The Value of Pluralism in Advancing Management Research, Education and Practice
University of Portsmouth, Portsmouth Business School

The BAM2015 Conference has been kindly hosted by the University of Portsmouth, Portsmouth Business School.

The Portsmouth Business School has approximately 295 academic staff and attracts more than 5,000 full and part-time students. Based in the historic waterfront city of Portsmouth, the Business School has a reputation for high standards in teaching, with accreditations from many professional bodies including: the Association of MBAs, the Chartered Institute of Personnel and Development and the European Foundation for Management Development. The Business School has also been recognised as a Centre of Excellence by the Chartered Institute for Securities and Investment. Portsmouth Business School has also recently launched two new research centres: the Centre for Operations Research and Logistics (CORL) which produces research aimed at advising businesses and industries in supply chain and transport management; and the Centre for Strategy and Leadership which aims to provide a focus for thought leading research in strategy and leadership. For more information please visit: www.port.ac.uk/portsmouth-business-school

BAM2015 SPONSORS THANK YOU

University of Portsmouth, Portsmouth Business School

The BAM2015 Best Full Paper and Best Developmental Paper Awards have been kindly sponsored by University of Portsmouth.

The University of Portsmouth is ranked in the top ten of modern universities in the UK and in the top 100 universities worldwide under fifty years of age.

Wiley

The BAM2015 New Members’ Welcome Breakfast has been kindly sponsored by Wiley.

Wiley is the leading publisher in the fields of Business and Management, providing access to quality content written by the field’s foremost thinkers.

Project Management Institute

The BAM2015 Professional Development Workshops have been kindly sponsored by the Project Management Institute (PMI).

Project Management Institute is the world’s leading not-for-profit professional membership association for the project, program and portfolio management profession. Through synergistic partnerships with universities and individual researchers, the PMI Academic Resources Department continually promotes the framing and exploration of new questions and the creation and dissemination of knowledge in the field. Visit us at www.pmiteach.org.
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Partners and Sponsors

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Key Information for Delegates

BAM2015 CONFERENCE COMMITTEE
Alan Tait, University of Portsmouth
David Denyer, Cranfield University
Monika Narvydaite, BAM

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

CONFERENCE PROCEEDINGS
This year the conference proceedings can only be accessed online. To view abstracts and download papers please go to:
www.bam.ac.uk/bam2015-proceedings

INTERNET ACCESS
Delegates will have access to the Wi-Fi across the whole campus (including University accommodation if booked).

Username: cf0131213@port.ac.uk
Password: 5j2rsq

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

SPECIAL MOBILITY ACCESS
All buildings are fully DDA compliant with appropriate toilets, access to all floors and hearing loops. For more information about the disabled facilities available at the venue, please ask a member of staff.

PRAYER ROOM
There will be a Prayer Room available during Conference for Delegates; situated in the Dennis Sciama Building, Room 2.07.

CLOAK ROOM
There will be a Cloak Room available during Conference for Delegates; situated in the Portland Building, Room: 0.34A.

TAXI COMPANIES
Aquacars 023 9281 8123
City Wide Taxis 023 9283 3333
Smiths For Airports 023 9283 1111
Welcome to BAM2015

The British Academy of Management (BAM) and Portsmouth Business School, University of Portsmouth are delighted to welcome you to the 29th Annual BAM Conference. This year’s conference theme invites delegates to reflect upon the value of pluralism in advancing management research, education and practice. In recent years, the discipline of management has become increasingly diverse: management research drawing upon a wide range of paradigms and methodologies, management education drawing upon a variety of pedagogies and teaching methods and management practice seeking to engage with an increasingly varied set of stakeholders.

However, such pluralism is set against a backdrop where mainstream discourse, measurement and evaluation systems have created institutional pressures for greater homogenization in management research, education and practice. Therefore it is timely to explore at BAM2015, whether and how a pluralistic orientation can be of value in moving management research, education and practice forward. The record number of submissions from 55 different countries is indicative that the British Academy of Management itself is becoming increasingly pluralistic.

In keeping with the conference theme, BAM2015 is delighted to announce a wide variety of Conference Tracks, Professional Development Workshops, and the highly popular Doctoral Symposium. We open proceedings with a plenary speech by Professor Mats Alvesson. Mats is a leading figure in critical management studies which, with its focus upon challenging homogeneity, is closely linked with questions relating to the value of pluralism.

The conference itself is located in the heart of the city of Portsmouth. The city has been transformed from an old Maritime City to one with a renewed sense of pride in its multiple traditions in maritime, literature and the arts. Nowhere is this pride more evident than at the Portsmouth Guildhall where this year’s Gala Dinner will be held. Situated between the Guildhall Square Cenotaph which commemorates those lost at war and a statue of Charles Dickens who is Portsmouth’s most famous literary son, the Guildhall is the premiere arts venue in Portsmouth.

During your stay we hope you will take the opportunity to explore Portsmouth’s many attractions. Portsmouth has a rich maritime history encapsulated in the wide range of museums and epitomised by the Historic Dockyard. The city offers a rich cultural experience with a multitude of theatres, live music venues and galleries. You will also find Portsmouth to be a very social city through experiencing the diverse set of restaurants and pubs on offer.

Organising an event like BAM2015 is a major undertaking and could not be achieved without the help of many people. As such, we would like to extend our thanks to all of those who have been involved in BAM2015: Track and Special Interest Group Chairs, Professional Development Workshop Organisers, Reviewers, Delegates, Sponsors, BAM Executive, BAM Conference Committee, Portsmouth University and BAM Conference Teams. All of their hard work has been very much appreciated.

Finally, we would like to wish everyone at BAM2015 a pleasant and thought-provoking conference and we look forward to welcoming you all to this wonderful Waterfront City.

Prof David Denyer, Cranfield University
Dr Alan Tait, University of Portsmouth
CONFERENCE CO-CHAIRS 2015
CONFERENCE SCHEDULE

Conference Schedule

TUESDAY 8TH SEPTEMBER

08:00-18:00  Conference Registration Open  ATRIUM, RICHMOND BUILDING
08:00-18:00  Exhibition Open  ATRIUM, RICHMOND BUILDING & ATRIUM, PORTLAND BUILDING
08:00-09:30  New Members’ Welcome Breakfast By Invitation only  THE HUB, DENNIS SCIAMA BUILDING

09:30-11:00  OPENING PLENARY  ATRIUM, RICHMOND BUILDING & ATRIUM, PORTLAND BUILDING

09:30-11:00  Professional Development Workshops: Session 1  ROOM 1.44, PORTLAND BUILDING

How to revive Ghostown like lectures in Business schools? (PDW 2: 167)  ROOM 2.01, RICHMOND BUILDING
Psychological microfoundation of collaborative partnership (PDW 5: 467)  ROOM 2.01, RICHMOND BUILDING
Introducing Employability - sharing ideas for engaging multiple stakeholders in the teaching, learning, employment journey (PDW 8: 937)  ROOM 2.33C, PORTLAND BUILDING
Enhancing Management Education and Practice by Embedding Project Management Knowledge in a Business Curriculum (PDW 9: 1052)  ROOM 1.66, PORTLAND BUILDING
The #S of reviewing: An insider perspective (PDW 11: 1066)  ROOM 3.31A, PORTLAND BUILDING
Learning from Failures - Application in healthcare and borrowing principles that exist in High Reliability Organizations (HROs) (PDW 12: 1067)  ROOM 1.44, PORTLAND BUILDING
Leadership Traction: Biases, barriers and bridges to leadership equality (PDW 15: 1073)  ROOM 1.67, PORTLAND BUILDING
Mapping shared leadership in complex and pluralist environments (PDW 16: 1074)  ROOM 2.02, RICHMOND BUILDING
“Picturing the academic life”: a reflexive photography workshop (PDW 17: 1078)  ROOM 1.15, RICHMOND BUILDING
Frontiers in Data-driven Retail Management (PDW 22: 1087)  ROOM 2.33B, PORTLAND BUILDING
Institutions, Internationalisation and Emerging Markets (PDW 23: 1089)  ROOM 3.31B, PORTLAND BUILDING
Co-Designing a new BAM Award for Teaching Excellence and Innovation (PDW 26: 1094)  ROOM 2.33C, PORTLAND BUILDING

11:00-11:30  Refreshment Break  ATRIUM, RICHMOND BUILDING & ATRIUM, PORTLAND BUILDING

11:30-13:00  Professional Development Workshops: Session 2  ROOM 1.44, PORTLAND BUILDING

Power, Corruption and Lies? Learning from Critical Experiences of Academic Service (PDW 1: 139)  ROOM 2.01, RICHMOND BUILDING
Beyond the Lecture: Use of Experiential Learning in Management Education (PDW 3: 316)  ROOM 2.01, RICHMOND BUILDING
Generating Impactful Research: Views from the Field (PDW 4: 341)  ROOM 1.11, PORTLAND BUILDING
Five Generations at Work: Connections and Conflicts (PDW 6: 761)  ROOM 2.33C, PORTLAND BUILDING
The BAM Responsible Leadership Collaboratory (PDW 7: 785)  ROOM 1.15, RICHMOND BUILDING
Using Case Studies: Bringing the Real World into your Classroom (PDW 10: 1063)  ROOM 2.33B, PORTLAND BUILDING
Developing Reviewing Skills for Early Career Academics and Doctoral Students (PDW 13: 1068)  ROOM 3.31A, PORTLAND BUILDING
Teaching Critical Thinking: An operational framework (PDW 14: 1069)  ROOM 1.66, PORTLAND BUILDING
Embedding ethics, sustainability and responsibility into Business School Modules (PDW 18: 1080)  ROOM 1.67, PORTLAND BUILDING
Current Issues in Online Marketing & Research Methods (PDW 19: 1082)  ROOM 2.33A, PORTLAND BUILDING
Developing a coaching culture in academia (PDW 20: 1083)  ROOM 1.51, PORTLAND BUILDING
Supporting Pluralism in Management Knowledge and Education Scholarship (PDW 24: 1090)  ROOM 3.31B, PORTLAND BUILDING
Teaching Responsible Leadership in the Business Schools: Multi-dimensional and pedagogic discussion (PDW 25: 1091)  ROOM 2.02, RICHMOND BUILDING
Photographic and Video Research Techniques (PDW 27: 1096)  ROOM 1.00, RICHMOND BUILDING

13:00-14:00  Lunch Available  ATRIUM, RICHMOND BUILDING & ATRIUM, PORTLAND BUILDING

14:00-15:30  OPENING PLENARY  LTL, LT2 AND LT3, ALL IN RICHMOND BUILDING

The Triumph of Emptiness. Grandiosity and zero-sum games in contemporary organizations and society.  LTL, LT2 AND LT3, ALL IN RICHMOND BUILDING

Keynote Speaker: Professor Mats Alvesson, Lund University, Sweden/University of Queensland, Australia
Including the Announcement of New Fellows and the Richard Whipp Lifetime Achievement Award Ceremony

15:30-16:00  Refreshment Break  ATRIUM, RICHMOND BUILDING & ATRIUM, PORTLAND BUILDING

16:00-17:30  “Meet the Editors” Session  LTL, RICHMOND BUILDING

16:00-17:30  CONFERENCE SESSION 1  RICHMOND BUILDING & PORTLAND BUILDING
17:35-18:30 **SIG Meetings** (Also at other times during the event)

- Corporate Governance AGM
- eBusiness and eGovernment AGM
- Entrepreneurship AGM
- Gender in Management AGM
- Human Resource Management AGM
- Identity AGM
- Innovation AGM
- Inter-Organizational Collaboration: Partnerships, Alliances and Networks AGM
- International Business and International Management AGM
- Knowledge and Learning AGM followed by Management Learning Social Event Organised by Emma Bell. All welcome!
- Leadership and Leadership Development AGM
- Marketing and Retail AGM *(Please note: Special Guest Presentation by Dr Danae Manika from 17:00)*
- Operations, Logistics and Supply Chain Management AGM
- Organizational Psychology AGM
- Organizational Transformation, Change and Development AGM
- Performance Management AGM
- Public Management and Governance AGM
- Research Methodology AGM
- Strategy AGM
- Sustainable and Responsible Business AGM

**WEDNESDAY 9TH SEPTEMBER**

08:00-18:00 **Conference Registration Open**

08:00-18:00 **Exhibition Open**

09:00-10:30 **CONFERENCE SESSION 2**

09:00-10:30 **BJM Board Meeting** By invitation only

10:30-11:00 **Refreshment Break**

11:00-12:30 **CONFERENCE SESSION 3**

11:00-12:30 **IJMR Board Meeting** By invitation only

12:30-14:00 **Lunch Available**

12:45-13:45 **Track/SIG Chairs Meeting** By invitation only

14:00-15:30 **CONFERENCE SESSION 4**

15:30-16:00 **Refreshment Break**

16:00-17:30 **CONFERENCE SESSION 5**

19:00-20.00 **Drinks Reception** (tickets only)

20:00-23:00 **Conference Gala Dinner** (tickets only)

**THURSDAY 10TH SEPTEMBER**

08:00-09:00 **Conference Registration Open**

08:00-3:30 **Exhibition Open**

09:00-10:30 **CONFERENCE SESSION 6**

10:30-11:00 **Refreshment Break**

11:00-12:30 **CONFERENCE SESSION 7**

12:30-14:00 **Lunch Available**

12:50-13:50 **BAM Annual General Meeting** All delegates are welcome!

14:00-15:30 **CONFERENCE SESSION 8**

15:40-16:30 **Closing Plenary Talk**

“Dickens and Portsmouth's Literary Heritage”

