room 3.31A, Portland Building**
Full Papers

**Session Chair: TBC**

Leadership Discourse Analysis: An examination of the Starbucks CEO (164)
Bui, Hong T. M.; McCarthy, Gemma

Re-appearing relational work in organisations. Advancing facilitation of leadership development and executive education programmes through implementing findings from the fourth wave of feminism; (715) VanMeer, Pleuntje; Semler, Katherine
Towards a smarter leadership of place: Ideal types of knowledge leadership for socially inclusive growth (994)
Nicholds, Alyson; Gibney, John; Mabey, Christopher

THURS 14:00 – 15:30 | Room 2.08, Portland Building
Developmental Papers

Session Chair: TBC

Evaluating Systems Leadership: insights and implications (448)
Bolden, Richard; Gulati, Anita; Edwards, Gareth

High Performance Executive Teams: What is the Difference that makes the Difference? (612)
Pope, Nicholas Richard; Erdmann, Sibylle

“Exploring the chiasuro aspect of leadership: using a microdiscursive lens to conduct a study of leadership interaction” (791)
Gadelshina, Gyuzel

Management and Business History
Track Chair: Kevin Tennent and Sasha Hodgson

TUES 16:00 – 17:30 | Room 2.09, Richmond Building
Symposium

Session Chair: Roy Edwards

Managing the Portsmouth Block Mills & Facility Tour (208)
Wilson, James M.; Morriss, Roger; Ann, Coats

Portsmouth hosts one of the most significant industrial developments of the industrial revolution: the Portsmouth Block Mills. This symposium is proposed alongside a facility tour to discuss its importance to the development of administrative and managerial ideas and practices. Dr. Morriss describes the Mill within the context of the naval administrative and operational reforms then being introduced. Dr. Coats appraises this innovation within the context of earlier naval management practices and explains how revolutionary it was, compared with private industry. Dr. Wilson uses archival records to reveal how the introduction of machinery to the Mill was managed and how the men, machinery and materials were coordinated.

The symposium provides a broad perspective on the Mills’ significance in context of the Royal Navy and developments in contemporary British society and industry, its labour relations, and an in-depth analysis of its operations yielding a unique insight into the emergence of management practices.

WED 09:00 – 10:30 | Room 1.02, Dennis Sciama Building
Full Papers

Session Chair: Sasha Hodgson

Developing a Project Management Case Study from History (269)
Kozak-Holland, Mark; Procter, Christopher Thomas
The perpetual motion of the change machines (474) Hughes, Mark Andrew

‘To invite disappointment or worse’: governance, audit and due diligence in the Ferranti-ISC merger (227) Wilson, John Francis; Tilba, Anna; Billings, Mark

**WED 11:00 – 12:30 | Room 1.02, Dennis Sciama Building**
Full Papers

**Session Chair: John F Wilson**
Snuffing out the Torches of Freedom: Public Relations, Ideas and Historical Critique (574) Linstead, Stephen Andrew

Theorising the history of the journal Human Relations (709) Banerjee, Anindita; Cooke, Bill

Liberal Education and UK Business Schools via Higher Commercial Education, 1900-1940 (939) Gatenby, Mark

**WED 14:00 – 15:30 | Room 1.04, Dennis Sciama Building**
Developmental Papers

**Session Chair: Bill Cooke**

The Small Size as a ‘Genetic Predisposition’ to Survive: The Strategy of the ‘Fifth Capitalism’ (291) Ciao, Biagio

An analysis of institutional change from a perspective of historical institutionalism: A case of a Japan’s porcelain production area (812) Togo, Hiroshi; Yoshida, Tadahiko; Yamada, Takehisa; Ichikawa, Fumihiko; Inoue, Yusuke

The International Organization for Standardization (ISO) and their Environmental Standards (the ISO 14000 family) (815) Barnas, Kristin Stanwick

Silence across an organizational field: Discourse analysis of business school histories before and after the global financial crisis (1042) Campbell, Shelagh M.R.

**THURS 09:00 – 10:30 | Room 1.04, Dennis Sciama Building**
Developmental Papers

**Session Chair: Joseph Amankwah-Amoah**

Local Elites and Strategies of The Public Transportation (280) Correa, Juan Santiago; Murilo, Javier

An analysis of the relationship of British utility companies and the British government since 1945: an historical examination regarding their relationship with the aim to provide insights into the making of public policy. (364) Chihadeh, Christiane

Industrial Policy, Knowledge and Government Intervention in Britain c1919 – c1970 (885) Edwards, Roy; Gandy, Anthony
Performance indicators to decipher the strategic evolution of public water management service (995) Beduneau Wang, Laurent

THURS 11:00 – 12:30 | Room 1.44, Dennis Sciama Building
Developmental Papers

Session Chair: Andrew Smith

Football’s First Trip Home: Behind the Scenes before, during and after the 1966 FIFA World Cup (726) Tennent, Kevin D.; Gillett, Alex

Rowan Revisited: a review of the management of computers from the 1960s until today. (903) Johnston, James Bruce; Tait, Alan

The reliable science and elusive art of management: histories from the operations management and marketing disciplines (882) Spring, Martin; Araujo, Luis

THURS 14:00 – 15:00 | Room 2.33C, Portland Building
Full Papers

Session Chair: Kevin Tennent

Malaysian Airlines, The Impact of 2014, MH17: Were finances to Blame? (119) Hodgson, Sasha; Hanson, Darren

Historical trajectory of strategic renewal activities at Scandinavian Airlines System, 1946-2012 (188) Amankwah-Amoah, Joseph; Ottosson, Jan; Sjögren, Hans

Marketing and Retail
Track Chairs: Keith Glanfield, Heiner Evanschitzky and Tony Kent

WED 09:00 – 10:30 | Room 2.33A, Portland Building
Full Papers
CRM & Co-Creation

Session Chair: TBC

The mediated effect of CRM adoption on customer loyalty: A study on the Nigerian retail banking industry (506) Omoge, Akinyemi Paul; Donaldson, Bill

Competitive Environment and the adoption of customer-orientation behaviour. (924) Serra, Elisabeth Magalhães; González, José Varela; Machado, Simao Almeida

Co-creation of impact in marketing management: agency and client research (122) Hughes, Tim; Vafeas, Mario

WED 09:00 – 10:30 | Room 1.51, Portland Building
Developmental Papers
Retail
Session Chair: TBC
Poetry in Motion: Creative networking in micro retail (199)
Foster, Carley; Brindley, Clare

Consumer Garment Evaluation in Multiple Channel Retailing Environments (566)
Reid, Louise F.; Vignali, Gianpaolo; Barker, Katharine

Developing a New Servicescape Model for Town Centres (732)
Donnell, Lisa; Hutchinson, Karise; Gilmore, Audrey; Reid, Andrea

Empty Esoteric Boxes? Developing a comparative systems-based analysis of the state of the UK High Street (836)
Fletcher, Gordon; Greenhill, Anita; Griffiths, Marie; Holmes, Kate; McLean, Rachel

WED 11:00 – 13:00 | Room 2.33A, Portland Building
Full Papers
Identity & Branding

Session Chair: TBC

Understanding the Identity and Motivations of Sustainable Consumers: A Conceptual Framework (674)
Garnelo Gomez, Irene; Littlewood, David; Money, Kevin

Employer Branding: How Best to Ask Employees About it? (405)
Mete, Melisa; Davies, Gary; Whelan, Susan

 Emerging Trends in Research Field of Destination Image: a Systematic Analysis (124)
Bhangoo, Sehrish Nisar; Butt, Komal Sultan

Policy slave or market maverick: their influence upon public sector branding structures (780)
Hatton, Sue; Dibb, Sally; Glanfield, Keith

WED 11:00 – 12:30 | Room 1.51, Portland Building
Developmental Papers
Miscellaneous

Session Chair: TBC

Chinese Students' Postgraduate Education Choices in China: An Exploratory Study of Their Key Influences (134)
Zhu, Lei; Reeves, Peter

Using fMRI technology to Track Tourists’ Intention toward Destination Images (152)
Al-kwif, Sam

The Effects of Corporate Psychopathy within Business-to-Business Networks (498)
Garry, Tony; Biggemann, Sergio; Zafari, Katayoun; Toth, Zsofia

Exploring the outcomes of young consumers' participation in Fast-food brand communities in Facebook (879)
Gaber, Hazem Rasheed; Wright, Len Tiu
**WED 14:00 – 15:30 | Room 2.33A, Portland Building**

Full Papers
Relationship & Inter-Organizational Issues

**Session Chair: TBC**

What Comes after the Honeymoon? How Franchisor Support Helps New Franchisees Adjustment (231)
Blut, Markus; Backhaus, Christof; Woisetschläger, David M.; Evanschitzky, Heiner

Is Relationships Marketing Dead? An Empirical Investigation into SME - Bank Relationships (933)
Lewis, Kim; Gandy, Anthony; Dalziel, Nurulbek

Exploring Relational Aspects of Key Account Management: A Qualitative Study in Saudi Market (990)
Badawi, Nada Saleh; Battor, Moustafa; Navare, Jyoti

**WED 14:00 – 15:30 | Room 1.51, Portland Building**

Developmental Papers
Brand

**Session Chair: TBC**

The exploration of “Trash Talk” in brand community and its influence on brand relationship (379)
Yu, Annie Pei-I; Yang, Irene Wen-Fen

Competitiveness and Sustainability of Private Labels (634)
Serra, Elizabeth Magalhães; Del Rio, Maria Luisa; Amorim, Carla Fonseca

