Global developments over the past decade have made the world of business and organisations increasingly uncertain and challenging, yet still offer opportunities for those able to innovate and tap evolving niche areas. Core contributory factors responsible for this include the last financial crisis, developments in the Arab world leading to mass migration, Brexit, and the rapidly changing policies of the USA since the election of President Trump. These are compounded by both human-created developments, such as artificial intelligence and social inequality and unrest, and nature-created disasters such as catastrophic floods, storms and forest fires. All this has not only created a major challenge to successful provision of basic amenities to a rapidly growing global population, but also for organisations and institutions to develop new skills needed to work with technological advancements. As a result, there is a pressing need to push for the sustainability agenda on all fronts, and to support entrepreneurship and growth and development of SMEs.

Such turbulent business conditions demand that organisations innovate to improve products, services and processes rather than simply pursue cost reduction. They also demand improved levels of corporate governance, employee engagement, well-being and enlightened staff management practices. Meeting such challenges effectively is all the more important in these times. Creating and sustaining high performance is the aim of all leaders and managers who are ambitious for their organisations. However, we have seen widespread damage inflicted on economies and individual lives in both organisations and nations by unbridled ambition and poor governance in senior leaders. There is an urgent need for the recognition of leadership that supports core human values of justice, humanity, empathy and care for the environments we are privileged to inhabit. How can high performance be achieved in the context of such values being at the heart of business practice?

Aston Business School has an established track record of helping organisations, businesses, and entrepreneurs to both build and sustain high performance as shown by the contributions of its leading scholars in research centres including enterprise, servitization and retail, and via the training provided to numerous and diverse clients. The 2019 conference theme also builds upon the significant regeneration taking place in the city of Birmingham to realize its full economic potential.

BAM 2019 will create a platform for researchers seeking solutions in uncertain times and will offer a rich source of knowledge and an opportunity to find alternatives to the status quo in our understanding of management, performance, organisations and the nature of the challenges we face.
The BAM2018 conference has been kindly hosted by Bristol Business School, University of the West of England. We are proud of our Bristol Business School (BBS)’s practice-led teaching, business engagement and research that benefits society.

Our new £55m building provides opportunities for collaboration and business engagement. World-class facilities include an executive education suite, a Bloomberg professional trading room, and an incubator. Our staff provide expertise to industry and bring practitioner experience into teaching, knowledge exchange and stakeholder engagement. They are organised as follows:

- Aldridge Institute for Enterprise and Entrepreneurship
- Bristol Centre for Economics and Finance
- Bristol Leadership and Change Centre
- Applied Marketing Research Group
- Human Resources, Work and Employment
- Innovation, Operations Management and Supply
- Big Data Laboratory

BBS researchers are making an impact worldwide, whether by collaborating with the Glastonbury Festival around sustainability, working with the construction sector to reduce waste, or delivering leadership workshops on malaria prevention in Africa. The Aldridge Institute aims to transform skills developed in schools and higher education to create future entrepreneurs and managers.

Our Team Entrepreneurship programme delivers business ideas.

All our students have the opportunity to engage in professional practice. They can do this through our business advice clinic, working with SMEs and social enterprises as consultants to deliver law pro bono, as well as marketing and accounting advice in partnership with two firms. Our Bristol Distinguished Address Series (BDAS) is extremely popular. Open to the public, the talks feature top names from the business world.

In 2017 we were shortlisted for Business School of the Year in the Times Higher Education Awards.

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BAM2018 SPONSORS

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The British Academy of Management and Bristol Business School are delighted to welcome you to the 32nd British Academy of Management Annual Conference Driving productivity in uncertain and challenging times. Our Call for Proposals attracted a record number of 1,467 submissions, which is not only evidence of Bristol’s appeal as a city, but also demonstrates the relevance of this year’s theme to Business and Management scholars and practitioners, regional and national governments, and a range of other stakeholders. The conference focuses on a topic that dominates our newspapers and public discussions – productivity and performance in challenging times. Business firms play an important role in finding answers to these real world challenges, and our research can support them and other institutions in developing and implementing the right strategies.

The main conference is packed with high-quality sessions that cover most of the topics in the field of business and management. The programme begins on Monday with the doctoral symposium and for the first time, a number of preconference workshops/fringe sessions that directly address the conference theme; Productivity, Performance and Quality, Gender and Pay Gap Reporting, and Research leading to Impact/improved productivity. A further panel session will be held on Tuesday afternoon on ‘productivity – automation, innovation, digitalisation and metrics/big data’. As the titles of these sessions suggest, the objective is to inspire management scholars to take a lead in both research and engagement with practitioners. From our perspective, it is time for management scholars to play an active role in solving real-world productivity and performance issues. By contrast, most major award-winning papers emphasize theory and conceptual development.

We are proud to announce a number of exciting keynote sessions. At the formal opening of the conference, Lord Bichard will deliver his address on ‘The Role of Universities in Enhancing Productivity’. This will be followed by two further keynotes delivered by Lord Bilimoria, Chair of the Manufacturing Commission,
and by John Manzoni, Chief Executive of the Civil Service. We look forward to hearing how both the manufacturing and the public sectors can address the productivity agenda. The keynotes on Thursday will be given by Prof Julian Birkinshaw, London Business School on ‘Developing new ways of working for the digital age’, and by Jean Bartunek, Boston College and Jane McKenzie, Henley Business School on ‘what relevant teaching might mean’.

A further highlight of the conference is a panel session on Freedom and Brexit to be hosted by the renowned broadcaster Jonathan Dimbleby. The panel will consider one of the most important aspects in the “shifting field” that BAM members face today: changing globalisation and increasing nationalism.

This year the Conference Dinner is an event not to be missed. It promises to be a unique experience – being held at the Concorde Museum under the wings of the iconic plane, and with an interview by Jonathan Dimbleby with the renowned Glastonbury music festival founder Michael Eavis.

It is important to offer our sincere thanks and gratitude to a range of organisations and individuals, without whom this year’s conference would not take place. We would like to thank all the conference delegates, the Track/SIG Chairs, the reviewers and the PDW organisers for their efforts. We would also like to thank the BAM Conference Committee, the BAM Executive, the BAM conference team, our sponsors and exhibitors. Finally, we are very grateful to all our colleagues at Bristol Business School who have contributed to the organisation and delivery of the conference.

Besides all these academic highlights, the city of Bristol welcomes you! It is a creative hub and a city of ideas, as well as being the Gateway to the West Country and all that it has to offer. Voted as the Best place to live in the UK, we hope that you will savour its many attractions, excellent food and great nightlife and in the process contribute to your thinking and understanding of what makes a City like Bristol great.

We look forward to welcoming you to Bristol Business School and the University of the West of England. We hope that BAM 2018 will push the boundaries of what business schools do, and how we can better connect with practice.

Nicholas O'Regan
Conference Chair

Vice Chairs
Harriet Shortt
Jenna Pandeli
Neil Sutherland
Tom Bowden-Green
Sarah-Louise Weller
Mawish Khan
Jo Michell
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 Member

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/bam2018-proceedings](http://www.bam.ac.uk/bam2018-proceedings)

INTERNET ACCESS
1. Connecting using _The Cloud_
   - Select _The Cloud_ from the list of available networks on your device.
   - Open your web browser and you should be directed to The Cloud landing page. If not try refreshing the page.
   - If you are an existing The Cloud user you can log in, otherwise simply register and start using it.

2. Connecting using Eduroam (if you have an Eduroam account)
   - Before visiting UWE, set up your device to connect to eduroam at your own institution.
   - If you have set proxy settings for your home institution, remove these before trying to connect at UWE.
   - When at UWE, connect your device to [eduroam](https://eduroam.org)
   - Set encryption to WPA2-Enterprise.
   - Login using:
     - **Username**: your username followed by the @ symbol and your home institutions domain (e.g. f-bloggs@bath.ac.uk)
     - **Password**: your password
   - When you return to your institution, please remember to re-set your network proxy settings to connect back to your institution's eduroam (if necessary).

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

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

Key information

- Information Panels
- Main Reception
- Entrance Gates
- Parking
- Accessible Parking
- 2+ Parking
- Cycle Parking
- Motorbike Parking
- Bus interchange
- Staff and student parking
- Building Entrance
- Walkways

To contact the Information Point please call 0117 32 85678

UWE Bristol

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**PRAYER ROOM**

Prayer rooms are available at The Community Hub located between D Block and E Block, including a multi-faith quiet room, a reflection room.

Muslim Prayer Rooms – Brothers (Room 3E41) and Sisters (Room 3E44A).

**CLOAK/LUGGAGE ROOM**

Isere, UWE Exhibition and Conference Centre

**TAXI COMPANIES**

Yellow Cab Co – 011 7923 1515

AA Taxi Bristol – 011 7955 5000

V-Cars – 0117 925 2626

Call Cars Bristol – 0117 955 5545

**CONFERENCE REGISTRATION**

Zone A, UWE Exhibition and Conference Centre

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**GALA DINNER BUSES**

UWE campus to Gala Dinner: 18.30, 18.45 and 19.00 (150 seats)

Bristol City Centre to Gala Dinner: 18.15, 18.30, 18.45 and 19.00 (200 seats)

Clifton to Gala Dinner: 18.45 and 19.00 (100 seats)

Gala Dinner to UWE campus: 22.30, 22.50, 23.20, 24.30, 24.00 (250 seats)

Gala Dinner to Bristol City Centre: 22.30, 22.50, 23.20, 23.40, 24.00 (250 seats)

Gala Dinner to Clifton: 22.30, 23.20, 24.00 (150 seats)

Full details are available on the separate shuttle bus schedule included in the conference bags/packs and on the BAM2018 app.

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**CAR PARKING**

Car parking is available in the Exhibition and Conference Centre car parks 23, 22 and 21. These carparks are accessible from the North Entrance of the UWE Frenchay Campus.

All vehicles must have a valid parking permit displayed on the windscreen or driver’s window. Parking permits can be requested in advance from eventsupport@bam.ac.uk or collected from the registration desk upon arrival. The permit is valid for all hours between the 2nd September–6th September 2018.

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BAM2018
### MONDAY 3 SEPTEMBER

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<tr>
<th>Time</th>
<th>Session</th>
<th>Location</th>
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| 09.00-17.00| Language and Leadership  
Associate Professor Doris Schedlitzki, University of the West of England | 5X103, 5X104, 5X105, 6X269 BRISTOL BUSINESS SCHOOL |
| 11.00-13.00| Next Steps: Analysing and Using the Gender Pay Gap Data  
Professor Hazel Conley, University of the West of England | 6X101 BRISTOL BUSINESS SCHOOL |
| 12.30-14.00| Should we fear the robots? Automation, productivity and employment  
Frances Coppola, Finance and Economics Writer  
Daniel Davies, Investment Banking Analyst  
Duncan Weldon, Head of Research, Resolution Group  
Chair: Associate Professor Jo Michell, University of the West of England | 2X242 BRISTOL BUSINESS SCHOOL |
| 14.30-17.00| REF and Impact/Productivity  
Chair: Professor Martin Boddy, Pro Vice Chancellor, University of the West of England | 2X112 BRISTOL BUSINESS SCHOOL |

**What does a 4* impact case study look like?**  
Professor Graeme Martin, Chair of Management and Director of Research, University of Dundee  
Professor Wendy Phillips, Professor of Innovation and RiHN Network Director, University of the West of England

**Impact - The New REF rules**  
David Sweeney, Executive Chair, Research England

**How to improve impact case studies from the perspectives of evaluators**  
Dr Gemma Derrick, Co-Director of the Centre for Higher Education, Research and Evaluation, Lancaster University and author of the Evaluators' Eye: Impact Assessment and Academic Peer Review
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<tr>
<th>Time</th>
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<tr>
<td>08.00-18.00</td>
<td>Conference Registration</td>
<td>EXHIBITION &amp; CONFERENCE CENTRE</td>
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<td>08.00-09.00</td>
<td>New Members’ Welcome Breakfast <em>By Invitation only</em></td>
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<tr>
<td>09.00-10.30</td>
<td>Open BAM Fellows Session</td>
<td>ECC MAIN LECTURE THEATRE</td>
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<td>Celebrating Women in Business Schools</td>
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<tr>
<td>09.00-10.30</td>
<td>Professional Development Workshops: Session 1 <em>Sponsored by The European Management Journal</em></td>
<td>BREAKOUT ROOMS</td>
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<td>10.30-11.00</td>
<td>Refreshment Break</td>
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<tr>
<td>11.00-12.30</td>
<td>Meet the BAM Editors Session</td>
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<td>11.00-12.30</td>
<td>Professional Development Workshops: Session 2 <em>Sponsored by The European Management Journal</em></td>
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<td>Lunch Break</td>
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<td>13.00-14.00</td>
<td>Grand Conference Opening</td>
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<td>Conference Opening: Professor Steve West CBE, Vice Chancellor of the University of the West of England</td>
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<td><em>Introduced by Professor Nicholas O'Regan, Conference Chair</em></td>
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<td>Conference Opening: Professor Nic Beech, Chair, British Academy of Management and Vice Principal (Provost) University of Dundee</td>
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<td>Opening Plenary: The Role of Universities in Enhancing Productivity, Lord Richard, Chair National Audit Office and Chair Bristol Business School Advisory Board</td>
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<td>14.00-14.30</td>
<td>Awards Ceremony</td>
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<td><em>Includes Fellowship, Medals, Teaching Education Practice Award and Companions</em></td>
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<td><em>Presented by Peaches Golding OBE, Lord Lieutenant of the City and County of Bristol</em></td>
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<tr>
<td>14.30-15.30</td>
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<td>Productivity – automation, innovation, digitalisation and metrics/big data</td>
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<td>Rob Law, Founder of Trunki</td>
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<td>Andrew Perkins, Managing Partner EY Bristol</td>
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<td>Kate Bell, Head of Economic and Social Affairs, Trades Union Congress (TUC)</td>
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<td><em>Chair: Professor VK Narayan, Deloitte Touche Stubb Professor of Strategy and Entrepreneurship, Drexel University, US</em></td>
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<td><em>Chaired by Howard Thomas, Vice Dean.</em></td>
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<td>Dr Ashley Lenihan, Head of Policy &amp; Engagement, will introduce BAM’s new policy work.</td>
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<td>For BAM Fellows only</td>
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<td>16.00-17.30</td>
<td>Meet the Non-BAM Editors Session</td>
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<td><em>Academy of Management Perspectives: Professor Mike Wright, Imperial College</em></td>
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<td>Journal of Management Studies: Professor Penny Dick, University of Sheffield and Senior Associate Editor, JMS</td>
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<td>European Management Journal: Professor Minas Kastanakis, ESCP Europe, and Editor-in-Chief, EMJ</td>
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<td>Journal of International Business Studies, Professor Jeremy Clegg, University of Leeds</td>
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<td>16.00–17.30</td>
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<td><em>Led by Dr Annie Gibney, Portfolio Lead, ESRC, and Dr Ashley Lenihan, Head of Policy and Engagement, BAM</em></td>
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09.00-10.30  BAM PAPER SESSIONS  BRISTOL BUSINESS SCHOOL AND EXHIBITION & CONFERENCE CENTRE
09.00-10.30  BJM Board Meeting  By Invitation only  THAMES, EXHIBITION & CONFERENCE CENTRE
10.30-11.00  Refreshment Break  ZONE A, EXHIBITION & CONFERENCE CENTRE
11.00-12.00  Keynote Session  Civil service transformation in times of uncertainty, John Manzoni, CEO Civil Service  MAIN PLENARY ZONE, EXHIBITION & CONFERENCE CENTRE
11.00-12.30  BAM PAPER SESSIONS  BRISTOL BUSINESS SCHOOL AND EXHIBITION & CONFERENCE CENTRE
12.00-14.00  Lunch Break  EXHIBITION & CONFERENCE CENTRE
13.00-14.00  Keynote Session  Boldness in Business, Lord Bilimoria, Founder Cobra Beer  MAIN PLENARY ZONE, EXHIBITION & CONFERENCE CENTRE
14.00-15.30  IJMR Board Meeting  By Invitation only  THAMES, EXHIBITION & CONFERENCE CENTRE
14.00-15.30  BAM Track Chairs Meeting  By Invitation only  ECC MAIN LECTURE THEATRE, EXHIBITION & CONFERENCE CENTRE
14.00-15.30  BAM PAPER SESSIONS  BREAKOUT ROOMS
15.30-16.00  Refreshment Break  ZONE A, EXHIBITION & CONFERENCE CENTRE
16.00-17.30  Keynote Session  Freedom and Brexit, Vicky Pryce, Economist  Panel:
Lord Bichard, Chair National Audit Office and Chair Bristol Business School Advisory Board
Professor Steve West CBE, Vice Chancellor, University of the West of England
Dr Kalpna Woolf, Entrepreneur
Chair: Jonathan Dimbleby, Author and Broadcaster  MAIN PLENARY ZONE, EXHIBITION & CONFERENCE CENTRE
16.00-17.30  BAM PAPER SESSIONS  AEROSPACE BRISTOL, BUSINESS SCHOOL AND EXHIBITION & CONFERENCE CENTRE
18.45-19.45  Conference Gala Dinner Drinks Reception  (tickets only)  BRISTOL, HAYES WAY, PATCHWAY, BRISTOL, BS34 5BZ
19.45-00.00  Conference Gala Dinner  (tickets only)  Jonathan Dimbleby in conversation with Michael Eavis, Founder, Glastonbury  AEROSPACE BRISTOL, HAYES WAY, PATCHWAY, BRISTOL, BS34 5BZ
## THURSDAY 6 SEPTEMBER

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<td>09.30-10.30</td>
<td><strong>BAM/ANZAM Grant Scheme Launch</strong></td>
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<td>**Professor Emma Bell, Open University; Professor</td>
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<td>Nelarine Cornelius, Queen Mary University of London</td>
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<td>(Joint BAM Vice Chairs, Research and Publications)</td>
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<td>and Professor Lee Di Milia, Central Queensland</td>
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<td>10.30-11.00</td>
<td><strong>Refreshment Break</strong></td>
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<td>11.00-12.00</td>
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<td>Developing New Ways of Working for the Digital Age,</td>
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<td><strong>Professor Julian Birkintshaw</strong></td>
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<td>Professor of Strategy and Entrepreneurship, London</td>
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<td>11.00-12.30</td>
<td><strong>BAM PAPER SESSIONS</strong></td>
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<td>12.00-14.00</td>
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<td>What Relevant Teaching Might Mean, **Professor</td>
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<td>Jean Bartunek and <strong>Professor Jane McKenzie</strong></td>
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<td>Chair: <strong>Professor Lisa Anderson</strong>, University of</td>
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<td>Liverpool, BAM Vice Chair, Management Knowledge and</td>
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<td>14.00-15.00</td>
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## SIG AGMS

**TUESDAY 4 SEPTEMBER, 17:30–18:30**

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Karan Bilimoria is the founder of Cobra Beer and the Senior Independent Director of the Booker Group PLC. In 2006, he was appointed the Lord Bilimoria of Chelsea, making him the first ever Zoroastrian Parsi to sit in the House of Lords, and in 2014 he was installed as the seventh Chancellor of the University of Birmingham - the first Indian-born Chancellor of a Russell Group University in Great Britain. In 2015 he became President of UKCISA and earlier this year he was appointed Chair of the Advisory Board at the University of Cambridge Judge Business School.