Speaker: Christopher Pittard, University of Portsmouth (includes tea/coffe)
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<th>VENUE</th>
<th>SESSION 1: 09:30-11:00</th>
<th>SPEAKERS</th>
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<tr>
<td>ROOM 1.74</td>
<td>Open BAM Fellows Session – A tribute to Professor Derek Pugh</td>
<td>Professor Ray Loveridge; Professor Gerard P. Hodgkinson; Dr Estelle Phillips.</td>
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<tr>
<td>PORTLAND BUILDING</td>
<td></td>
<td>Christine Rivers, University of Surrey.</td>
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<td>ROOM 2.01</td>
<td>How to revive Ghostown like lectures in Business schools?</td>
<td>Co-Organizers/Discussion Leaders: Sir Cary Cooper, CBE, University of Manchester, UK; Yijing Liu, University of Birmingham, UK; Riikka M. Sarala, University of North Carolina, USA; Peter Stokes, University of Chester, UK; Yijun Xing, Beijing Jiao Tong University, China; Shilomo Tarba, University of Birmingham, UK; Paulina Jønn, Bi Norwegian Business School, Norway; Mohammad Alhamad, Nottingham Trent University, UK.</td>
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<tr>
<td>ROOM 2.33C</td>
<td>Introducing EmployaGility - sharing ideas for engaging multiple stakeholders in the teaching, learning, employment journey</td>
<td>Karen Jane Knibbs, University of Portsmouth; Judith Fletcher-Brown, University of Portsmouth; Karen Middleton, University of Portsmouth.</td>
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<td>PORTLAND BUILDING</td>
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<td>Vijay Kanabar, Boston University, USA; Darren Dalcher, University of Hertfordshire, UK; Carla Messikomer, Project Management Institute, USA; Harvey Maylor, University of Oxford, UK.</td>
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<td>ROOM 1.66</td>
<td>Enhancing Management Education and Practice by Embedding Project Management Knowledge in a Business Curriculum</td>
<td>Vijay Kanabar, Boston University, USA; Darren Dalcher, University of Hertfordshire, UK; Carla Messikomer, Project Management Institute, USA; Harvey Maylor, University of Oxford, UK.</td>
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<td>The Ws of reviewing: An insider perspective</td>
<td>Yehuda Baruch, University of Southampton.</td>
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<td>ROOM 1.44</td>
<td>Learning from Failures - Application in healthcare and borrowing principles that exist in High Reliability Organizations (HROs)</td>
<td>Ashraf Labib, University of Portsmouth; Sajid Siraj, University of Portsmouth; Maria Barbati, University of Portsmouth.</td>
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<td>Ashraf Labib, University of Portsmouth; Sajid Siraj, University of Portsmouth; Maria Barbati, University of Portsmouth.</td>
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<td>ROOM 2.02</td>
<td>Leadership Traction: Biases, barriers and bridges to leadership equality</td>
<td>Claire Elizabeth Collins, University of Reading; Kitty Chisholm, University of Reading.</td>
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<td>ROOM 1.15</td>
<td>Mapping shared leadership in complex and pluralist environments</td>
<td>Heather Davis, University of Melbourne, Australia; Paul Gentile, Leadership Foundation for Higher Education, UK; Sandra Jones, Centre for Business Education Research, RMIT, Australia; Richard Bolden, University of the West of England, UK.</td>
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<td>Heather Davis, University of Melbourne, Australia; Paul Gentile, Leadership Foundation for Higher Education, UK; Sandra Jones, Centre for Business Education Research, RMIT, Australia; Richard Bolden, University of the West of England, UK.</td>
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<td>“Picturing the academic life”: a reflexive photography workshop</td>
<td>Samantha Warren, University of Essex; Lucill Curtis, University of Essex.</td>
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<tr>
<td>ROOM 2.33B</td>
<td>Organising and Market Shaping in Emerging Market Contexts: Exploring Research Methodologies and Avenues for Curriculum Development</td>
<td>Winfred Onyas, University of Leicester; Katy Mason, Lancaster University; Ronika Chakrabarti, Lancaster University; David Denyer, Cranfield University; Anne Tallontire, University of Leeds.</td>
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<td>ROOM 2.33A</td>
<td>Frontiers in Data-driven Retail Management</td>
<td>Matthew Robson, University of Leeds, Consumer Data Research Centre (CDRC) co-investigator; George Baltas, Athens University of Economics and Business; Charalampos Saridakis, University of Leeds.</td>
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<td>ROOM 1.67</td>
<td>Institutions, Internationalisation and Emerging Markets</td>
<td>Surender Munjal, University of Leeds; Pawan Budhwar, Aston University; Vijay Edward Pereira, University of Portsmouth; Charmi Patel, University of Edinburgh; Bimal Arora, Aston University; Hoa Do, Aston University.</td>
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<td>ROOM 3.31B</td>
<td>Co-Designing a new BAM Award for Teaching Excellence and Innovation</td>
<td>Sarah Hurlow, Cardiff University; Richard Baylis, Cardiff University; Christian Harrison, University of the West of Scotland.</td>
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<tr>
<td>VENUE</td>
<td>SESSION 2: 11:30-13:00</td>
<td>SPEAKERS</td>
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<td>ROOM 1.44</td>
<td>Power, Corruption and Lies? Learning from Critical Experiences of Academic Service (PDW 1: 139)</td>
<td>Organizers: Sarah Gilmore, University of Portsmouth; Mark Learmonth, Durham University; Scott Taylor, University of Birmingham; Presenters: Jo Brown, University of Leicester; Bill Cooke, University of York; Christine Coupland, Loughborough University; Jackie Ford, University of Bradford</td>
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<td>Beyond the Lecture: Use of Experiential Learning in Management Education (PDW 3: 316)</td>
<td>Alysa D. Lambert, Indiana University Southeast; Regina Yanson, Francis Marion University</td>
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<tr>
<td>ROOM 1.11</td>
<td>Generating impactful Research: Views from the Field (PDW 4: 341)</td>
<td>Diane Holt, University of Essex; Jo Croddy, University of Salford; Sergey Ljubomirikow, University of Sheffield</td>
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<tr>
<td>ROOM 2.33C</td>
<td>Five Generations at work: Connections and Conflicts (PDW 6: 761)</td>
<td>Kate Cooper, Senior Advisor, Institute of Leadership &amp; Management; Carina Paine Schofield, Ashridge Business School; Viki Hollin, Ashridge Business School; Jacqueline Switzer, CPsycho, Talent Specialist</td>
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<tr>
<td>ROOM 1.15</td>
<td>The BAM Responsible Leadership Collaboratory (PDW 7: 785)</td>
<td>Jean-Anne Stewart, University of Reading; Lynn Thorneway, University of Reading; Alan Murray, University of Salford; Karen Bokhany, University of Winchester; Donald Nordberg, Bournemouth University; Anthony Alexander, Cardiff University; Sarah Henry, Edinburgh University; Steve Kempston, Lancaster University; Richard Röslin, University of West of England; Peter Stolten, University of Chester</td>
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<td>ROOM 2.33B</td>
<td>Using Case Studies: Bringing the Real World into your Classroom (PDW 10: 1063)</td>
<td>Scott Andrews, The Case Centre, UK</td>
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<td>ROOM 1.66</td>
<td>Teaching Critical Thinking: An operational framework (PDW 14: 1069)</td>
<td>Keith Trevor Thomas, Victoria University, Australia; Beatrice Lok, The Chinese University of Hong Kong</td>
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<td>ROOM 1.67</td>
<td>Embedding ethics, sustainability and responsibility into Business School Modules (PDW 18: 1080)</td>
<td>Denise Baden, University of Southampton</td>
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<td>ROOM 2.33A</td>
<td>Current Issues in Online Marketing &amp; Research Methods (PDW 19: 1082)</td>
<td>Convenors: Tony Kent, Nottingham Trent University; Murray Clark, Sheffield Hallam University; Presenters &amp; Facilitators: Alphina Sivu, University of Surrey; Jim Stewart, Coventry University; Brenda Holbrook, Coventry University; Doga Istanbuloglu, University of Birmingham; Sally Eaves, Aston University</td>
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<tr>
<td>ROOM 1.51</td>
<td>Developing a coaching culture in academia (PDW 20: 1083)</td>
<td>Karine Mangion, Regent’s University London; Jonathan Liu, Regent’s University London; Ibrahim Sirkeci, Regent’s University London</td>
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<tr>
<td>ROOM 3.31B</td>
<td>Supporting Pluralism in Management Knowledge and Education Scholarship (PDW 24: 1090)</td>
<td>Katy Jane Mason, Lancaster University; Lisa Anderson, University of Liverpool</td>
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<td>ROOM 2.02</td>
<td>Teaching Responsible Leadership in the Business Schools: Multi-dimensional and pedagogical discussion (PDW 25: 1091)</td>
<td>Natalia Yakovleva, University of Surrey; Luise-Peach Martina, Middlesbrough University; Joyanne De Four-Babb, University of Reading; Joanna Pawlik, Open University; Maria Lazzarin, University of Kent</td>
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<tr>
<td>ROOM 0.10</td>
<td>Photographic and Video Research Techniques (PDW 27: 1096)</td>
<td>Nicola Bateman, Loughborough University; Alice Comi, Aalto University Finland; Annemiek Friebel, Right Management, Norway, Ashridge Business School</td>
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**ACADEMIC PROGRAMME TUESDAY (SESSION 2)**

**FELLOWS SESSION / PROFESSIONAL DEVELOPMENT WORKSHOPS**

**VENUE**

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<thead>
<tr>
<th>ROOM 1.44</th>
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<tr>
<td>ROOM 2.01</td>
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**ACADEMIC PROGRAMME TUESDAY SYMPOSIA / WORKSHOPS**

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<tr>
<td>ROOM 3.31A</td>
<td>LEADERSHIP AND LEADERSHIP DEVELOPMENT SYMPOSIUM</td>
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<tr>
<td>ROOM 1.74</td>
<td>ORGANIZATIONAL TRANSFORMATION, CHANGE AND DEVELOPMENT SYMPOSIUM</td>
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**SYMPOSIAS / WORKSHOPS**

- LT1: Richmond Building
- LT2: Richmond Building
- LT3: Richmond Building
- Room 2.02: Portland Building
- Room 0.28: Portland Building
- Room 2.33A: Portland Building
- Room 3.31B: Portland Building
- Room 3.31A: Portland Building
- Room 1.74: Portland Building
## Academic Programme

**Wednesday**

### Full Papers / Symposia / Workshops

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**Venue**

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- LT3: Richmond Building
- Room 1.15: Richmond Building
- Room 2.01: Richmond Building
- Room 2.02: Richmond Building
- Room 0.28: Portland Building
- Room 0.41: Portland Building
- Room 1.74: Portland Building
- Room 2.33A: Portland Building
- Room 2.33B: Portland Building
- Room 2.33C: Portland Building
- Room 3.31A: Portland Building
- Room 3.31B: Portland Building
- Room 1.02: Dennis Sciama Building
- Room 1.05: Dennis Sciama Building
- Room 1.09: Dennis Sciama Building
- Room 1.10: Dennis Sciama Building
- Room 1.12: Dennis Sciama Building

**Lunch & Tea, Coffee (12:30-14:00)**

- Richmond Building and Atrium
- Portland Building
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LUNCH & TEA, COFFEE (12:30-14:00) AT RICHMOND BUILDING AND ATRIUM, PORTLAND BUILDING.
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LUNCH & TEA, COFFEE (12:30-14:00) ATRIUM, RICHMOND BUILDING AND ATRIUM, PORTLAND BUILDING.
## ACADEMIC PROGRAMME THURSDAY

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<td>INTER-ORGANIZATIONAL COLLABORATION: PARTNERSHIPS, ALLIANCES AND NETWORKS DEVELOPMENTAL PAPERS</td>
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LUNCH & TEA, COFFEE (12:30-14:00) ATRIUM, RICHMOND BUILDING AND ATRIUM, PORTLAND BUILDING.
Special Conference Sessions

New Members’ Welcome Breakfast
TUES 08:00-9:30
THE HUB, DENNIS SCIAMA BUILDING
All New BAM Members are cordially invited to the New Members’ Welcome Reception, kindly sponsored by Wiley. BAM encourages all new members to arrive at Dennis Sciama Building, University of Portsmouth, early on Tuesday 08th September to attend the pre-conference networking breakfast. This free and popular event provides an excellent opportunity to meet other New Members, BAM Executive, Council Members, BAM Fellows, SIG Chairs and other activists. It is also a great way for those who have recently joined the Academy to find out more about the benefits of BAM membership. Most importantly, this event enables first-time attendees to be welcomed informally into the BAM community before the conference sessions begin.

Fellows Session
TUES 09:30-11:00
ROOM: 1.74, PORTLAND BUILDING
Open BAM Fellows Session – A tribute to Professor Derek Pugh
Derek Pugh was a highly regarded and well-loved member of the business and management community who sadly passed away earlier this year. Since his death many leading management academics in the UK and abroad have testified to his significant formative influence on their early careers. His influence permeated many areas ranging from his seminal contribution to the field of organizational studies to the generous encouragement and guidance he offered to doctoral students and early career researchers. He was a regular attender at the BAM conference and also contributed unremittingly to the annual doctoral conference offering wise advice on ‘how to get a PhD’. This symposium gives us the opportunity to remember Derek’s work and to celebrate his contribution to the Academy.

The session will be structured around three invited contributions:
‘Derek Pugh: a personal encounter with a prophet’
Professor Ray Loveridge
‘The Aston Studies and beyond: The Enduring legacy of Derek Pugh’
Professor Gerard P. Hodgkinson
‘A Long Term Working Relationship (the story behind ‘How to Get a PhD’)’
Dr Estelle Phillips

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

Opening Plenary
Including the Announcement of New Fellows and the Richard Whipp Lifetime Achievement Award Ceremony
TUES 14:00-15:30
LT1, LT2 AND LT3, ALL IN RICHMOND BUILDING
The Triumph of Emptiness. Grandiosity and zero-sum games in contemporary organizations and society.

Speaker:
Professor Mats Alvesson, Lund University, Sweden/University of Queensland, Australia

We live in an age where branding and marketing is key and as much as possible is boosted e.g. through grade and title inflation. Management academics and practitioners often aim to paint the world in gold and pink, emphasizing strategy, leadership, knowledge, innovation, entrepreneurship and other impressive aspects. Often we sacrifice good understanding for benefit of promoting the seemingly important and beautiful. The talk highlights the phenomena of grandiosity in contemporary organizations and management theory and the problems that follows.

Meet the Editors session
TUES 16:00-17:30
LT1, RICHMOND BUILDING
Building upon the popularity of ‘Meet the Editors’ sessions at previous BAM conferences there will again be an opportunity, for those seeking advice on publication, to meet the editors of leading journals. The session, facilitated by Ossie Jones and Caroline Gatrell, will have representatives of the following journals:
British Journal of Management (BJM)
Co-Editor, Geoff Woods, Essex University
Co-Editor, Pawan Budhwar, Aston University
Journal of Management Studies (JMS)
JMS Coordinator, Margaret Turner, Durham University
International Journal of Management Reviews (IJMRR)
Co-Editor, Caroline Gatrell, University of Lancaster
Co-Editor, Ossie Jones, University of Liverpool Management School
Organization Studies
Senior Editor, Mike Zundel, Liverpool University Management School

The session will commence with short presentations by the editors that covering basic data (such as acceptance rates and key decision times), critical issues about their journals and what they expect from good submissions. The editors will also discuss specific issues concerning conceptual development, research methods, data analysis and how to demonstrate your paper’s added value (answering the ‘so what’ question). The session will be open for participants to share both positive and negative experiences of researching, writing, revising and publishing.

BAM Annual General Meeting
THURS 12:50-13:50
LT3, RICHMOND BUILDING
CHAIR: NIC BEECH, UNIVERSITY OF DUNDEE
ALL DELEGATES ARE WELCOME!

Closing Plenary Talk
THURS 15:40-16:30
LT3, RICHMOND BUILDING
Dickens and Portsmouth’s Literary Heritage

Speaker:
Christopher Pittard, University of Portsmouth

The talk will explore Portsmouth’s literary heritage, and in particular the city’s prominent role in Victorian writing. The most famous example of this is Charles Dickens, who wrote about the city in Nicholas Nickleby, but the talk will also consider the city’s influence on other authors including Arthur Conan Doyle (who created Sherlock Holmes while living in Portsmouth), H G Wells, and Rudyard Kipling, among others.
Professional Development Workshops

SESSION 1
TUESDAY 09:30–11:00

TUES 09:30-11:00
ROOM 2.01, RICHMOND BUILDING
How to revive Ghostown like lectures in Business schools? (PDW 2: 167)

Speaker:
Christine Rivers, University of Surrey

Summary:
The aim of this PDW is to spark discussions amongst academics and practitioners of different business and management disciplines about innovative and inclusive teaching methods, assessment, and feedback strategies and how these can be aligned with a module structure to enhance student participation and motivation leading to reward for both sides.

The proposed teaching method is a workshop that consists of small theoretical units and group work. The workshop structure follows a cognitivist and socio-constructive assessment and feedback strategy to enhance student participation and learning experience. The group work will be conducted in and outside the classroom. However, all group work, categorised as portfolios, will count towards the final assessment.

Benefits of the PDW for BAM delegates:
• This PDW is an opportunity for academics and practitioners to engage in a discussion of innovative and inclusive teaching methods specifically for Business Schools.
• The hands-on activities shall help academics to rethink their own teaching method and how these could be changed to meet current demands of students and Business Schools.
• Practitioners are very welcome as their input would be invaluable to the discussion and implementation stage of the proposed workshop.
• Practitioners might find it of interest to get an insight into current teaching methods, challenges and changes based on the elements of motivation and reward.

ROOM 1.11, PORTLAND BUILDING
Psychological microfoundation of collaborative partnership (PDW 5: 467)

Workshop Roundtable Co-Organizers/ Discussion Leaders:
Sir Cary Cooper, CBE, University of Manchester, UK
Yipeng Liu, University of Birmingham, UK

Riikka M. Sarala, University of North Carolina, USA
Peter Stokes, University of Chester, UK
Yijun Xing, Beijing Jiao Tong University, China
Shlomo Tarba, University of Birmingham, UK
Paulina Junni, BI Norwegian Business School, Norway
Mohammad Ahammad, Nottingham Trent University, UK

Summary:
Based on our collective scholarly work and close engagement with the collaborative partnership community (e.g. Mergers & Acquisitions, Joint Ventures, Strategic Alliance, Entrepreneurial Partnership), we indicated the necessity for management and organization scholars to consider a number of psychological microfoundations, and to collectively develop appropriate ideas and research actions that could advance our understanding of collaborative partnership. We seek to stimulate scholars to examine the individual and group-level behavioral reactions to change processes triggered by collaborative partnerships. To better understand the individual and group-level reactions in collaborative partnerships, we suggest there is a need to incorporate multidisciplinary, multi-level, and cross-cultural models and analyses. In particular, the organizational psychological perspective might significantly advance our understanding of the psychological microfoundations of organizational change processes and competitive advantages (Ployhart & Hale, 2014) in the context of collaborative partnership.