Managerial perspectives on B2B corporate brand management: Preliminary insights from UK businesses (832)
Simoes, Claudia; Singh, Jaywant

**WED 16:00 – 17:30 | Room 2.33A, Portland Building**

Full Papers
Service Marketing & Loyalty

**Session Chair: TBC**

An examination of car marque loyalty: Modeling the effects of consumer characteristics and attribute-level performance (783)
Saridakis, Charalampos; Baltas, George

A Consumer Perspective on Moments of Truth (822)
Smith, David Anthony; Gosling, Jonathan; Maddern, Harry

Muslim Service Quality Dimensions: The Development of a Multiple Item Scale (126) Eid, Riyad; Abdelkaider, Ali; El-Gohary, Hatem

**WED 16:00 – 17:30 | Room 1.51, Portland Building**

Developmental Papers
Marketing Strategy

Session Chair: TBC

Marketing in Plato’s cave. (445) Caldwell, Niall G

Organizational culture and the selection of marketing metrics (513)
Tesoriero, Sophie; Chung, Jackie; Di Mascio, Rita

Exploring the Organisational Cross-Functional Processes in Transforming Customer Data into Marketing Strategy (858)
Kkalis, Myria; Smith, Andrew; Cluley, Robert

Prejudice and Discrimination in Seaside Retailing Comparative Analyses between Brazil and Italy (539) Palmeira, Mirian; Musso, Fabio

THURS 09:00 – 10:30 | Room 2.33A, Portland Building
Full Papers
Ethical Consumption & Non-for-Profit Marketing

Session Chair: TBC

Marketing Tobacco Products to Female Consumer Segments within the UK – An Exploratory Study (444) Wallace-Williams, Donna Marie; Wright, Len Tiu

To segment or not to segment: behavioural mutability in the context of fair trade consumption (971) Gillani, Alvina

Exploring a pluralistic approach to conceptualise charity brand decision making by volunteers (172) Mitchell, Sarah Louise; Clark, Moira

THURS 09:00 – 10:30 | Room 1.44, Portland Building
Developmental Papers
Marketing Communications

Session Chair: TBC

Brief Encounters: Do Agencies Get the Information They Need? (323) Turnbull, Sarah

Does creativity matter? An investigation on the effect of advertising creativity on country image (480) Rodrigo, Padmali; Turnbull, Sarah

Depiction of Pashtun Culture and Identity in Marketing Communications: A case of Pakistan State Oil (484) Ahmad, Mian Shakeel

THURS 09:00 – 10:30 | Room 1.51, Portland Building
Developmental Papers
Marketing Communications

Session Chair: TBC
Challenges for SME’s becoming ‘Social’: a digital strategic journey? (486)
Tahir, Rashid; Marie, Griffiths; Hornby, Fianna

Consumer Responses to Toyota’s Crisis Communication Tactics (679)
Wasti, S. Nazli; Tari Kasnakoglu, Berna

The influence of advertising appeals: an investigation of e-cigarettes and young consumers in the UK. (898) Yeung, Fannie; Odindo, Chris Omondi

**THURS 11:00 – 13:00 | Room 2.33A, Portland Building**
Full Papers
Advertising

**Session Chair: TBC**

Effects of Model Facial Expression & BMI in Health Advertising on Consumer Intent to Achieve Health Goals: An Eye-Tracking Study (471)
Bertele, Kerrie Anne; Kapetanaki, Ariadne Beatrice; Connell, Paul

Lost in Numbers? Anchoring Effects in Advertising Claims and Product Information (373)
Conaty, Robert; Dalziel, Nurdilek

A Study on the Factors which Negatively Affect Comparative Advertising (985)
Konsolaki, Kalliopi

Stimulating derived demand through ingredient advertising in both low and high-involvement product categories (671)
Giakoumaki, Christina; Avlonitis, George; Baltas, George

**THURS 11:00 – 12:30 | Room 1.51, Portland Building**
Developmental Papers
Consumer Behaviour

**Session Chair: TBC**

Investigating the Issue of Trust: Analysing the Relationship between Banks, Media and the Customers (215) Singh, Lakhbir

Understanding the role of how self concept and societal concept in defining the perceptions of luxury values in the context of Chinese culture (542)
Liang, Yan; Ghosh, Sid; Aroean, Lukman

Fishing for Answers? Using the Theory of Planned Behaviour to Understand Consumption of Sustainable Seafood in the UK. (627)
Musarskaya, Maria

A study of factors which affect purchasing intentions of luxury handbags in Bangkok (640)
Pornchnit, Sunpakit; Oe, Hiroko; Yamaoka, Yasuyuki

**THURS 14:00 – 15:30 | Room 2.33A, Portland Building**
Full Papers
Consumption & International Aspects of Retailing

**Session Chair: TBC**

A Cross-country Study of the Underlying Values behind Luxury Consumption in the Arab World (502)
Farah, Maya F.; Fawaz, Rayan S.

Retail Innovations in Emerging Market: Cases from Indian Retail Sector (155)
Kumar, Nishant; Nordin, Fredrik

The drivers of surrogate usage and selection criteria: The use of Independent Financial Advisers by UK consumers (212) Poole, Adam Charles

**THURS 14:00 – 15:30 | Room 1.51, Portland Building**
Developmental Papers
Services

**Session Chair: TBC**

Customer Outrage Following Service Failure: Toward a Conceptual Framework (610)
Zhang, Ruby; Blut, Markus; Schoefer, Klaus

Investigating Factors Influencing Customer Satisfaction in the Retail Banking Sector (802)
Alharbi, Majed Salem; Irani, Zahir; Kamal, Muhammad

The Effects of Service Climate and Organisational Productive Energy on Frontline Employees’ Turnover, Stress, and Sickness Absenteeism (893)
Clark, Moira; Wongworawit, Cherry

Operations, Logistics and Supply Chain Management

**Track Chair: Claire Moxham and Liz Breen**

**WED 09:00 – 10:30 | Room 1.09, Dennis Sciama Building**
Full Papers

**Session Chair: Liz Breen**

Moving towards a stewardship perspective in the management of socially sustainable supply chains (670)
Cole, Rosanna; Aitken, James

Measuring social sustainability in supply chains: A preliminary analysis of voluntary assessment initiatives (553) Moxham, Claire; Kauppi, Katri

How do employees perceive the impact of health and safety policies on logistics delivery performance? A case study of a cement manufacturer based in Malaysia (511)
Vedanthachari, Lakshmi Narasimhan; Muniandy, S

**WED 11:00 – 13:00 | Room 1.09, Dennis Sciama Building**
Full Papers
Session Chair: Olga Matthias

Supply Chain Risk Management Enablers: what do we know now, and where do we go from here? (191) Kilubi, Irene

A qualitative exploratory study of the mediating role of individual commitment to change in the relationship between organisational culture and TQM implementation (375) Haffar, Mohamed; Djebarri, Ramdane; Farquharson, Lois; Al-Karaghouli, Wafi; Gbadamosi, Gbola

Emerging Human Resource Practices to Support Organisational Agility (643) Azizsafaei, Farzaneh; Sharifi, Hossein; McCabe, Steven; Brown, Michael

Planning to fail? A critique of current project definitions as a basis for benefit realisation (654) Summers, Paul; Welch, Christine

WED 14:00 – 15:30 | Room 1.08, Dennis Sciama Building
Developmental Papers

Session Chair: Iain Reid

Management of the plastic product life cycle through QFDE (978) Gmail, Zienab Abdullah; Elshamly, Amina Basiouny Mousa; Verschueren, Ricardo B

Back to the future? A theoretically inspired musing on the concept of Product Stewardship and its implications for Corporate and Social Responsibility. (877) Breen, Liz; Xie, Ying; Cherrett, Tom

Making supply chains more sustainable: a method-focused literature review (739) Sharmina, Maria; McLachlan, Carly

Sustainable Supply Chain: Exploring what makes supply chains sustainable. (954) McLoughlin, Kate; Hines, Anthony; Nudurupati, Sai

WED 16:00 – 17:30 | Room 1.05, Dennis Sciama Building
Full Papers

Session Chair: Hossein Sharifi

Carbon emissions in the food and beverage sector: A multiple case-study approach. (1023) Misopoulos, Fotios; Vicky, Manthou; Zenon, Michaelides; Ilir, Kelmendi

The relationship between external GSCM and environmental performance in the light of ecological modernization and resource dependency theory (422) Lopes de Sousa Jabbour, Ana Beatriz; Vazquez, Diego Alfonso; Chiappetta Jabbour, Charbel Jose; Latan, Hengky

Food Production in Close Constraints Scenarios: Promoting Optimal Usage of Manufacturing Equipment (285) Ajayi, Oluseyi Moses

WED 16:00 – 17:30 | Room 1.08, Dennis Sciama Building
Developmental Papers
Session Chair: Claire Moxham

Process Improvement: assessing the influence of external intervention (587)
Reid, Iain; Matthias, Olga; Argyropoulou, Maria; Sharifi, Hossein; Ismail, Hossam

Understanding Service User Experience in Healthcare: Before and During Service (569)
Yu, Jiun-Yu; Cheng, Pei-Yi

Exploring Antecedents of NHS Performance Measurement (302)
Ojiako, Udechukwu; Manville, Graham; Muthalagu, Subha Jayanti; Marshall, Alasdair; Chipulu, Maxwell; Alhanshi, Moosa

Implementation of total quality management practices: The role of transformational leadership in Indian manufacturing industries (532) Birasnav, M; Bansal, Prerna