Michael Bichard worked at senior levels in local government and was Chief Executive at Brent Borough Council and Gloucestershire County Council. He then moved to central government working as Chief Executive of the Benefits Agency and then as Permanent Secretary at the Department for Education and Employment.

Since his retirement from the civil service in 2001, he has held a variety of positions including Vice-Chancellor of the University of the Arts London, chair of the Legal Services Commission, founder Director of the Institute for Government, chair of Shakespeare’s Globe Theatre, and chair of the Social Care Institute for Excellence. He also chaired an enquiry into the Soham murders in 2004.

Michael is currently chair of Bristol Business School Advisory Board, non-executive chair of the National Audit Office, non-executive director at The Key (an education support company), and a Trustee of the River & Rowing Museum. He received a knighthood in 1999 and became a cross-bench member of the House of Lords in 2010. He was for five years Deputy Speaker of the House. Michael’s first term of three years as Chair of the NAO ended on 9 January 2018. He has been re-appointed as Chair for a final three-year term of office.

David Sweeney is the Executive Chair of Research England, the council responsible for university research and knowledge exchange within UK Research & Innovation. Research England oversees the England-only functions in relation to research and knowledge exchange, including providing grant funding to English universities, for developing and implementing the Research Excellence Framework in partnership with the other UK Higher Education (HE) funding bodies and managing the £900 million UK Research Partnership Investment Fund.

After gaining First Class Honours in Statistics at the University of Aberdeen, David worked at two Biotechnology and Biological Sciences Research Council (BBSRC) research institutes, as a consultant statistician then developing mathematical models of plant growth. He moved into university leadership as Vice-Principal (Communications, Enterprise and Research) at Royal Holloway in 2004.

He joined HEFCE in 2008 as Director (Research, Innovation and Skills) and led the development and implementation of the first Research Excellence Framework including the new impact agenda element.
Vicky Pryce is Chief Economic Adviser and a board member at the Centre for Economics and Business Research (CEBR). She was previously Senior Managing Director at FTI Consulting, Director General for Economics at the Department for Business, Innovation and Skills (BIS) and Joint Head of the UK Government Economic Service. Before that she was Partner at the accounting and consulting firm KPMG after senior economic positions in banking and the oil sector. She holds a number of academic posts and is a Fellow of the UK Academy for Social Sciences and of the Society of Professional Economists. She sits on the Council of the Institute for Fiscal Studies, on the Advisory Board of the central banking think-tank OMFIF and on the Economic Advisory Group of the British Chambers of Commerce. Her books include: Greekonomics: The Euro crisis and Why Politicians Don’t Get It; ‘It’s the Economy, Stupid - Economics for Voters, with Ross and Urwin; Redesigning Manufacturing, with Nielsen and Beverland; and Why Women Need Quotas, with Stefan Stern. She is also co-founder of GoodCorporation, a company set up to promote Corporate Social Responsibility.

Julian Birkinshaw is Professor of Strategy and Entrepreneurship, Deputy Dean of Executive Education and Digital Learning, and Academic Director of the Institute of Innovation and Entrepreneurship at the London Business School. He is a Fellow of the British Academy, a Fellow of the Advanced Institute of Management Research (UK), and a Fellow of the Academy of International Business. He has PhD and MBA degrees in Business from the Richard Ivey School of Business, University of Western Ontario, and a BSc (Hons) from the University of Durham. He was awarded an Honorary Doctorate by the Stockholm School of Economics, 2009. Professor Birkinshaw’s main area of expertise is in the strategy and organisation of large multinational corporations, and on such specific issues as strategic agility, digital transformation, corporate entrepreneurship, and innovation. He is the author of fourteen books, including Mindtools for Managers (2018), Fast/Forward (2017), Becoming a Better Boss (2013), Reinventing Management (2010), Giant Steps in Management (2007), Inventuring: Why Big Companies Must Think Small (2003), and Entrepreneurship in the Global Firm (2001), and over eighty articles. He is active as a consultant and executive educator to many large companies, including Arup, Rio Tinto, SAP, ABN AMRO, GSK, ABB, Ericsson, Kone, Exxon, WPP, Bombardier, Sara Lee, HSBC, Akzo Nobel, Roche, Thyssen Krupp, UBS, PW, Coloplast, Tata Group, HCL Technologies, GE, BBC and Novo Nordisk.

Professor Birkinshaw was ranked as one of the “Thinkers 50” top thought leaders in the field of Management. He is regularly quoted in international media outlets, including CNN, BBC, The Economist, the Wall Street Journal, the Huffington Post, Bloomberg Business Week and The Times. He speaks regularly at business conferences in the UK, Europe, North America and Australia.

John Manzoni is the Chief Executive of the Civil Service and Permanent Secretary for the Cabinet Office. As Chief Executive of the Civil Service, John leads the reform programme, working with permanent secretaries across government to transform our public services and the way government works. John's work ensures we've got the best people with the right skills throughout the civil service, to make better use of government property and shared services, reforming how we work and where we work, and utilising the latest digital technologies to put citizens' needs at the very centre of everything government does, to deliver a better deal for the taxpayer.

As Permanent Secretary, John is responsible for the leadership and governance of the Cabinet Office. The Permanent Secretary is also the Cabinet Office’s Accounting Officer, responsible for the financial propriety of the department.

John was previously President and Chief Executive Officer of Canadian oil and gas company Talisman Energy Inc. He has more than 30 years’ experience in the private sector. Prior to Talisman, he was at BP, where he contributed to its global growth and held senior strategic and operational leadership roles at global, regional and local level. Between 2002 and 2007, he was Chief Executive, Refining and Marketing, spanning six different businesses across more than 100 countries, and he was a member of the BP plc main board from 2003 to 2007.
Michael Eavis is an English dairy farmer and is best known as the creator of Glastonbury Festival of Contemporary Performing Arts, which takes place on his farm in Pilton, Somerset. It all began in the late sixties; after a casual visit to the Bath Blues festival with his girlfriend Jean, Michael decided to have a go himself in 1970. The Festival did not make a profit for several years, but when it did, Michael began to look for good causes to support both locally and internationally. Nowadays, the Festival aims to raise £2 million pounds each Festival year in aid of Greenpeace, Oxfam and WaterAid, as well as hundreds of local causes. Within the local area, social housing is Michael’s top priority.

Rob Law MBE is the founder and CEO of Trunki, the brand behind the much-loved ride-on suitcase for tots. From one of the most famous rejections on BBC Dragons’ Den in 2006, Law has successfully built a team who have pioneered a new retail category of children’s travel products, designing and creating a range of innovative solutions which help families on the go. Since Trunki launched in May 2006, the company has sold 3.5 million suitcases in over 100 countries with consumers spending over $200 million on his brand. Trunki employs 30 people at their funky head office in Bristol called The Mothership, and a further 50 people at its UK manufacturing and distribution facility - Magma Moulding - in Plymouth.


Narayanan has been a consultant large pharmaceutical and high technology companies primarily in strategy implementation and corporate innovation.
Professor Steve West took up the post of Vice-Chancellor and President of the University of the West of England Bristol in 2008.

Steve trained as a Podiatrist and Podiatric Surgeon in London and developed his research interests in Lower Limb Biomechanics and the Diabetic Foot at King's College London. He worked as a clinician and clinical tutor in the NHS, University Sector and undertook research and consultancy in industry and the retail healthcare sectors.

He holds a number of national and international advisory appointments in Higher Education and in his clinical discipline, healthcare policy and practice. He is Non-Executive Director for the Office for Students and Chair of the UK Mental Health in Higher Education Working Group. He is also a member of both the Education and the Diversity Honours Committees.

He is Chair of the West of England LEP, Chair of the West of England Academic Health Science Network (WEAHSN) and Non-Executive Designate on United Hospitals Bristol Foundation Trust Board.

Professor West is a Deputy Lieutenant for the County of Gloucestershire and was awarded a Commander of the Order of the British Empire (CBE) in the New Year’s Honours list 2017, for services to Higher Education.

Jean M. Bartunek is the Robert A. and Evelyn J. Ferris Chair and Professor of Management and Organization at Boston College, where she has taught since 1977. Her Bachelor's degree in psychology and sociology is from Maryville University (St. Louis), and her PhD is in social and organizational psychology from the University of Illinois at Chicago. She is a past president and Fellow of the Academy of Management, and currently serves as Dean of the Fellows. In 2009 she won the Academy of Management’s Career Distinguished Service Award, and she was chair of its Ethics Adjudication Committee from 2009–2012. Jean is currently an outgoing associate editor of the Academy of Management Review.


His latest book The Battle of the Atlantic was published in October 2015. Prior to that Destiny in the Desert: The Road to El Alamein was published in October 2012 followed by the documentary Churchill's Desert War–The Road to El Alamein for BBC2. In 2008 his book Russia–A Journey to the Heart of a Land and its People was published to accompany the series Russia–A Journey with Jonathan Dimbleby for BBC2.

Other books include Richard Dimbleby; The Palestinians; Charles: The Private Man, The Public Face; and The Last Governor. In 2010 An African Journey with Jonathan Dimbleby was broadcast on BBC2 followed by A South American Journey in 2011. In 2015 his two part documentary The BBC at War was shown on BBC2.

His is currently working on a number of other projects including a book about Operation Barbarrossa, the German invasion of Russia in World War Two.

He is Chair of Dimbleby Cancer Care.
20TH ANNIVERSARY
GLOBAL CONFERENCE

Authentic Leadership for Progress, Peace & Prosperity

24-27 OCTOBER 2018
WEST PALM BEACH, FL, U.S.A.

KEYNOTE SPEAKER
Barbara Kellerman

KEYNOTE SPEAKER
Donna Ladkin

LIFETIME ACHIEVEMENT HONOREE
Joanne Ciulla

LIFETIME ACHIEVEMENT HONOREE
Keith Grint

CONFERENCE HIGHLIGHTS

• Networking opportunities with 1,200+ attendees from over 50 countries
• 200+ workshops, papers, panels, and presentations
• Beach-side city with unique venues for exploring the conference theme
• 10th Annual Emerging Scholars Research Consortium
• Onsite leadership bookstore & meet the leadership authors reception
• 12th Annual Student Case Competition
• 19 pre- and post-conference deep-dive, intensive workshops
• Community networking luncheons and dinners

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QUESTIONS?
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This 1-day development workshop works with ideas originally published in Schedlitzki et al.’s (2017) call for a refocused research agenda for cultural leadership studies. We argued in this review of cultural leadership research that the field is still dominated by etic, cross-cultural research, limiting our current insight into cultural and linguistic multiplicity, power dynamics and paradoxes. Steyaert and Janssens (2013) have previously highlighted that the management field has failed to acknowledge the issue of linguistic multiplicity and added that the fields of leadership – and management – need to adopt conceptual and methodological approaches that embrace cultural and linguistic multiplicity (Schedlitzki et al., 2017). This 1-day development workshop therefore focuses on the complexities of researching leadership, management and organisations across languages and aims to develop PhD and early career researchers’ knowledge of and ability to apply emic, constructionist approaches to researching these fields that are linguistically and culturally sensitive. During this development workshop, PhD and early career researchers will be able to work on areas such as:

• Becoming inventive in multilingual work in management, organisation and leadership studies
• Being more imaginative and experimental in ways of researching that include languages and language differences
• Becoming reflexive and reflective when using English for publication purposes
• Seeing language as heterogeneous, political and powerful
• Investigating how researchers might represent people in the translation process
• Illuminating processes of communication and power dynamics in empirical material and analysis
• The peculiarities and specificities of publishing in different languages
• Considering the cultural and linguistic relevance of management, organisation and leadership in differing languages
• Enhancing understanding of cultural and language multiplicity
• Promoting ‘local’ management, organisation and leadership research
• Exploring negative repercussions of overlooking language in research
• Exploring methodological approaches and data collection methods in studying management, organisations and leadership across differing languages

This will be facilitated through a variety of different activities on the day:

• An Opening Address will help to set the scene and explore some of the key conceptual and methodological complexities when researching across cultural and linguistic boundaries.
• Roundtable sessions will give participants the opportunity to present and discuss a particular aspect or issue from their own research. Peer feedback and feedback from established academics will encourage development opportunities.
• Technique workshops will help participants to develop hands-on skills in aspects of the complexity of researching across languages.
• Open space workshops focused on a particular topic (such as translation issues) will be facilitated by established academics and aim to support participants through unique insights into opportunities and challenges in researching and publishing research in this area of business and management.
• A ‘meet the editors’ session will help participants to gain a better understanding of potential publication routes for their research.

The collaborative nature of the event therefore also represents networking opportunities with peers and established researchers in the fields.

Next Steps: Analysing and Using Gender Pay Gap Data

Speakers:
Professor Hazel Conley, University of the West of England

In April 2018 new regulations in Great Britain required organisations with 250 or more employees to report their gender pay gaps and gender distribution in each pay quartile. The aims of this workshop are to bring together academics and practitioners to discuss how organisations can use the data they collected for the Gender Pay Gap Information Regulations as a springboard to better practice. The workshop will also be useful for organizations who fall below the 250 threshold for the reporting regulations, but who wish to start collecting pay gap data. The workshop will:

• explore different ways of analysing gender pay gap data to get the most out of it
• consider what further data may be usefully collected to achieve greater transparency
• discuss how to identify areas for improvement from the data
• identify what organisations can do to improve their practice and their statistics for reporting in 2019
• report on sectoral analyses of the data submitted for gender pay gap reporting
• present research on the gender pay gap in Bristol, the South West and Wales.

Attendance at the workshop is free but places are limited.
If you would like more information about the workshop please contact Professor Hazel Conley: hazel.conley@uwe.ac.uk.

12.30-14.00 | 2X242 BRISTOL BUSINESS SCHOOL

Should we fear the robots? Automation, productivity and employment

Speakers:
Frances Coppola, Finance and Economics Writer
Daniel Davies, Investment Banking Analyst
Duncan Weldon, Head of Research, Resolution Group

Chair:
Associate Professor Jo Michell, University of the West of England

Since the 2008 crisis, UK productivity has flatlined. At the same time, fears are growing that robots will challenge humans for an ever wider range of jobs. This panel brings together leading economists to discuss these apparently contradictory trends - and what should be done about them.

14.30-17.00 | 2X112 BRISTOL BUSINESS SCHOOL

REF and Impact

Chair:
Professor Martin Boddy, Pro Vice Chancellor, University of the West of England

What does a 4* impact case study look like?
Professor Graeme Martin, Chair of Management and Director of Research, University of Dundee
Professor Wendy Phillips, University of the West is England

Creating New Value through Disruptive Innovation: Targeted healthcare production
Led by the University of the Wets of England, the Distributed Manufacturing in Healthcare Network (RiHN) has brought together a multi-disciplinary network of academics, stakeholder organisations, clinical groups and industry to define the actions needed to transform the way healthcare is supplied in the healthcare sector. The convergence of new service demands with innovative manufacturing technologies and systems represents a transformative departure from the current system. Such redistributed manufacturing (RDM) will involve physically shifting manufacturing systems, favouring smaller-scale local production, and offers stakeholders increased control over quality, quantity and cost and the opportunity to deliver right-first-time therapies that are tailored to individual needs and delivered close to the point of need.