The number and scale of the domestic and global collaborative partnerships—mergers and acquisitions, joint ventures, strategic alliances, entrepreneurial partnership, and other forms of corporate development—have significantly increased during the past two decades (Gomes, Weber, Brown, & Tarba, 2011). However, the relationship between collaborative partnerships and firm performance has been the topic of much debate, with many studies reporting high failure rates (e.g. Weber, Tarba, & Öberg, 2014). It is increasingly argued that strategic fit between the partners is not enough, but that the success or failure of collaborative partnerships ultimately depends on the individual and group-level responses to the evolutionary and planned change processes, following the establishment and implementation of such partnerships (Cartwright & Cooper, 1996, 2000).

This PDW proposes to attract, inspire, and encourage BAM ‘The Value of Pluralism’-oriented attendees “to explore, identify, and evaluate a wide range of potential in psychological microfoundation of collaborative partnerships”. This PDW will focus on the exploration, measurement, and communication of such psychological microfoundations, especially those in which multi-stakeholder collaboration plays a central role.
ROOM 2.33C, PORTLAND BUILDING

Introducing EmployaGility – sharing ideas for engaging multiple stakeholders in the teaching, learning, employment journey (PDW 8: 937)

Speakers:
Karen Jane Knibbs, University of Portsmouth
Judith Fletcher-Brown, University of Portsmouth
Karen Middleton, University of Portsmouth

Summary:
Getting a job at the end of a course of study is typically used as a key HE employability performance indicator, yet this doesn’t cater for evaluating the support of start-up activity or tracking of career changes over the life-long trajectory of exiting students, as a measure of longer term benefits of a university experience.

In this PDW, BAM delegates will be introduced to the concept of “employaGility” and encouraged to share their experiences of multiple stakeholder engaged learning methods and extracurricular activities. Based on theoretical and empirical evidence, ‘employaGility’ challenges whether academic and support staff involved in employability and enterprise related learning, teaching and support services (e.g. careers and placement offices; incubator, accelerator and start-up hubs) are fulfilling the needs of all higher education stakeholders.

This workshop intends for participants to reflect on learning, teaching and service provision related to enhancing student employability and enterprise development, with a particular focus on stimulating ‘agile’ competencies and entrepreneurial behaviour outcomes.

Objectives:
1) Consider ways to embed more ‘agile’ employability development in their courses/service provision.
2) Consider ways to embed entrepreneurial development in their courses/service provision.
3) Groups share practice and interactively develop ideas for successfully engaging various stakeholders, to develop ‘employaGility’ at their institution/organisation.
4) Open Q&A forum.

Value for audience:
Attendees from any stakeholder role should take away immediately implementable ideas for their own employability and enterprise practice and institution.

Format:
1) Introduction to the ‘EmployaGility’ concept.
2) Exploration of benefits of stakeholder collaboration (academic and support staff, students, graduates and employers of all sizes) can enhance work- and start-up related learning development. Sharing reflections from multiple stakeholder perspectives relating to evidence from live-client projects and support service provision.

ROOM 1.66, PORTLAND BUILDING

Enhancing Management Education and Practice by Embedding Project Management Knowledge in a Business Curriculum (PDW 9: 1052)

Speakers:
Vijay Kanabar, Boston University, USA
Darren Dalcher, University of Hertfordshire, UK
Carla Messikomer, Project Management Institute, USA
Harvey Maylor, University of Oxford, UK

Summary:
Projects are increasingly viewed as a mechanism to implement organizational strategy and to manage organizational change. As a way of organizing work in companies large and small, projects require the leadership of competent project managers. The recent Talent Gap Report (PMI, 2014) indicates that more than 15 million new jobs in a number of project-based industries will be created between 2010 and 2020. Thus, there is a pressing need for job applicants with project management knowledge and skills.

In response to the identified talent gap, an initiative was launched to develop a set of undergraduate curriculum guidelines to assist schools that are interested in developing courses or full programs in project management. More than 100 faculty members globally participated in the various stages of curriculum development over a two year period. An extensive survey was conducted and the responses from about 300 faculty members validated the preliminary goals and architecture of the curriculum guidelines.

This workshop will discuss the curriculum development process and the resulting set of guidelines upon which faculty can draw to create a course or concentration in project management within a business school curriculum. In addition, we will describe and work with participants on selected dimensions of the guidelines including: key characteristics, including its flexibility and adaptability; essential knowledge modules; categories of knowledge; and options for use. Accompanying the curriculum is a syllabus for a fundamentals course that was designed and vetted by an international group of scholars. It has been adapted for use in the US, Canada, the UK and the Arabian Gulf and for inclusion. The workshop will be presented by faculty who participated in its development.
**Benefits of the PDW for BAM delegates:**

- There is an opportunity to strengthen or adapt existing business curriculum with some core competencies that workforce is looking for.
- BAM delegates will be interested in the PM knowledge modules and learning outcomes.

**Format:**

Presentation of the core curriculum by panellists in the first half will be followed by a discussion of the BAM delegates curriculum challenges (or goals) and a discussion of potential mapping to solutions in the second half.

**ROOM 3.31A, PORTLAND BUILDING**

**The Ws of reviewing: An insider perspective (PDW 11: 1066)**

**Speaker:**

Yehuda Baruch, University of Southampton

**Summary:**

This PDW has an overall goal of unveiling the “mystery” of reviewing for academic refereed journals. The participants will gain insights into the process and the practice of reviewing, gain reviewing skills, and acquire knowledge about the role of reviewing for the scholarly community. The workshop will cover the Why, How, What, When, Where and Whom of reviewing:

- **Why:** Logical and less so logical justification - why would academic that is not insane review papers that other people wrote?!
- **How:** The ‘know how’ (on the tip of the fork) of reviewing, different types of reviewing.
- **What:** What is required, what is the cost, what are the benefits.
- **When:** When to start to review; at what level to continue; when to stop (never).
- **Where:** Which journals, conferences etc. are the best for you?
- **Whom:** What networking is best to optimise benefits from reviewing?

It will be complemented by two short exercises of (1) Learning how certain journals guide their reviewers, and (2) Tips for Reviewers (advice that will improve the efficiency of conducting reviews).

The PDW will be run by Yehuda Baruch. Yehuda has benefitted from a vast experience in reviewing processes for a number of journals, and based on his editorial experience of US and UK based journals, is well placed to provide comprehensive advice about the Ws of reviewing. Amongst his publications are:


**ROOM 1.44, PORTLAND BUILDING**

**Learning from Failures - Application in healthcare and borrowing principles that exist in High Reliability Organizations (HROs) (PDW 12: 1067)**

**Speakers:**

Ashraf Labib, University of Portsmouth
Sajid Siraj, University of Portsmouth
Maria Barbati, University of Portsmouth

**Summary:**

This workshop examines learning from failures with emphasis on the use of advanced operational research techniques and applying it to cases of major failures and disasters. The concept of learning from failures can be addressed in three different forms, which are:

- a) feedback from the users (maintenance) to design,
- b) incorporation of advanced tools with innovative applications, and
c) fostering of interdisciplinary approaches to obtain generic lessons.

High Reliability Organizations (HROs) are usually referred to industries such as nuclear and aviation where they possess a high degree of reliability despite their hazardous environment. The workshop will cover theory related to learning from failures and near-misses. It will then present tools from the reliability of systems domain, such as fault tree analysis and reliability block diagrams, to show how they can be applied to study root cause analysis of selected case studies of major disasters. A model will be presented that assesses seriousness and frequency of medical errors, as well as some other criteria. The workshop will focus on how to adapt and develop models of HRO theory to redesign work processes and mitigate medication errors. This workshop will include methods of extracting data about near-misses, performing root cause analysis, and the extraction of generic lessons. The workshop will also utilise multi-criteria decision making (MCDM) techniques for modelling and prioritisation.

**ROOM 2.02, RICHMOND BUILDING**

**Leadership Traction: Biases, barriers and bridges to leadership equality (PDW 15: 1073)**

**Speakers:**

Claire Elizabeth Collins, University of Reading
Kitty Chisholm, University of Reading

**Summary:**

This PDW aims to help a group of academic leaders to overcome biases and barriers so that they can fulfil their aspirations for senior roles. We will look at two significant areas of challenge, one in the internal locus of control and the other in the external locus of control, namely Presence and Social Dynamics. We will support the confidence-building message that women earn their positions and...
should enjoy the influencing opportunities that they bring. We will use a number of examples of gender bias, including some recent research in academic contexts, to illustrate some of the barriers which present themselves.

Presence will include the creation of confidence to act as a leader, overcoming imposter and Cinderella syndromes, and preparing to communicate so that you can be heard as a leader. There will be an examination of the issues of unconscious and secondary bias and how to mitigate these by retaining authenticity in self-presentation. In the area of social dynamics we will look at the middle management barrier to success. We know that the workforce is roughly equally represented in gender terms until senior middle management at which point female representation falls away sharply. Our focus here will be on social and domestic barriers to staying in the workforce and achieving higher positions.

The workshop will include considerable interactive working and the key points will be accompanied by self-reflective exercises which will build self-knowledge and generate tools and action plans for personal change.

**Why is this workshop of interest?**

This workshop should appeal to women in academia who aspire to develop their careers further. The issues being addressed are universal and not unique to the higher education environment. By learning from other role models we can assert our positions both intellectually and in the way that we influence, persuade and manage organizational and domestic politics to achieve our potential.

Academia may be slow in coming to this position, but we know that there is considerable concern at the lack of women in senior leadership in many subjects, and believe much can be done to inspire women to take on the mantle of senior leadership.

**ROOM 1.15, RICHMOND BUILDING**

**Mapping shared leadership in complex and pluralist environments (PDW 16: 1074)**

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**Speakers:**

Heather Davis, LH Martin Institute for Tertiary Education Leadership and Management, University of Melbourne, Australia;

Paul Gentle, Leadership Foundation for Higher Education, UK;

Sandra Jones, Centre for Business Education Research, RMIT, Australia;

Richard Bolden, University of the West of England, UK

**Summary:**

This workshop explores shared leadership approaches and the notion of pluralism for the advancement of management research, education and practice. It is based on materials from a forthcoming stimulus paper for the Leadership Foundation Higher Education and several other research projects exploring shared and distributed approaches to leadership in higher education in Australia and the UK.

The idea that effective leadership requires the involvement of a far wider set of actors than senior organisational leaders alone is leading to broader conceptualisations of the ‘work of leadership’ which turns attention to the underlying motivations, values, beliefs and influences that may help to harness the creative energies of all who work in knowledge-intensive enterprises. The distribution of leadership beyond the senior leadership team requires, amongst other things, a shift in thinking about the allocation of responsibility, resources, power and influence that brings into question many common assumptions about how groups and organisations function.

The workshop activities seek to map the extent to which shared leadership is currently experienced and structurally supported in contemporary workplaces today. It will be of interest to BAM delegates wishing to explore their practice, especially if it is contextualised by complexity, uncertainty and turbulence, and is associated with the BAM Leadership and Leadership Development SIG.

**The following resources are recommended as preparation for this workshop:**


**Further reading:**


ROOM 0.10, RICHMOND BUILDING
“Picturing the academic life”: a reflexive photography workshop (PDW 17: 1078)

Speakers:
Samantha Warren, University of Essex
Lucill Curtis, University of Essex

Summary:
You will have the chance to act as both photo-interviewer and research participant during this hands-on workshop intended to surface the challenges and benefits of working with photographic methods in organizational research. You should bring 3 printed photographs to the workshop that you have taken yourself, that in some way represent the issues involved in managing your personal “work-life balance”. You can take photographs of anything you like, from any area of your life – the only rule is that they have to ‘say’ something about how you manage the interface between work and non-work in your life. If you are taking photographs of people, please ask their permission.

During the session we will take turns to interview each other about the images and the themes that emerge, to critically examine the power of images to act as “voices”. We will also be thinking further about the positive and negative experiences you had in carrying out this task.

Consider the act of taking the photographs, the experience of interviewing with images, and the extent to which you think the photos added to the “traditional” qualitative research process.

ROOM 2.33B, PORTLAND BUILDING

Speakers:
Winfred Onyas, University of Leicester
Katy Mason, Lancaster University
Ronika Chakrabarti, Lancaster University
David Denyer, Cranfield University
Anne Tallontire, University of Leeds

Summary:
Emerging markets are fast gaining global interest as hubs for growth, with South Asia and Sub-Saharan Africa, respectively, leading in GDP growth prospects (World Bank, 2015). And yet these markets are characterised by extreme poverty, presenting unique opportunities for development and social impact. It becomes imperative then to understand how organising and market shaping unfolds in these markets by creating dialogue between scholars and practitioners, and engaging them in open debate.

The PDW purposes to build capacity for research, practice and Higher Education teaching. Participation cuts across various Special Interest Groups, and is open to scholars and practitioners interested in research methodology and topics including, but not limited to: the influences of culture and politics on business, different forms of organising in emerging markets, extreme poverty, and the various financial, technological and market models and innovations enacting in emerging markets.

The workshop addresses two main questions: the research methodologies relevant in promoting rich, bottom-up, understandings of organising and market shaping in emerging markets; and how best scholars can incorporate research on emerging markets into HE curriculum development. These questions should stimulate debate on organising and market shaping in emerging markets, and generate an agenda for future meetings.

The workshop is designed to be highly interactive, with participants engaging in round table discussions covering three themes: Understanding Emerging Market Contexts, Research Methodologies for Studying Emerging Markets and Curriculum Development. Key outcomes of the PDW will include research themes for follow-on meetings, and on-going dialogue between scholars and practitioners.

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www.mbsportal.bl.uk
ROOM 2.33A, PORTLAND BUILDING
Frontiers in Data-driven Retail Management (PDW 22: 1087)

Speakers:
Matthew Robson, University of Leeds, Consumer Data Research Centre (CDRC) Co-Investigator
George Baltas, Athens University of Economics and Business
Charalampos Saridakis, University of Leeds

Summary:
Retailers and suppliers are increasingly using consumer data to gain insights into their markets and make empirically-determined decisions. The workshop “Frontiers in Data-driven Retail Management” has a dual purpose. It is intended to (1) provide an overview of the big data phenomenon and explain how the rise of big data changes retail management, and (2) introduce state-of-the-art research techniques that can assist data-driven, managerial decision making in retailing and other consumer-related sectors.

More specifically, the workshop “Frontiers in Data-driven Retail Management” is structured along the lines of three interactive sessions. The first session explains the impact of big data on the retail sector (Facilitator: Prof. M. Robson). This is followed by a session providing an overview of the most useful choice models and their application to shopper decisions such as store and product choice (Facilitator: Prof. G. Baltas). The final session introduces nature-inspired techniques that can support managerial decision making such as assortment planning, optimal store design and store-type portfolio management (Facilitator: Dr. C. Saridakis).

This PDW is targeted to non-specialists who are interested in knowing how we can use consumer data to aid managerial decision-making, discover behavioural patterns, and extract meaning from an ever-growing universe of information. Delegates will be able to familiarise themselves with emerging issues and useful techniques, which they may consider for their own research and teaching.

ROOM 1.67, PORTLAND BUILDING
Institutions, Internationalisation and Emerging Markets (PDW 23: 1089)

Speakers:
Surender Munjal, University of Leeds
Pawan Budhwar, Aston University
Vijay Edward Pereira, University of Portsmouth
Charmi Patel, University of Edinburgh
Bimal Arora, Aston University
Hoa Do, Aston University

Abstract:
Emerging markets (EMs), especially Brazil, Russia, India and China (BRIC) and emerging market multinationals (EMMs) have not only enlarged the interest of business executives and policy makers, but has also attracted keen scholarly attention in the field of international business (IB) and strategy. Scholars argue that evolving institutions in EMs play a significant role in shaping up EMs and their multinationals. However, research in this area is still catching up; for example, there are calls for papers to identify HRM practices in multinational corporations in BRICS (Budhwar, Tung, & Varma, 2014). This PDW aims to discuss evolving areas for research to advance our understanding on internationalisation to and from these emerging markets. Discussions leading to both empirical and conceptual word are invited that help in theory building and explore the links between institutions and internationalisation, in an EM context. A brief overview of our proposed call is as follows:

Summary:
One of the key question and of academic interest lies in identifying the sources of competitive advantages of EMMs. This debate will also provide answers to broader questions, i.e. do we need new theories for EMMs? (Narula, 2012; Rugman, 2010) and what is really different about EMMs? (Ramamurti, 2012). Research in this area also addresses the debate whether EMMs are deficient in firm specific advantages and how they internationalise in the absence of firm specific advantages?