THURS 09:00 – 10:30 | Room 1.09, Dennis Sciama Building
Full Papers

Session Chair: Matthew Tickle

Reverse Service Supply Chains: The Parsimonious Conceptual Models (175)
He, Qile; Ghobadian, Abby; Gallear, David; O’Regan, Nicholas; Beh, Loo-See

Does Sustainability Fit into Supply Chain? (823)
Bai, Menoka; Bryde, David

A game theoretic analysis of sustainable supply chain management studying the tension between economic and ethical pressures. (901)
Fairchild, Richard; Alexander, Anthony Edward

THURS 11:00 – 12:30 | Room 1.09, Dennis Sciama Building
Full Papers

Session Chair: Fotios Misopoulos

MacBethSort: a multiple criteria decision method for sorting strategic products (104)
Ishizaka, Alessio

Supply Chain Strategies: New Taxonomy (243) Aboutalebi, Reza

Conceptual Model to Adopt Cloud Computing Technology in Supply Chains (365)
Syed, Kashif Jalal; Ishizaka, Alessio

THURS 11:00 – 12:30 | Room 1.04, Dennis Sciama Building
Developmental Papers

Session Chair: Kate McLoughlin

Approaches to Mitigation Strategies for Supply Chain Disruption Management (166)
Moradeyo, Adenike Aderonke
Practical, Methodological, and Publication Considerations in the Use of Photographic Data in Visual Management Research (462)
Gardner, Peter; Bateman, Nicola

Investment Incentive in Managing Supply Chain Disruption: A Decision Tree Approach (734)
Ding, Li; Tan, Yanjun

**THURS 14:00 – 15:30 | Room 1.09, Dennis Sciama Building**
Full Papers

**Session Chair: Rosie Cole**

Participant advantages, motivations and business entry mode preferences in International defence industrial collaboration (752) Bennett, Martin Edward; Michaelides, Roula

Supplier capability and dyadic collaboration: the role of informal governance structure (928) Kumar, Niraj

Small and Medium Sized Enterprises’ Collaborative Buyer-Supplier Relationships: Boundary Spanning Individual Perspectives (200) Son, Byung-Gak; Ha, Byoung-Chun; Lee, Tae-Hee

**Organizational Psychology**
**Track Chairs: Alison Legood, Lee Martin and Joanne Lyubovnikova**

**WED 09:00 – 10:30 | Room 1.15, Richmond Building**
Full Papers

**Session Chair: Chris Carter**

Brand Leadership: Enhancing Internal and External Brand Competencies (194) Chiang, Hsu-Hsin; Han, Tzu-Shian; McConville, David

Emotional Intelligence and Leadership: A Self-Other Agreement Perspective (906) Mukhuty, Sumona; Armstrong, Steven John

The role of leadership on innovation and job performance: Exploring the mediating effect of regulatory focus. (927) Wilson-Evered, Elisabeth; Reiter, Melinda

**WED 09:00 – 10:30 | Room 0.10, Richmond Building**
Developmental Papers

**Session Chair: Alison Legood**

Development of an intervention to encourage collaborative self-management support behaviour using the Behaviour Change Wheel (113) Barker, Fiona; de Lusignan, Simon

Implementing an Organisational Intervention for Work-related Stress: an Action Research Study (255) Hamilton, John; Cartwright, Susan; Collins, Alison
Employee Engagement: A comparison of antecedent variables between private and public sector employees in Botswana. (786)
Tauetsile, Joy; Gbadamosi, Gbolahan

Exploring legitimacy processes during the recognition and evaluation of creative ideas. (840)
Lamb, Rachael Claire; Martin, Lee; Marlow, Susan

**WED 11:00 – 12:30 | Room 1.15, Richmond Building**
Full Papers

**Session Chair: Elisabeth Wilson-Evered**

The Role of Social Comparisons in Moderating the Relationship between Perceived Disinterested Support and Intent to Quit (334)
Tsachouridi, Irene; Nikandrou, Irene

Organizational virtuousness and intent to quit: The role of social exchange and organizational identification (342)
Tsachouridi, Irene; Nikandrou, Irene

Organizational Support and Outcomes: The mediating role of Identification and Virtuousness (345)
Tsachouridi, Irene; Nikandrou, Irene

**WED 11:00 – 12:30 | Room 0.10, Richmond Building**
Developmental Papers

**Session Chair: Rachael Lamb**

Can Personal Values Predict Intentions to Behave at Work? (690)
Lichtenstein, Scott; Higgs, Malcolm; Samouel, Phillip

The relationship between expressed anger and organisational norms and display rules across levels of analysis: The case of positive and negative valence. (647)
Spencer, Leighann

Qualitative exploration of supervisor created climate for collaborative crafting within a UK Fire and Rescue Service (620)
Maher, Karen Nicola; Randall, Raymond; Bateman, Nicola

**WED 14:00 – 15:30 | Room 1.15, Richmond Building**
Full Papers

**Session Chair: Alison Legood**

A Qualitative Analysis of Older Workers’ Perceptions of Aging at Work (894)
Taneva, Stanimira

Gender self-categorization in a male-dominated workforce (514)
Melgoza, Alberto R.; Ashkanasy, Neal M.; Ayoko, Oluremi B.

Operationalising Socioemotional Selectivity Theory (1050)
Preston, Jude Alexandra; Crawshaw, Jonathan

**WED 14:00 – 15:30 | Room 2.05, Richmond Building**
Developmental Papers

Session Chair: Chris Carter

“Your best friend may not be your best employee” - A review of recruitment and selection practices in SMEs (991) Akaehomen, Toluwanimi; Hennessy, Jennifer; Garavan, Thomas

Organisational Receptivity for Change (ORC): a cross level interaction of ORC at Multiple level organisational performance in renewable energy sector in India. (1030) Hirekhan, Manjusha; Budhwar, Pawan

Conscientiousness, Commitment to Service Quality and Service Recovery (637) Oentoro, Wanny; Popaitoon, Patchara; Kongchan, Ananchai

WED 16:00 – 17:30 | Room 1.15, Richmond Building
Full Papers

Session Chair: Michelle McGrath

Behavioural outcomes of trust: A phenomenological inquiry of the employees’ experience of trust in their direct managers (545) Hilles, Afkar Q.; Ahmed, Pervaiz K.

Context matters! How do organizational size, age and trust influence interpersonal trust? Effects in a cultural setting (827) Nienaber, Ann-Marie; Holtgrave, Maximilian; Nayir, Dilek; Schewe, Gerhard

Society as a Relevant Reference Point: A Meta-Analysis of Income Inequality, Rule of Law and Human Development as Moderators of the Organizational Justice-Performance Relationship (931) Richter, Ansgar; Sarnecki, Abiola

THURS 09:00 – 10:50 | Room 1.15, Richmond Building
Full Papers

Session Chair: Alison Legood

Networking behaviour and perceived graduate employability: A social capital perspective (144) Batistic, Sasa; Tymon, Alex

Socialization and Careers for Graduate Newcomers: A Longitudinal Analysis (1021) Takeuchi, Norihiko; Takeuchi, Tomokazu; Jung, Yuhee

Working Meetings as an Organizational Tool: a Review of the Literature and Suggestions for Future Research (914) Lopez-Fresno, Palmira; Cascon, Rosalía

Job-related stressors-strain-outcomes relationships: Moderating role of self-efficacy, supervisor support, and learning goal orientation (678) Chou, Chunyi; Lu, Luo

THURS 11:00 – 12:30 | Room 1.15, Richmond Building
Full Papers
**Session Chair: Ann-Marie Nienaber**

Exploring the Content, Drivers and Impact of Perceived Public Perception on Employees in Social Work Professions (648)
Legood, Alison; McGrath, Michelle; Lee, Allan; Searle, Rosalind

A Theoretical Framework for the Interactive Effects of Key Influencers on Mental Health in the Workplace (149)
Hosie, Peter; Kingshott, Russell; Sharma, Piyush

Workplace wellness, employee health and well-being: evidence from Botswana (315)
Gbadamosi, Gbolahan

**THURS 14:00 – 15:30 | Room 1.15, Richmond Building**
Full Papers

**Session Chair: Michelle McGrath**

Capability Based Decision Model of Attribution: Empirical Development in Iran (891)
Ghalamchi, Parastoo; Khan, Tariq

Effects of virtuality on transactive memory: The role of social presence (564) Gupta, Naina

Understanding Digital Reputation Management Amongst Young Adults Using Social Media During Organisational Entry (929)
Carter, Chris James; Martin, Lee; O'Malley, Claire

**Organizational Studies**
*Track Chairs: David Weir, Robert Price, David Bamber and Robert Mikecz*

**WED 09:00 – 10:30 | Room 1.10, Dennis Sciama Building**
Full Papers

**Session Chair: TBC**

What are the Roles and Pathways of Emotional Intelligence in the Japanese Workplace? (875)
Oe, Hiroko; Marchetta, Evelina

How to increase employees’ engagement in organizational citizenship behaviors within continuous improvement programs in manufacturing. (883)
Roca, Teresa Manuela; Morton, Sue; Michaelides, Roula

Exploring plural perspectives in Mongolian management: why managers have many roles (895)
Manalsuren, Saranzaya

**WED 11:00 – 12:30 | Room 1.07, Dennis Sciama Building**
Developmental Papers

**Session Chair: TBC**
Disciplinary power, what's pride, shame and envy got to do with it? (426)
Miri, Minoo; Game, Annilee; Joy, Simy