Impacting on Medical Leadership and Medical Engagement
The British Medical Association (Scotland) policy and practice on re-engaging the consultant workforce through local advisory structures has been changed because of extensive research into the work experience of senior hospital doctors in NHS Scotland conducted by Graeme Martin, Stacey Bushfield, Brian Howieson and Sabina Siebert at the Universities of Dundee and Glasgow. This research has been debated in the Scottish Parliament and led to improved workplace communication practices within several Scottish health boards. Furthermore, it has stimulated knowledge exchange and organizational development activities - locally with doctors in NHS Scotland, nationally with Leeds and York Health Trust and the Faculty of Medical Leadership and Management, and internationally with health authorities in Australia.

Impact – The New REF rules
David Sweeney, Executive Chair, Research England. David will talk about the current REF consultation and new REF developments including the broadening of impact. He will also talk about Research England and UKRI more generally in the context of the Industrial Strategy.

How to improve impact case studies from the perspectives of evaluators
Dr Gemma Derrick, Co-Director of the Centre for Higher Education, Research and Evaluation, Lancaster University and author of the Evaluators’ Eye: Impact Assessment and Academic Peer Review.

Impact is not impact until someone says that it is. How to track, present and measure impact is a topic of interest for many research organisation and researchers in the lead up to the REF2021. Using a detailed analysis of panel behaviour, this presentations discusses unique insights into how peer review panels in the REF2014, navigated and decided about how to evaluate the non-academic value of research. Based on her book, The Evaluators’ Eye: Impact Assessment and Academic Peer Review, this presentation will offer an interaction session around the processes of valuing and producing research impact.
08.00-09.00 | ZONE D, EXHIBITION & CONFERENCE CENTRE

New Members’ Welcome Breakfast

All New BAM Members are cordially invited to the New Members’ Welcome Reception. BAM encourages all new members to arrive at the Exhibition and Conference Centre, University of the West of England early on Tuesday 4 September to attend the pre-conference networking breakfast. This free and popular event provides an excellent opportunity to meet other new members, BAM Executive and Council members, BAM Fellows, SIG Chairs and 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.

09.00–10.30 | ECC LECTURE THEATRE, EXHIBITION & CONFERENCE CENTRE

Fellows Open Session – Celebrating Women in Business Schools

This year, in keeping with the centenary celebrations of women’s vote, Gender Pay Gap reporting in the UK, and the Time’s Up and #MeToo campaigns, BAM Fellows thought it would be appropriate to dedicate the Fellows session at BAM2018 to Gender. The session will consist of three short research presentations followed by a Q and A session with a panel of female Deans, and will be chaired by BAM’s President and founder, Sir Cary Cooper.

Presentations will be given by:
Fiona Wilson on the gender pay gap in universities
Gary Powell on women and leadership
Caroline Gatrell on women in STEM

Panel:
Catherine Cassell, Dean, Birmingham Business School
Veronique Ambrosini, Head of the Department of Management, Monash Business School, Australia
Jane Harrington, Provost and former Dean, Bristol Business School

All delegates, whether BAM Fellow or not, are welcome to come to this session.

11.00–12.30 | 2X112 BRISTOL BUSINESS SCHOOL

Meet the BAM Editors Session

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 Dr Dermot Breslin, will have representatives of the following journals:

- British Journal of Management (BJM) Co-Editor, Professor Geoffrey Wood, University of Essex Co-Editor, Professor Pawan Budhwar, Aston University

- International Journal of Management Reviews (IJMR) Co-Editor, Professor Caroline Gatrell, University of Liverpool Co-Editor, Dr Dermot Breslin, University of Sheffield

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.

13.00-14.00 | MAIN PLENARY ZONE, EXHIBITION & CONFERENCE CENTRE

Grand Conference Opening

Speakers:
Professor Steve West CBE, Vice Chancellor of the University of the West of England.
Introduced by Professor Nicholas O’Regan, Conference Chair, University of the West of England

Conference Opening:
Professor Nic Beech, Chair, British Academy of Management and Vice Principal [Provost] University of Dundee

Opening Plenary: The Role of Universities in Enhancing Productivity

Lord Bichard, Chair, National Audit Office and Chair, Bristol Business School Advisory Board

As we move closer to the day when the UK leaves the European Union the focus of attention should have moved, by now, to how we ensure our economic success post Brexit. For many years low productivity has held us back and in the new world we need a convincing strategy to...
Some will argue that the answer lies in tax-driven incentives to increase capital investment but that alone will not suffice, and Universities can play a leading role in providing other vital inputs. What more can be done, for example, to create a genuine culture of lifelong learning to generate the skills we need to fuel increased productivity? How can Universities help develop enterprise across the education landscape? What lessons should Business schools take from past failures of business performance to include in their programmes? How can University-based innovation and research play its full part in boosting productivity? These are just some of the questions which this timely Conference needs to address... and there is no time to lose!

14.00-14.30 | MAIN PLENARY ZONE, EXHIBITION & CONFERENCE CENTRE

Awards Ceremony
Includes Fellowships, Medals, Teaching Education Practice Award and Companions

Presented by Mrs Peaches Golding OBE, Lord Lieutenant of the City and County of Bristol

14.30-15.30 | ECC MAIN LECTURE THEATRE, EXHIBITION & CONFERENCE CENTRE

Panel Event: ‘Productivity – automation, innovation, digitalisation and metrics/big data’

Speakers:
Rob Law, founder Trunki
Andrew Perkins, Managing Partner EY Bristol
Kate Bell, Head of Economic and Social Affairs, Trades Union Congress (TUC)

Discussant:
Prof VK Narayanan, Deloitte Touche Stubbs Professor of Strategy and Entrepreneurship, Drexel University, US

16.00-17.30 | 2X112 BRISTOL BUSINESS SCHOOL

Meet the Non-BAM Editors Session
This session provides an opportunity to meet the editors of a number of leading journals. This session will provide insights into journal aims and scope, and above all, what it takes to be published. The session will be an interactive one, and there will be ample opportunities for questions and discussion. This session has proven to be an extremely popular one, and potential attendees are advised to arrive early to be sure of a seat.

16.00-17.30 | SEVERN, EXHIBITION & CONFERENCE CENTRE

Engaging with the ESRC

Improve your understanding of how to better engage with the ESRC, the largest UK funding body for economic and social research. Designed to help novices and pros alike, this session explains how the ESRC works now, and how to better engage with ESRC research and funding calls, their peer review process, professional networks, and more.

Led by Dr Annie Gibney, Portfolio Lead, Productivity, ESRC, and Dr Ashley Lenihan, Head of Policy and Engagement, BAM.

18.00–20.30 | FROME, EXHIBITION & CONFERENCE CENTRE

‘Marketing: under threat?’ Marketing and Retail SIG and Chartered Institute of Marketing evening “get together”.

Marketing and Retail SIG get together with members of the UK’s leading practitioner body, the Chartered Institute of Marketing, to talk through the big disruptive challenges faced by the profession and how, together, we might address them?
WEDNESDAY 5 SEPTEMBER

11.00-12.00 | MAIN PLENARY ZONE, EXHIBITION & CONFERENCE CENTRE

Keynote: Civil service transformation in times of uncertainty
John Manzoni, CEO Civil Service,

13.00-14.00 | MAIN PLENARY ZONE, EXHIBITION & CONFERENCE CENTRE

Keynote: Boldness in Business
Lord Bilimoria, Founder, Cobra Beer
The entrepreneurial story of building a household brand from scratch against all the odds.

16.00-17.30 | MAIN PLENARY ZONE, EXHIBITION & CONFERENCE CENTRE

Keynote: Freedom and Brexit with expert panel responses
Vicky Pryce, Economist
Jonathan Dimbleby, chair
Panel: Lord Bichard, Professor Steve West CBE, Vice Chancellor, University of the West of England, Dr Kalpna Woolf, Entrepreneur
The talk will look at the implications of whether Brexit increases freedom of decision making and will analyse the potential of the various options discussed to constrain or enhance the freedom of deploying resources efficiently to the benefit and well being of all.

THURSDAY 6 SEPTEMBER

09.30-10.30 | ECC LECTURE THEATRE, EXHIBITION & CONFERENCE CENTRE

BAM/ANZAM Research Grant Scheme
Professor Emma Bell, Open University; Professor Nesarine Cornelius, Queen Mary University of London (Joint BAM Vice Chairs, Research and Publications) and Professor Lee Di Milia, Central Queensland University (ANZAM President)
This session will introduce a new research grant scheme partnership involving ANZAM and BAM to support and advance international research collaborations between management researchers in Australia, New Zealand and the UK. It will also provide a forum in which to discuss the BAM Small Grants Scheme for research (next round April 2019) and other grant funding initiatives that BAM is currently developing.

11.00-12.00 | MAIN PLENARY ZONE, EXHIBITION & CONFERENCE CENTRE

Keynote: Developing New Ways of Working for the Digital Age
Professor Julian Birkinshaw, London Business School
How is the digital revolution changing the way businesses define their strategies and their organisational models? Julian Birkinshaw will address these questions, based on ideas from his recent book “Fast/Forward”. Success in today’s digital era requires decisive action and emotional conviction. It needs an approach to innovation that goes beyond new products and new technologies to embrace new business models and entirely new ways of working. And it requires an organising model that puts experimentation and action first – adhocracy rather than bureaucracy or meritocracy.
Many faculties have stereotypes about relevance in management education, that it involves something practical and immediately implementable (in contrast with faculty members’ desired focus on intellectual stimulation). This is an impoverished view of relevance. To foster a more adequate view, in this presentation we will address three related topics. The first is that the constructs we teach may often elicit emotional reactions from students that affect their sense of self-worth. The second is that a good deal of what happens in classrooms is personally meaningful to students, sometimes because it improves their practice and sometimes because it provides new and important insights. The third is that management practitioners themselves differ on how much they prefer intellectual stimulation and practical knowledge in sessions set up for their learning. An implication of our analysis is that perhaps the biggest challenge we as teachers have with regard to relevance is to create a safe space for differing epistemologies in our classes.
Critical thinking is increasingly listed as an essential element of business school students’ development. And yet how do we teach it? Is it possible to teach it? Should we teach it explicitly, or integrate elements into all of our courses? Those of you who have asked yourselves similar questions to these will benefit from this informative PDW which aims to provide a grounding in the extant literature (educational as well as business and management), a forum for discussion and sharing views, results of a study into active teaching approaches, and ideas about ways to approach active teaching to achieve critical thinking outcomes. The facilitators – an experienced business school academic and a leading educational researcher – will draw on data from a research project which studied how tutors approached the challenge of active teaching as part of the University of Edinburgh’s innovative reform to first-year undergraduate business school teaching, centred around the core learning objective of critical thinking. We will provide detailed analysis of how, why, and when we believe active teaching was successful and less successful in these environments.

You will come out of this session with:

• A grounding in the recent critical thinking literature (from education as well as business and management)
• An appreciation for innovative curriculum design which explicitly centres around critical thinking
• An understanding of the challenges and enablers to achieving critical thinking learning which requires active teaching approaches
• An opportunity to have shared and critically reflected on your own teaching approaches, and subsequent student learning outcomes
• Ideas about ways to approach active teaching and support systems that can assist in achieving such learning outcomes

This will be an open, collegiate, and interactive session. We welcome: experienced academics as well as those early in their careers; those who have been convinced of the importance of critical thinking for years, and those new to the concept; those attempting to develop their own active teaching portfolio, and those who are just interested in the topic. If there is interest, the facilitators would welcome developing an informal network at the end of the session to share and learn from our respective forays into achieving critical thinking outcomes for students in the coming years.
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“Reality Learning” and “Dilemma Training” via Scripted Executive Video Cases: A Possible New Approach for Teaching Business Management (257)

Speakers:
Nukhet Vardar, El Izi Communications Consultancy UK Ltd

This PDW addresses to millennials’ new learning habits and challenges faced by today’s lecturers; suggesting a possible new alternative teaching approach, by integrating more “reality learning” and “dilemma training” to increase student engagement with the help of digital technology in business management teaching. Research shows that today’s university students mostly learn and communicate through multi-media (Nicholas, 2008). “Real life” problems get their attention and they like to be engaged in an activity while learning (Ditlev-Simonsen, 2017). In short, millennials need to be engaged with learning exercises, enabling them to be decision makers in the course. All these findings point out towards more group work, more problem solving in classes and more robust case analysis - all with integration of technology (Luckin, R. 2018).

Based on these concerns, a new web and video based, teaching tool called Brands Whispering® was developed. This website (www.brandswhispering.com) is structured similar to a Marketing text book, with a similar outline. However, instead of covering each and every chapter through a marketing text, scripted video cases are narrated by marketing executives (reality learning). The subjects covered in these video cases are linked to one another, like chapters in a textbook. Furthermore the order of teaching/learning is reversed. First scripted video cases are watched, each employing problem/solution approach (dilemma training). Then, the theory is explained by the lecturer in the Q &A, making use of that specific case as an example. Since lecture starts with a real life problem, not by theory; higher student engagement is attained throughout the lecture.

This PDW will run one of these web based, digitalized videos with its participants, discussing its possible impact and how to use it in the classroom environment, while getting participants’ feedback for further improvements in a full interactive session.
Showcasing the Use of Student Videography in the Leadership and Management Classroom (416)

Speakers:
Jon Billsberry, Deakin University

Please note this PDW will run for 2 hours

Although human resource management, general management, organizational behaviour, change, and leadership are behavioural sciences, these subjects are commonly taught in a behaviourally-free manner. Interventions that bring behaviours into the classroom include role-plays, workshops, and some forms of experiential learning. Such teaching approaches require expert facilitation and often a lot of resources. Over the past five years, I have been exploring simpler but equally effective ways to bring behaviour into my classroom by using student videography. In this context, videography is defined as student filmmaking. I have found this approach is well received by students and applicable to a wide range of human resource management, general management, organizational behaviour, change and leadership topics. In this PDW I shall review the lessons that I have learned over the past five years trying to bring behaviour into my classroom using videography. In short, I have developed three different strategies reflecting the nature of the equipment deployed. First, I shall look at teaching approaches where students are asked to use their own equipment. Then I shall look at the possibilities using ‘amateur’ level equipment. And finally, I explore the behavioural teaching opportunities using ‘professional’ level equipment. My overarching approach for the PDW will be to showcase students’ work and interactively discuss how these results were achieved with clear practical advice for those wishing to replicate this approach to teaching. It will be an interactive and entertaining session suitable for anyone curious about using filmmaking or videography in their teaching.

Staff-Student Engagement Model Workshop (617)

Speakers:
Jonathan Liu, Regents University, London
Stephen Ellis, Regents University, London
Rosanna Cole, University of Surrey

The workshop seeks to gain insight from participants around 4 specific elements of staff and student interactions as described in a new proposed model (4Es) covering Enhancement, Environment, Elegance and Engagement. As the Office of the Student takes over the reins of control and ultimately determine the allocation of resources to follow students, it is timely to investigate how best to engage students in order to determine what constitutes managing the student experience. The challenge of engaging academic staff more effectively is being faced in many HEIs as well and our view is that removing the demoralising impact of having to work with disengaged students will be a major breakthrough in achieving better productivity, better working environments and better academic performance.

Participants are invited for discussion at the workshop where the model provides the background and context.

Schedule of the workshop:
1. Introduction and importance of the model
2. Sharing experiences – what institutions do that disengage students?
3. Model review and focus of questions
4. Plenary feedback and further work recommendations

The workshop invites criticism and comment on the new model of managing student engagement. The model combines academic and business concepts and advocates that student engagement now needs to be a priority for overworked academic. Participants will be prompted to share real examples from their own institutions where students are currently actively ‘disengaged’ by academic policies/procedures/approaches, either deliberately or by the knock on impacts.

Participants will be asked to focus on one of the four areas of the model and review the face validity of the constructs and areas. Prompt questions will be provided for each group and the facilitators will work between the groups to ensure that the discussion is both valuable and recorded.
Organizational Neglect: the toxic triangle of deficits (647)

Speakers:
Joost Kampen, Vrije Universiteit, Amsterdam
Andre Henken, Van de Bunt, Amsterdam

Emotional abuse and neglect in the workplace deserve wider recognition in organizational research and OD practice because the process involved is insidious and paralyzes organizational development. Neglect can go on undetected for years. Or the neglect is neglected by senior management. The impact in the workplace tends to become apparent after transitions such as mergers or major reorganizations.

This PDW will tackle questions such as: How does destructive organizational development look like? Why do we repeat the same mistakes in intervention strategies? How does destructive leadership undermine motivation and initiate retaliation? How does destructive followership like counterproductive work behavior, bullying or maltreatment affect motivation and health of employees and undermine the performance of the organization? The presenters will explore the striking similarities between the symptoms of ailing organizations and those of abusive or neglectful families.