It has been generally argued that institutions that matter less in advanced countries are important antecedents in the internationalisation of the EMMs (Peng, Wang, & Jiang, 2008). Thus, the influence of institutional forces, in the absence of superior firm specific advantages, on the internationalisation of EMMs has significant ramifications for future theory building (Peng, 2012), which is also a focus of this PDW.

It is also important to note that institutions can be internal or external to the MNE. Internal institutions emerge out of the established systems, routines, practices and strategies used by MNEs e.g., human resource management (HRM) practices and just-in-time (JIT) logistics management system. In the context of the rise of EMMs, some recent studies (for example see Khanna, Song, & Lee, 2011; Pereira & Anderson, 2012; Pereira, Munjal, & Nandakumar, 2016) have highlighted the role of HRM practices.

In contrast, MNEs generally have limited influence over external institutions - be they regulative, normative or cognitive (North, 1990). The basic thesis of the institutional perspective is that MNEs are under institutional influence and they adopt practices that are viewed as being appropriate for the situation (Björkman, Fey, & Park, 2007; DiMaggio & Powell, 1983, 1991; Scott, 2001). In this context, the role of evolving national institutions in EMMs is also of particular interest.

Contractor (2013, p.1) also argued that “the success of EMMs has to be explained by identifying factors in their home nations and international scope which make these firms internationally competitive”. Thus, institutions in the form of domestic market and economic conditions also shape competitive advantages of EMMs. For instance, low purchasing power and demanding customers force EMMs to develop capabilities, such as ability for ultra-low cost production, insight into customer needs, frugal innovation
and operational excellence in adverse environments, which also undergird their competitiveness (Ramamurti, 2012). On a similar note, in the context of international HRM, Budhwar (2012) highlights the importance of country specific headquarters (CSHOT) in EMs. Contractor (2013) further suggested several new sources of competitive advantage of EMMs that originate from the cultural traits of the home country, such as the mind-set of top management of EMMs. He argues that long term orientation, global or cosmopolitan perspectives, a degree of humility that recognizes the need to catch-up by learning from foreign allies and customers, tolerance for ambiguity, and frugality etc. are underlying factors that makes top management of EMMs ready to handle the international competition.

ROOM 3.31B, PORTLAND BUILDING
Co-Designing a new BAM Award for Teaching Excellence and Innovation (PDW 26: 1094)

Speakers:
Sarah Hurlow, Cardiff University
Richard Baylis, Cardiff University
Christian Harrison, University of the West of Scotland

Abstract:
This PDW is organised through BAM’s Management Knowledge & Education initiative, a cross-disciplinary effort to support the learning, teaching and education activities of BAM members. Recognising that there are increasing expectations on members that their teaching should be excellent and innovative, this space is offered as an opportunity for members to consider the nature of excellence and how it may be inspired, evidenced, shared and recognised. Additionally, BAM invites members to co-design a MKE Teaching Excellence Award to be launched in 2016.

Background:
Expectations for excellence and innovation in teaching reflect the changing higher education landscape. This includes a concern to re-balance the dominant rhetoric about excellence in research, and to revalue the role of teaching in scaffolding learning. Additionally, the search for competitive advantage in a consumerist model of HE, the diversification in academic role profiles and careers, and a growing performance management culture all suggest the need for us to explore how we understand teaching excellence, and how we identify and disseminate new and innovative ways of framing and shaping learning experiences.

However, the reality suggests that there is little consensus on ‘systematic and transferable principles and conceptualisations for defining, operationalizing and measuring teaching excellence’ (Gun and Fisk, 2013: 47). The accepted shorthand seems to be that excellence means ‘going the extra mile’, but there are concerns about the difficulty of drawing a distinction between excellence, good and (mere) threshold quality or effectiveness. Innovation is frequently described as practice that is ‘disruptive’, ‘original’ and ‘beyond routine’, but similar concerns arise about how this is different from problem solving, and the potential for ‘fad surfing’. This workshop provides members with space to compare and contrast approaches taken by different Universities, disciplines and programmes to teaching excellence and innovation, and consider the very real constraints and opportunities found in different contexts. We will also consider ways of capturing excellent and innovative practice for sharing with members, especially on the new BAM web based portal. In particular, we are interested in identifying ways of recognising and rewarding members’ innovative and excellent teaching practice recognising that BAM members range across PhD students who teach, and colleagues who are in the early, mid and late stages of their careers, as well as those on different teaching, research and scholarship contracts. A BAM Award must embrace all.

A range of awards already exist that potentially target BAM members. How will a BAM award sit amongst them in a way that is complementary and distinctive? Of course, some will see an award as a divisive process that encourages individualism, at the expense of collegiality and improvement in practice more widely. Are there ways of addressing this? There are also important decisions to be made about how the application process, the nature of criteria to be met, evidence to be submitted, and indeed the nature of the prize, all serve to communicate the ethos of an Award that comes from British Academy of Management.
Power, Corruption and Lies? Learning from Critical Experiences of Academic Service (PDW 1: 139)

Organizers:
Sarah Gilmore, University of Portsmouth
Mark Learmonth, Durham University
Scott Taylor, University of Birmingham

Presenters:
Jo Brewis, University of Leicester
Bill Cooke, University of York
Christine Coupland, Loughborough University
Jackie Ford, University of Bradford

Summary:
Should academics — especially self-described critical academics — believe in the possibility of trying to administer, manage, lead, or govern the departments, schools and universities they work in? Academics researching and teaching in the traditions of critical social science seem to be more comfortable critiquing organizational power relations and dysfunction, but far less comfortable exercising power and authority. Yet many critically oriented researchers and educators have extensive experience of some form of ‘institutional work’, as programme director, head of department, (associate) dean, journal editor, pro vice-chancellor, or professional association president. What are the tensions involved in taking on managerial roles? Can critical academics have a meaningful impact on an organization, or the academy more generally? Should these positions be used to pursue particular agendas? Does this kind of work add nuance to our organizational understanding, shift our identities, or affect our politics?

We are organizing this workshop because there are regular workshops that provide normative guidance for those who wish to occupy positions of institutional power. We approach this key aspect of academic work from a different perspective, by encouraging critical reflection on recent and current experiences. The workshop is specifically designed to enable productive conversation between those occupying positions of power and those subject to varieties of academic administration, management and leadership. Brief presentations, group work, and panel discussion are all oriented towards developing clear proposals for encouraging change, education, and critique.

Beyond the Lecture: Use of Experiential Learning in Management Education (PDW 3: 316)

Presenters:
Alysa D. Lambert, Indiana University Southeast
Regina Yanson, Francis Marion University

Summary:
This session is designed as a teaching oriented Professional Development Workshop (PDW). The PDW is an informative, and interactive session that will assist management faculty in branching out from lectures and other traditional methods of instruction. The PDW will give attendees a general overview and examples of experiential learning. In order to better understand the “student perspective,” attendees will also get the opportunity to participate in an experiential exercise.

Experiential exercises can increase learning by engaging students in addressing real organizational issues while giving students the opportunity to network with the community. This fosters learning with an impact beyond the classroom. Also, faculty are constantly looking for ways to make learning more meaningful. This PDW provides participants with development in the pursuit of teaching and learning excellence.

Presenter 1 will describe an experiential learning assignment from a Human Resource Selection course and how it has developed over time. In the course the students engage in a semester-long project with one organization where they design a selection system for a specific job or group of jobs within the company.

Presenter 2 will focus on incorporating experiential learning in the classroom. Attendees will be given an opportunity to participate in an in-classroom job design experiential learning exercise. This learning exercise is an effective way to educate undergraduate and graduate management students on the importance of job design. The hands-on activity allows students to design four jobs, and then test out their effectiveness. This experiential exercise allows students to see the critical impact job design has on organizational success, and highlights the importance of incorporating shared limited resources when designing jobs. After the experiential exercise attendees will reflect on the experience, and presenters will discuss how they may incorporate experiential learning into their courses.

Generating Impactful Research: Views from the Field (PDW 4: 341)

Presenters:
Diane Holt, University of Essex
Jo Crotty, University of Salford
Sergej Ljubownikow, University of Sheffield

We are organizing this workshop because there are regular workshops that provide normative guidance for those who wish to occupy positions of institutional power. We approach this key aspect of academic work from a different perspective, by encouraging critical reflection on recent and current experiences. The workshop is specifically designed to enable productive conversation between those occupying positions of power and those subject to varieties of academic administration, management and leadership. Brief presentations, group work, and panel discussion are all oriented towards developing clear proposals for encouraging change, education, and critique.
**ROOM 2.33C, PORTLAND BUILDING**

Five Generations at work: Connections and Conflicts (PDW 6: 761)

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**Presenters:**
- Kate Cooper, Senior Advisor, Institute of Leadership & Management
- Carina Paine Schofield, Ashridge Business School
- Viki Holton, Ashridge Business School
- Jacqueline Switzer, CPsychol, Talent Specialist

**Summary:**
In recognising the plurality of contributions to this debate, ILM and Ashridge Business School sought to bring together the views of employers, academics, providers of supporting services, pressure groups and government to produce a Tool Kit for employers. This Tool Kit was intended both to challenge age discrimination and support employers in attracting, retaining and supporting this experienced age group. The workshop will share the findings of the round table discussions, the advice that was collectively formulated for employing organisations, consider how new graduates will be affected by the changing labour force demographic, and reflect upon the role that Business Schools may play in the learning and development of older workers. It is therefore of interest to those with a research interest in, or responsibility for, Employability and secondly, those whose teaching and research interests focus on CPD and executive education.

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**ROOM 1.15, RICHMOND BUILDING**

The BAM Responsible Leadership Collaboratory (PDW 7: 785)

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**Speakers:**
- Jean-Anne Stewart, University of Reading
- Lynn Thurloway, University of Reading
- Alan Murray, University of Winchester
- Karen Blakeley, University of Winchester
- Donald Nordberg, Bournemouth University
- Anthony Alexander, Cardiff University
- Sarah Ivory, Edinburgh University
- Steve Kempster, Lancaster University
- Richard Bolden, University of the West of England
- Peter Stokes, University of Chester

**Summary:**
The purpose of this workshop is to envisage a new future for responsible leadership in our organisations and in society. In today’s world, we only need to pick up a newspaper, listen to the radio, watch the news or follow social media, to hear more and more about ‘failures of leadership’, typically in terms of lack of responsibility, accountability and governance.

Over the past few decades we have seen increasing challenges to the conceptual, theoretical and practical certainties that have guided much of organisational life. New ideas of leadership, new approaches to change and controversial debates around the function and purpose of organisations are coming to the fore. Responsible leadership theory draws on many of these ideas (stakeholder theory, complexity, power, sustainability, governance and ethics) to explore how to provide the conditions for new futures to emerge in our organisations.

We are forming a new responsible leadership community for BAM members dedicated to researching and developing the methods that will best enable these new futures to emerge. This workshop starts with a short introduction to some of the issues of responsible leadership and a panel discussion, followed by the interactive collaboratory.

This collaboratory is part of a series of conversations organised by BAM and ILA, designed to explore ideas around responsible leadership and to support the pluralistic development of responsible leadership in different contexts. Attendees will join the conversation, build relationships and learn from each other, in this experimental project.

**Who should attend?**
This workshop supports the pluralistic nature of the conference theme and is aimed at all those who wish to gain an understanding...
of the challenges of responsible leadership and participate in the collaboratory with others in the BAM community.

Benefits of the PDW for BAM delegates:
By participating in this session, attendees will:

• Gain an understanding of the complexity and challenges of responsible leadership in a multi-cultural world, faced with a growing population, critical shortages of resources and increasingly powerful corporations.
• Be given the opportunity to hear about experiences of global responsible leadership initiatives that focus on wider stakeholders, such as the environment, employees, community, society, past, present and future generations.
• Gain direct experience of the collaboratory process.
• Join with others in the BAM community to create an agenda and step up to actions to take this collaborative initiative forward.

ROOM 2.33B, PORTLAND BUILDING
Using Case Studies: Bringing the Real World into your Classroom (PDW 10: 1063)

Speaker:
Scott Andrews, The Case Centre, UK

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

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

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

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

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

ROOM 3.31A, PORTLAND BUILDING
Developing Reviewing Skills for Early Career Academics and Doctoral Students (PDW 13: 1068)

Speakers:
Oswald Jones, Editor, International Journal of Management Reviews, University of Liverpool
Caroline Gatrell, Editor, International Journal of Management Reviews, Lancaster University

Abstract:
Learning to become a competent reviewer is an important part of the professional development of any aspiring scholar. Acting as a journal referee is not simply a one-way process in which the reviewer’s time is absorbed in giving advice to other scholars. Developing your critical reading skills is central to the process of improving the quality of your own papers. Most scholars learn to review during their graduate studies when the main aim is to identify the failings in a particular paper. However, good reviews help editors provide appropriate feedback to authors with some expectation that the paper can be improved sufficiently to warrant publication. Therefore, developing ‘good practice’ helps reviewers identify and develop the potential of the paper they are considering. We see reviewing as a central element of the academic labour process in which the reviewers enhance their knowledge by engaging with the work of others in their field. At the same time, the reviewer’s knowledge helps to eliminate weaknesses and misunderstandings in the work of other scholars. Therefore, the purpose of this session is to help less experienced scholars improve their reviewing skills through engagement with the IJMR editorial team.

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

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

The actual workshop will consist of four elements: (1) An introduction from the co-editors (2) An interactive session aimed to identify the key elements of a good review (3) The introductory session will provide participants with the opportunity to gain key insights about quality reviewing from the IJMR editors. In the interactive session, participants will break into small groups facilitated by an experienced academic to discuss the most important elements of a good review. (4) Two experienced reviewers and an IJMR author will then outline the importance of the reviewer in developing high-quality publications. In the plenary discussion, the editors, reviewers and authors will answer questions about the importance of the review process.

ROOM 1.66, PORTLAND BUILDING

Teaching Critical Thinking: An operational framework (PDW 14: 1069)

Speakers:
Keith Trevor Thomas, Victoria University, Australia
Beatrice Lok, The Chinese University of Hong Kong

Summary:
This workshop focuses on bringing together academic staff and other conference participants from across different disciplines, to explore the development of Critical Thinking (CT) in higher education. CT is a much discussed and written about attribute; however, there is also no one agreed definition of CT (Gibbs & Gambrill, 2004). Under the circumstances, and given the widespread focus on CT in tertiary education, and in the workplace, there is a pressing need for some conceptual clarity (Green, Hammer and Star, 2009). During this workshop, participants will be introduced to an operational framework for teaching CT, published recently in Palgrave’s Handbook of Critical Thinking in Higher Education (eds Davies, M & Barnett, R., 2015). An illustrative checklist of items across three performance levels and disposition will also be provided. From a research perspective, the operational framework may be a useful basis for institutions to explore extant conceptions of critical thinking and examine their practices in teaching and learning.
Objectives:
This PDW aims to raise participants’ awareness of CT and develop strategies to enhance disciplined CT performances.

Benefits of the PDW for BAM delegates:
At the successful completion of this workshop you will be able to:
• Draw on your experiences as an educator and/or professional, to identify the attributes of an engaged critical thinker.
• Experience and critique T&L activity for creating a supportive classroom (and workplace) environment to enable what is termed ‘disciplined’ CT performances.
• Generate strategies to enhance critical thinking performance.

Meet and talk with other academics (and professionals) to understand practice-related CT issues.

Useful resources:
Tapper, J. (2004). Student perceptions of how CT is embedded in a degree program, Higher Education Research and Development, 23(2), 199-222.

ROOM 1.67, PORTLAND BUILDING
Embedding ethics, sustainability and responsibility into Business School Modules (PDW 18: 1080)

Speakers:
Denise Baden, University of Southampton

Summary:
This will be a useful workshop for anyone who teaches in a Business School. Lecturers across all subject groups are encouraged from HRM, entrepreneurship, finance, accounting, strategy, marketing, organisational behaviour and so on.