The Influence of Strategic Planning and Organizational Culture on Leadership-Performance Relationship. “The Case Egyptian Private SME’S” (443)
Nawar, Yehia Sabri; Nazarian, Alireza; Hafeez, Khalid

Hierarchy and Network (527) Takagi, Koki

Group Diversity, Communication, and Social Integration: The moderating effect of Group Interdependence and Group Longevity (981)
Alsolamy, Majed Qabil; Tsai, Chin-Ju

**WED 14:00 – 15:30 | Room 1.09, Dennis Sciama Building**
Full Papers

**Session Chair: TBC**

Exploring the role of Complexity in the Changing Process of Organizational Routines (568)
Blakcori, Feim; Psychogios, Alexandros

Democratic workplace organizational contradictions and dialectical tensions: bureaucracy, power and property (962)
Guidi, Marco Giuseppe Domenico

Crisis Management: the Influence of Trust on People’s Perception Towards Effectiveness of Crisis Management (1048)
Fragouli, Evangelia; Azaki, Asma

**WED 14:00 – 15:30 | Room 1.07, Dennis Sciama Building**
Developmental Papers

**Session Chair: TBC**

The strategic value of temporary organizations - Investigating effects of temporariness on a firm’s dynamic capabilities and performance (582)
Spanuth, Thomas; Wald, Andreas; Heidenreich, Sven

Towards a good practice model of procurement: Learning from the pluralism of appreciative inquiry in the attempt to tackle poverty in the Leeds City Region (667)
Paleothodoros, Natalie; Watt, Peter; Gold, Jeff; Garvey, Robert; Devins, David

Building corporate reputation through organisational values: a case study in Malaysia (814)
Osman, Sharina; Harvey, William

Organization of Professional Service Firms: A Model for the Knowledge-based Economy? A Literature Review. (930)
Schommer, Monika

**WED 16:00 – 17:30 | Room 1.09, Dennis Sciama Building**
Full Papers
Session Chair: TBC

Management, new physics and spirituality (475)
Muller-Camen, Michael; Camen, Jutta

Theorising visual management (170)
Beynon-Davies, Paul; Lederman, Reeva

A Socio-Technical Approach for Organizational Memory System: A Model and Scale Development Study (770)
Sen, Yasemin

THURS 09:00 – 10:30 | Room 3.31B, Portland Building
Full Papers

Session Chair: TBC

Organisational security: a systems approach to dealing with risk (123) Fischbacher-Smith, Denis

Determinants of Cyberloafing: A Comparative Study of Public and Private Sector Organizations (131)
Hussain, Saddam; Huma, Zille

Gamification in Management: Analysis and Research Directions (844)
Wanick, Vanissa; Bui, Hong

THURS 11:00 – 12:30 | Room 3.31B, Portland Building
Full Papers

Session Chair: TBC

Studying strategy in a pluralistic context: the applicability of actor-network theory (863)
van den Broek, Antonius

How Bourdieu illuminates the distinctive outlines of family firms (230) Salmon, Udeni

Elite Business Networks and the Field of Power: A Matter of Class? (276)
Maclean, Mairi; Harvey, Charles; Kling, Gerhard

THURS 14:00 – 15:30 | Room 3.31B, Portland Building
Full Papers

Session Chair: TBC

Organizational politics and firm performance: How do environmental moderators matter? (806)
Kulikowska- Pawlak, Monika; Bratnicka, Katarzyna

Time in Organizational Studies: Does it matter if clocks can tell us the time but not what time is? (177) Dawson, Patrick

Performing and Traversing the Arts/Market Dualism in the Jazz Constellation (454) Mordue, Tom
Organizational Transformation, Change and Development

Track Chairs: Joanne Murphy and Richard Jefferies

TUES 16:00 – 17:30 | Room 1.74, Portland Building
Symposium

Session Chairs: TBC

Leadership and Change in Extreme Contexts (360)
Murphy, Joanne; Denyer, David; Pilbeam, Colin; Pettigrew, Andrew

This symposium will explore the theoretical, methodological and practical challenges in researching leadership and change in extreme contexts. Speakers will offer a small number of empirical case studies of extreme events in policing, fire and rescue and the NHS. Within this diversity, we see similar patterns and mechanisms across the timelines of change. We will focus on the conditions and processes that respectively encourage and inhibit change in such contexts, leading to developments in theoretical understanding, and guidelines for organization and leadership practice. The symposium will bridge scholarship from the separate but related fields of leadership, organisational change, public sector management and risk and crisis management. A second aim is to build a BAM network to progress the research agenda. The 90-minute symposium will include an introduction, three contributors speaking for about 20 minutes and a concluding open discussion chaired by a BAM Fellow.

WED 09:00 – 10:30 | Room 1.74, Portland Building
Full Papers

Session Chair: Nigel Garrow

CSR, a Triple Integration Process (438) Cam, Cecile; Louche, Celine

Business Improvement and Enterprise Management for the Construction Industry - The Case of a Specialist Subcontractor (609)
Govette, Stephen James; Little, Paul; Clegg, Benjamin T; Baines, Tim S

An Exploration into a new Theoretical Perspective of Firm Growth: Combining Resources, Mediating Factors and Output Factors (765) Burvill, Samantha Marie; Jones Evans, Dylan; Rowlands, Hefin

WED 09:00 – 10:30 | Room 2.39, Portland Building
Developmental Papers

Session Chair: Elisabeth Wilson-Evered

Perspectives on project management methods (776) Biggins, David

The ‘Locus’ of Strategy: Interactions between Deliberate Decision Making and Learning by Doing (292) Ciao, Biagio

The Emergence of a Platform of Informal Firms: a Model Spanning between Communities and Institutional Anomie Theory of Entrepreneurship (1028)
Paviera, Carmelo Milo; Woodward, Rick
Theorising the causes of change failure (1040)
Braganza, Ashley; Al Yaseen, Nouf; McCauley-Smith, Catherine; Gillon, Anne Clare; Williams, Sharon

**WED 11:00 – 13:00 | Room 1.74, Portland Building**
Full Papers

**Session Chair: Marie McHugh**

A pluralist Paradigm for Business Schools: The Multi-cultural Learning Group? (912)
Vaughan, John C S

An acquiring firms Chairman and Chief Executive, and the importance of their tenure on M&A outcomes (317) Garrow, Nigel Stephen; Ford, Guy; Valentine, Tom

Improvisation and Bricolage: synonymous or coincidental? (322) Runswick, Fionnuala Eilin

The decline of change management and the rise of change leadership (477)
Hughes, Mark Andrew

**WED 14:00 – 15:30 | Room 1.74, Portland Building**
Full Papers

**Session Chair: Mark Hughes**

Post-colonial hangover? A case of multiple cross-cultural influences on Indian Railways (101)
Pereira, Vijay Edward; Malik, Ashish

Institution Distance, Employee Feeling and Formal Control Mechanisms : Case study on MNEs’ Organizational Practice Transfer to Overseas Subsidiaries in China (892)
Zhang, Huayao; Amoo, Nii; Wen, Jing; Wu, Junjie

Engaging Aboriginal and Torres Strait Islander peoples in technology supported human service offerings (946) Wilson-Evered, Elisabeth; Casey, Tristan

**WED 14:00 – 15:30 | Room 2.39, Portland Building**
Developmental Papers

**Session Chair: Joanne Murphy**

Academic and Practitioners perspectives on Organisation Development – a UK study (100)
Gillon, Anne Clare; Williams, Sharon; Murphy, Joanne; McCauley-Smith, Catherine

Strategy at an arm’s length distance: the board of directors’ strategic involvement in a cultural event organization (214) Olsen, Trude Hoegvold; Solstad, Elsa

The impact of an action learning programme on Doctors in clinical leadership roles within a United Kingdom NHS health economy. (472)
McCray, Janet; Warwick, Rob; Palmer, Adam

The role of consultants in client organisations’ deinstitutionalisation of existing practices (701)
Hu, Qing; Williams, Sharon; Mason, Robert; Found, Pauline; Esain, Ann
WED 16:00 – 17:30 | Room 1.74, Portland Building
Full Papers

Session Chair: Trude Olsen

Managing tensions or managing resistance: the complex path to the transformation of a public infrastructure organization (1033) Thompson, Robert McLeay
Nurses’ perceptions of healthcare development work in a high reliability organisation: A study of Lean and Six Sigma in hospital management (592) Eriksson, Nomie

Transforming Through Co-Location: the Opportunity for Learning and Innovation in Health and Social Care Integration (1062)
Memon, Ally Raza; Kinder, Tony

WED 16:00 – 17:30 | Room 2.39, Portland Building
Developmental Papers

Session Chair: Olga Matthias

Investigating the Role of Enterprise Social Networks in Facilitating the Reduction of Resistance to Organizational change (397) Al Rawahi, Waleed Khalaf; Alshawi, Sarmad

From first order continuous to second order discontinuous change: creating a time line of change tipping points and change plateaus and pauses; a case study. (682)
McCaulley-Smith, Catherine

Dealing with Change Recipients’ Resistance to Organizational Reorientation: The Rest of the Story (723) Alhezzani, Yazeed M; Braganza, Ashley

An exploration of the contextual factors affecting change to policing in Scotland. (1044)
Jefferies, Richard

THURS 09:00 – 10:30 | Room 2.39, Portland Building
Developmental Papers

Session Chair: Gary Rees

From a health sector innovation project to institutionalization of change: methodological challenges in following a process in real time (547)
Hagebakken, Grete; Olsen, Trude Hoegvold; Solstad, Elsa