Participants will learn to use a diagnostic method to detect signs of neglect and will learn what is important to restore organizational health. In this process the dynamics in the toxic triangle (destructive organizational development, destructive leadership, destructive followership) of organizational neglect are of vital importance.

The recovery process takes several years to complete in a particular organizational unit. The primary criterion for evaluating success is: how long does it take for reciprocity in relations between staff and managers to return. In a large organization, various organizational units will be in different stages of the recovery process at any one time. The leaders in such a recovery process will be confronted with an exhausting task: to remain fit will be a major challenge.

The workshop is based on a decade of OD practice and action research, consisting of over 150 cases in both the public and private sector. CEO’s, senior managers and management consultants assigned to change programs should be familiar with the concept of emotional neglect in the workplace as this enables them to identify signs of neglect in the context of their organization or department.

Enterprise Skills For All – Using Role-play to Develop Emotional Resilience and Employability Skills in the Classroom (757)

Speaker:
Inge Hill, Coventry University

This practical hands-on workshop engages colleagues in the fun and light-touch approach to role-play’s use for learning and teaching. The aim is to enable more colleagues to integrate entrepreneurial effectiveness skills development into their learning and teaching strategies.

The learning outcomes are...To
Experience briefly the taster of an exercise as learners – selling mobile pet grooming services (based on a real business case) and reflect on these experiences.
Identify advantages of using role-play for integrating enterprise into the curriculum Discuss integrating enterprise into the curriculum and share good practice.

Workshop’s format
This interactive workshop invites colleagues to act as learners for up to 20 minutes - they are participants in a simple role-play. Subsequently, the debrief explains the roles and function of the exercise in student learning; participants share insights on their learning and experiences with the exercise as part of this process. Then in a last step this role-play exercise is used as an example to explore and share good practice on how role-play can be used as a teaching and learning tool to increase employability skills, including public speaking and problem solving skills.

The Facilitator shares experiences and insights into creating role-plays for learning and teaching, not only in the area of enterprise / entrepreneurship and contextualises enterprise education within the HE policy landscape.

Take-aways:
Brief for this simple role-play and hand-outs to use in class; List of selected references on enterprise education and using role-play for teaching and learning.

About the facilitator:
Dr. Inge Hill, Senior Lecturer, Coventry University, is a Senior HEA Fellow and board member of Enterprise Educators UK. She is a strategist and her research is rooted in practice theory; she is co-chair of the BAM Strategy SIG.
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A roadmap for integrating mindfulness into every aspect of social change: how to lead transformation with compassion for the needs and perspectives of all people.
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Professional Reflexivity through Structured Story Creation/Telling (773)

**Speakers:**
Elinor Vettraino, Bishop Grosseteste University
Carol Jarvis, University of the West of England

**Synopsis**
In this PDW we develop participants’ understanding and capacity for bringing critical self-reflection into everyday practice through a storytelling process called Six-Part-Story Method (6PSM), an embodied approach to critical reflection.

6PSM sits within a broader, embodied, aesthetic tradition. It is a story creation/telling tool originally designed as a diagnostic tool by Dramatherapists Lahad and Ayalon (1992) working with children traumatised by the experience of war. The method enables participants to create a story with 6 key elements: a character; a task; a helpful force; a force that tries to hinder; an element that draws the story together; a conclusion. Stories are created within the genre of fantasy, myth or fairytale, enabling exploration of real experiences through the aesthetic distance of fiction and allowing participants to own their own experiences without having to explain them to others.

Through this lens, reflexivity, or thoughtful action, involves the idea of the transformative ‘stop’ moment (Appelbaum, 1995; Fels, 2012), the ability to halt an action, consider what is working and what isn’t and how acting from that understanding can make useful change. Not a literal translation of a reflective moment, Applebaum (1995) characterises it as the advent of intelligent choice; a moment of critical reflexivity that uses the aesthetics of the experience to transform action.

Here we introduce the 6PSM process, contextualised within the traditions of embodied reflective and reflexive practices in the business and management field. You then have a live experience of the 6PSM story creation, using your own work-based ‘story’. Stories are shared in small groups, with main themes shared with the whole group. The workshop concludes with a facilitated plenary.

We hope you leave this PDW with an embodied experience and understanding of a creative, insightful approach to developing embodied reflexive practice, in yourself and the learners you work with.

Preparing a Management and Business History book proposal: Meet the Editors (1107)

**Speakers:**
Kevin D. Tennent, University of York
Alex G. Gillett, University of York

**About the session**
The Management and Business History field lends itself to book publishing, because while research can be used to refine theory through papers there is also a need for thicker description and more detailed narratives to fully utilize the archival and interview research undertaken in the field. We aspire to promote academic book publishing as a medium for publishing alongside journal articles, as well as raising their currency in the REF. In this workshop we aim to convey this message to attendees by presenting firstly on the intellectual basis of book publishing in management and business history, and then secondly by introducing scholars to the book publishing process. Scholars may not be as familiar with the book publishing process and what is involved as they are with the process for publishing papers in academic journals. We aim therefore to endow attendees with a practical knowledge and understanding of the book publishing process from our perspective. We have sat on both sides of the fence – we are series editors and experienced authors.

This workshop aims to advise and encourage academics at all stages of their careers, including Early Career Researchers and PhD students who are interested in learning about how to publish an academic book or monograph that showcases their research. The session chairs are editors currently overseeing a book series published by Emerald, a leading global academic publisher. Delegates will be guided through the process of crafting a book proposal and provided insight as to what editors are looking for. This will include the opportunity to make a short written summary and verbal pitch, and to receive feedback on this from other delegates and the session chairs.

**About the session chairs**
Dr Kevin D. Tennent and Dr Alex G. Gillett are co-editors of the new Emerald book series *Frontiers in Management History* and have additional experience from working with other publishers as reviewers and authors of various textbooks, monographs, and chapters in edited collections.
A Briefing and Debriefing Tool For Making Key Leadership Decisions (1111)

Speakers:
Mervyn Conroy, University of Birmingham
Catherine Weir, University of Birmingham

All leaders have to make complex ethical decisions on a daily basis and have a vast (some might say overwhelming) array of guidelines, formularies and policies to draw upon and consider. However there are few practice based tools to either brief on the decision making process for any particular situation or to review decisions. Questions have rarely been asked as to how professionals are equipped morally (or otherwise) to navigate a chaotic world of practice rife with competing demands and relationships in order to come to decisions which contribute to the good of their immediate customers or service users, their communities and wider society. Here we offer a tool that we think could equip leaders and their peer group with a moral debating resource to make better ethical decisions. This is a briefing tool for use before, in and after action to help leaders in any discipline in their reflection on complex ethical decisions. Delegates have the opportunity to bring their decisions and associated ethical dilemmas and test out the tool to see if helps them reach an ethical decision. Bringing and working on an ethical dilemma is not compulsory – you may be interested in the research and policy dimensions rather than the practical application. Your feedback on the tool would be appreciated regardless.

This is part of a four year AHRC funded project where we have applied virtue ethics and an executive virtue concept named phronesis (practical wisdom) to data we collected from 131 Doctors and Consultants. We interviewed probably the most trusted profession in the world (medics) to find out what making ethically wise decisions means to them. The narratives we collected offered the composite ethical wisdom from a reasonable large group from the medical profession.

What Have The Identity Scholars Ever Done For Us? Starting Critical Conversations About Productivity (1114)

Speakers:
Ali Rostron, University of Liverpool
Kate Black, Northumbria University
Juliette Summers, University of St Andrews

Summary
For some scholars, and particularly for many in the Identity SIG, this year’s conference theme is provocative. On the one hand it seems to make assumptions about the purpose and nature of work and business that we may find problematic or seek to question and criticise. On the other hand, it also challenges us to consider the purpose of our research, who benefits from it and what changes it effects. In this workshop we therefore ask ourselves, as identity scholars, what have we to do with productivity?

We will start by considering, from a critical perspective, what productivity might mean, and examine some ways in which identity studies might contribute to such notions. We will then review four different and contrasting areas in which identity studies might have implications for managerial, and productive, intentions: namely, developing new and innovative approaches to Human Resource Development; understanding and facilitating group behaviours; understanding issues of organisational equality, diversity, fit and mis-fit; and generating insight into how organisational members interpret and enact their organisational roles. This will be followed by a breakout session in which delegates will be invited to reflect both on the ideas presented, and their own research, and to consider how we might better demonstrate the meaning and impact of our work for organisations and business. In doing so, delegates will be able not only to share past experience of struggle and success, but also to imagine what future struggles and successes might look like. In “uncertain times” what current certainties might we creatively and constructively be able to challenge?

The workshop will be of interest not only to those already researching or considering the identity field, but to any scholars who wish to explore how interpretative and critical research can more effectively demonstrate its value to organisations, business and society. In the interests of generating provocative – and productive – conversations we particularly welcome identity and other scholars who work in a more mainstream or positivist paradigm.
Coaching: A Skill For Challenging Times (1115)

Speakers:
Phil St John Renshaw, Cranfield University
Jennifer Robinson, Cranfield University

Coaching is a one-to-one conversation that achieves outcomes that are valued by the person who is being coached (Smither, 2011). Against the background of increased expectations and constrained resources in academia, coaching can provide a number of key positive effects (Jones, Woods and Guillaume, 2015). Specifically, there is emerging evidence that a key contributor to rising levels of academic stress is relational difficulty (Tytherleigh et al., 2005) an area ripe for coaching intervention. This PDW is a fast-start in coaching skills specifically for academic contexts.

Unique skills are required by those undertaking coaching (Ely et al., 2010). But there are some basics that can be easily taught for those who wish to integrate coaching skills into their everyday interaction with colleagues and students, notwithstanding the extensive competency frameworks of the professional coaching bodies. In shortlisting the following skills we have relied on the literature that provides the most substantive evidence for positive outcomes, foremost amongst these skills are listening and paraphrasing, summarizing and asking appropriate questions (Castleberry and Shepherd, 1993). Our contention – following (Mineyama et al., 2007) - is that coaching behavior has the possibility of lowering psychological stress, improving work-based relationships and providing a wider range of responses to challenging circumstances.

The PDW will review the theory and evidence for the efficacy of coaching and it will be relevant for all levels of experience, from early-career through to well-established academics. Most importantly the workshop invites participants to develop and experiment with new skills aimed at improving academic productivity! The PDW has the following objectives:

- Put coaching into the context of academic environments
- Develop foundational coaching skills of listening, inquiry, summarizing and paraphrasing
- Identify where, and with whom, these skills could be used
- Experience being coached
- Experiment with ways to integrate coaching into everyday academic life

REFERENCES

Web-Based Virtual Assessment for Talent Selection and Development: A Research Framework and a Preliminary Assessment of Effectiveness (1118)

Speakers:
Alessia D’Amato, University of Southampton
Annalisa Rolandi, GSO Company Group
Sabrina Salvati, GSO Company Group

Internet technologies are having a significant impact on a number of industries (Evan and Wurster, 1997; Chan, Cheung and Leung, 2007), including the learning industry (Piccoli, Ahmad and Ives, 2001; Angus and Watson, 2009). Consulting companies, business and higher education institutions have all developed and are using web-based courses, and there is evidence on the effectiveness of Virtual Learning Environments compared to traditional classroom education. In addition, business and consulting companies are starting to experiment the use of Virtual Individual Assessment for talent selection and
development, but little is known about their effectiveness. In this PWD we will discuss the effectiveness of a web-based VIA (Virtual Individual Assessment) in the context of selection and development. This PDW provides three main contributions. First, it introduces and defines the concept of VIA, discussing how a VIA differs from traditional selection and development assessments. We define the VIA structure and present the conceptual framework. Second, it presents a framework of VIA effectiveness, grounded in the technology mediated learning literature. In other words, we frame the VIA research domain. Finally, it provides the preliminary results of two validation experiences conducted across three business sectors, one for selection and one for developmental purposes. This illustrates some essential VIA design variables, the control process and the consistency across assessors.

Over the workshop the validity and reliability of the VIA is discussed and empirical data presented. Feedback from candidates clearly show there are no significant issues against the use of VIA for assessment purposes.

3X110, BRISTOL BUSINESS SCHOOL

Bridging the gap: Translating management research for dissemination and impact (1123)

Speakers:
Kate Cooper, Institute for Leadership and Management
Arwen Wilcock, Institute for Leadership and Management
Nicholas Scott, London Metropolitan University
Kiran Trehan, University of Birmingham

Overview of the Workshop

Estimates, based on on-line publication lists, suggest that UK Business Schools produce approximately 10,000 research outputs per annum. The Institute of Leadership & Management (The Institute) is a specialist membership organisation whose purpose is to raise the professional standards of leaders and managers. The Institute has an active programme of research and is currently working with University of Birmingham on a two-year project focusing on responsible leadership for, and of, the future. The Institute, previously known as ILM, formed part of the City & Guilds Group, which is the UK’s leading awarding organisation for work-based qualifications. ILM separated into two distinct organisations in December 2016. Its awarding and qualification activities moved into the City & Guilds Group retaining the ILM brand. Its membership, thought leadership and research activities separated from the Group and operate independently as a Professional Body organization representing over 30,000 leaders, managers and coaches. It is the Institute’s intention to be a channel for academic research outputs to reach their membership and wider constituency by identifying those papers of most interest to its members and, working with the academics, translate them into accessible media. The Institute publishes a quarterly journal ‘Edge’, delivers approximately 200 webinars each year and organises and contributes to over 100 seminars and conferences.

Organisation of the Workshop

The workshop will be delivered in two parts. The first element will focus on

• Existing channels available to the Institute
• How the Institute seeks to inform practice

The second section will be a discussion structured around the following questions

• What measures might the Institute adopt in order to identify research outputs of most relevance
• How might the Institute assist academics in delivering ‘impact’ through their research
• What role might the Institute take in supporting knowledge transfer and learning from research into professional leadership and management settings.

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ALWAYS LEARNING
Necessary Condition Analysis (NCA) – Theoretical background and applications for data analysis (522)

Speakers:
Zsofia Toth, University of Nottingham
Jan Dul, Rotterdam School of Management

Are you looking for a novel and promising methodology that can help you developing great research and publications? Join us at the Necessary Condition Analysis (NCA) PDW in Bristol!

What is NCA?
NCA is a novel method, recently published in Organizational Research Methods (Dul, 2016). The method has already been applied in several management fields. Reactions of editors and reviewers are very promising. For example, an editor of a 4-star journal said:

“From my perspective, [this NCA paper] is the most interesting paper I have handled at this journal, insofar as it really represents a new way to think about data analyses”.

NCA is applicable to any discipline and can provide strong results even when other analyses such as regression analysis show no or weak effects. By adding a different logic and data analysis approach, NCA adds both rigor and relevance to your theory, data analysis, and publications.

How does NCA work?
NCA understands cause-effect relations in terms of “necessary but not sufficient”. It means that without the right level of the condition a certain effect cannot occur. This is independent of other causes, thus the necessary condition can be a single bottleneck, critical factor, constraint, or disqualifier. In practice, the right level of necessary condition must be put and kept in place to avoid guaranteed failure. Other causes cannot compensate for this factor.

NCA is a user-friendly method that requires no advanced statistical or methodological knowledge beforehand. You can become one of the first users of NCA in your field, which makes your publication(s) even more attractive. In the workshop we will discuss many examples of necessary conditions in different management fields and will present the latest developments of the method.

What will be covered at the NCA PDW?
We will look into idea of necessary conditions and underlying theoretical assumptions. We will compare traditional hypotheses with necessary condition hypotheses and ways to identify necessary conditions in various fields. We will go through the core steps of how Necessary Condition Analysis can be conducted and will touch upon how NCA can be combined with other methods.

More information:
• www.erim.nl/nca
Where Next For Business Schools? Managing the Demands of Business Education in a Challenging Higher Education Environment (983)

Speakers:
Moira Fischbacher-Smith, University of Glasgow
Denis Fischbacher-Smith, University of Glasgow
Ken Starkey, University of Nottingham
Alan Irwin, Copenhagen Business School

The demands facing UK business schools are considerable and come in the form of growing expectations of external research income; increased demands on teaching from student satisfaction surveys, league tables and changing student profiles; and the sustained nature of the financial contribution that Business Schools often make to their University. Added to these are reputational demands and accreditation, the need to be theoretically robust and professionally relevant, and the particular demands of the business school labour market such that competition for staff is high and salaries are often skewed when compared with other disciplines. Finally, the notion of a business school and its perceived value is increasingly being called into question as is the expertise that schools claim to offer. All in all, the landscape is increasingly challenging, and is not always readily understood by those who enter the academy as early career academics, or by those who find themselves in management roles within the University setting. This PDW is designed to be conversational in style, and is an opportunity for participants to develop a clearer understanding of the nature of business schools, their future challenges, how they might see and articulate their value to various stakeholders, and the ways in which academic career trajectories within business schools might evolve.