All attendees are invited to consider if or how they already integrate issues relating to sustainability, ethics and responsibility into their teaching and/or assessment. Attendees are encouraged to bring along details of any useful pedagogic materials they are happy to share such as case studies, examples, positive role models of ethical businesses/practices or cautionary tales of ethics scandals, video clips, exercises etc.

If you already do integrate such topics then it would be great if you could share some of your tips and resources to enable others to learn from your success. If you do not, then this is a good workshop to give you some ideas. Relevant papers and resources will be circulated in advance of the workshop and also provided on the day so hopefully everyone will leave with a much better idea on how they can improve their ability to integrate such issues into their teaching than when they started.

Format:
The format of the workshop will be a brief presentation, followed by working in groups to share ideas. Each group will then feedback to the rest and there will be a final summary. If time, we may swap groups half way and have two opportunities to share and feedback.

ROOM 2.33A, PORTLAND BUILDING
Current Issues in Online Marketing & Research Methods (PDW 19: 1082)

Conveners:
Tony Kent, Nottingham Trent University
Murray Clark, Sheffield Hallam University

Presenters & Facilitators:
Alvina Gilani, University of Surrey
Jim Stewart, Coventry University
Brenda Hollyoaks, Coventry University
Doğa Istanbullouglu, University of Birmingham
Sally Eaves, Aston University

Summary:
The interest in using online research methodological designs in business and management research is a growing issue. Whether this is because such approaches are simply seen as ‘easy, novel or fashionable’ (Fielding, 2008:6) are issues that need critical development in order to begin to establish online research methods as credible and authentic approaches to developing meaningful and practical business knowledge. It is the complexities of the field, one which is exposed to the ever changing nature of technology and internet applications that this PDW seeks to address.

That online research is becoming a key field for social science research is clear and for the business and management researcher its growing importance is clearly seen in the field of online marketing and e-commerce. Because of the key role the growth of social media...
plays in the quest for ever-deeper levels of understanding of human/consumer behaviour and business relationships, marketing research sets to gain much by the use of internet based research.

Objectives:
The objective of the development workshop is to provide a forum in which attendees can discuss key issues for the development and use of online research methods, with a particular focus on online marketing although, the PDW will benefit all who have an interest in developing research methodology.

The aims are to address the practical challenges for deploying internet focused research designs, through a focus on:
- marketing research and the internet.
- the development of research methodology for the internet.
- how conventional social research design issues, such as theoretical perspective and epistemology may be addressed in online methodologies.
- current and emerging methodological approaches in online marketing; in particular online surveys, ethnography and ‘Netography’.
- new opportunities and the future development of online research and methods in management and marketing.

ROOM 1.51, PORTLAND BUILDING
Developing a coaching culture in academia (PDW 20: 1083)

Speakers:
Karine Mangion, Regent’s University London
Jonathan Liu, Regent’s University London
Ibrahim Sirkeci, Regent’s University London

Abstract:
In the past twenty years, coaching has been broadly defined as a helping strategy that enables people to reach their full potential (Hawkins and Smith, 2006, Ting and Scisco, 2006, Whitmore, 1999, Whitmore, 2009). As an emerging industry and profession, coaching needed to be defined and distinguished from other learning interventions. Consequently, researchers and practitioners focused on distinguishing coaching from other helping interventions such as teaching, counselling, consulting and mentoring in terms of purpose, audience, process, tools and techniques (Whitmore, 1999, Grant and Stober, 2006, McMahon and Archer, 2010, Whitmore, 2009). In terms of purpose, coaching is often associated with personal development, performance and well-being enhancement (Grant and Stober, 2006, Whitmore, 2009, Palmer, 2013).

In addition, coaching and mentoring are widely used in three-quarters of organisations in UK and an additional 12% declared that they would plan using it in 2015 (CIPD, 2014). The benefits of coaching have been identified by studies across industries and sectors (CIPD, 2014, ILM, 2013, ICF, 2013) including leadership, performance development and employee engagement. A number of universities deliver career coaching for students and include coaching skills in their leadership development programme. Yet, few studies report on the integration of coaching in the organisational development of higher education institutions. Hence, this Professional Development Workshop aims at exploring coaching as a developmental intervention for staff and students. Participants will reflect on if, why and how coaching could be implemented in higher education institutions to create a coaching culture in academia.

Summary:
This workshop explores the ways coaching could be used in higher education institutions. Participants will be invited to consider coaching as a multidimensional approach, including coaching for students and coaching for staff development in academia. Finally, participants will be invited to reflect on the opportunity, benefits and actions to implement to develop a coaching culture in their higher education institution and more broadly in academia.

ROOM 3.31B, PORTLAND BUILDING
Supporting Pluralism in Management Knowledge and Education Scholarship (PDW 24: 1090)

Speakers:
Katy Jane Mason, Lancaster University
Lisa Anderson, University of Liverpool

Abstract:
Scholarship in MKE draws many of us in – with increasing pressure on faculty to ‘publish early and publish often’ many early career academics, initially involved in pursuing HE teaching qualifications, often find themselves in a position where they could make a contribution to the field by publishing their research on teaching and learning. Others, developing a particular interest in pedagogy, may be entering academia as a second career; or reflecting on their involvement with collaborative or action research projects realize their emerging understanding of management learning and could make a genuine contribution to the MKE field. This PDW speaks to the theme of the ‘Pluralism’ of BAM2015 and comes out of BAM’s MKE initiative. Designed to support development of the pedagogy in management education, this workshop will 1) explore the MKE BAM initiative, giving you the opportunity to shape the agenda, 2) discuss the MKE small grant scheme as an opportunity for research funding and 3) provide an opportunity for you to discuss your work in this area and to hear from others in the BAM community engaging with MKE research. All scholars of MKE welcome.

Purpose
The BAM Management Knowledge and Education (MKE) Initiative aims to stimulate and encourage high-level scholarship and research in the area of learning and teaching across the academy. Traditionally, scholarship and writing in this area has been confined to specific SIG’s and especially in the Knowledge and Learning SIG. Whilst we have no wish to see this specifically-focused work diminish
in scope, we also want to encourage an approach that sits across the BAM community and creates conversations and opportunities in both intradisciplinary and interdisciplinary ways. In order to do this, there is a need to identify what good research in this area looks like and in particular, what journal editors expect to see in work of this nature. We would also expect the workshop to open up a discussion about learning and teaching practice that is currently under-researched in order to encourage innovative thinking.

Format:
- The workshop will start with an introduction to the initiative and set out plans to enable BAM members to develop their research in this area. This will also give an opportunity for members to discuss the kind of support they would like BAM to provide. (15 mins)
- This will be followed by a discussion of the forthcoming small grants scheme. Participants will be given details of how they can apply and we will also set out the criteria for grant applications and give examples of the types of project likely to be supported. This session will be participative and we will encourage colleagues to test out ideas for grant proposals. (30 mins)
- The final hour of the workshop will be dedicated to examining the work that is currently being undertaken by BAM members in this areas and deciding how we can build upon this. Subject to this PDW proposal being accepted, Track Chairs will be asked to identify any papers in this area that have been submitted to this year’s BAM conference. Whilst we expect the majority of these to come from the Knowledge and Learning track, we are hopeful that we can also identify promising practice in other areas. With the permission (and hopefully the presence) of the authors of these papers, we will split into small groups and review the papers. We will invite a number of journal editors to attend the session and to prompt and guide a discussion of how the papers might be worked up for publication and wider dissemination. (60 mins)
- The workshop will conclude with a reflection on the discussions. (15 mins).

ROOM 2.02, RICHMOND BUILDING
Teaching Responsible Leadership in the Business Schools: Multi-dimensional and pedagogic discussion (PDW 25: 1091)

Speakers:
Natalia Yakovleva, University of Surrey
Lola-Peach Martins, Middlesex University
Joyanne De Four-Babb, University of Reading
Joanna Pawlik, Open University
Maria Lazzarin, University of Kent

Abstract:
The question of responsible leadership has been posed within the field of human resource management, corporate social responsibility (CSR) and business ethics (Blowfield and Murray, 2011). Responsible leadership is promoted by the UN Principles of Responsible Management Education (UN PRME), and slowly finding its way into business management programmes and modules of the Business Schools. The workshop aims to focus on pedagogy, gender, race, and abusive dimensions of responsible leadership. It brings together academics, and educators from various business schools in the UK for the purpose of examining the challenges and opportunities of teaching responsible leadership in the context of management education.

Summary:
Global, regional and national initiatives such as the UN Principles of Responsible Management Education (UN PRME) and national bodies such as QAA (see QAA 2014 Education for Sustainable Development: Guidance for UK higher education providers), encourage business schools to incorporate subjects of responsibility in management education. Additionally, recent reports on the state of ethical education and guidance in the UK academia, such as the Higher Education Academy and the Association of Business Schools’ Ethics Guide (ABS, 2012), report on ethics education in the Business Schools (Bell et al, 2014) and emphasise the significance of ethics education. Consequently, Business Schools are increasingly recognising the importance of teaching subjects of responsible management, ethical and sustainable business in management education. Aside from the analytical and conceptual domains of leadership, holistic leadership theory advocates the spiritual and emotional domains, which allude to responsible leadership, and which Business Schools struggle to include explicitly in their curriculum (Quatro et al, 2007). Therefore, management educators are seeking to do more to develop holistic leadership.

This workshop aims to discuss approaches to integrate the topics of responsible and irresponsible leadership in management education in Business Schools, especially looking at curricula development, pedagogical approaches, classroom engagement and discussion of dimensions of gender and race in leadership education. Workshop participants will be encouraged to share their experiences and ideas on practical and methodological approaches to engage with responsible leadership education within and outside the classroom.

Facilitated by the organisers, several aspects of teaching the responsible leadership will be explored in depth in small group discussions. Organisers will start with outlining the agenda for the discussions. Ideas from focussed discussions will be reported to the entire audience and culminate in an open panel discussion. The workshop aims to bring together early career and experienced academics who are interested in teaching corporate social responsibility, business ethics, leadership, leadership development, responsible, ethical and sustainable leadership and who are engaged in promoting the UN PRME work in the Business Schools.
Photographic and Video Research Techniques (PDW 27: 1096)

Speakers:
Nicola Bateman, Loughborough University
Alice Comi, Aalto University Finland
Annemiek Friebel, Right Management, Norway, Ashridge Business School

Abstract:
The use of visual techniques in business research is growing across disciplines such as marketing, organization studies and operations management (Bell and Davison 2013; Comi, Bischof & Eppler, 2014; Bateman and Lethbridge 2013) and so the use of video and photographic techniques to capture data has become increasingly accepted (Pink, 2013; Rose, 2014). The ubiquity of images on websites such as Tumblr, Instagram, YouTube and Facebook, and image capturing with smart phones make the gathering of visual data easier and therefore more amenable to use in research. This workshop will cover a range of video and photographic techniques used in quantitative and qualitative research, such as photo-elicitation in open-ended interviews, photographic documentation in ethnographic research, and use of a smart-phone video camera to capture ‘real life inside organisations’. The aim is to provide participants with an occasion to learn about video and photographic techniques, and to reflect on their epistemological and methodological foundations. The workshop will include a number of practical activities; thus providing inspiration and resources for participants to start experimenting with the camera. It will conclude with a plenary discussion and ethical considerations on using video and photographic techniques for gathering data.

Format:
The workshop is intended for delegates who have experience or are interested in undertaking video or photographic research.

Workshop materials will include power point slides, interaction with hard ware such as DSLRs, smart-phone camera and paper based materials. There will be discussion and group work around the techniques proposed by delegates and possible areas for application of video or photographic materials will be explored.

It is also hoped that delegates will be able to bring their own experience of having published or failed to publish visual materials, thus adding to the knowledge of the community.

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SESSION 1

SPECIAL CONFERENCE SESSION
LT1, RICHMOND BUILDING
“Meet the Editors”

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

British Journal of Management (BJM)
Co-Editor, Geoffrey Woods, Essex University
Co-Editor, Pawan Budwar, Aston University

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

Journal of Management Studies (JMS)
JMS Coordinator, Margaret Turner, Durham University

Organization Studies
Senior Editor, Mike Zundel, Liverpool University Management School

The session will commence with short presentations by the editors that covering basic data (such as acceptance rates and key decision times), critical issues about their journals and what they expect from good submissions. The editors will also discuss specific issues concerning conceptual development, research methods, data analysis and how to demonstrate your paper’s added value (answering the ‘so what’ question). The session will be open for participants to share both positive and negative experiences of researching, writing, revising and publishing.

SYMP辨IUM
ROOM 0.41, PORTLAND BUILDING
Gender in Management

SESSION CHAIR: JENNIFER RODRIGUEZ

Gender, Migration and Work in the Middle East: Intersecting perspectives and intersectional experiences (423)
Rodriguez, Jenny K; Scry, 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 multimensionality 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.

SYMP辨IUM
ROOM 2.33A, PORTLAND BUILDING
International Business

SESSION CHAIR: PAVLOS DIMITRATOS

Cities and the strategies of multinational corporations (298)
McDonald, Frank

The Symposium will involve a series of short presentation 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.

SYMP辨IUM
ROOM 0.28, PORTLAND BUILDING
Knowledge and Learning

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 (eg day seminar, conference) and publications (eg special issue of a journal, jointly authored articles, etc).

SYMP辨IUM
ROOM 3.31A, PORTLAND BUILDING
Leadership and Leadership Development

SESSION CHAIR: RICHARD BOLDEN

Leading business schools (766)
Davies, Julie A; Starkey, Ken; MacIntosh, Robert; Alajoutsijärvi, Kimmo; Kettunen, Kerittu; 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.
SYMPHONY
ROOM 2.02, RICHMOND BUILDING
Management and Business History

SESSION CHAIR: ROY EDWARDS
Managing the Portsmouth Block Mills & Facility Tour (208)
Wilson, James M.; Morrissey, 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.

SYMPHONY
ROOM 1.74, PORTLAND BUILDING
Organizational Transformation, Change and Development

SESSION CHAIR: ANDREW PETTIGREW
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 contributing speakers for about 20 minutes and a concluding open discussion chaired by a BAM Fellow.

WORKSHOP
ROOM 3.31B, PORTLAND BUILDING
Research Methodology

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.

SYMPHONY
ROOM LT2, RICHMOND BUILDING
Strategy

SESSION CHAIR: MAUREEN MEADOWS
Complementarity and Complementary Products: New Directions In Strategic Management Research (324)
Narayan, Vadake Kurupath; Tzabbar, Danny; Baburaj, Yamuna; Gobadian, 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.

SYMPHONY
ROOM LT3, RICHMOND BUILDING
Sustainable and Responsible Business

SESSION CHAIR: HELEN GOWOREK
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.
SESSION 2
WEDNESDAY 09:00–10:30

FULL PAPERS
ROOM 1.05, DENNIS SCIAMA BUILDING

Corporate Governance

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)
Ogbecchie, 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

DEVELOPMENTAL PAPERS
ROOM 1.11, DENNIS SCIAMA BUILDING
eBusiness and eGovernment

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, Abdulrahman; Dwivedi, Yogesh K.; Williams, Michael D.