Videography as a methodology to enable organisational development (437) Friebel, Annemiek

The Impact of Social Media on the Operational Costs and Outreach of Microfinance Institutions in Developing Countries (910)
Daowd, Ahmad; Eldabi, Tillal; Kamal, Mohammad

Can transformational leadership tackle the ‘Perfect Storm’ of growing employee diversity, environmental uncertainty and organizational change? (150)
Sharma, Piyush; Hosie, Peter; Kingshott, Russell
THURS 11:00 – 12:30 | Room 2.39, Portland Building
Developmental Papers

Session Chair: Kate Cooper

Understanding the Impact of social media in balancing legal ethics, client mobilization and care in a small sized law firm in the UK -Using Action Research Approach. (979)
Ikiriko, Elizabeth Oruenene

A Structuration Theory Perspective on the Institutional Change in Higher Education Sector (870)
Abdaless, Sara; Yang, Jessica

Usage of Enterprise Resource Planning Systems: A Case Study of Higher Education Institutions in Pakistan (969)
Ahmer, Zeshan; Demir, Eren; Tofallis, Christopher; Asad, Humaira

Organizational Change Capacity In Government Sector (1057)
Alserkal, Maryam

Performance Management
Track Chair: Vinh Chau

WED 09:00 – 10:30 | Room 2.02, Richmond Building
Full Papers

Session Chair: Vinh Chau

Supply management capabilities and operations performance: A qualitative study of UK manufacturing SMEs (236)
Ofori-Amanfo, Joshua; Huaccho Huatuco, Luisa Delfa; Burgess, Thomas F.; Shaw, Nicky E.

Success and Performance: A UK SMEs Perspective (461)
Li, Boran; Ansell, Jake; Harrison, Tina

Balanced Score Card support for the stratagem process in SMEs: A critical literature review (988)
Elshamly, Amina Basiouny Mousa; Verschueren, Ricardo B.; Gear, Antony

WED 11:00 – 12:30 | Room 2.02, Richmond Building
Full Papers

Session Chair: Luisa Huatuco

Financial distress in UK retail banking performance before, during and after the financial crisis (184)
Ngwa, Leonard Ndifor; Liu, Jonathan; Almamy, Jeehan

Foresight is a Metaphor and it Matters! Managing the Survivor Syndrome during a Major Economic Recession (522)
Chau, Vinh Sum; Bui, Hong; Cox, Jacqueline

Towards an Emergent Theory of the Measurement-Performance Link (935)
Murray, Philip; Lockwood, Andrew; Skokic, Vlatka

**WED 16:00 – 17:00 | Room 1.04, Dennis Sciama Building**
Developmental Papers

**Session Chair: Donna Knowles**

The multidimensional innovation capability: The definition and framework based on knowledge management perspective (950)
Wardhani, Arie Restu; Acur, Nuran; Wong, Andy; Mendibil, Kepa

The Effect of Mergers and Acquisition on Intellectual Property Management: A case of the European Chemical Industry (524)
Adetona, Adebola Adedayo

**THURS 09:00 – 10:30 | Room 2.02, Richmond Building**
Full Papers

**Session Chair: Donna Knowles**

Exploring the impact of organizational culture on performance management system’s implementation (112)
Jwijati, Ihssan M.; Bititci, Umit S.

How performance measurement influences stakeholders’ experiences of organisations (867)
Beer, Haley Allison; Micheli, Pietro

Capacity building through collaborative partnership (140)
Amankwah-Amoah, Joseph; Debrah, Yaw; Honyenuga, Ben; Adzoyi, Paulina

**THURS 11:00 – 12:30 | Room 2.02, Richmond Building**
Full Papers

**Session Chair: Vinh Chau**

Traditional Due Diligence – a Recipe for Success or Failure? (174)
Patel, Adnan; Joosub, Tasneem

Major Disruptions and Sustainability in Supply Chains: Case study insights (196)
Huaccho Huatuco, Luisa; ShakirUllah, Guljana; Burgess, Thomas F.

Post-SAP Relationship between Trade and Economic Growth in Nigeria: A Mismanaged Opportunity (683)
Olarewaju, Adeniyi Damilola; Adebisi, Sunday Abayomi; Oghojafor, Ben E. A.

**THURS 14:00 – 15:00 | Room 2.02, Richmond Building**
Full Papers

**Session Chair: Luisa Huatuco**

Opening the ambidexterity black box: Three stories from the aerospace industry (777)
How to create a ‘high-performing’ service organisation: Lessons from four Academy Schools (805)
Hill, Alex; Laker, Benjamin; Cuthbertson, Richard; Hill, Terry

Public Management and Governance
Track Chair: Dimitrios Spyridonidis

WED 09:00 – 10:30 | Room 3.31B, Portland Building
Full Papers

Session Chair: Vivienne Byers

Science and technology policy in Colombia: A comparative review (283)
Cayon, Edgardo; Correa, Juan Santiago

Using Pluralism and Neo-Pluralism to explain roles and models of power in the public management of urban regeneration (313)
Shand, Rory

The Boundaries and Contours Non-Profit Organisation Activity in a ‘Hostile’ Environment: The Russian Case (354)
Crotty, Jo; Ljubownikow, Sergej

WED 11:00 – 13:00 | Room 3.31B, Portland Building
Full Papers

Session Chair: Dimitrios Spyridonidis

Management knowledge and situated learning in UK healthcare management (420)
Bresnen, Mike; Hodgson, Damian; Bailey, Simon; Hyde, Paula; Hassard, John

Evidence-based commissioning of health services: an in-depth qualitative study (442)
Gkeredakis, Emmanouil; Powell, John; Swan, Jacky; Nicolini, Davide; Scarbrough, Harry; Roginski, Claudia; Taylor-Philips, Sian; Mills, Penny; Manning, Rachel Marie; Clarke, Aileen

The collective framing of health care innovation: Tensions between the boundary spanning of local entrepreneurs and clinical collegiality (982)
Bernardi, Roberta; Exworthy, Mark

“We are learning how to describe excellence”: Medical power in the allocation of Clinical Excellence Awards (668)
Hyde, Paula; Exworthy, Mark; McDonald Kuhne, Pamela

WED 11:00 – 12:30 | Room 2.39, Portland Building
Developmental Papers

Session Chair: Rachel Ashworth

Critical Factors that Influence Political Funding Support for Urban Rail Transport Infrastructure in the United Kingdom (336)
Gannon, Mark John; Ishizaka, Alessio

Unpacking service quality in a third sector consortia: a stakeholder perspective. (337)
Best, Bernadette; Moffett, Sandra; McAdam, Rodney; Moxham, Claire

Shameless or Blameless - What Does the DCLG Data Tell Us About the National Troubled Families Initiative? (385)
Johnstone, Laura; Bryans, Patricia

**WED 14:00 – 15:30 | Room 3.31B, Portland Building**

Full Papers

**Session Chair: Harry Barton**

Performance management within the Abu Dhabi police force: An Intellectual Capital approach (440)
Barton, Harry; Alramahi, Ahmed; Tansley, Carole

Public Service Motivation in Saudi Public Sector Organisations: Does Wasta Make a Difference? (618)
Alreshoodi, Saleh Abdullah; Andrews, Rhys

Reimbursing research participants in UK health research: ethical and policy implications (369)
Roca, Teresa Manuela; Bates, Peter

**WED 16:00 – 17:30 | Room 2.08, Portland Building**

Developmental Papers

**Session Chair: Dimitrios Spyridonidis**

The Pluralist views of NHS Non Executive Directors: Developing a feedback and development framework for effective NHS Boards (392)
Mortimer, Christine; Etheridge, Polly; Gold, Jeff

Developing leadership capacity to improve governance in the NHS: Using coaching as a development intervention (629)
Collins, Claire Elizabeth; Spyridonidis, Dimitrios

The organisation of leadership(s) in English healthcare commissioning: from member engagement to ‘dispersed’, ‘distributed’ and ‘co-operative’ constructions of leadership (897)
Matharu, Tatum

Coping with contradictions: Implementing a Community Services Integrated Healthcare Strategy (943) Byers, Vivienne

**THURS 09:00 – 10:30 | Room 2.33C, Portland Building**

Full Papers

**Session Chair: Harry Barton**

Causes of government project failure in developing countries – Focus on Ghana (720)
Damoah, Isaac Sakyi; Akwei, Cynthia; Mouzugh, Yusra
Towards a Fatalist Public Management (1010)
Entwistle, Tom

Exploring Path-Dependent, Institutional Residualism in Post-Reform Ports Concessions in Nigeria (1036) Adi, Bongo

**THURS 09:00 – 10:30 | Room 1.67, Portland Building**
Developmental Papers

**Session Chair: Claire Collins**

Zigan, Krystin

Public Private Partnerships: Paving the Way for Quality Public Services Delivery in Nigeria (846)
Okwilagwe, Osikhuemhe

Seven dimensions of reform in English local authorities (918)
Glennon, Russ; Radnor, Zoe; Bateman, Nicola

Opening up the black box? Reviewing the effectiveness of collaborative accountability (925)
Ashworth, Rachel Elizabeth; Downe, James

**THURS 11:00 – 12:30 | Room 2.33C, Portland Building**
Full Papers

**Session Chair: Harry Barton**

Procuring Infrastructure: UK Policy and Performance (830)
Winch, Graham Miles

Is the law the main driving force of IT Governance in Brazilian public sector? A study in the State of Amazonas. (881)
Lima Sousa, Rommel Roosevelt de; De Muylder, Cristiana Fernandes; Mesquita, José Marcos Carvalho de; Nunan, Angelo Eduardo

The role of trust in shaping the perception of risks: A qualitative inquiry into the hazard of telecommunication towers (321)
Madun, Azian; Kamarulzaman, Yusniza; Yusop, Farah Dina; Abdullah, Noorhidawati; Ng, Kwan Hoong

**THURS 14:00 – 15:30 | Room 2.39, Portland Building**
Developmental Papers

**Session Chair: Rachel Ashworth**

Volunteers' Economic Contribution: Enormous but Invisible! A Case Study (1006) Hasan, Mehdi; Binsardi, Ben

Ndeh Cynthia, L
Meaningful Work in Health Services (1027)
Davies, Pauline Rosemary

Research Methodology
Track Chairs: Gail Clarkson and Murray Clark

TUES 16:00 – 17:30 | Room 2.33B, Portland Building
Workshop

Session Chair: Stefanie Reissner

Advancing Researcher Reflexivity through Interview-Interaction Mapping (357)
Reissner, Stefanie C.