Using Case Studies: Bringing the Real World Into Your Classroom (1101)

Speaker:
Scott Andrews, University of Worcester

Workshop Overview:
This workshop, run by The Case Centre and led by a case method expert, is an invaluable opportunity for delegates to find out more about the case method and case teaching. 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.

Participants will take part in large group discussions, small group work and experience being a student again, all of which are rich learning experiences. The tutor will show how different cases can provide the basis for dynamic classroom discussions 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. 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.
The Challenges Higher Education Academic Scholars Face When Teaching Leadership Courses or Professional Development Workshops to Students or Mid-Career Professionals and How To Overcome Them (1106)

Speaker: Lucinda Parmer, Southeastern Oklahoma State University

This professional development workshop (PDW) will focus on the challenges that higher education scholars face when teaching leadership topics, concepts, and theories in a higher education business management or leadership class, and in a community-based leadership professional development workshop or seminar for mid-career professionals. This PDW will address the theoretical, scholarly and research-based approach regarding the discipline of leadership studies and how this transfers over to students and mid-career professionals, particularly when the educator lacks heavy executive level management experience, or a keen knowledge of the leadership studies field.

Teaching leadership is a challenging subject and can be made even more so if the academic professional does not have extensive upper level or mid-level management experience in the corporate sector. It can be tough to convince, for example, a mid-career professional with 25 years of experience as a bank manager, something new about leadership that they do not already believe to know from their professional real-world, hands-on experiences.

Often times, students taking a leadership college class or mid-career professionals attending a professional leadership development workshop or seminar associate management experience with leadership experience. This is a common misconception that has to be taught to the attendees. Management and leadership are two different concepts which provoke different behaviors. It requires almost a paradigm shift to understanding this philosophy.

One main goal of this PDW is to have all delegates discussing and learning from each other regarding techniques and strategies on how to teach such a sensitive topic such as leadership. Leadership studies topics will be highlighted, as well as, leadership teaching materials. Additionally, best practices will be examined through this open forum discussion.

Engaging With Management Consulting (1108)

Speaker: Calvert Markham, Director of the Centre for Management Consulting Excellence

The purpose of this workshop is to bring together academics with a shared interest in management consulting to consider how best to develop exchange between academics and practitioners in this area. It will be led by Calvert Markham, the first Director of the Centre for Management Consulting Excellence, which was set up in 2017 to capture and share relevant academic research and practitioner experience. Calvert is a management consultant well known for his writing and teaching on this topic; he has contributed to post-graduate programmes in management consulting at many business schools.

The workshop will cover:

1. **Consulting processes and skills.** What are these and what is distinctive about them? Is there, for example, a consulting body of knowledge?

2. **Standards and qualifications in management consultancy;** for example, the Chartered Management Consultant award will shortly be introduced in the UK. What relevance are these to academics and the teaching of consulting?

3. **The focus and application of academic research relevant to management consultancy.** Academic research frequently goes unrecognised through application and so, in a world where impact is increasingly assessed, what needs to be done to improve this situation in respect of management consulting?

The workshop will be of interest to:

1. **Those involved in teaching consulting** helping to refresh or add to their current knowledge.

2. **Academics providing consulting services,** where a practitioner’s view should help to validate or develop their own approaches.

3. **Those interested in greater engagement with the practitioner community.** This is a purpose of the Centre and at this early stage there is the opportunity to shape and engage with the activities and services it might offer.

The workshop will be interactive so as to capture contributions from those participating.
Mindfully Responding to Challenges and Uncertain Times: An Experimental PDW Aimed At Stimulating Future Research Interest (1110)

Speakers:
Jennifer Llewellyn Robinson, Cranfield University
Sandra Krisberga, Cranfield University

Please join us for this PDW if you are interested in understanding and experiencing mindfulness either individually or socially. Mindfulness, which for some, is still a contested phenomenon can be activated in a variety of ways, not all relying on meditation.

Our first objective is to make sure that this PDW is of benefit to you. To this end we will explore how mindfulness might be used by you to enhance personal resilience and creativity.

Second, we will invite you to experience the phenomenon of collective mindfulness. We wish to explore and discuss whether social mindfulness is “something different from” rather than “just the sum of” individual mindfulness (Sutcliffe, Vogus and Dane, 2016).

To achieve our objectives, we will use the Lego SeriousPlay© method as a focal activity to experience both individual and social mindfulness. Lego SeriousPlay© exercises stimulate exploration and experimentation in a non-judgemental manner (Hadida, 2013; Hadida, Tarvainen and Rose, 2015). In this way, guided play with bricks can provide novel perspectives from which new avenues of action may appear (Ostafin and Kassman, 2012).

As a result of the PDW, you will learn new skills of mindfulness which is a key tool of individual and collective resilience and a strengthened ability to face challenges and uncertain times (Davidson et al., 2003; Kabat-Zinn, 2013; Roche, Haar and Luthans, 2014).

If at any time in your career you have found yourself stuck, distracted or discouraged this is a workshop for you. To help make the event relevant to you, please come with a current area in your research where you would like fresh thinking, this will help you focus on and benefit in a relevant way from your personal experimentation during this PDW.

WICKED SOLUTIONS TO WICKED PROBLEMS: THE CHALLENGES FACING MANAGEMENT RESEARCH AND PRACTICE

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Proudly hosted by the School of Business and Law, CQUUniversity Australia.
Professional Development of Tutors (teaching assistants) In Business Education (1116)

Speakers:
Valeria Cotronei-Baird, William Centre for Learning Advancement, The University of Melbourne
Austin Chia, William Centre for Learning Advancement, The University of Melbourne
Angela Paladino, William Centre for Learning Advancement, The University of Melbourne
Angelito Calma, William Centre for Learning Advancement, The University of Melbourne

The Williams Centre for Learning Advancement (WCLA) at the University of Melbourne welcomes and recognises all new tutors (teaching assistants) in the Faculty of Business and Economics (FBE). FBE tutors provide support to a main instructor who oversees all the tutors for a subject. A tutor is responsible for delivering weekly tutorials or workshops and most tutors grade assessment tasks. It follows therefore, that tutors must be effective and efficient in their teaching and assessment practice. In collaboration with the Departmental teaching staff, a practical and discipline-specific tutor development program for all new tutors is delivered to support new tutors to enhance their own teaching practice and increase student engagement.

The purpose of the PDW is to introduce the participants to the WCLA professional development of tutor program that focuses on teaching principles, practice, and peer observation. This session will provide participants the opportunity to discuss the different topics and activities offered in the program with the ability to reflect on the training of tutors in their own institutions. During the reflective process, the presenter(s) will gain insights on what would work in participants' own institutions. The discussions will allow for a great level of collaboration between all of the participants in an effort for each participant to develop a tutor training action plan of their own OR a list of enhancements to their own tutor training program.

Bridging the gaps between ideas and constraints – preliminary result of Team Based Learning (TBL) (1117)

Speakers:
Mahkameh Ghanei, University of Greenwich
Gabriella Cagliesi, University of Greenwich

Some preliminary Team Based Learning (TBL) results and reflections from a final year economics course. TBL application to a third year core economics course in 2017/2018 of the BSc Economics programme offered at the University of Greenwich. (Gabriella Cagliesi and Mahkameh Ghanei)

This workshop will be based on the application of the Team Base Learning (TBL) approach, a well-structured teaching and group-learning pedagogical strategy designed to engage students through individual testing and small-group collaboration.

In the academic year 2017/2018 we piloted the TBL approach to a final year undergraduate course in Economics, with the main intention of “bridging the gap” between new teaching practices and the current constraints we were faced at our institution. We were determined: to preserve TBL’s main features while adapting it to our institution's assessments and feedbacks regulation; to remain close to the specific demands of our discipline; and to address the distinctive needs of our course.

During the BAM2018 workshop we will explain the main features of TBL approach by presenting the results of our pilot experience, our reflections on effectiveness of TBL approach, and to demonstrate its applications. The workshop will be a highly interactive. Participants will be organized in small groups (not more than 5) and will be asked to solve a short quiz on current facts and events and to solve two group application exercises on the concepts and issues of “Productivity”. All relevant material such as handouts and online references will be provided. No previous knowledge of economics is required.

We consider TBL to be a rewarding and enjoyable learning experience which has drawn us closer to students' ways of learning.
People Analytics – Pathway to Organisational Enlightenment or Ethical Minefield? (1119)

Speakers: Claudia Pagliari, University of Edinburgh
           Aizhan Tursunbayeva, University of Molise
           Gilda Antonelli, University of Sannio

While most organisations have already entered the digital era, recent innovations in data analytics are beginning to herald a tipping point for major transformational change. This workshop focuses on “People Analytics” (PA) – an area of innovation and practice aimed at capturing and analysing data about employees, teams and the workforce, to increase organisational intelligence, responsiveness and efficiency. It uses techniques such as data mining, visualisation, predictive analytics and machine learning to inform HR practices, such as hiring, monitoring, measuring or tracking personnel, and strategic objectives, such as reorganising services, enabling smarter outsourcing, tailoring remuneration and predicting future capacity needs.

While these innovations promise many benefits for organisations, they are also giving rise to significant ethical challenges associated with privacy, fairness and employee rights. With public awareness of data risks rising and privacy regulations becoming more stringent – particularly with launch of the new European General Data Protection Directive – the misuse of these new capabilities could lead to significant financial and reputational damage for organisations. Building ethical awareness and finding new ways of balancing business value and social responsibility are therefore imperative. As such, this interactive workshop aims to bring together multi-disciplinary researchers and practitioners engaged in the study, use or evaluation of PA and related innovations, to share perspectives and experiences on PA initiatives and related ethical and trust issues, and to consider their implications for stakeholders, society and the future of work.

Possible topics to cover include, but are not limited to:
• The value of PA for organisational strategy
• How PA is changing the nature of HR Management
• Privacy, ethics and transparency in the use of PA
• How to integrate ethics into PA curricula

Potential presenters should submit a structured abstract (max=300 words) for consideration.

Gender and History as an Analytical Lens for Management and Entrepreneurship Research (1120)

Speakers: Hannah Dean, Durham University
           Stephanie Decker, Aston University
           Linda Perriton, Stirling University
           Scott Taylor, University of Birmingham

Gender and history as an analytical lens for organization and entrepreneurship studies

Abstract

Our PDW aims to explore new approaches to research on gender in management and entrepreneurship by engaging history. This PDW seeks to illustrate how historical research carried out by academics, practitioners and feminist activists can bring to light new insights into the role of gender in organization and entrepreneurship studies.

The adoption of historical approaches to the studies of gender within organizational context is invaluable to our understanding of gendered notions, stereotypes and assumptions about the experiences of women in management and entrepreneurship. Gendered notions of working life are rooted in the past and shaped by historical processes. Archives allow researchers’ access to organizational settings and events that can reveal how gendered notions of work and careers evolved over time. However, archives can also reflect the relative exclusion and silencing of women in corporate settings or as entrepreneurs. Oral history offers an alternative by allowing women’s voices to be heard and write their own stories as a way of reinserting themselves into the historical record.

The speakers at this PDW are scholars, practitioners and feminist activists with backgrounds in gender and historical research whose contributions represent a variety of methodological approaches.
Digital Transformation Across the Disciplines – Insights from European Projects (1121)

Speakers:
Kevin Reuther, Westsächsische Hochschule Zwickau
Eric Forkel, Westsächsische Hochschule Zwickau
Uta Kirschten, Westsächsische Hochschule Zwickau
Christoph Laroque, Westsächsische Hochschule Zwickau
Matthias Richter, Westsächsische Hochschule Zwickau
Christian-Andreas Schumann, Westsächsische Hochschule Zwickau
Martin Sterzel, Westsächsische Hochschule Zwickau
Angela Walter, Westsächsische Hochschule Zwickau
Bernd Zirkler, Westsächsische Hochschule Zwickau

The Professional Development Workshop (PDW) ‘Digital Transformation Across the Disciplines – Insights from European Projects’ introduces a variety of different views on the highly topical issue of digital transformation, how it shapes different research disciplines in the Management field and, vice versa, how it is influenced by these disciplines. The PDW is interactive and provides the opportunity for inter and transdisciplinary discussions. It is divided into two parts. The first part provides a condensed overview of a variety of topics examining the digital transformation from the perspective of a variety of disciplines. Short keynotes held by experts in these fields introduce the topics and share insights from various related European research projects. The PDW includes presentations on nine disciplines that are Interoperable Logistics Management, Human Resource Management, Decision-Support Management, Innovation Management, Traffic Management, Transformation Management and Education, Effectionation and Gamification. This wide range of topics emphasizes the variety of impacts that digital transformation has throughout the disciplines and, respectively, how these disciplines might shape the digital transformation itself. The second part of the PDW is held in a round table format where each speaker acts as a moderator for one table and workshop participants are given the opportunity to choose two to three tables to join during the time of the discussion. This leads to a fruitful exchange of ideas and various new perceptions on the presented topics and the impacts of digital transformation on research and society.

Role of Leaders' Values in Resolving Tension between Economic Objectives and Social Values: A Paradigm Shift (1122)

Speaker:
Candice Chow, Henley Business School

Skepticism of corporate intentions in sustainable and responsible practices remains high. There is no sign of waning as long as the notion of corporate responsibility is being contemplated largely as an instrumental approach for businesses with an ultimate objective of maximizing financial gains. While many business practitioners and observers believe such a pragmatic approach could vastly assist businesses in resolving the tension between economic, social and environmental interests, scholars argue the intrinsic values of CR warrant considerations in their own regard. Research shows that CR motivations can embrace both normative and instrumental values. A paradoxical frame towards CR allows for more extensive innovation effort that could transform business thinking, leading to breakthroughs releasing legacy beliefs, renewing dated business models and stimulating stagnant practices. This workshop’s aim is twofold: to encourage an interdisciplinary approach to leadership and business management by linking normative theories with practice; and to create a movement that encourages boldness in leaders to take an authentic, values-based approach in their strategy development and business practice. The workshop is designed to stimulate open dialogue amongst participants on the merit of rethinking the relevance and importance of leaders’ values in adopting corporate responsibility and sustainability.

The workshop is divided into three parts:

1. Provides an overview to key concepts: Strategic Leadership and Leaders’ Values, as well as Corporate Responsibility, Sustainability and other adjacent concepts;
2. Opens discussion, seeking participants’ perspectives of the role of leaders’ values in enabling a sustainable, equitable and harmonious future, and;
3. Concludes by integrating and summarising key insights and suggestions from the participants. The workshop findings initiate an on-going effort to develop a conceptual approach to incorporate values in organisational strategy development.
Progressing our Understanding of Project and Portfolio as Building Blocks for Strategy Execution (1124)

Speakers:
Darren Dalcher, University of Hertfordshire
VK Narayanan, Drexel University
Abby Ghobadian, Henley Business School, University of Reading
Nicholas O’Regan, University of the West of England
Joseph Lampel, University of Manchester

Bridging the gap between strategy and execution requires a new form of inclusive transdisciplinary engagement. This interactive PDW is proposed as a way of developing and enhancing the on-going dialogue around the key concepts and perspectives. It builds on an extremely successful session delivered during BAM 2017.

The primary objectives of the PDW are to construct a dialogue between strategy scholars and those in related disciplines and applied fields (e.g., logistics, supply chain, change management, innovation) to deepen strategists’ awareness of the role of projects in strategy execution; to continue to explore the possibility and impact of adding one more instrument of execution to the strategist’s theoretical arsenal; and to chart and advance a future agenda highlighting projects as a critical building block of strategy execution.

Starting with the findings from earlier work, we will explore the emerging key themes and questions within groups facilitated by leading researchers drawn from strategy and related fields. Participants will work in organised discussion groups exploring the different dimensions and impacts related to the repositioning of projects as building blocks for effective strategy execution. Each group will focus on a specific aspect, theme or key question that need to be addressed to bring projects into the centre stage of strategy execution. A plenary stage will integrate the specific insights into a wider conversation around the theoretical/empirical issues as well as the potential problems and solutions in furthering the research agenda. The final stage will identify the pertinent perspectives, research themes and major concepts that emerge from the conversations and map the way forward.

The session will sensitise strategy scholars to the importance of projects; open a window into the scholarship on projects from varied perspectives, literatures and applied disciplines, which may enrich the future theorising and research by strategy scholars; and, continue the process of progressing the dialogue and creating the basis for building a community.