Entanglements of policy and technology in the Greek public administration (497)
Papadopoulos, Thanas; Stamati, Teta; Anagnostopoulou, Dimosthenis

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

FULL PAPERS
ROOM 0.41, PORTLAND BUILDING

Entrepreneurship

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

DEVELOPMENTAL PAPERS
ROOM 1.66, PORTLAND BUILDING

Entrepreneurship Education

SESSION CHAIR: DILANI JAYAWARNA
Encouraging Entrepreneurial Environments for 2015 and Beyond! A Study of EEPs and Related Stakeholder Engagement within 5 English Universities (628)
Crinmmond, 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

DEVELOPMENTAL PAPERS
ROOM 1.07, DENNIS SCIAMA BUILDING

Gender in Management

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; Hilaire, Adriana

FULL PAPERS
ROOM 0.28, PORTLAND BUILDING

Human Resource Management

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 Olorunjuwon; 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
DEVELOPMENTAL PAPERS  
ROOM 1.11, PORTLAND BUILDING  
Human Resource Management  

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, Huwa  

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  

DEVELOPMENTAL PAPERS  
ROOM 1.44, PORTLAND BUILDING  
Human Resource Management  

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; Bachikirov, 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  

DEVELOPMENTAL PAPERS  
ROOM 1.08, DENNIS SCIAMA BUILDING  
Identity  

SESSION CHAIR: SANDRA CORLETT  

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, Lucil  

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

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

FULL PAPERS  
ROOM 2.01, RICHMOND BUILDING  
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  

DEVELOPMENTAL PAPERS  
ROOM 0.11, RICHMOND BUILDING  
Innovation Networks and Knowledge Sources  

SESSION CHAIR: PAUL WINDRUM  

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

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

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  

DEVELOPMENTAL PAPERS  
ROOM 1.04, DENNIS SCIAMA BUILDING  
Inter-Organizational Collaboration: Partnerships, Alliances and Networks  

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; Tuncay-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  

FULL PAPERS  
ROOM 1.12, DENNIS SCIAMA BUILDING  
International Business  

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
SESSION 2
WEDNESDAY 09.00-10.30

FULL PAPERS
ROOM 2.33C, PORTLAND BUILDING
Knowledge and Learning
Management Learning

SESSION CHAIR: LIZ HOULDSWORTH
Management learning – the very ideal (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

FULL PAPERS
ROOM 2.33A, PORTLAND BUILDING
Marketing and Retail
CRM & Co-Creation

SESSION CHAIR: TIM HUGHES
The mediated effect of CRM adoption on customer loyalty: A study on the Nigerian retail banking industry (506)
Omoje, Akinwumi; 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

DEVELOPMENTAL PAPERS
ROOM 1.67, PORTLAND BUILDING
Knowledge and Learning
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; Issaks, Carolyn

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

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

FULL PAPERS
ROOM 3.31A, PORTLAND BUILDING
Leadership and Leadership Development

SESSION CHAIR: JAMES MCCALMAN
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

FULL PAPERS
ROOM 1.02, DENNIS SCIAMA BUILDING
Management and Business History

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

FULL PAPERS
ROOM 1.09, DENNIS SCIAMA BUILDING
Operations, Logistics and Supply Chain Management

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; Muniantrad, S
FULL PAPERS
ROOM 1.15, RICHMOND BUILDING
Organizational Psychology

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

DEVELOPMENTAL PAPERS
ROOM 0.10, RICHMOND BUILDING
Organizational Psychology

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)
Taufsile, Joy; Gbadamosi, Gbolahan

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

FULL PAPERS
ROOM 1.10, DENNIS SCIAMA BUILDING
Organizational Studies

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

FULL PAPERS
ROOM 1.74, PORTLAND BUILDING
Organizational Transformation, Change and Development

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: Combing Resources, Mediating Factors and Output Factors (765)
Burvill, Samantha Marie; Jones Evans, Dylan; Rowlands, Hefin

DEVELOPMENTAL PAPERS
ROOM 2.39, PORTLAND BUILDING
Organizational Transformation, Change and Development

SESSION CHAIR: MARK BEE
Perspectives on project management methods (776)
Diggins, 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, Nour; McCauley-Smith, Catherine; Gillon, Anne Clare; Williams, Sharon

FULL PAPERS
ROOM 2.02, RICHMOND BUILDING
Performance Management

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 strategam process in SMEs: A critical literature review (988)
Elshamly, Amina Basiouny Mousa; Verschueren, Ricardo B.; Gear, Antony

FULL PAPERS
ROOM 2.33B, PORTLAND BUILDING
Public Management and Governance

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, Sergei
WORKSHOP
ROOM 3.31B, PORTLAND BUILDING
Research Methodology

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.

DEVELOPMENTAL PAPERS
ROOM 2.08, PORTLAND BUILDING
Research Methodology
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

FULL PAPERS
ROOM LT2, RICHMOND BUILDING
Strategy

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

Alshaghroudi, Maha; Ng, Wilson

The Behavioral Antecedents of Relationship Phase Affect in Alliances (1011)
Yaqub, Muhammad Zafar; Windsperger, Josef

FULL PAPERS
ROOM LT3, RICHMOND BUILDING
Sustainable and Responsible Business

SESSION CHAIR: TBC
Problematising the Construction of Corporate Sustainability through ANT perspectives (367)
Dai, Wenjin

Carpe Diem Risk Culture (724)
Marshall, Alasdair; Ojako, Udechuku; Chipulu, Maxwell

Linking age management policies to organizational performance: Empirical research results (896)
Ingram, Tomasz
SESSION 3
WEDNESDAY 11:00–12:30 (13:00)

FULL PAPERS
ROOM 1.05, DENNIS SCIAMA BUILDING
Corporate Governance

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

FULL PAPERS
ROOM 0.41, PORTLAND BUILDING
Entrepreneurship

SESSION CHAIR: JOHN KITCHING
The Effect of Family on Youth’s Entrepreneurial Intentions (989)
Gaur, Ankit; Vazquez-Brust, Diego
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, Vito; Biraglia, Alessandro

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

DEVELOPMENTAL PAPERS
ROOM 1.66, PORTLAND BUILDING
Entrepreneurship

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

FULL PAPERS
ROOM 1.12, DENNIS SCIAMA BUILDING
Gender in Management

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

FULL PAPERS
ROOM 0.28, PORTLAND BUILDING
Human Resource Management

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

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

DEVELOPMENTAL PAPERS
ROOM 1.11, PORTLAND BUILDING
Human Resource Management

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

DEVELOPMENTAL PAPERS
ROOM 1.44, PORTLAND BUILDING
Human Resource Management

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
SESSION 3
WEDNESDAY 11:00-12:30 (13:00)

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

FULL PAPERS
ROOM 1.10, DENNIS SCIAMA BUILDING

Identity

SESSION CHAIR: CHRISTINE COUPLAND
“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)
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Emerging Trends in Research Field of Destination Image: a Systematic Analysis (124)
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Policy slave or market maverick: their influence upon public sector branding structures (780)
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Exploring the outcomes of young consumers’ participation in Fast-food brand communities in Facebook (879)
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Identity & Branding

SESSION CHAIR: KEITH GLANFIELD

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Marketing and Retail
Miscellaneous

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Sustainable Supply Chain: Exploring what makes supply chains sustainable. (954)
McLoughlin, Kate; Hines, Anthony; Nudurupati, Sai
FULL PAPERS
ROOM 1.15, RICHMOND BUILDING
Organizational Psychology

SESSION CHAIR: ALISON LEGOOD
A Qualitative Analysis of Older Workers' Perceptions of Aging at Work (894)
Taneva, Stanimira; Arnold, John; Nicolson, Rod

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

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

DEVELOPMENTAL PAPERS
ROOM 2.05, RICHMOND BUILDING
Organizational Psychology

SESSION CHAIR: CHRIS CARTER
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 Quality and Service Recovery (637)
Oentoro, Wanny; Popaitoon, Patchara; Kongchan, Ananchai

FULL PAPERS
ROOM 1.09, DENNIS SCIAMA BUILDING
Organizational Studies

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)
Fragnoul, Evangelia; Azaki, Asma

DEVELOPMENTAL PAPERS
ROOM 1.07, DENNIS SCIAMA BUILDING
Organizational Studies

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; Heldenreich, 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

DEVELOPMENTAL PAPERS
ROOM 2.39, PORTLAND BUILDING
Organizational Transformation, Change and Development

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, Qion; Williams, Sharon; Mason, Robert; Found, Pauline; Esain, Ann

FULL PAPERS
ROOM 1.74, PORTLAND BUILDING
Organizational Transformation, Change and Development

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 MechanismsCase 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

FULL PAPERS
ROOM 2.33B, PORTLAND BUILDING
Public Management and Governance

SESSION CHAIR: HARRY BARTON
Performance management within the Abu Dhabi police force: An Intellectual Capital approach (440)
Barton, Harry; Alrafi, 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
SESSION 4
WEDNESDAY 14:00-15:30 (15:50)

FULL PAPERS
ROOM 3.31B, PORTLAND BUILDING
Research Methodology
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.

DEVELOPMENTAL PAPERS
ROOM 2.08, PORTLAND BUILDING
Research Methodology
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

FULL PAPERS
ROOM LT3, RICHMOND BUILDING
Strategy

SESSION CHAIR: GRAEME MANSEL RIDGEWAY
Cultivating strategic foresight: The Ubuntu perspective (106)
Sarp, David; BI, Jianxiang; Amankwah-Anna, 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

FULL PAPERS
ROOM LT1, RICHMOND BUILDING
Sustainable and Responsible Business

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

DEVELOPMENTAL PAPERS
ROOM 0.11, RICHMOND BUILDING
Sustainable and Responsible Business

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

The Corporate Social Responsibility of Accounting Firms: A Comparison Study between China and South Africa (757)
Joosub, Tasneem; Guo, Michael Xin
SESSION 5
WEDNESDAY 16:00–17:30 (17:00)

DEVELOPMENTAL PAPERS
ROOM 1.11, DENNIS SCIAMA BUILDING
Corporate Governance

SESSION CHAIR: ROB MELVILLE
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

FULL PAPERS
ROOM 1.02, DENNIS SCIAMA BUILDING
eBusiness and eGovernment

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

FULL PAPERS
ROOM 0.41, PORTLAND BUILDING
Entrepreneurship
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...”: exploring the mindset of high growth (847)
McNeill, Tamar; Antcliff, Valerie; Baines, Sue; Schofield, Clare

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

DEVELOPMENTAL PAPERS
ROOM 1.11, PORTLAND BUILDING
Entrepreneurship
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; Raimi, Lukmon

DEVELOPMENTAL PAPERS
ROOM 1.07, DENNIS SCIAMA BUILDING
Gender in Management

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

FULL PAPERS
ROOM 0.28, PORTLAND BUILDING
Human Resource Management

SESSION CHAIR: ANDRES RAINERI
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

DEVELOPMENTAL PAPERS
ROOM 1.07, DENNIS SCIAMA BUILDING
Human Resource Management

SESSION CHAIR: MICHAEL OYELERE
Trade union renewal and social media: a study of Twitter use by Britain’s unions (873)
Panagiotoopoulos, Panos

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

A Strategic Assessment of the Importance of e-HRM: Analysis of Public Sector Organisations. A Developing Nation Perspective (1007)
Rahman, Mushfiqur; Oyelere, Michael
FULL PAPERS
ROOM 1.10, DENNIS SCIAMA BUILDING
Identity

SESSION CHAIR: KATRINA PRITCHARD
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

FULL PAPERS
ROOM 2.01, RICHMOND BUILDING
Innovation, Culture and Innovation

SESSION CHAIR: NEIL ALDERMAN
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 Mudiyanseelage Udagedara, Susantha Udagedara; Allman, Kurt
Innovation Tango: the Economic Potential of Cultural Translation (936)
Fritzsche, Albrecht

DEVELOPMENTAL PAPERS
ROOM 0.10, RICHMOND BUILDING
Innovation

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

FULL PAPERS
ROOM 2.02, RICHMOND BUILDING
Inter-Organizational Collaboration: Partnerships, Alliances and Networks

SESSION CHAIR: QILE HE
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; Volberda, Henk; Van den Bosch, Frans

FULL PAPERS
ROOM 1.12, DENNIS SCIAMA BUILDING
International Business

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

FULL PAPERS
ROOM 2.33C, PORTLAND BUILDING
Knowledge and Learning

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
DEVELOPMENTAL PAPERS
ROOM 1.67, PORTLAND BUILDING
Knowledge and Learning
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

WORKSHOP
ROOM 3.31A, PORTLAND BUILDING
Leadership and Development

SESSION CHAIR: MARIAN ISZATT-WHITE
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 follower-ship 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.

FULL PAPERS
ROOM 2.33B, PORTLAND BUILDING
Leadership and Development

SESSION CHAIR: KATE COOPER
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

FULL PAPERS
ROOM 2.33A, PORTLAND BUILDING
Marketing and Retail
Service Marketing and Loyalty

SESSION CHAIR: HATEM EL-GOHARY
An examination of car marque loyalty: Modeling the effects of consumer characteristics and attribute-level performance (783)
Saridakis, Charalampous; 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; Abdelkader, Ali; El-Gohary, Hatem

DEVELOPMENTAL PAPERS
ROOM 1.51, PORTLAND BUILDING
Marketing Strategy

SESSION CHAIR: CARLEY FOSTER
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

FULL PAPERS
ROOM 1.05, DENNIS SCIAMA BUILDING
Operations, Logistics and Supply Chain Management

SESSION CHAIR: HOSSEIN SHARIFI
Carbon emissions in the food and beverage sector: A multiple case-study approach. (1023)
Misopoulos, Fotios; Vicki; 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
SESSION 5
WEDNESDAY 16:00-17:30 (17:00)

DEVELOPMENTAL PAPERS
ROOM 1.08, DENNIS SCIAMA BUILDING
Operations, Logistics and Supply Chain Management

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)
Ojako, Udchukwu; Manville, Graham; Muthalagü, 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, Prerana

FULL PAPERS
ROOM 1.15, RICHMOND BUILDING
Organizational Psychology

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; Holtrage, 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

FULL PAPERS
ROOM 1.09, DENNIS SCIAMA BUILDING
Organizational Studies

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

FULL PAPERS
ROOM 1.74, PORTLAND BUILDING
Organizational Transformation, Change and Development

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

DEVELOPMENTAL PAPERS
ROOM 2.39, PORTLAND BUILDING
Organizational Transformation, Change and Development

SESSION CHAIR: ELISABETH WILSON-EVERED
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)
McCaulay-Smith, Catherine
Dealing with Change Recipients’ Resistance to Organizational Reorientation: The Rest of the Story (723)
Alhezzani, Yazeed M; Braganza, Ashley
Exploring Organisational Capacity for Change and Organisational Development: An Empirical Analysis of Dubai Local Government (1057)
Alserkal, Maryam

DEVELOPMENTAL PAPERS
ROOM 2.08, PORTLAND BUILDING
Performance Management

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

DEVELOPMENTAL PAPERS
ROOM 2.08, PORTLAND BUILDING
Public Management and Governance

SESSION CHAIR: DIMITRIOS SPYRIDONIDIS
The Pluralist views of NHS Non Executive Directors: Developing a feedback and development framework for effective NHS Boards (392)
Alshawi, Waleed Khalaf; Wood, 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)
Tatum, Robert
Coping with contradictions: Implementing a Community Services Integrated Healthcare Strategy (943)
Byers, Vivienne
WORKSHOP
ROOM 3.31B, PORTLAND BUILDING
Research Methodology

SESSION CHAIR: CHRIS 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.