This workshop provides an opportunity for qualitative interview researchers to learn about interview-interaction mapping, a new systematic means for advancing researcher reflexivity. It has a three-fold structure and purpose. Firstly, it will enable participants to learn from each other by sharing their experiences of advancing researcher reflexivity. Secondly, it will introduce participants to interview-interaction mapping and give them the chance to work with two such maps and the corresponding interview transcript to engage in visual, textual and socio-cultural analysis thereof. Thirdly, it will provide participants with an opportunity to reflect on their experiences of using interview-interaction mapping and on the potential this tool may offer for their own work.

WED 09:00 – 10:30 | Room 2.33B, Portland Building
Workshop

Session Chair: Matthew Davis

Conducting research across international boundaries: Practical and cultural considerations (890)
Clarkson, Gail P; Davis, Matthew; Xian, Huiping

The benefits of conducting research across international boundaries are multiple, including the potential to address global problems and access foreign markets, and for personal learning. In parallel, international research raises challenges including those relating to financial constraints and language barriers. Drawing upon the experiences of a Worldwide Universities Network project, we will consider key practical issues. We will then deliberate upon the less evident implications of culture and cultural conceptions. Given the breadth of possibilities, we ‘limit’ our initial cultural considerations to the UK and China and reflect not only on words that are difficult to translate but others that simply do not exist across context, together with the often ignored role of the translator in this process. In addition, we deliberate on the ethical implications, and those of ‘preferred’ method, whereby, for example, most Chinese research are quantitative, and the subsequent implications on researchers’ philosophical positions, and knowledge gaps.

WED 09:00 – 10:30 | Room 2.08, Portland Building
Developmental Papers
Autoethnography and other accounts of self and organisation

Session Chair: Murray Clark

Life history: A compelling methodology for business management research? (138)
Downs, Yvonne
Doing Autoethnography – Taking Choices and Meeting Challenges (161)
Winkler, Ingo
A dialectical approach for operationalization of organizational ambidexterity (485)
Bratnicka, Katarzyna
The Potential Contributions of Phenomenography to Organisational Research (735)
Joseph-Richard, Paul; Hazlett, Shirley-Ann

WED 11:00 – 12:30 | Room 2.33B, Portland Building
Full Papers
Interviews: Illustrations of rich potential and recommendations

Session Chair: Julie Gore

Exploring Creativity as Experienced by World-Leading Chefs (118)
Stierand, Marc Benjamin; Dörfler, Viktor; Sadler-Smith, Eugene

An analysis of the number of interview participants in organization and workplace journal articles (158) Saunders, Mark NK; Townsend, Keith

Using convergent interviews to explore the phenomenon of employer engagement and skill formation (495) Malik, Fatima

WED 11:00 – 12:30 | Room 2.08, Portland Building
Developmental Papers
Reflections on qualitative methods

Session Chair: Catherine Cassell

Making time for qualitative research (319)
Pritchard, Katrina; Symon, Gillian

The use of dyadic interviews in teasing out the "difficult to define": Advantages for social identity and altruism research (737)
Clarkson, Gail P; Macdonald, Dennis W; Bown, Nicola J

Reflection of Qualitative Methods: “memoring” fieldwork experience in organisational research with photographs (987)
Bogdanova, Mariana

WED 14:00 – 15:30 | Room 2.33B, Portland Building
Full Papers
Theory building and testing: Illustrations and issues

Session Chair: Gail Clarkson

Work values as a high-ordered factorial construct. (201)
Papavasileiou, Emmanouil F.; Lyons, Sean T.; Shaw, Gareth
Relationship between resources and ICT Value in a manufacturing organisation: Cross-impact analysis (516) Ceric, Arnela

Insufficient Effort in Responding to Surveys: Evidence from an Applied Organisational Research (977) Kudret, Selin; Edwards, Martin R.

**WED 14:00 – 15:30 | Room 2.08, Portland Building**

Developmental Papers
Conceptual and methodological pluralism

**Session Chair: Sally Eaves**

Adventures in systematic reviewing (117) Barker, Fiona

A Mixed Methods Approach to Investigating Social Institutions (573) Lord, Jonathan David; Redfern, Dave

Collaborating across research philosophies: Implications for epistemological pluralism (781) Isaeva, Neve; Bachmann, Reinhard; Bristow, Alexandra; Saunders, Mark NK

Modelling determinants of a cost accounting system: Mixed methodology and logistic regression (904) Nagirikandalage, Padmi

**WED 16:00 – 17:30 | Room 2.33B, Portland Building**

Workshop

**Session Chair: Christopher Carter**

Exploring person-centred approaches to social media-related management research (232) Carter, Chris James; Koene, Ansgar; Perez, Elvira; Statache, Ramona; Adolphs, Svenja; O'Malley, Claire; Rodden, Tom; McAuley, Derek

The focus of the proposed workshop will be upon exploring how a person-centred, ethically driven approach can be applied to management research involving social media data. In particular, the workshop will provide an opportunity for attendees to discuss opportunities and challenges associated with using methodologies that draw upon social media for management research that they intend on conducting, or perhaps that is already underway or completed. A core aim of the session will be to assist workshop attendees in identifying ways in which they can design management research that is sensitive to the personal nature of human data upon social media, and that maintains the highest standards of ethical integrity with respect to how digital data is collected, stored, analysed and reported on.

**THURS 09:00 – 10:30 | Room 2.01, Richmond Building**

Full Papers
Action Research and Research in Action

**Session Chair: Gail Clarkson**

A Two-Stage Framework for Action Research in Management Research (256) Hamilton, John; Cartwright, Susan; Collins, Alison
From counting in management to counting on management: Making social science research matter (259) Nair, Anup Karath

Accelerating Scientific Research with Open Laboratories (941)
Fritzsche, Albrecht; Möslein, Kathrin

**THURS 11:00 – 12:30 | Room 2.01, Richmond Building**
Full Papers
Making and supporting methodological choice: Challenges and suggestions

**Session Chair: Marc Stierand**

Mimicry and Resistance in the Globalization of Management Research (204)
Kothiyal, Nivedita; Bell, Emma

Comparing Causal Mapping Methods: Observations and Tentative Lessons (249)
Laukkanen, Mauri O.

What is to be seen, understood and heard? Challenges when supporting international students in glocalistic research practice. (464) Cassell, Catherine; Lee, Bill

**THURS 11:00 – 12:30 | Room 0.11, Richmond Building**
Developmental Papers
Challenging assumptions and making sense of learning

**Session Chair: Gail Clarkson**

‘Why do I have to Follow that Approach’: A Quest for Inclusive Research Strategies (157)
Aslam, Usman; Lee, Bill

Making sense of the learning that occurred within a research collaboration (874)
Lawless, Aileen; Rae, Jan; Griggs, Vivienne; Holden, Richard James

Reflexivity and Research Training for Professional Doctorates (956)
Clark, Murray C

**THURS 14:00 – 15:00 | Room 2.01, Richmond Building**
Full Papers
Visual methods: Ways of seeing

**Session Chair: Amanda Lee**

Photo-elicitation methods: the participant viewpoint (235)
Cassell, Catherine Maria; Malik, Fatima; Radcliffe, Laura

Videoing and Ways of Seeing Management Practices (622)
Mason, Katy Jane

**THURS 14:00 – 15:30 | Room 2.05, Richmond Building**
Developmental Papers
Political Discourse Analysis and the unfolding of other organisational stories

**Session Chair: Viktor Dörfler**

Whose story is it anyway? Reflections on the ownership of organisational stories (358)
Reissner, Stefanie C.

Extending the reach of policy and strategy research using Political Discourse Analysis; the case of the Health and Social Care Act 2012. (465)
Laing, Michelle; Lawless, Aileen

Examining how the subject position of marketing professionals and customers are constructed through Twitter communication by B2B organisations (494)
Curtis, Lucill

**Strategy**

**Track Chairs: George Burt, David Mackay and Efthimios Poulis**

**TUES 16:00 – 17:30 | Room LT2, Richmond Building**

**Symposium**

**Session Chair: Maureen Meadows**

Complementarity and Complementary Products: New Directions in Strategic Management Research (324) Narayanan, Vadake Kurupath; Tzabbar, Danny; Baburaj, Yamuna; Ghobadian, Abby; O'Regan, Nicholas

This symposium will bring scholars from across the world to discuss the challenges of crafting firm strategies toward complementary products. Participants will provide both scholarly and management perspectives on the topic. The scholarly perspective will highlight the heterogeneity in conceptualization underlying the construct of complementary products and map the debates in the extant research in an attempt to overcome difficulties stemming from the current fragmented state of research. The management perspective will underscore the difference in approaches toward strategies between complementary and competitive products, and the strategic, operational and organizational challenges complementary products present. The interactive symposium will offer opportunities for identifying an integrated perspective in management research in general, and lay the foundation for gaining further insights into strategies toward complements in the context of different institutional environments.