Driving productivity in uncertain and challenging times? Diversity challenges for early-career academics (1125)

Speakers:
Olivier Ratle, University of the West of England
Alexandra Bristow, Open University
Sarah Robinson, University of Glasgow

Rapid economic, political and social changes, and disruptive events such as Brexit represent a major challenge for organisations, who are faced with increasing uncertainty and complexity. Whilst management and business schools can play a major role in helping articulating a response to those challenges, they are not immune to such societal change and they often have to find their own responses to those challenges. The driving emphasis on productivity in the form of ‘academic excellence’ can be one such response which, we argue can have detrimental effects on academics’ workplace experiences which can be particularly acute at the early career stage. In this workshop, we draw on our past and on-going research into the experiences of early-career academics (Robinson et al., 2017; Bristow et al., 2017; Bristow et al. (under review)) to enable productive conversations on the predicament of early-career academics (ECAs) in light of such changes. Our research suggests that ECAs are currently facing three main overarching challenges that threaten the diversity of academic practices, identities and career paths: 1) issues of diversity in the face of intellectual homogeneity; 2) issues of diversity in the face of identity insecurity and academic arrhythmia, and 3) issues of diversity in the face of external shocks. The aim of this workshop is to explore collectively how we can respond to these challenges in our own contexts and develop coping and developmental practices and responses as a result.
The topic of resilience is currently of interest in a broad range of contexts, and nowhere more so than in the creative and cultural industries. The creative and cultural industries currently play a key role in the UK economy, and understanding how resilience can be achieved in this context is therefore important in and of itself. It can also be argued that the creative industries are particularly well-placed to maintain resilience, and that studying how resilience is already being achieved in some areas here could be helpful in thinking about how to achieve resilience in other sectors; and finally that supporting resilience in the creative industries is important because they have a potential role to play in supporting other sectors.

In this workshop we will provide an overview of both current research and findings from ongoing work with arts and cultural organisations that can inform our understanding of the nature of resilience in the creative and cultural industries. We will also invite discussion of the similarities and differences between the characteristics of resilience in the creative and cultural industries, and those in other sectors. Our aim is to develop both practical understanding of what can be done now to develop resilience in various contexts, and a tentative agenda for future research on the nature of resilience, in the creative and cultural industries and beyond.

The workshop will be delivered by colleagues from the Centre for Creativity in Professional Practice at Cass Business School, Manchester Metropolitan University Business School, and The Culture Capital Exchange, as part of the Arts Council funded Boosting Resilience project. This is part of the two year flagship Building Resilience programme, aimed at helping arts and culture organisations throughout the country to build their financial and business resilience.
Human Resource Management

Using A Values-based Approach to Performance Improvement in Healthcare: A Case Study of a Successful NHS Foundation Trust (1071)

Brown, Carol T; Wilkie, Sandy

Acknowledging the increasing demands in a challenging context, this study investigates the impact of the implementation of a cultural values programme at Bolton NHS Foundation Trust, using the Barrett Centre Cultural Values Assessment (CVA) model (Barrett, 2010). The intervention took place at a time when the Trust had come out of special measures in August 2015 and aimed to drive continued performance improvements. Through semi-structured interviews with key internal stakeholders across the Trust, and a review of outcome measures and organisational materials associated with the values programme, the research critically evaluates the contribution that cultural articulation made to the Trust’s performance. Research identified the power of increased organisational dialogue in providing connection, focus and understanding for employees. Reflecting on a framework for cultural measurement and intervention, developed as part of the process, and drawing on organisational sensemaking and enactment theory (Weick, 1979, Maitlis & Christianson, 2014), this paper is of interest to academics and engagement practitioners seeking to drive positive behaviours and performance. Key learnings are explored and potential research identified which would help inform future best practice in implementing similar programmes in healthcare organisations.

Innovation

Innovation in the Era of R&D Automation: Organizational and Strategic Implications (747)

Lampel, Joseph; Banerjee, Aneesh; Honig, Benson

Introduction Robots, artificial intelligence, and big data are increasingly automating the way that organizations produce, distribute, and market their products. These technologies offer efficiency and flexibility where previously organizations had to trade one for the other. The same technologies are also automating corporate R&D process with potentially profound implications for innovation. But whereas in production and distribution the implementation of these technologies depend on clear goals and measurable outcomes, R&D is a search process that is difficult to forecast; a process where the unexpected can deliver extraordinary returns, and anomalies can point to new lines of inquiry. Automating R&D offers firms strategic advantages, but it also poses risks. This workshop seeks to bring together management and innovation researchers who are interested in the strategic and organizational dimensions of the introduction of robots, artificial intelligence, virtual development tools, and big data. The speakers in this workshop will present different perspectives on the strategic and organizational issues that arise from automating R&D. This will include:

1) How do firms transition from “islands” of automated R&D to start-to-end automated R&D?
2) How do firms integrate the automation of R&D with other parts of the organization?
3) Can corporations automate R&D activities without damaging the routines and practices that are needed for ground breaking innovation?
4) What is the role of the entrepreneur as innovator in organizations where R&D is increasingly automated?
5) Will R&D automation decrease radical product innovation and increase incremental product introductions?
6) What are the social and environmental implications of increasing rates of product introductions that may result from R&D automation?
International Business and International Management

Rethinking “International”: Exploring New Theoretical Perspectives and Avenues for International Business and International Management Research (147)
Zhang, Haina; Plakoyiannaki, Emmanuella

International context plays a significant role in international business (IB) and international management (IM) research. Theoretical models with the focus on contextual influences on business and management have been dominated by theories such as institutional theories (Scott, 1987, 1995; Tolbert & Zucker, 1996; Dacin, Goodstein, & Scott, 2002), resource-based-views (RBVs) (Wernerfelt, 1984; Peteraf, 1993; Hart, 1995), and cross-cultural management theories such as Hofstede’s (1980, 1988, 2002) and Trompenaars’ (1993) models. However, it is increasing evident that these traditional understandings of the international context have not lived up to their promises. In particular, the recent emerging paradigms, such as dynamics, aesthetics, and process in IB and IM areas have indicated the conventional theoretical perspectives may not be sufficient or adequate to explore these new topics. Therefore, in order to trigger IB and IM studies and advance theoretical development of IB and IM research, the urgency and necessity of rethinking of theories and theorizing process is undisputed.

The central focus of this symposium is to re-examine the contemporary theories dominated in IB and IM research and to introduce and discuss the alternative theoretical perspectives in IB and IM field. In particular, this symposium will offer the critical reflection on theoretical framing in the existing literature, which will provide challenges to the conventional theories and help to theorize the paradigms emerge from the recent IB and IM research. Specifically, this symposium has the following four objectives:

1) To rethink the context of “international” and unpack the concept of “international” in IB and IM research;

2) To re-examine the dominant theoretical perspectives in IB and IM research and identify the challenges resulting from the adoption these theories into the studies of the emerging paradigms in IB and IM areas;

3) To discuss the alternative and/or new theorizing process and theoretical perspectives in IB and IM research;

4) To facilitate a dialogue on theories in IB and IM research;

5) To take forward the aforementioned points to the grant application and publication process.

The structure of the symposium revolves around three key presentations associated with aspects of theoretical perspectives in IB and IM research. The presenters will be prolific scholars in the topic of the Symposium. The Symposium offers an opportunity to discuss and advance understanding of theories in IB and IM field, and is open to those planning on or already engaging in relevant research projects.

Leadership and Leadership Development

The Changing Nature of Leadership: How is the evolution of social media changing what it means to be an effective leader? (275)
Hind, Patricia Anne; Holton, Viki; Turner, R Anthony

The phenomena that is social media has radically changed the nature of human interaction and impacted on the quantity and the nature of information we exchange with others. The impact on leaders is not simply a practical one of using social media platforms to reach potential followers and spread their message. It may be that our social media experiences are fundamentally changing the concept of what we understand to be leadership - particularly through major changes to how relationships are managed. This workshop aims to offer participants an opportunity to explore this important issue. Does the leadership practice of those familiar and competent with social media differ from those less comfortable with these means of communicating and influencing? If so, do we need to rethink leadership development?
Management and Business History

Using Archival Accounting Records (139)
Wilson, James M; Kininmonth, Kirsten

Historical accounting records may be mined for much significant information about business operations and their management. This session will describe how that data may be identified, collected and analysed so that useful information may be obtained for investigating both historic and contemporary questions. The session will consider how accounting records may be interpreted to provide insights into a business's history revealing the effects of both long-term trends or developments and the impact of short-term initiatives.

The workshop will describe and illustrate the exploitation of annual accounting statements and other public reports as are most commonly available. It will also consider internal accounting records and reports used to manage marketing, sales, production and staffing and show how those may be interpreted to better understand business functions and their management. The presenters will draw upon their own research for illustrative case studies of modern businesses and those from the early 1900s and the 1800s. In this session a variety of theoretical and practical issues will be addressed: data availability and consistency; that variation in nomenclature over time, the effects of differing accounting policies in periodization and data aggregation; and issues in linking management policies and practices to the “evidence” derived from accounting data.

Marketing and Retail

Re-thinking Retail: A Balance Of Evolution And Innovation
Kent, Anthony Martin; Foster, Carley; King, Tamira; Shi, Charlotte

Using Dawson and Grewal’s articles as a starting point, the aim of this workshop is to bring together researchers for an interdisciplinary exploration of the retail landscape to re-assess, define and map the structure and drivers of change in retailing in the UK. By the end, as Dawson proposed, participants will have identified areas for the development of theoretically driven modelling. There are some well documented uncertainties in the UK, notably the wider implications of Brexit for the economy and consumer spending, increased costs, and the growth of online retailing at the expense of physical stores. Less clearly defined are trends away from products to experiences, for alternative forms of retailing informed by sustainability, sharing and localisation, and the application of new and emerging technologies to distribution and consumption.

Organizational transformation
Change and Development

Vocational Universities? Transforming Education To ‘Employment’ (664)
Braganza, Ashley; Gupte, Meenakshi Aggarwal; Dora, Manoj; Mullins, Stephen; Sinha, Shuchi

The purpose of this workshop is to examine the increasing number of vocational activities in universities. We use the term employability skill practices to embrace the array of activities including but not limited to giving students competencies that are directly related to ‘getting a job’. We argue that these practices challenge the notion of a university education and will lead to fundamental changes in the nature of university education. We will use institutional theory to explore a range of questions under three headings – the creation of employability practices, the implementation of employability practices and outcomes practices. We want to engage with colleagues to explore this emergent area of change in universities.
Workshops and Symposyums

TUES 16.00–17.30 | 5X101 BRISTOL BUSINESS SCHOOL

**WORKSHOP**

**Strategy**

**Map your strategy: Help strategy synthesis (1094)**
Reinmoeller, Patrick; Baaij, Marc

Strategy in business courses often relies on well-known concepts based on existing research and taken-for-granted beliefs to organize facts and new ideas accordingly. This is problematic for several reasons. The uncertainty of new technological and geopolitical challenges may raise the opportunity costs of applying diffused and dated tools. Teaching students a set of tools may help in the short-term to repeat the solution when similar problems occur but it does not build building critical thinking skills. A complementary approach to teaching strategy that helps critical thinking so as to enable practitioners meet new challenges is needed. Research and practice in (executive) teaching and consulting over the last decade has resulted in such a complementary approach. This workshop presents, explains and stimulates hands on application in the interactive workshop.

TUES 16.00–17.30 | 5X107 BRISTOL BUSINESS SCHOOL

**WORKSHOP**

**Sustainable and Responsible Business**

**Innovating Sustainable Business Education: How to Engage Theory and Practice for a Better Future (755)**
Gapp, Rod; Stewart, Heather; Brooks, Simon; Birrell Ivory, Sarah

There are two reasons for this workshop; first the educational position. When individuals enjoy and have a desire to learn the uptake of knowledge is enhanced and the learning is retained. Therefore, to ensure sustainability as evidence through Sustainable Management Practice (SMP) is a relevant and worthwhile field of management study the engagement of students is important, preventing it from becoming just another management fad. Here because of the importance of the topic this engagement is seen as life-long learning, not just the activities undertaken in a classroom or course. The second is the future of the planet, which is now at risk from the existing social demands driven by the business models contained within the consumer society. How does the innovative business of the future become even more profitable through the use of sustainable management practices? Such engagement ensures the business while sustaining the planet. This workshop aims at engaging the audience in order to answer these two questions.
Organisational Psychology

Organisational Misfit: A Practice Turn In Organisational Fit Research
Billsberry, Jon; Vleugels, Wouter; Mol, Stefan; Hollyoak, Brenda; Talbot, Dannie

Misfit has been a central theme in Person-Environment (PE) fit scholarship since its inception. While people who fit have higher job satisfaction (Cable & DeRue, 2002; Kim, Aryee, Loi, & Kim, 2013; McCulloch & Turban, 2007; Vancouver & Schmitt, 1991; Wang et al., 2011), contextual, task, and job performance (Kim, et al., 2013; Kristof-Brown, Zimmerman, & Johnson, 2005; Oh et al., 2014), organisational commitment (Kristof, 1996; Kristof-Brown & Guay, 2011; O’Reilly, Chatman, & Caldwell, 1991; Valentine, Godkin, & Lucero, 2002), and organisational citizenship behaviours (Cable & DeRue, 2002; Kim et al., 2013), people who misfit are thought to leave their organisations and find work elsewhere (Chatman, 1989; De Cooman et al., 2009; Schneider, 1987; Schulz, 2001). This ‘misfits leave’ hypothesis is a foundational element in Schneider’s (1987) Attraction-Selection Attrition (ASA) framework; the organisational exit of misfits is the attrition phase that causes organisations to become more homogeneous overtime.

Despite the centrality of the misfit concept in the PE fit literature, little research has explored the condition and it is commonly referred to in passing and in unnuanced terms. However, there has recently been a misfit turn in organisational fit research. Recent papers in Academy of Management Journal by Vogel, Rodell, & Lynch (2015) and Follmer et al. (2018) switched the attention of organisational fit research away from the benefits of fit to the depriations of misfit. Vogel et al. (2015) discovered that people mitigated elements of misfit in their jobs by job crafting and engaging in compensating leisure time activities. Follmer et al. (2018) looked at the emergence of misfit in times of organisational change and found that people make strenuous efforts to reduce or eliminate their misfit. Misfit, therefore, is, at the very least, an uncomfortable condition that people want to free themselves from.

Interestingly, as this misfit turn has focused researchers on people’s problems, it has made the field a lot more practice-oriented. The tone of these papers is that we now have issues to confront rather than prosaic interests to pursue. In light of these developments, we explore some of the practice implications of organisational misfit. The first presentation takes a social network perspective on fit and misfit and questions whether these constructs can be understood as a series of bilateral relationships, as generally operationalised in the literature, and whether we might better understand these states by considering the individual’s varying and varied relationship with the extant social networks.

The second and third presentations explore how our increased understanding of misfit might translate into organisational adaptations. The second focuses on the most unpleasant form of misfit, i.e., misfit that is a by-product of bullying, ostracism, and other isolating acts. In these cases, misfit can be extremely debilitating and may lead to serious wellbeing deficits. This raises questions of what organisations’ response should be to such occurrences. How can they be prevented? What should their response be? The third paper looks at the age-old problem of selecting applicants based on their anticipated fit. No issue has caused more debate in the organisational fit literature. On one side of this bifurcated arguments, one camp argues that recruiting people who fit will bring benefits such as improved performance, commitment, and satisfaction. On the other side of the argument, people are worried that such approaches will embed existing privilege, protect elites, make victims of victims, and create organisational ‘dry rot’ (Schneider, 1987: 446). In such bifurcated situations, a solution tends to come from one side winning the argument, but from the reframing of the debate. The presenters argue that new insights in the field of misfit are helping us change this discussion.
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Corporate Governance

TRACK CHAIRS: JIA LIU AND DONALD NORDBERG

WED 09.00–10.30 | ITCHEN, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair:
Jia Liu

Corporate Governance and the disclosure of executive directors’ remuneration: Evidence from Bangladesh (1100)
Chowdhury, Suman Paul; Uddin, Moshfique; Chowdhury, Anup; Liu, Jia

Understanding the Corporate Governance of Banks: Is the Hybridised Processual and traditional perspective approaches the answer? (891)
Ameza, Enua Mensa; Ghalib, Asad Kamran

The Brokerage Profile of Director Interlocks, Comparing Women and Men Directors in the FTSE 100 (915)
McGregor, Heather; Sarabi, Yasaman; Christopoulos, Dimitris

WED 11.00–12.30 | ITCHEN, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair:
Oliver Marnet

Joint Audit – A Means to Reduce Bias and Enhance Scepticism in Financial Statement Audits? (580)
Marnet, Oliver; Barone, Elisabetta; Gwilliam, David

The Corporate Governance Reporting in the European Union (587)
Camilleri, Mark Anthony

Venture Capital and Disclosure of Material Weaknesses in Internal Control (598)
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WED 11.00–12.30 | 5X105 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

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Donald Nordberg

Governing as Minding the Institutional Gap (188)
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Familiar places or liminal spaces? Examining the codification process in corporate governance (230)
Nordberg, Donald

Annual Reports: Fact or Fiction? Are There Governance Implications? (282)
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WED 14.00–15.30 | ITCHEN, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair:
Donald Nordberg

Moderation? The Role of Corporate Board Structure in the Relationship between Innovation and Firm Performance: Empirical Evidence from the Chinese Listed Firms (821)
Chen, Xihui; Mangena, Musa

Target-Setting Practices in CEO Bonus Plans (727)
Lenihan, Orla; Brennan, Niamh M. Multiple Directorships and Firm Performance in the Indian Context (497)
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**Session Chair:**  
Jia Liu