FULL PAPERS
ROOM LT2, RICHMOND BUILDING
Strategy

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

DEVELOPMENTAL PAPERS
ROOM 2.05, RICHMOND BUILDING
Strategy

SESSION CHAIR: EFSTATHIOS TAPINOS
Impact of Downsizing on Survivors in an Emerging Market (800)
Akwe, 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

FULL PAPERS
ROOM LT1, RICHMOND BUILDING
Sustainable and Responsible Business

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

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SESSION 6
THURSDAY 09:00 (09:30)-10:30

FULL PAPERS
ROOM 1.05, DENNIS SCIAMA BUILDING
Corporate Governance

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

FULL PAPERS
ROOM 1.12, DENNIS SCIAMA BUILDING
eBusiness and eGovernment

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)
Wang, Ping; Wang, Peijie

FULL PAPERS
ROOM 2.33B, PORTLAND BUILDING
Entrepreneurship

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; Cowling, Marc

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

DEVELOPMENTAL PAPERS
ROOM 1.07, DENNIS SCIAMA BUILDING
Gender in Management

SESSION CHAIR: GARY POWELL
Professional and personal self-identification of Russian managers: search of gender differences in their organizational behavior (851)
Kosheleva, Sofja; Voronina, Olya

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

FULL PAPERS
ROOM 0.28, PORTLAND BUILDING
Human Resource Management

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

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Ibrahim, Salma S.; Cho, Myojung; Farmer, Mark
Normative evaluation of mergers and acquisitions: an extended stakeholder framework (430)
Collett, Nicholas John; Burns, David

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A Structured Literature Review on Impulse Buying: online jitters and offline jeepers (976)
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Normative evaluation of mergers and acquisitions: an extended stakeholder framework (430)
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**eBusiness and eGovernment**

**TRACK CHAIRS: SAVVAS PAPAGIANNIDIS AND ATHANASIOS PAPADOPOULOS**

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- 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)
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- Exploring Smart City innovation: The case of 12 German entrepreneurs (1032)
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- Exploring the Feasibility of using Video Communication within Local Government Services: The Case of Advisory Services for Potential Entrepreneurs (782)
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  - Xu, Zheng; Brown, David H; Stevenson, Mark

- Creating value with IT - the case of RFID (738)
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- Social media for government crowdsourcing: An exploratory study of challenges and opportunities (572)
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  - Aboutalebi, Reza

- 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 jeepsers (976)
  - Hussain, Ammar; Kofinas, Alexander
Entrepreneurship TRACK SCHEDULE

ENTREPRENEURSHIP

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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 11:00-12:30
ROOM 1.66, PORTLAND BUILDING
DEVELOPMENTAL PAPERS

Start-Up
SESSION CHAIR: JOHN KITCHING
The Effect of Family on Youth’s Entrepreneurial Intentions (989)
Gaur, Ankit; Vazquez-Brust, Diego
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 0.41, PORTLAND BUILDING
FULL PAPERS

Entrepreneur level
SESSION CHAIR: JOHN KITCHING

WED 14:00-15:50
ROOM 0.41, PORTLAND BUILDING
FULL 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)
Zbierski, Przemyslaw; Bratnicki, Mariusz; Gójny-Zbierska, Milena
Spatial Capability and Entrepreneurial Opportunities and Networks (366)
Aishareef, Sara Abdulaziz

WED 14:00-15:50
ROOM 0.41, PORTLAND BUILDING
DEVELOPMENTAL 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)
Forststrom-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

Resources
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...": exploring the mindset of high growth (847)  
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 Adeni; Lawal, Abdullahzee Abioye; Raimi, 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)  
Algaryn, Saeed Saad; Cowling, Marc  
Moderating Effect of Formal Institutions on Individual Resource Commitment to Social Entrepreneurship Entry (719)  
Sahasranamam, Sreevass; 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)  
Ar-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 Entrepreneurship: 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; Scully, 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)
Mellou, 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 BROADDIDGE
Gender Stereotyping and Glass Ceiling in Bangladesh – Causes and Consequences (999)
Tabassum, Naznin

The Glass Ceiling: What Have We Learned 20 Years On?
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

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; Olorunjuwon, 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, Ayesea; Nadeem, Sadia; Shaukat, Anum; Iqbal, Hube

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, Chandrakanan; 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)
Ziar; Araz Abdullah

WED 11:00–12:30
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

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 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 Katharinka

Bozionelos, Nikos; Karunanayake, Geetha

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

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; Akwel, 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 16:00–17:00 ROOM 0.28, PORTLAND BUILDING
FULL PAPERS

SESSION CHAIR: ANDRES RAINTERI
Managerial ideologies, Baha’i faith and management practice (1058)
Mofttazian, Legha

Determinants of work strikes: Analysis of a 50 year data series from Chile (512)
Armstrong, Alberto; Raineri, Andres; Aguil, 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 eHRM: Analysis of Public Sector Organisations. A Developing Nation Perspective (1007)
Rahman, Mushfiqu; 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 11:00–12:30
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; Shipston, 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

THURS 11:00–12:30
ROOM 0.41, PORTLAND BUILDING
FULL PAPERS

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

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; Shipston, Helen; Theodorakopoulos, Nicholas; Budhwar, Pawan

THURS 11:00–13:00
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

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ROOM 0.28, PORTLAND BUILDING
FULL PAPERS

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Lord, Jonathan David; Redfern, Dave
Identity

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, Ju

WED 09:00–10:30
ROOM 1.08, DENNIS SCIAMA BUILDING
DEVELOPMENTAL PAPERS

SESSION CHAIR: SANDRA CORLETT

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, Ilika Noelle

WED 11:00–13:00
ROOM 1.10, DENNIS SCIAMA BUILDING
FULL PAPERS

SESSION CHAIR: CHRISTINE COUPLAND

“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 Isaiian 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

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

WED 11:00–12:30
ROOM 1.08, DENNIS SCIAMA BUILDING
DEVELOPMENTAL PAPERS

SESSION CHAIR: KATE BLACK

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: CAROLYN HUNTER**  
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.  
"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

**THURS 11:00–12:30**  
**ROOM 1.08, DENNIS SCIAMA BUILDING**  
**DEVELOPMENTAL PAPERS**  
**SESSION CHAIR: ALI ROSTRON**  
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, Claran; Crowley-Henry, Marian

**THURS 11:00–12:30**  
**ROOM 1.10, DENNIS SCIAMA BUILDING**  
**FULL PAPERS**  
**SESSION CHAIR: CAROLINE CLARKE**  
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

**WED 16:00–17:30**  
**ROOM 1.10, DENNIS SCIAMA BUILDING**  
**FULL PAPERS**  
**SESSION CHAIR: KATRINA PRITCHARD**  
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: PETER MCINNES**  
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: CAROLINE CLARKE**  
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: ALI ROSTRON**  
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, Claran; Crowley-Henry, Marian

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

**WED 09:00–10:30**  
**ROOM 2.01, RICHMOND BUILDING**  
**FULL PAPERS**  
**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; Wall, 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**  
**SESSION CHAIR: PAUL WINDRUM**  
Towards innovation network dynamics in NICs: a literature review and conceptual framework (983)  
Kim, Jungbum  
The adoption of new technology-based packaging in the FMCG industry: A study within the UK and Netherlands (433)  
Simms, Chris Don; Trott, Paul  
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
Measuring Innovation Characteristics and Performance

SESSION CHAIR: JONATHAN SAPSED
Inverted-U relationship between innovation and survival: Evidence from UK firm-level data (768)
Ugur, Mehmet; Trushin, Estref; 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

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)
Bhanugopan, Ramudu; Shanker, Roy; Van der Heijden, Beatrice; Farrell, Mark
When innovation needs competency: the role of a wide emotional and social competency portfolio to attain innovation diversification (619)
Bonesso, Sara; Gerli, Fabrizio; Pizzi, Claudio; Tintorri, Sara
Svirina, Anna A.; Huang, Xueli; McMurray, Adela J

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, Nurun
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

Technology, Culture and Innovation

SESSION CHAIR: NEIL ALDERMAN
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

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

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

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)
Inter-Organizational Collaboration: Partnerships, Alliances and Networks

SESSION CHAIR: 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; Tuncay-Celikel, Asli

Adapting to change: Contemporary employers’ organisations in the UK (606)
Goodman, 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; Veshshina, 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)
Burbill, 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
**International Business**

**TRACK SCHEDULE**

**INTER-ORGANIZATIONAL COLLABORATION: PARTNERSHIPS, ALLIANCES AND NETWORKS / INTERNATIONAL BUSINESS**

**WED 16:00-17:30**

**ROOM 2.02, RICHMOND BUILDING**

**FULL PAPERS**

**SESSION CHAIR: QILE HE**

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)

Araci, Mumtaz; Tuncdogan, Aybars; Volberda, Henk; Van den Bosch, Frans

**THURS 09:30-10:30**

**ROOM 1.10, DENNIS SCIAMA BUILDING**

**FULL PAPERS**

**SESSION CHAIR: COLIN PILBEAM**

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; Götze, 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 presentation 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; Konstantopoulo, 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)

Bachikrov, 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)

Aialashiek, 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; Schnyrder, 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**

Schinzel, Ursula

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

Sisay, Susan Genevieve; Jones, Rosalind

**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 CHAIRS: 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 (eg day seminar, conference) and publications (eg 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 ideal! (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
Wednesday 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

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

Wednesday 14:00–15:30
Room 2.33C, Portland Building
Full 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

Thursday 09:00–10:30
Room LT3, Richmond Building
Full Papers

How altruistic leader behavior fosters radical innovation? The mediating effect of organizational learning capability (402)
Domínguez, Emilio; Ferrín, 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 (595)
Pasamar, Susana; Díaz, Mirta; De la Rosa, Mª Dolores

Thursday 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
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: JAMES MCCALMAN

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: JOHANNES RANK

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
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 2.33B, PORTLAND BUILDING**
**FULL PAPERS**

**SESSION CHAIR: KATE COOPER**

**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: EFROSYNI KONSTANTINOU**

**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 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: TATIANA GLADKIKH**

**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; Dimofte, Mircea; Spender, J.-C.

**THURS 11:00–12:30**
**ROOM 3.31A, PORTLAND BUILDING**
**FULL PAPERS**

**SESSION CHAIR: MICHAEL MUCHIRI**

**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)
Batistič, Saša; 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: ALEX TYMON
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; Iswashyudi, 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: NUTTAWUTH MUENJOHN
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 11:00–12:30
ROOM 2.08, PORTLAND BUILDING
DEVELOPMENTAL PAPERS

SESSION CHAIR: GRACE MCCARTHY
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 chiaroscuro aspect of leadership: using a microdiscursive lens to conduct a study of leadership interaction” (791)
Gadelshina, Gyuzel

Management and Business History

TUES 16:00–17:30
ROOM 2.02, 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 perennial 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
Snufffing 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 an institutional change from the perspective of historical institutionalism: A case of a Japan’s porcelain production area (812)
  Togo, Hirosh; 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

**THURS 09:00–10:30**
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**SESSION CHAIR: JOSEPH AMANKWAH-AMOAH**

- Local Elites and Strategies of The Public Transportation (280)
  Correa, Juan Santiago; Murillo, 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, PORTLAND 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

**WED 09:00–10:30**
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**FULL PAPERS**

**CRM & Co-Creation**

**SESSION CHAIR: TIM HUGHES**

- 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**

**SESSION CHAIR: KARISE HUTCHINSON**

- 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 Servescapes 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
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FULL PAPERS

Identity & Branding
SESSION CHAIR: KEITH GLANFIELD
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

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DEVELOPMENTAL PAPERS

Miscellaneous
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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-kwifi, Sam

The Effects of Corporate Psychopathy within Business-to-Business Networks (498)
Garry, Tony; Biggeman, 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
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FULL PAPERS

Relationship & Inter-Organizational Issues
SESSION CHAIR: HEINER EVANSCHITZKY
What Comes after the Honeymoon? How Franchisor Support Helps New Franchisees Adjustment (231)
Blut, Markus; Backhaus, Christof; Wöisetschläger, David M.; Evanschitzky, Heiner

Is Relationships Marketing Dead? An Empirical Investigation into SME – Bank Relationships (933)
Lewis, Kim; Gandy, Anthony; Dalziell, Nurdilek

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

THURS 09:00–10:30
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FULL PAPERS

Ethical Consumption & Non-for-Profit Marketing
SESSION CHAIR: ALVINA GILLANI
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, Alvin

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

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Marketing Communications
SESSION CHAIR: KEITH GLANFIELD
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 Shakes

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DEVELOPMENTAL PAPERS

Marketing Communications
SESSION CHAIR: CARLEY FOSTER
Challenges for SME’s becoming “Social”: a digital strategic journey? (486)
Rashid, Tahir; Griffiths, Marie; 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

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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, Sunpaklit; Oe, Hiroko; Yamaoka, Yasuyuki

THURS 14:00–15:30
ROOM 1.51, PORTLAND BUILDING
DEVELOPMENTAL PAPERS

Services
SESSION CHAIR: HEINER EVANSCHITZKY
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
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

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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; Djebarni, Ramdane; Farquharson, Lois; Al-Karaghoul, Wafi; Obadamosi, Gbola

Emerging Human Resource Practices to Support Organisational Agility (643)
Azizsafa, 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

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DEVELOPMENTAL PAPERS

SESSION CHAIR: IAIN REID
Management of the plastic product life cycle through QFDE (978)
Gmail, Zienab Abdullah; Elshamy, Amina Basioon Miras; 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

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FULL PAPERS

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

Does Sustainability Fit into Supply Chain? (823)
Bal, 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
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FULL PAPERS  
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Ishizaka, Alessio  
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Aboutalebi, Reza  
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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  
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Ding, Li; Tan, Yanjun

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SESSION CHAIR: ROSIE COLE  
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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)  
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TRACK CHAIRS: ALISON LEGOOD, LEE MARTIN AND JOANNE LYUBOVNIKOVA

WED 09:00–10:30  
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FULL PAPERS  
SESSION CHAIR: CHRIS CARTER  
Brand Leadership: Enhancing Internal and External Brand Competencies (194)  
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Emotional Intelligence and Leadership: A Self-Other Agreement Perspective (906)  
Mukhuty, Sumona; Armstrong, Steven John  
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Wilson-Evered, Elisabeth; Reiter, Melinda

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SESSION CHAIR: ALISON LEGOOD  
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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)  
Taetsile, Joy; Gbadamosi, Gbolahan  
Exploring legitimacy processes during the recognition and evaluation of creative ideas. (840)  
Lamb, Rachael Claire; Martin, Lee; Marlow, Susan

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SESSION CHAIR: ELISABETH WILSON-EVERED  
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Tsachouridi, Irene; Nikandrou, Irene  
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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

A Qualitative Analysis of Older Workers’ Perceptions of Aging at Work (894)
Taneva, Stanimira; Arnold, John; Nicolson, Rod

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

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

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

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

Networking behaviour and perceived graduate employability: A social capital perspective (144)
Batistić, Saša; 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

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

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
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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
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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, Alireira; 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 Qabli; Tsai, Chin-Ju

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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 16:00–17:30
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DEVELOPMENTAL 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 09:00–10:30
ROOM 3.31B, PORTLAND BUILDING
FULL PAPERS

SESSION CHAIR: TBC
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 11:00–12:30
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SESSION CHAIR: TBC
Studying strategy in a pluralistic context: the applicability of actor-network theory (863)
van den Broek, Antonius

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 14:00–15:30
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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 CHAIR: ANDREW PETTIGREW
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: MARK BEE
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 MechanismsDCase 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
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<td>THURS 11:00-12:30</td>
<td>ROOM 2.39, PORTLAND BUILDING</td>
<td>SESSION CHAIR: KATE COOPER</td>
<td>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.</td>
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<td>WED 16:00-17:30</td>
<td>ROOM 1.74, PORTLAND BUILDING</td>
<td>SESSION CHAIR: TRUDE OLSEN</td>
<td>Managing tensions or managing resistance: the complex path to the transformation of a public infrastructure organization.</td>
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<td>WED 16:00-17:30</td>
<td>ROOM 2.39, PORTLAND BUILDING</td>
<td>SESSION CHAIR: ELISABETH WILSON-EVERED</td>
<td>Investigating the Role of Enterprise Social Networks in Facilitating the Reduction of Resistance to Organizational change.</td>
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<td>THURS 09:00-10:30</td>
<td>ROOM 2.39, PORTLAND BUILDING</td>
<td>SESSION CHAIR: GARY REES</td>
<td>From a health sector innovation project to institutionalization of change: methodological challenges in following a process in real time.</td>
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<td>ROOM 2.02, RICHMOND BUILDING</td>
<td>SESSION CHAIR: VINH CHAU</td>
<td>Supply management capabilities and operations performance: A qualitative study of UK manufacturing SMEs.</td>
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<td>WED 11:00-13:00</td>
<td>ROOM 2.02, RICHMOND BUILDING</td>
<td>SESSION CHAIR: LUISA HUATUCO</td>
<td>Financial distress in UK retail banking performance before, during and after the financial crisis.</td>
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**Performance Management**

**SESSION CHAIR: LUISA HUATUCO AND VINH CHAU**

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**Strategy at an arm’s length distance: the board of directors’ strategic involvement in a cultural event organization**

Olsen, Trude Hoegvold; Solstad, Elsa

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**The impact of an action learning programme on Doctors in clinical leadership roles within a United Kingdom NHS health economy.**

McCray, Janet; Warwick, Rob; Palmer, Adam

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**The role of consultants in client organisations’ deinstitutionalisation of existing practices**

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

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**The Impact of Social Media on the Operational Costs and Outreach of Microfinance Institutions in Developing Countries**

Daowd, Ahmad; Eldabi, Tilal; Kamal, Mohammad

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**Can transformational leadership tackle the ‘Perfect Storm’ of growing employee diversity, environmental uncertainty and organizational change?**

Sharma, Piyush; Hosie, Peter; Kingshott, Russell

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**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.**

Ikiriko, Elizabeth Orunene

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Ahmer, Zeshan; Demir, Eren; Tofallis, Christopher; Asad, Humaira

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**An exploration of the contextual factors affecting change to policing in Scotland.**

Jefferies, Richard

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**Performance Management**

**SESSION CHAIRS: LUISA HUATUCO AND VINH CHAU**

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**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.