**WED 09:00 – 10:30 | Room LT2, Richmond Building**

**Full Papers**

**Session Chair: Zhongqi Jin**

Are Dynamic Capabilities Idiosyncratic? A Mixed Method Study of UK High-Tech SMEs (394)
Senaratne, Chaminda; Wang, Catherine L.; Sarma, Meera

Alshahgroud, Maha; Ng, Wilson

The Behavioral Antecedents of Relationship Phase Affect in Alliances (1011)
Yaqub, Muhammad Zafar; Windsperger, Josef

**WED 09:00 – 10:30 | Room 2.05, Richmond Building**
Developmental Papers

**Session Chair: Nicholas O’Regan**

Strategy and humour: Somewhere between drama and hope? (1051)
Zundel, Mike; MacIntosh, Robert; Mackay, David

Reflecting on the use of social media within a scenario planning project (393)
Meadows, Maureen; O’Brien, Frances

Expert judgement in forward-looking analysis: The role of intuition and rationality (330)
Pyper, Neil; Tapinos, Efstatios

**WED 11:00 – 12:30 | Room LT2, Richmond Building**
Full Papers

**Session Chair: Ioannis Christodoulou**


An exploration of stakeholders: identity, power and priorities for heritage attractions in a Bulgarian city (446) Bruehlmann, Carrie Ann

How Middle Managers draw on Cultural Resources to rationalise their Behaviours during the Orchestration of Ambidexterity (499)
Awojide, Oladipo; Hodgkinson, Ian R.; Ravishankar, M.N.

**WED 11:00 – 12:30 | Room LT3, Richmond Building**
Full Papers

**Session Chair: Jedrzej George Frynas**

Investigating the Key Strategic Factors Responsible for Transnational Corporation and Foreign Direct Investment in Africa: The Nigeria Experience (694)
Oyedeji, Rasheed Adeboye; Kuye, O.L; Oghojafor, B.E.A

MNE and EMNE Strategic Responses to Institutional Voids: A study of Uganda’s electricity industry (702)
Mbalyohere, Charles; Lawton, Thomas; Viney, Howard; Boojihawon, Roshan

Toward a More Comprehensive Understanding of Strategy Implementation (909)
Alhilou, Moataz; Ramlogan, Ronald

**WED 11:00 – 12:30 | Room 2.05, Richmond Building**
Developmental Papers

**Session Chair: Neil Pyper**
A systemic view of business models (229) Ramdani, Ben; Binsaif, Ahmed

The dynamic fit between business model and strategy development: The challenge for UK food retailers (728)
Li, Shaling; Simms, Chris; Trott, Paul

Knowledge Sharing and Performance Relations in Business Group Affiliated and Nonaffiliated Firms (441) Ozen, Ozlem

**WED 14:00 – 15:30 | Room LT2, Richmond Building**
Full Papers

**Session Chair: Angeliki Papachroni**

Who makes the difference - consequences for innovative performance of target firms in cross border acquisitions (749) Lapiana, Marta; Fracassi, Eleonora; Valentino, Alfredo

Exploring the Micro-foundations of Improvisations towards Strategic Performance in Turbulent Environments: A Case of a Disaster Response Organization (817)
Villar, Eula Bianca; Miralles, Francesca

Strategic Orientation, Organizational Slack and Firm Performance: a Configurational Approach (710)
Basu, Shubhakrata; Mishra, Pradeep Kumar

**WED 14:00 – 15:30 | Room LT3, Richmond Building**
Full Papers

**Session Chair: Graeme Mansel Ridgeway**

Cultivating strategic foresight: The Ubuntu perspective (106)
Sarpong, David; Bi, Jianxiang; Amankwah-Amoah, Joseph

Information Sharing and Firm Performance: The Mediating Role of Operations Capabilities (663)
Song, Moxi; Wu, Wei-ping

Managed Openness, Negative Capability and Scenario Planning (575)
Burt, George; Mackay, David

**WED 16:00 – 17:00 | Room LT2, Richmond Building**
Full Papers

**Session Chair: Tamanna Tasnim Khan**

Value & Predictability within the RBV of the Firm: A critical review of the resource-based and related literature (432)
Dassler, Thoralf; Christodoulou, Ioannis

Extracting value during Adaptations of Management Innovations – A Systematic Literature Review Paper (957)
Mehta, Mohit; Reinmoeller, Patrick

**WED 16:00 – 17:30 | Room 2.05, Richmond Building**
Developmental Papers

**Session Chair: Efstathios Tapinos**

Impact of Downsizing on Survivors in an Emerging Market (800)
Akwei, Cynthia

Strategic Decision Making in the Resource Intensive Industries (570) Young, Robert

Core Self-evaluation and Middle Managers' Ambidexterity: The Mediating Role of Learning Goal Orientation (451) Wang, Ruifang; Gibbons, Patrick

**THURS 09:00 – 10:30 | Room LT2, Richmond Building**

Full Papers

**Session Chair: Chaminda Senaratne**

Diversification and its Performance Consequences Across (389)
Schommer, Monika; Karna, Amit; Richter, Ansgar

A Review of the Nonmarket Strategy Literature: Towards a Multi-Theoretical Integration (193)
Mellahi, Kamel; Frynas, Jedrzej George; Siegel, Donald; Sun, Pei

Failure-avoidance in Strategy Implementation (244) Aboutalebi, Reza

**THURS 09:00 – 10:30 | Room 2.05, Richmond Building**

Developmental Papers

**Session Chair: Wilson Ng**

Product architecture, modularity and product market internationalisation (714)
Burton, Nicholas; Nyuur, Richard

The effect of firm resources on the survival of SMEs in the petroleum industry in the UAE and Oman (743) Alhanshi, Moosa; Ojiako, Udechukwu

How Formal and Informal Institutions of Middle Eastern Countries Influence Managerial Discretion: An Empirical Investigation (370) Haj Youssef, Moustafa; Christodoulou, Ioannis; Dassler, Thoralf

**THURS 11:00 – 12:30 | Room LT2, Richmond Building**

Full Papers

**Session Chair: David Sarpong**

Financial decisions and market performance: An analysis of China’s domestic mergers and acquisitions (625) Liu, Jia; Muganhu, Christopher

To err is human: A state-of-the-art review of the five fundamental questions in bankruptcy research. (128) Amankwah-Amoah, Joseph

Opening M&A to investors: Transparency through interim news events (695)
Angwin, Duncan; Yakis-Douglas, Basak; Meadows, Maureen

THURS 11:00 – 12:30 | Room 2.05, Richmond Building
Developmental Papers

Session Chair: Mike Zundel

Why do NPOs diversify? The limited applicability of insights from diversification literature (386)
Ljubownikow, Sergej; Ljubownikow, Grigorij

Strategy implementation process patterns and implementation success – underlying sources of implementation heterogeneity (1014) Amjad, Muhammad

Strategic initiatives process: interlevel analysis and typology from multiple cases (406)
Aurelie, Ewango-Chatelet

THURS 14:00 – 15:30 | Room LT2, Richmond Building
Full Papers

Session Chair: Ansgar Richter

Strategic decision-making insights: A study of the military and business sectors (412)
Barnard, Susan; O'Regan, Nicholas

Strategy-making in the Boardroom: how boards shape strategic decisions (228)
Papachroni, Angeliki; MacIntosh, Robert

Ethical Decision-Making and the Problem of Measure in Strategy: an undogmatic gaze. (604)
Ridgeway, Graeme Mansel; Zundel, Mike

THURS 14:00 – 15:30 | Room LT3, Richmond Building
Full Papers

Session Chair: Sergej Ljubownikow

Pre-acquisition Inter-organizational Relationships and its’ Impact on Post-acquisition Innovation Performance: A Knowledge Based View (913)
Khan, Tamanna Tasnim; Miozzo, Marcela; Marzocchi, Chiara

Local Strategic Partnerships and Public Service Delivery: Myths and Realities (1035)
Apostolakis, Christos

Inter-organizational relationships: Expectations gaps, effects and organizational responses (107)
Poulis, Konstantinos; Poulis, Efthimios; Ozdemir, Sena

Strategy as Practice
Track Chair: Harry Sminia

WED 09:00 – 10:30 | Room 0.51, Portland Building
Full Papers
Session Chair: Harry Sminia

Strategizing at the front-line managers’ level: A strong structuration investigation (425)
Elbasha, Tamim; Wright, Alex

Fairness in strategy formulation and implementation (453)
Tackx, Koen; Van der Heyden, Ludo; Verdin, Paul

Contingency- versus paradox-based responses to decision-making tensions: Implications for strategy practices. (834) Eranova, Mariya; Prashantham, Shameen

THURS 11:00 – 12:30 | Room 1.66, Portland Building
Developmental Papers

Session Chair: Harry Sminia

Strategy Atomised: The Elementary Particles That Form Strategic Alliances (650)
Louzada, Jorge; Hartley, Daniel

Exploring the role of (strategic?) practices in start-up organizations (997)
Wiafe, Lukas

Responding to environmental jolts: a senior managers’ sensemaking perspective. (142)
Abreu Pederzini, Gerardo David; Balogun, Julia