Managerial discretion and corporate governance: A long-lasting relationship (393)  
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Does Executive Compensation Affect Firms’ Acquisition Decisions: Evidence From China (611)  
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Profit Ratio Negotiability Model in Entrepreneurial Financing Using Game Theory and Agent Based Simulation as an aid to Decision Making: An application to Profit and Loss Sharing Contracts (956)  
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**THURS 09.00–10.30 | ITCHEN, EXHIBITION & CONFERENCE CENTRE**

**FULL PAPERS**

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Xihui Chen

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Activists’ Impact on Broker Estimates and the Earnings Surprise Premium (791)  
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Azimjon Kuvandikov

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A comparison of Corporate Governance code for South Asian emerging economies and CG compliance of KSE 30, DSE 30 and BSE 30 share index companies (1013)  
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CEO Characteristics and Dividend Payout in Sub-Saharan Africa (1061)  
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Ioannis Gkliatis

Women On Corporate Boards, National Culture And Governance Quality Around The World (532)  
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The Political Connection Literature: An Conceptual Review (967)  
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The Impact of External Environment on the Roles of Board Directors (976)  
Gkliatis, Ioannis; Koufopoulos, Dimitrios; Pastra, Aspa; Latifa, Khawaja Fawad; Florou, Elefteria

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Critical Management Studies

**Track Chairs:** Ron Kerr, Sarah Robinson and Martyna Sliwa

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**THURS 13.30–14.30 | ITCHEN, EXHIBITION & CONFERENCE CENTRE**

**FULL PAPERS**

*Session Chair:* Donald Nordberg

The perceived (in)justice over compensation as source of agency conflicts involving the stakeholder employee: evidences from the Brazilian advertising agency industry (199)
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Board Characteristics and CEO compensation: Does ownership structure matter (995)
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Corporate Governance and CEO Gender on the Relation between Innovation and Firm Performance (1016)
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Effects of CEO Characteristics and Capital Structure in Sub-Saharan African Firms (1047)
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**THURS 13.30–15.00 | 6X270 BRISTOL BUSINESS SCHOOL**

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*Session Chair:* Martyna Sliwa

Emotional Demands and Doctoral Candidates – Insecurity, Anxiety and Momentary Satisfaction on a Way to a PhD (799)
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Recognizing Dementia Through an Ethic of Care in the Workplace (958)
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**WED 11.00–13.00 | ARNO, EXHIBITION & CONFERENCE CENTRE**

**FULL PAPERS**

*Session Chair:* Ron Kerr

Museum Coproduction and the Display of the ‘Dark Side’ of Social Capital (547)
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‘Where There’s A Will, There (May Be) Wellbeing’: Exploring The Promotion Of Employee Health And Wellbeing In UK Organisations (447)
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Wallace, James

How comfortably does international labour fit in to Japanese firms? Unique cultural adjustment and its difficulties (670)
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*Session Chair:* Ron Kerr

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*Session Chair:* Sarah Robinson

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Colour of crisis: Conveying crisis in colour and affect as aesthetic force and power (425)
Kim, Amee

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*Session Chair:* Martyna Sliwa

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Stuck at the gates? An analysis of gender and class based access (and exclusion) to professional academic degree programs (969)
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Exploring the Challenge for Sustainable Development in the Energy Sector: Sociomaterial View of two British and Nigerian cases (1052)
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**Track Sessions**

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Cultural and Creative Industries

THURS 11.00-13.00 | FROME, EXHIBITION & CONFERENCE CENTRE

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*Session Chair:*
Sara Lara Marquez-Gallardo

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**Everything must Change so that Everything can Stay the Same: Open Access in UK Academic Publishing (970)**
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**THURS 09.00–10.00 | MOSELLE, EXHIBITION & CONFERENCE CENTRE**

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*Session Chair:*
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**An Approach To Estimating The Impact of Tourism: A Case Of A Cultural Heritage Site (174)**
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*Session Chair:*
Marta Bernal

**Entrepreneurial adaptation in the video game industry: A case of game developers in a Turkish university techno park (923)**
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**Managing the relation between routines and creativity. On the role of everyday creativity in the delivery of innovative master’s programmes (997)**
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**Edinburgh, City of Literature. An Exploratory Study of the Socio-Emotional Attributes of Creative Ecosystems (1069)**
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- **Smart Homes Acceptance: An empirical study (371)**
  Marikyan, Davit; Papagiannidis, Savvas; Alamanos, Eleftherios

- **Is Big Data the next Big game changer? Impact on Customer services, Marketing and Ethics (498)**
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- **Investigating The Relationship Between Technology Readiness And Acceptance, Quality, E- Satisfaction, E-Loyalty And E-WOM (675)**
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*Session Chair:*
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- **Examining Students’ Perceptions on the Success of Open Data Education Based on PBL and Digital Technologies (558)**
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- **Evolution of Leadership Vision In Digital Transformation Of Organisations (1025)**
  Mitra, Amit; Grenham, Amy

- **Let's think beyond the social responsibility mind-set! Business model for Social Enterprise. A review and research agenda (986)**
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- **Bitcoin and the Role of Social Media: An Empirical Analysis of Firm Level Legitimation Strategies (277)**
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- **The Effects Of Sponsored Content Disclosure And Engagement: Clear Labelling Of Sponsored Content In The Era Of Fake News (1011)**
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- **Towards A Theoretical Framework For Gamification As Complementary Capabilities (292)**
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- **Factors Driving the Adoption of Cloud Computing in Organisations (771)**
  Goolab, Alpana; Bick, Geoffrey Norman
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**ERP Performance Triangle: Exploring the interplay between Benefits Realisation Management, Project Governance, and Project Success (1024)**
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**Negotiating the female leader role within family business succession in China (922)**
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**Innovation In Emerging Market Family Firms- Family Ownership, Foreign Institutional Ownership and Pro-Market Reforms (1009)**
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**Firm Entrepreneurship and Regional Economic Development: The Role of Family Involvement in the Form (1039)**
Murithi, William; Woldesenbet Beta, Kassa

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**E-commerce adoption factors affecting the SMEs: A case study investigation of a developing economy-Pakistan (700)**
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**Tripartite partnership between female entrepreneurs, banks and government in the entrepreneurship-development circuit: A conceptual framework (703)**
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**Institutional Environments and Youths Entrepreneurial Orientation: Evidence from Nigeria (1038)**
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**Individual Characteristics of Entrepreneurs: Age and Gender**

*Session Chair:* Dilani Jayawarna

- What Has Age Got To Do With It: Older Entrepreneurs Creating New Ventures (751)
  - Hill, Inge

- Perspectives on Entrepreneur Retirement and Preliminary Results from the Ageing Entrepreneurship Study (364)
  - von Bonsdorff, Monika

- The Role of Both Genders Male and Female Muslim Entrepreneurships in the Digital Marketing (1035)
  - Sohail, Mudassar; Balaraman, Pravin

- Competencies and Social Factors Supporting the Growth of Businesses run by Women Entrepreneurs in India (1049)
  - Nagaraju, Roopa Aruvanahalli; Sastry, Sandhya

**Social Entrepreneurship**

*Session Chair:* Dilani Jayawarna

- Social Entrepreneurial Mindset: A Multidimensional Construct (592)
  - Sharma, Anita; Singh, Karminder Jit

- The Conflict between Economic and Social Preferences: Social Investing, Social Enterprise, mind-sets and nudges (714)
  - Fairchild, Richard John; Hinvest, Neal

- The Impact of Absorptive Capacity and Marketing Capabilities on Firm Performance: The Case of Social Enterprises (838)
  - Lee, Erica; Wu, Wei-ping; McHugh, Marie; Humphreys, Paul

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*Session Chair:* Jonathan Scott

- Entrepreneurial Learning: Intuiting, Scanning, Internalizing and Routinizing (167)
  - Breslin, Dermot

- Entrepreneurial Orientation and Firm’s Performance: The Moderating Role of Organizational Learning Capability in Turbulent Times (808)
  - Khan, Talha Zubair Ahmad; Ahmed, Ali

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  - Harris, Jacqueline Ann; Deacon, Jonathan Howard

**Entrepreneurial Opportunity and Institutions**

*Session Chair:* TBC

  - Ng, Wilson

- When unexpected feedback threatens your very existence: “Creative jolts” along the idea journeys of new entrepreneurs (746)
  - Toivonen, Tuukka; Idoko, Onyaglanu; Jha, Harsh; Harvey, Sarah

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  - Alkhalid, Thamer; Cleeve, Emmanuel; Brander-Brown, Jackie

- Institutional Based View of Corruption in Small Businesses (820)
  - Jain, Sonal
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**Immigrant Entrepreneurship**

**Session Chair:**
Wilson Ng

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A Missing Link In Immigrant Entrepreneurship: Family Functions And Opportunity Creation Processes (873)
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Afrahi, Bahare; Karim, Mohammed Shamsul; Fernandez de Arroyabe, Juan Carlos

**WED 14.00–15.30 | 5X102 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

**Entrepreneurial Resilience and Growth**

**Session Chair:**
Dilani Jayawarna

Towards a Framework of Meaningfulness in Social Enterprises: A Resource Mobilization Perspective (269)
Adegbile, Abiodun Samuel; Wagner, Heinz-Theo

How SMEs harness the power of social media: from an organisational impression management perspective (234)
Chen, Chen; Jayawarna, Dilani

Understanding Reward-based Crowdfunding as an Alternative Source of Entrepreneurial Financing: A comparative Study of UK and China (1064)
Zhao, Ying

Digging into The “Logic” of Start-up Assistance Programs: Craving for “Constructiveness” (287)
Ergun, Hande Sinem; Teraman, Seray Begum Samur; Taskent, Dogan

**WED 14.00–15.30 | 5X103 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

**SME Resources and Growth**

**Session Chair:**
Dilani Jayawarna

Towards a Framework of Meaningfulness in Social Enterprises: A Resource Mobilization Perspective (269)
Adegbile, Abiodun Samuel; Wagner, Heinz-Theo

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Ergun, Hande Sinem; Teraman, Seray Begum Samur; Taskent, Dogan

**WED 16.00–17.30 | 6X269 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

**Entrepreneurial Resources Session**

**Session Chair:**
Dermot Breslin

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**WED 16.00–17.30 | 5X102 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

**Entrepreneurial Resilience and Growth**

**Session Chair:**
Natalia Vershinina

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How do migrant entrepreneurs respond to the perceived threat of ‘Brexit’?
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**WED 16.00–17.30 | 5X103 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

**SME Resources and Growth**

**Session Chair:**
Dilani Jayawarna

Towards a Framework of Meaningfulness in Social Enterprises: A Resource Mobilization Perspective (269)
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Zhao, Ying

Digging into The “Logic” of Start-up Assistance Programs: Craving for “Constructiveness” (287)
Ergun, Hande Sinem; Teraman, Seray Begum Samur; Taskent, Dogan
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- **Relationship between demographic characteristics and financial literacy among entrepreneurs: Empirical evidence from Sri Lanka (439)**
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- **“We treat them like family”: The perceived importance of customer service skills for small business success (271)**
  Haq, Muhibul

- **What Are the Barriers to New Firm Survival: The Case of Saudi Arabia (902)**
  Alsolaim, Motaz

- **Examining the Influence of the Entrepreneurial Process on Homestay Tourism in Rural Sri Lanka (563)**
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- **Entrepreneurial Innovation Processes: Adding a Spatial Dimension To Effectuation Theory (286)**
  Wierenga, Marleen; Levanen, Jarkko; Lindeman, Sara; Hossain, Mokter

- **Nascent Entrepreneurial Teams (NETs): A Holistic Perspective of Their Composition (1076)**
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Natalia Vershinina

- **Academic Entrepreneurship: The influence of Entrepreneurial Alertness And Boundaryless Career Mind-set (544)**
  Giunti, Giulia

- **Role of Entrepreneurship Education on the Entrepreneurial Intentions: A study based in London and Delhi (708)**
  Seth, Kavita Panwar

- **Abduction in Entrepreneurship: An Exploratory Approach (863)**
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- **An Exploration into Identity and Business Evolution for SME Owners (197)**
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Improvising for Enterprising: The Influencing of Improvisation on EO (507)
Zbierowski, Przemyslaw; Gojny-Zbierowska, Milena

Female Social-housing Residents and Their Pre-entrepreneurial Identity as a First Step Towards Entrepreneurship Within Local Economic Development (1045)
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Entrepreneurship Education/Growth

Session Chair: Dilani Jayawarna

Women-owned Sewing Businesses in Lagos-State (Nigeria): A study of the factors influencing their business growth (766)
Ogundana, Oyedele Martins; Galanakis, Kostas; Simba, Amon; Oxborrow, Lynn

Moderating Role of Inclusion of Disabled Students in Entrepreneurial Action (160)
Dakung, Reuel Jahnmark; Orobia, Laura A; Nuhu, Lemun Yatu

Entrepreneurship Education, Entrepreneurship Intentions and Entrepreneurship Success: Evidence From Nigerian Business and Engineering Students (574)
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Gender in Management

Session Chairs: Adelina Broadbridge and Corina Sheerin

Senior Women Managers: Career Success Through Work-Home Flexibility (1102)
Michaelides, Andrie; Anderson, Deirdre; Doherty, Noleen

Pay Gaps and Pay Inequality in UK Academia: Understandings of ‘Merit’ (951)
Woodhams, Carol Anne; Trojanowski, Grzegorz; Wilkinson, Krystal

Gender, work and transformation: Brazilian women’s experiences in London (979)
Rodriguez, Jenny K; Junior, Angelo Martins
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**WED 14.00–15.30 | 5X104 BRISTOL BUSINESS SCHOOL**

**Session Chair:**
Gary Powell

Workers Experience in Gendered Organisations: Exploratory Case Studies in the Scottish Technology Industry (335)
Riley, Lauren; Rey-Marmonier, Emmanuelle

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Hird-Saunders, Sasha

‘You've gotta learn there's good enough': Feminist care ethics and good enough care for teachers (1029)
Edwards, Michaela Jane; Gatrell, Caroline; Crump, Norman

**WED 16.00–17.30 | 5X104 BRISTOL BUSINESS SCHOOL**

**Session Chair:**
Linzi Kemp

Toxic Leadership And Taxonomies Of The Glass Cliff (785)
Whawell, Susanna

“For Example My Grandmother Was Very Autocratic...” (Some aspects of the family socialization role in shaping the construction of men about female leadership) (990)
Dunavolgyi, Maria

How Women Manage to Continue Without Opting-out of their ICT Careers During Junior to Mid- Career Transition? An Intersectional Approach in the Case of India (1036)
Venkatesan, Aparna

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**Session Chair:**
Gary Powell

Identification And Assessment of Gendered Differences Amongst An International Survey Of Tax Professionals (857)
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Gender Performativity and Organisational Culture: Negotiating Difference in Investment Management (238)
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Exploring Male Scholars Attitude Towards Gender Studies Through The Postcolonial lens (711)
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**THURS 09.00–10.30 | FROME, EXHIBITION & CONFERENCE CENTRE**

**Session Chair:**
Jenny Rodriguez

Representative bureaucracy: Women in public sector management – Arab Gulf states (266)
Kemp, Linzi J; Mathias, Megan; Raji, Maryam

Female Managers In Professional Service Firms: Better Networks, Fewer Benefits?
Bertola, Lara; Jonczyk, Claudia

Organizational Stress in Women Executives Across Different Industries (644)
Gupta, Poornima

**THURS 13.30–14.30 | 5X102 BRISTOL BUSINESS SCHOOL**

**Session Chair:**
Corina Sheerin

“What Will They Think When I Come to Work with My Huge Pregnant Body?” Investigation of Professional Image of Pregnant Working Women in Pakistan (414)
Khan, Benish; Faiz, Rafia; Asad, Humaira

Against The Odds: Women Achievers in the Nigerian Banking Industry (601)
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**THURS 13.30–15.00 | FROME, EXHIBITION & CONFERENCE CENTRE**

**Session Chair:**
Adelina Broadbridge

Cosmetic Change? Habitus and the Negotiation of Masculinity in a Feminized Occupation (745)
Linstead, Stephen Andrew; Dishi, Vijayta; Marechal, Garance

Work-Family Conflict, Work Engagement And Turnover Intention For China's Only-Child Generation Employees (386)
Xu, Mengyi; Cao, Xuebing

“Faces display of indoor labourer: a reflection of Thai employees' feelings” (329)
Bhrammanachote, Winyaporn; Broadbridge, Adelina

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**FULL PAPERS**

**THURS 09.00-10.30 | FROME, EXHIBITION & CONFERENCE CENTRE**

**Session Chair:**
Jenny Rodriguez

Representative bureaucracy: Women in public sector management – Arab Gulf states (266)
Kemp, Linzi J; Mathias, Megan; Raji, Maryam

Female Managers In Professional Service Firms: Better Networks, Fewer Benefits?
Bertola, Lara; Jonczyk, Claudia

Organizational Stress in Women Executives Across Different Industries (644)
Gupta, Poornima

**THURS 13.30–15.00 | FROME, EXHIBITION & CONFERENCE CENTRE**

**Session Chair:**
Adelina Broadbridge

Cosmetic Change? Habitus and the Negotiation of Masculinity in a Feminized Occupation (745)
Linstead, Stephen Andrew; Dishi, Vijayta; Marechal, Garance

Work-Family Conflict, Work Engagement And Turnover Intention For China's Only-Child Generation Employees (386)
Xu, Mengyi; Cao, Xuebing

“Faces display of indoor labourer: a reflection of Thai employees' feelings” (329)
Bhrammanachote, Winyaporn; Broadbridge, Adelina
Using A Values-based Approach to Performance Improvement in Healthcare: A Case Study of a Successful NHS Foundation Trust (1071)
Brown, Carol T; Wilkie, Sandy

Acknowledging the increasing demands in a challenging context, this study investigates the impact of the implementation of a cultural values programme at Bolton NHS Foundation Trust, using the Barrett Centre Cultural Values Assessment (CVA) model (Barrett, 2010). The intervention took place at a time when the Trust had come out of special measures in August 2015 and aimed to drive continued performance improvements. Through semi-structured interviews with key internal stakeholders across the Trust, and a review of outcome measures and organisational materials associated with the values programme, the research critically evaluates the contribution that cultural articulation made to the Trust's performance. Research identified the power of increased organisational dialogue in providing connection, focus and understanding for employees. Reflecting on a framework for cultural measurement and intervention, developed as part of the process, and drawing on organisational sensemaking and enactment theory (Weick, 1979, Maitlis & Christianson, 2014), this paper is of interest to academics and engagement practitioners seeking to drive positive behaviours and performance. Key learnings are explored and potential research identified which would help inform future best practice in implementing similar programmes in healthcare organisations.