Thompson, Robert McLeay

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**Nurses’ perceptions of healthcare development work in a high reliability organisation: A study of Lean and Six Sigma in hospital management**

Eriksson, Nomie

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**Transforming Through Co-Location: The Opportunity for Learning and Innovation in Health and Social Care Integration**

Memon, Ally Raza; Kinder, Tony

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**WED 16:00-17:30**

**Room 2.39, Portland Building**

**Developmental Papers**

**SESSION CHAIR: ELISABETH WILSON-EVERED**

Investigating the Role of Enterprise Social Networks in Facilitating the Reduction of Resistance to Organizational change.

Al Rawahi, Waleed Khalaf; Alshawi, Sarmad

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**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.**

McCauley-Smith, Catherine

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**Dealing with Change Recipients’ Resistance to Organizational Reorientation: The Rest of the Story**

Alhezzani, Yazeed M; Braganza, Ashley

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**Exploring Organisational Capacity for Change and Organisational Development: An Empirical Analysis of Dubai Local Government.**

Alserkal, Maryam

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**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.

Ofori-Amanfo, Joshua; Huaccho Huaccho, Luisa Delta; Burgess, Thomas F.; Shaw, Nicky E.

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**Success and Performance: A UK SMEs Perspective**

Li, Boran; Ansell, Jake; Harrison, Tina

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**Balanced Score Card support for the strategam process in SMEs: A critical literature review**

Elshamly, Amina Basiony Mousa; Verschueren, Ricardo B.; Gear, Antony

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**WED 11:00-13:00**

**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.

Ngwa, Leonard Ndifor; Liu, Jonathan; Almamy, Jeehan

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**Foresight is a Metaphor and it Matters! Managing the Survivor Syndrome during a Major Economic Recession**

Chau, Vinh Sum; Bui, Hong; Cox, Jacqueline

---

**Towards an Emergent Theory of the Measurement-Performance Link**

Murray, Philip; Lockwood, Andrew; Skokie, Vlatka

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**Traditional Due Diligence – a Recipe for Success or Failure?**

Patel, Adnan; Joosub, Tasneem
**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 Allisson; Micheli, Pietro

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

**THURS 11:00–13:00**  
**ROOM 2.02, RICHMOND BUILDING**  
**FULL PAPERS**  

**SESSION CHAIR: VINH CHAU**  
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.

Opening the ambidexterity black box: Three stories from the aerospace industry (777)  
Fiset, John; Dostaler, Isabelle

How to create a ‘high-performing’ service organisation: Lessons from four Academy Schools (805)  
Hill, Alex; Laker, Benjamin; Cuthbertson, Richard; Hill, Terry

**WED 09:00–10:30**  
**ROOM 2.33B, 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, Sergei

**WED 11:00–13:00**  
**ROOM 2.33B, 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; Rojinski, Claudia; Taylor-Philips, Sian; Mills, Penny; Manning, Rachel Marie; Clarke, Alieen

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

**Public Management and Governance**  
**TRACK CHAIR: DIMITRIOS SPYRIDONIDIS**

**WED 09:00–10:30**  
**ROOM 2.33B, PORTLAND BUILDING**  
**FULL PAPERS**  

**SESSION CHAIR: VIVIENNE BYERS**  
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**FULL PAPERS**  

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**DEVELOPMENTAL PAPERS**  

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Johnstone, Laura; Bryans, Patricia
**WED 14:00–15:30**  
**ROOM 2.33B, 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 11:00–12:30**  
**ROOM 2.33C, PORTLAND BUILDING**  
**FULL PAPERS**

**SESSION CHAIR: HARRY BARTON**

- 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 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

**THURS 14:00–15:30**  
**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
Research Methodology

TRACK CHAIRS: GAIL CLARKSON AND MURRAY CLARK

TUES 16:00–17:30
ROOM 3.31B, 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 3.31B, 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 3.31B, PORTLAND BUILDING
FULL PAPERS

Interviews: Illustrations of rich potential and recommendations
SESSION CHAIR: JULIE GORE
Exploring Creativity as Experienced by World-Leading Chefs (118)
Sierard, 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; Down, Nicola J

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

WED 14:00–15:30
ROOM 3.31B, 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, Emmanouli 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; 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 3.31B, 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.

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**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; Mößlein, Kathrin

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**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

Flexibility 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

*Inserts here*  

**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 DÖRFELER**

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, Efstathios

WED 11:00–12:30
ROOM LT2, RICHMOND BUILDING
FULL PAPERS

SESSION CHAIR: IOANNIS CHRISTODOULOU

Lynch, Richard; Jin, Zhongqi

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)
Awodeji, 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, Shubhabrata; 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: EFSATHIOS 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; Nyyur, Richard

The effect of firm resources on the survival of SMEs in the petroleum industry in the UAE and Oman (743)
Alhanshi, Moosa; Ojako, 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: EFSTATHIOS TAPINOS
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

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

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
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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: HELEN GOWOREK

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

Maclver, Natalie; Johnston, James Bruce; MacAuley, Lorna

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

Linking age management policies to organizational performance: Empirical research results (896)
Ingram, Tomasz

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-Sahara 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 Philip; Schaltegger, Stefan

Assessing the Impact of Key Stakeholder on Sustainability Adoption in UK Small and Medium Enterprises (551)
Oyedepo, Obemisola 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

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**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 (628)  
Evans, Samantha; Wyatt, Maddy

The Corporate Social Responsibility of Accounting Firms: A Comparison Study between China and South Africa (757)  
Joosub, Tasneem; Guo, Michael Xin

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**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; Bedewela, 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

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**THURS 11:00–12:30**  
**ROOM LT3, RICHMOND BUILDING**  
**FULL PAPERS**

**SESSION CHAIR:** TBC  
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

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**THURS 09:30–10:30**  
**ROOM LT1, RICHMOND BUILDING**  
**FULL PAPERS**

**SESSION CHAIR:** TBC  
Ex 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

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**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

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**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

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**THURS 11:00–12:30**  
**ROOM LT3, 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, Ole; 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

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**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

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**WED 14:00–15:30**  
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**SESSION CHAIR:** TBC  
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Joosub, Tasneem; Guo, Michael Xin
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

Economizing the Carroll Pyramid of Corporate Social Responsibilities (CSR) (414)
Wagner-Tsukamoto, Sigmund

THURS 14:00–15:00
ROOM 0.11, RICHMOND BUILDING
DEVELOPMENTAL PAPERS

SESSION CHAIR: TBC

Reflections on the shared value creation role of CSR (657)
Skritsovali, Konstantina; Hines, Anthony

Origins of Corporate Social Irresponsibility in the Modern Corporate System (677)
Sun, William

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About BAM

WHO WE ARE
BAM is the leading authority on the academic field of management in the UK, supporting and representing the community of scholars and engaging with international peers.

OUR MISSION
• Provide a welcoming, supportive pluralistic community of scholarship in the full field of management.
• Support and recognise rigorous, high quality research, scholarship, learning and societal engagement
• Foster learning, development and enhanced capacity in the community
• Support members in developing their scholarly activities at all stages of careers.
• Facilitate supportive networks within the community including conference tracks, informal networks and Special Interest Groups
• Provide a platform for debate and dialogue between scholars and other interested parties
• Promote the scholarly voice in policy and practice in order to influence national and local policy, educational provision, and the design and delivery of curricula
• On the basis of high quality scholarship to engage with funders of research and other actors in the management field
• Work with international peers to learn from, and influence, management scholarship around the world
• Publish and disseminate high quality scholarship through journals, conferences and other events
• Provide for the showcasing of management scholarship

OUR VALUES
We aim to be inclusive, recognise and respect the diversity in our community, and promote high quality in all we do.

GOVERNANCE STRUCTURE
The Council, which is comprised of approximately 30 people elected for a minimum of 3 years by the general membership, represents the interests of membership and contributes to the activities of the learned society through working with the Vice-Chairs.

An Executive Committee, consisting of President, Chair and Vice-Chairs, is elected to develop the strategy, work with Council and incorporate the voice of the membership, oversee the longer term direction of the learned society and ensure an effective implementation of the agreed strategy.
Previous BAM Conferences

2014  BELFAST WATERFRONT  
Belfast  The Role of the Business School in Supporting Economic and Social Development

2013  AINTREE RACECOURSE, LIVERPOOL  
Liverpool  Managing to make a Difference

2012  CARDIFF BUSINESS SCHOOL  
Cardiff  Management Research Revisited: Prospects for Theory and Practice

2011  ASTON UNIVERSITY  
Birmingham  Building and Sustaining High Performance Organisations in a Challenging Environment

2010  UNIVERSITY OF SHEFFIELD  
Sheffield  Management Research in a Changing Climate

2009  BRIGHTON CENTRE, BRIGHTON  
Brighton  The End of the Pier? Competing perspectives on the challenges facing business and management

2008  LEEDS BUSINESS SCHOOL  
Harrogate  The Academy goes Relevant

2007  WARWICK BUSINESS SCHOOL  
Warwick  Management Research, Education and Business Success: Is the future as clear as the past

2006  UNIVERSITY OF ULSTER AND QUEEN’S UNIVERSITY BELFAST  
Belfast  Building International Communities through Collaboration

2005  UNIVERSITY OF OXFORD, SAID BUSINESS SCHOOL  
Oxford  Challenges of Organizations in Global Markets

2004  UNIVERSITY OF ST ANDREWS  
St Andrews  Management Futures

2003  LEEDS BUSINESS SCHOOL  
Harrogate  Knowledge into Practice

2002  MIDDLESEX UNIVERSITY BUSINESS SCHOOL  
London  Fast-Tracking Performance Through Partnerships

2001  CARDIFF BUSINESS SCHOOL  
Cardiff  BAM 2001

2000  UNIVERSITY OF EDINBURGH, SCHOOL OF MANAGEMENT  
Edinburgh  Managing Across Boundaries

1999  MANCHESTER METROPOLITAN UNIVERSITY  
Manchester  Managing Diversity

1998  UNIVERSITY OF NOTTINGHAM  
Nottingham  Corporate Transformation

1997  LONDON BUSINESS SCHOOL  
London  BAM 1997

1996  ASTON UNIVERSITY  
Aston  30 Years on; What Have We Learned?

1995  SHEFFIELD UNIVERSITY  
Sheffield  Revitalising Organizations - the Academic Contribution

1994  LANCASTER UNIVERSITY  
Lancaster  The Impact of Management Research: A Critical Approach

1993  CRANFIELD UNIVERSITY  
Milton Keynes  The Crafting of Management Research

1992  UNIVERSITY OF BRADFORD  
Bradford  Management into the 21st Century

1991  UNIVERSITY OF BATH  
Bath  BAM 1991

1990  GLASGOW BUSINESS SCHOOL  
Glasgow  BAM 1990

1989  MANCHESTER SCHOOL OF MANAGEMENT  
Manchester  BAM 1989

1988  CARDIFF BUSINESS SCHOOL  
Cardiff  BAM 1988

1987  WARWICK BUSINESS SCHOOL  
Warwick  BAM 1987
Council Roles 2015

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

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

**Dean:** Cathy Cassell  **Deputy Dean:** Keith Glaister  **Vice Dean:** Ken Starkey  **President:** Cary Cooper

For the election of Fellows the group is joined by member of the BAM Council.

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

Currently there is a core of 67 active Fellows, which are listed below.

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**Greg Bamber**, Monash University  
**Nic Beech**, University of Dundee  
**John Bessant**, University of Exeter  
**David Buchanan**, Cranfield University  
**Peter Buckley**, University of Leeds  
**Pawan Budhar**, Aston University  
**John Burgoyne**, Lancaster University  
**Susan Cartwright**, Lancaster University  
**Catherine Cassell**, University of Leeds  
**Elizabeth Chell**, Kingston University  
**John Child**, University of Birmingham  
**Timothy Clark**, Durham University  
**Cary Cooper**, Lancaster University  
**Sue Cox**, Lancaster University  
**James Curran**, Kingston University Business School  
**Rick Delbridge**, Cardiff University  
**Adamantios Diamantopoulos**, University of Vienna  
**Mark Easterby-Smith**, Lancaster University  
**Colin Eden**, University of Strathclyde  
**Gordon Foxall**, Cardiff University  
**Arthur Francis**, University of Bradford  
**Abby Ghobadian**, University of Reading  
**Keith Glaister**, University of Warwick  
**Gordon Greenley**, Aston University  
**Jean Hartley**, Open University  
**David Hickson**  
**Gerard Hodgkinson**, University of Warwick  
**Graham Hooley**, Aston University  
**Chris Huxham**, University of Strathclyde  
**Susan Jackson**, Rutgers University  
**Gerry Johnson**, Lancaster University  
**Andrew Kakabadse**, Cranfield University  
**Edward Lawler**, University of Southern California  

**Feng Li**, Cass Business School  
**Roderick Martin**, Northumbria University  
**Marie McHugh**, University of Ulster  
**Peter McKiernan**, University of Strathclyde  
**Andy Neely**, University of Cambridge  
**Nigel Nicholson**, London Business School  
**David Otley**, Lancaster University  
**David Parker**, Cranfield University  
**Andrew Pettigrew**, University of Oxford  
**Michael Pidd**, Lancaster University  
**Gary Powell**, University of Connecticut and Lancaster University  
**Ivan Robertson**, Robertson Cooper Ltd  
**Denise Rousseau**, Carnegie Mellon University  
**John Saunders**, Aston University  
**Mark NK Saunders**, University of Surrey  
**Randall Schuler**, Rutgers University  
**William Starbuck**, University of Oregon  
**Ken Starkey**, University of Nottingham  
**John Storey**, Open University  
**Howard Thomas**, Singapore Management University  
**Richard Thorpe**, University of Leeds  
**David Tranfield**, Cranfield University  
**Rosalie Tung**, Simon Fraser University  
**Susan Vinnicombe**, Cranfield University  
**Christopher Voss**, London Business School  
**Robin Wensley**, University of Warwick  
**Michael West**, Lancaster University  
**Adrian Wilkinson**, Griffith University  
**Allan Williams**, City University  
**David Wilson**, University of Warwick  
**Mike Wright**, Erasmus University Rotterdam  
**Wright, Mike**, Imperial College London
# Track Chairs 2015

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**KEYNOTE SPEAKERS**

**Frank P. Ros**  
Retired Vice President,  
Hispanic Strategies  
Coca-Cola Company

**John, Lord Alderdice**  
U.K. Parliament  
President,  
ARTIS (Europe) Ltd.  
Former Speaker,  
Northern Ireland Assembly

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**Thriving in Turbulent Times**

Contemporary organizations face significant challenges including: government debt and faltering economic growth, environmental degradation and climate change, poverty and social inequality, geopolitical instability, extended life expectancy and health, social media and the digital economy and the proliferation of big data. These problems tend to be intractable and elusive because they are influenced by many dynamic, complex and interconnected social, political, economic and technological factors. For many people, the failure to provide convincing responses to these challenges has exacerbated their sense of powerlessness, which in turn threatens to undermine politics, the authority of government and the legitimacy of our institutions.

Consistent with these challenges, much discussion is taking place in management and organisation studies regarding how best to cope with and respond to these large, unresolved societal problems and thrive in the turbulent times we live in. Just as the old certainties and big assumptions about the world order that have governed our thinking no longer seem valid, it has become clear that many of our old models and theories were formed to deal with a very different set of circumstances and are therefore of questionable relevance to the contemporary work environment. We need new ideas, models and epistemologies consistent with connective, unpredictable, distributed, dynamic contexts. Such work needs to be undertaken from multiple perspectives and practices of different research disciplines.

Newcastle University is the ideal host for a debate on the role that academic research could play, not just in making sense of the above challenges, but also in terms of informing future practice. The Business School is a key part of the Newcastle Institute for Social Renewal; one of three institutes established to address Newcastle’s chosen societal challenges – ageing, sustainability and social renewal. The Institute seeks to bring together research with a social purpose to make a difference by asking how individuals and communities can thrive in times of rapid transformational change.

BAM2016 can harness the knowledge and expertise of the broad academic community in debating these issues, aspiring to make a difference to organisations and stakeholders across the UK and beyond.

The Doctoral Symposium will take place at the Newcastle University on Monday 5th September.