THURS 14:00 – 15:30 | Room 1.10, Dennis Sciama Building
Full Papers

Session Chair: Harry Sminia

Sociomateriality and strategy practice in higher education: Bridging multiple layers through a Bourdieuan lens (548)
Karatas-Ozkan, Mine; Howells, Jeremy; Yavuz, Cagla; Atiq, Muhammed

Open Strategizing – Harnessing Employee Collective Intelligence through Organization-wide Dialogue (621) Stieger, Daniel; Nketia, Bright Adu

The Influence of Managerial Forces and Users’ Judgements on Forecasting in International Manufacturers: a Grounded Study (811)
Haloub, Radi; Reynolds, Paul

Sustainable and Responsible Business
Track Chairs: Alan Murray and Sarah Ivory

TUES 16:00 – 17:30 | Room LT3, Richmond Building
Symposium

Session Chair: TBC

Scaling Sustainability: Regulation and Resilience in Managerial Responses to Climate Change (698)
Goworek, Helen
This symposium will focus on the scaling of sustainability initiatives at macro, meso and individual levels, connecting supra-national regulation, sponsored by inter-governmental bodies, via regional, community, and organizational projects, to localised and individual activities. The discussion will explore modalities of sustainability across different levels of analysis, examining the hinge elements articulating the movement and translation of action between scales. Three invited speakers will give short presentations on their research into sustainability followed by a chaired panel discussion focusing on how scaling can contribute to future business and management research on sustainability. The concern of the panel is both analytical and practical, encouraging a consideration of how researchers understand the mechanisms and processes that enable sustainability initiatives to move between scales, as well as deriving practical implications for the management of sustainability across scales. The intended outcome for the symposium is an outline framework for understanding sustainability-driven managerial initiatives across scales.

**WED 09:00 – 10:30 | Room LT1, Richmond Building**

Full Papers

**Session Chair: TBC**

The tree of knowledge: Sustainable management practices for a collaborative ecosystem amongst small to medium enterprises (169) Stewart, Heather; Gapp, Rod


Sustainability in the business sector: An exploratory study of the Vietnamese SMEs (1070) Nguyen, Thi Thanh Huong; As-Saber, Sharif; Smith, Robert Frederick Ingram

**WED 09:00 – 10:30 | Room LT3, Richmond Building**

Full Papers

**Session Chair: TBC**

Problematising the Construction of Corporate Sustainability through ANT perspectives (367) Dai, Wenjin

Carpe Diem Risk Culture (724) Marshall, Alasdair; Ojiako, Udechukwu; Chipulu, Maxwell

Economizing the Carroll Pyramid of Corporate Social Responsibilities (CSR) (414) Wagner-Tsukamoto, Sigmund

**WED 11:00 – 12:30 | Room LT1, Richmond Building**

Full Papers

**Session Chair: TBC**

Foreign Direct Investment inflow and Corporate Social Responsibility uptake by local firms in Sub-Saharan Africa: A conceptual assessment (705) Ofori, Dan
The Web of Environmental Management Systems: Intrapreneurial Spirits and Stepping Stones (753)
Alevizou, Panayiota Julie; Henninger, Claudia Elisabeth; Redmond, Janice Redmond

Corporate Social Responsibility and Financial Performance: New Evidence from Europe (850)
Grieb, Ramona; Koscher, Eva

**WED 11:00 – 12:30 | Room 0.11, Richmond Building**
Developmental Papers

**Session Chair: TBC**

Inside-Out and Outside-In: Twins between Sustainability Strategy, Performance Management, Reporting and Stakeholder Involvement (505)
Johnson, Matthew Phillip; Schaltegger, Stefan

Assessing the Impact of Key Stakeholder on Sustainability Adoption in UK Small and Medium Enterprises (551)
Oyedepo, Gbemisola Aramide; Duan, Yanqing; Bentley, Yongmei; He, Qile

Socially and environmentally responsible organisations: Do they attract talents? (415)
Takeda, Sachiko; Secchi, Davide

From Russia with Love: The Role of Geopolitics as a Driver of Energy Entrepreneurship. A Comparative Study of France, Germany and Britain (410)
Ball, Christopher

**WED 14:00 – 15:30 | Room LT1, Richmond Building**
Full Papers

**Session Chair: TBC**

The Circular Economy: A Review of the Literature (789)
Murray, Alan; Skene, Keith; Haynes, Kathryn

Multinational Corporations and Corporate Social Responsibility: Addressing Climate Change (390)
Oyson, Manuel Jose

Business models for hybrid renewable energy in communities (947)
Baines, Susan; McNeill, Tamara; Hema, R; Martin, Lynn

**WED 14:00 – 15:30 | Room 0.11, Richmond Building**
Developmental Papers

**Session Chair: TBC**

Financialisation of human subjectivity: Some musings on the complications for relationships between ourselves, our world and with animals (703)
Barthold, Charles; Krawczyk, Victor Jaroslav

Examining social labels as signals of corporate responsibility (287)
Carrigan, Marylyn; Bosangit, Carmela; Kumar, Anvita; Bebek, Gaye
Class-discrepancy: Exploring social class differences at work (828)
Evans, Samantha; Wyatt, Maddy

**WED 16:00 – 17:30 | Room LT1, Richmond Building**
Full Papers

**Session Chair: TBC**

Finding Our Way: Pluralism and Plurality in Management Education for Responsibility (1043)
Kerr, Marie Angela

Responsible Management Competences: An Integrative Portfolio for Sustainability, Responsibility, and Ethics (1095) Moosmayer, Dirk; Laasch, Oliver

Heroic Narrative of CSR (344) Filosof, Jana

**WED 16:00 – 17:30 | Room 0.11, Richmond Building**
Developmental Papers

**Session Chair: TBC**

Social Entrepreneurship, Tourism and Poverty Alleviation: Insights from Sub-Saharan Africa (835)
Littlewood, David Christopher; Holt, Diane

Responding to the call for ‘care’ in CSR: a proposed study of small to medium sized enterprises. (740)
Davies, Fern; Brooks, Simon Bentley; Organ, Kate

Corporate social responsibility and employee engagement: A perspective through the lens of social exchange theory. (750)
Finniear, Jocelyn; Brooks, Simon Bentley

**THURS 09:30 – 10:30 | Room LT1, Richmond Building**
Full Papers

**Session Chair: TBC**

The Tourist Culture Nexus: Occurrence, Advantages, Sustainability (141)
Canavan, Brendan Joseph

Consumer ideology: Social issue preference as a driver of CSR ideology in different organisational contexts (571)
O’Brien, Ingrid Mary; Jarvis, Wade; Soutar, Geoff

**THURS 09:00 – 10:30 | Room 0.11, Richmond Building**
Developmental Papers

**Session Chair: TBC**

Institutionalizing Responsible Management Education: The Role of Institutional Entrepreneurs (361)
Warin, Charlotte Elizabeth; Beddewela, Eshani; Anchor, John
PRME: A study of institutional entrepreneurship (636)
Louw, Jonathan Paul

‘Fidel the musical’ and hairdressers – turning research into impact (675)
Baden, Denise

THURS 11:00 – 12:30 | Room LT1, Richmond Building
Full Papers

Session Chair: TBC

Ethics in Pharma: A case study from Cuba (417)
Baden, Denise; Davis, Courtney; Stephen, Wilkinson

Environmental Regulations, Innovation and Performance: Case Studies and Propositions (798)
Ramanathan, Ram; He, Qile; Black, Andrew; Ghobadian, Abby; Gallear, David

Stakeholder Classification in the Context of Achieving Sustainable Supply Chain Management in the Downstream Oil Industry of Developing Countries (Case Study Country; Nigeria) (980)
Akinremi, Temitope Adetokunbo; Anderson, Richard

THURS 11:00 – 12:30 | Room LT3, Richmond Building
Full Papers

Session Chair: TBC

Examining the Corporate Social Responsibility Contribution to Environmental Sustainability in Developing Countries: The Role of Accountability Perspectives (1053)
Jeremiah, Mfon S.; Woldesenbet, Kassa; Vershinina, Natalia

Ex Uno Plura? Towards a Conceptual Model of Organizational Socialization and Ethical Fit. (329)
Coldwell, David, Alastair, Lindsay; Williamson, Mervyn Kenneth; Billsberry, Jon; Talbot, Danielle

Categorising Corporate Sustainability Motivations by Benefit Orientation and Time Horizon (352)
Ivory, Sarah Birrell; Mackay, Brad; Ferns, George

THURS 14:00 – 15:30 | Room LT1, Richmond Building
Full Papers

Session Chair: TBC

Entrepreneurship, Corporate Social Responsibility, and Gender Empowerment: Frameworks for Analysis (363) Johnstone-Louis, Mary

Let’s blame youth: The Australian professional man’s perception that workplace age discrimination is predominantly perpetrated by the personal and biased agenda of younger managers and recruiters. (689) Brown, Colin Martin

Linking age management policies to organizational performance: Empirical research results (896)
Ingram, Tomasz
THURS 14:00 – 15:30 | Room 0.11, Richmond Building
Developmental Papers

Session Chair: TBC

Reflections on the shared value creation role of CSR (657)
Skitsovali, Konstantina; Hines, Anthony

Origins of Corporate Social Irresponsibility in the Modern Corporate System (677)
Sun, William

The Corporate Social Responsibility of Accounting Firms: A Comparison Study between China and South Africa (757) Joosub, Tasneem; Guo, Michael Xin