Protean Career Orientation Behavioral Antecedents and Employability Outcomes (806)
Cortellazzo, Laura; Bonesso, Sara; Gerli, Fabrizio; Pizzi, Claudio

The Role of Grit in Predicting Individual Performance in the UK (470)
Haist, Joshua; Procter, Stephen

Looking beyond HRM practices and strategic HRM alignment influence on organizational performance: A HRM whole system view (1023)
Botelho, Carlos Demony; Kearns, Paul; Woollard, Stuart

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Jenkins, Stacey; Bhanugopan, Ramudu

Employer Branding and Corporate Reputation Management in Global Companies: Theory and Practice (169)
Martin, Graeme; Sinclair, Katie

Meaningfulness In The Gig Economy: Directions And Future Research (128)
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Managing the interface of personal and professional lives: The role of social media (488)
Beigi, Mina; Otaye-Ebede, Lilian

The impact of technological advancement on the future of work and the role of Human Resources: an evidence-based investigation (430)
Battista, Valentina; Parry, Emma

Self-Initiated Expatriates in the Gulf Region: What makes them perform well? Bozionelos, Nikos; Singh, Sanjay Kumar
**Session Chair:** Carol Atkinson

The Impact of Stereotype Threat on Workplace Discrimination against Arabs and Muslims: A Qualitative Meta-Analysis (571)
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Perceptions of Support and Reputation: Concurrent Influences on Affective Commitment and Organisational Identification (546)
Shrand, Beverly Celia

Quality of Work life and Employee Commitment in Organization (250)
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**Session Chair:** John Mendy

Challenges Faced By Front Line Managers In The UK Public Sector In Rewarding Their Employee (461)
Gunton, Lesley Ann

How Beneficial are the Configuration and Shared Value Models to SMEs' Performance? (273)
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The Effect of Professionalism on Organizational Citizenship Behaviour Via Job Engagement: Testing Multi-Group Invariance (297)
Shoaib, Shandana; Awan, Hassan Mustafa; Thanh, Nguyen Quy

**Session Chair:** Smirti Kutaula

“It is all about Me” – An investigation of interns’ workplace commitment (313)
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The Impact of Student Working on Local Labour Markers (673)
Drew, Hilary; Ritchie, Felix

Employment Prospects For Workers On The Autism Spectrum, And What Organisations Have Done To Adapt To The Challenges (643)
Iceton, Ian; Kelliher, Clare; Parry, Emma

**Session Chair:** Smirti Kutaula

Task and Relationship Orientations of Working Adults Based on High-Context Culture: A Study of Gender and Age in Peshawar, Pakistan (231)
Awan, Hassan Mustafa; Mujtaba, Bahaudin G.; Shoaib, Shandana

Workplace Relationships Among Public Sector ICU Nurses: A Psychological Contract Lens (492)
Ronnie, Linda

The role of human and social capital in generating and sustaining intellectual capital and organisational performance: the case of exchange houses in Qatar (712)
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FULL PAPERS

Session Chair:
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Modelling The Predictive Validity of Selected Antecedents of Intention to Quit Using Structural Equation Modelling (331)
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The Impact of Downsizing on Innovation in Firms Experiencing Slack Resources and Constraints (556)
Ramdani, Ben; Guermet, Cherif; Mellahi, Kamel

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FULL PAPERS

Session Chair:
Nelarine Cornelius

Registered Ghanaian nurses' turnover intention and Person-Job fit: Does Psychological Climate matter? (1096)
Amponsah-Tawiah, Kwesi; Atitsogbui, Julius

Extreme Jobs And The Use of Work-life Balance Initiatives: The Case of Nigerian Banking Sector (913)
Ogunniyi, Oladokun Oluwafemi; Gbadamosi, Gbola; Haffar, Mohamed

Job Design and Organisational Effectiveness in Nigeria Manufacturing Firms (153)
Opara, Dumo Nkesi; Mejuri-Ndimele, Joy Adanm

WED 14.00–15.30 | 5X115 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair:
Greg Bamber

Has Downsizing Become Less Relevant In An Era Of Labour Flexibility? (840)
Johnstone, Stewart

Matching Individual And Organization Needs In Effecting Retirement Delay – The Case Of Hong Kong: A HRM Perspective, Conceptual Model and Propositions (436)
Chan, Peter Shiu-fai; Altman, Yochanan

‘Statistically Driven Robot Or Somebody That Believes In People’: The Role Of Relational Support In Times Of Disruption (931)
Parkinson, Ann

Executives' career success: Antecedents to multiple dimensions of career success in a study of French Business School alumni (655)
Legrand, Celine; Naschberger, Christine; Baruch, Yehuda; Bozionelos, Nikos

WED 14.00–15.30 | 5X223 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair:
Margarita Nyfoudi

How Is Coaching Perceived By Leaders Engaged In A Global Talent and Leadership Development Programme? A Single Case Study In The Banking And Financial Services Sector (347)
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Are Affective Commitment And Self-Esteem Necessary Conditions For Professional Identity? A Study Of Coaching Practitioners (421)
Saunders, Mark NK; Gray, David E; Nyfoudi, Margarita; Curnow, Barry

Commitment to the organisation or job? Effects of perceived HRM practices on employees’ commitment in the public sector in Nigeria (776)
Akinsowon, Peter Akinwande

HR Practices and Employee Innovative Behaviours: The Role Of Psychological Availability, the HR Process, Learning Goal Orientation, and Uncertainty Avoidance (593)
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FULL PAPERS

Session Chair:
Graeme Martin

Human Resources Management in the context of Jordanian Higher Education: A systematic literature review (380)
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Antecedents, Mediators, Moderators and Outcomes of HRM in ASEAN: Achievements, Gaps and Future Research Avenues (341)
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HRM practices in family firms. The role of awareness: a configurational model (116)
Flamini, Giulia; Gnan, Luca
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**FULL PAPERS**

*Session Chair:*
Susan Kirk

**Flexibility Paradox (880)**
Azar, Sana

**High Performance Human Resource Management: A case of textile industry of Pakistan (191)**
Ahmad, Mansoor

**Constellations of Logics in Performance Appraisal: Comparative Ethnographic Cases of A Japanese Multinational Corporation (264)**
Iwashita, Hitoshi

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**WED 16.00–17.30 | 5X115 BRISTOL BUSINESS SCHOOL**

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*Session Chair:*
Stefanie Reissner

Alshaikmubarak, Abdulrahman; Baruch, Yehuda; Da Camara, Nuno

**Academics’ workplace well-being: A study in Australia and New Zealand (666)**
Holland, Peter; Tham, Tse Leng; Di Milia, Lee

**On becoming a human resource practitioner: Implications for professional education (540)**
Reissner, Stefanie C

**A Mixed Methods Study of Academics’ Perceived External Reputation and Organisational Identification at a South African University (615)**
Shrand, Beverly Celia

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**WED 16.00–17.30 | 5X223 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Minjie Cai

**How Can We Improve the Quality of Working Life? A Case Study of British Business Schools (501)**
Qudah, Sumayyah

**Workplace Safety in the Manufacturing Sector: A Case-Study from Pakistan (1031)**
Idrees, Syeda Sidra

**The Role of Grit in Predicting Individual Performance. Preliminary finding of a UK based study (473)**
Haist, Joshua; Procter, Stephen

**Talent management and its outcomes in Saudi Arabia private corporations (609)**
Althonayan. Abrahin; Alanazi, Amal

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**THURS 09.00–10.30 | 2X112 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Susan Kirk

**An Empirical Examination of Protean Career Orientation and the Dark and Bright sides of Careers among Partners in Global Consultancy Firms (765)**
Quental, Camilla; Bardon, Thibaut; Baruch, Yehuda

**Green HRM Practices: A Five Country Comparison Using Sustainability Reports (457)**
Obereder, Lisa

**When Do Supervisor Expectations for Creativity Leader to Newcomer Innovative Role Orientation? A Role Theory Perspective on Contingent Conditions (516)**
Chen, Jenny; Cooper-Thomas, Helena Dorothy
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FULL PAPERS

Session Chair:
Mark NK Saunders

New Insights On Labour Productivity Through Employee Voice And Job Satisfaction (778)
Teicher, Julian; Van Gramberg, Bernadine; Cooper, Brian; Pyman, Amanda; Holland, Peter; Bamber, Greg

Determining the influence of job satisfaction on transfer of training: Mediating role of transfer motivation (441)
Iqbal, Kamran

A Comparative Analysis of Job Satisfaction and Turnover Intentions Among University Lecturers in Nigeria (761)
Iornem, Kohol Shadrach

THURS 09.00–10.30 | THAMES, EXHIBITION & CONFERENCE CENTRE

DEVELOPMENTAL PAPERS

Session Chair:
Stewart Johnstone

Recruitment Practices in Islam: Islamic Banking Malaysia (826)
Aminudin, Norsiah; Muhammad Rus, Abu Dzarr; Ahmad, Hafsah

Proactive Strategies for Driving Productivity in Uncertain and Challenging Private Sector in Nigeria (975)
Polyn, Basil Sokuroabo; Chukuigwe, Nwakaego

The Ugly Truth of High Performance Work Systems (HPWPS) in Premier League – Conceptual Framework (541)
Mohamed, Hassan Mohamed Hussein; Afifi, Yasmine

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FULL PAPERS

Session Chair:
Graham Perkins

The Prospect of Universal Basic Income in the Changing World of Work: Establishing a Research Agenda and Future Directions (289)
Perkins, Graham; Gilmore, Sarah; Guttormsen, David; Taylor, Stephen

Relationship between Green HRM and Environmental Performance: validating the conceptualization of Green HRM based on the AMO Model (839)
Obeidat, Shatha; Albakri, Anas

Investigating the Impact of Work Ethics on Job Satisfaction, Organisational Commitment and Performance in the Banking Sector in Pakistan (315)
Jhatial, Ashique A; Abro, Qurat-ul-ain; Cornelius, Nelarine; Wallace, James

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FULL PAPERS

Session Chair:
Lesley Ann Gunton

Labor and Support: The moderating role of Customer support and Conscientiousness (843)
Talpur, Qurat ul ain; Goudarzi, Kiane; Murtaza, Ghulam

Carer Behaviour in Context: The Role of Aspirations, Employability, Funding and Access (855)
Gbadamosi, Gbolahan; De Jager, Johan

Rehman, Khaliq Ur
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**DEVELOPMENTAL PAPERS**

*Session Chair:*
Geoff Boot

*Line Manager’s Enactment Of Performance Appraisal: Adapting The Policy or Following The Rules (998)*
Boot, Geoff

*The Dark Sides of Talent Identification (974)*
Kostanek, Edyta

*An investigation into employees’ commitment: A case of the Nigeria Public Sector (775)*
Akinsowon, Peter Akinwande

*HR Informality, HE Leader’s Negative Attitude and Employee’s behaviours at Small Business (748)*
Wang, Wen

**THURS 13.30–14.30 | 2X112 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Minjie Cai

*Succours and Impediments in the Knowledge Sharing Behaviours of IT Professionals – A Qualitative Study (959)*
Ray, Prantika; Jha, Jatinder Kumar

*I stands out with my leader more than my co-worker: Role of LMX Social comparison (710)*
Afshan, Gul, Serrano-Achimi, Carolina

**THURS 13.30–15.00 | 2X112 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Linda Ronnie

*Trust Eats Culture For Frukost And Dopahar Ka Bhojan, But Perhaps Not For Dinner Or Tea (221)*
Benson, Philip

*Causes of stress leave amongst NHS mental health workers in North East England (162)*
Ojeme, Rita

*Us and Them: Experiences of Agency Nurses in Intensive Care Units (651)*
Ronnie, Linda

**Identity**

**TRACK CHAIRS: ALI ROSTRON AND JULIETTE SUMMERS**

**WED 09.00–10.30 | 6X100 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Kate Black

*Enabling or Constraining? Hybrid Organizational Identities and Certified Management Standards (172)*
Lahneman, Brooke A.

*Vulnerable Hybrid-Leader Identities – Coping through stories (993)*
Bushfield, Stacey

*Constructing collective identity across non-homogenous group member: the case of the Global Alliance for Banking on Values (1004)*
Naranova, Anastasia

**WED 11.00–12.30 | 6X100 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Ali Rostron

*Surfacing and Exploring the Self in Organizational Research: The Use of the Working Note Method (437)*
Townley, Bob; Stein, Mark

*Parkrunning For Your Life: In Search Of The Lost Meaning Of Work (202)*
Black, Kate; Warhurst, Russell

*No More ‘Sage on the Stage’? Networked Learning and Educator ‘Identity Undoing’ (431)*
Iszatt-White, Marian
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DEVELOPMENTAL PAPERS

Session Chair: Sudthasiri Siriviriyakul

Doctors’ Professional and Religious Identity Conflict: Micro and Macro Dynamics in End-or-Life Circumstances (626)
Carminati, Lara; Heliot, YingFei

Cultural Identity As a Source of Sense-Making of Lived Experience in a Foreign Host Culture (248)
Kimberley, Anna Maria

Identity Work and Sensemaking of Human Rights in the British Hospitality (434)
Goethals, Samantha; Koning, Juliette; Noortmann, Math

THURS 09.00–10.30 | 5X104 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Lara Carminati

The architecture of identity: Sensory innovations in the post-occupancy evaluation of a university’s ‘new building’ #myUWEBBSview (564)
Shortt, Harriet L; Warren, Samantha K; Gaggiotti, Hugo; Cicmil, Svetlana

Studying Selfhood as Spatio-temporal and Moral Locations (724)
Cheded, Mohammed

Remote Working in Academia: A Site of Contested Identities (560)
Lee, Amanda

WED 16.00–17.30 | FROME, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair: Juliette Summers

Resilience at Work? Pain on the Frontline of the Social Housing Sector (385)
Richardson, Jo

‘I am a person who works’: The stigmatised prisoner identity and the work self as redeemer (640)
Pandeli, Jenna

The Lived Embodiment of Disabled Employees in Sheltered Employment (734)
Bend, Gemma Louise

THURS 11.00–12.30 | 5X115 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Sandra Crewe

Designing for High-Quality Connections: Learning from Experiential Interventions (400)
Sundet, Joanne; Carlsen, Arne

Discriminant validity of self-concept orientation and identity orientation: An explorative study toward an integrative model of the identification process (520)
Kim, Yunjeong; Otsuki, Hiroshi

How Does the Change in Institutional Logics Affect the Legitimacy of Professional Identity of Auditors? (657)
Siriviriyakul, Sudthasiri
Innovation

TRACK CHAIRS: GEORGE TSEKOURAS AND NICK MARSHALL

TUES 16.00–17.30 | 3X109 BRISTOL BUSINESS SCHOOL

WORKSHOP

Session Chair: Neil Alderman

Innovation in the Era of R&D Automation: Organizational and Strategic Implications (747)
Lampel, Joseph; Banerjee, Aneesh; Honig, Benson

Introduction

Robots, artificial intelligence, and big data are increasingly automating the way that organizations produce, distribute, and market their products. These technologies offer efficiency and flexibility where previously organizations had to trade one for the other. The same technologies are also automating corporate R&D process with potentially profound implications for innovation. But whereas in production and distribution the implementation of these technologies depend on clear goals and measurable outcomes, R&D is a search process that is difficult to forecast; a process where the unexpected can deliver extraordinary returns, and anomalies can point to new lines of inquiry. Automating R&D offers firms strategic advantages, but it also poses risks. This workshop seeks to bring together management and innovation researchers who are interested in the strategic and organizational dimensions of the introduction of robots, artificial intelligence, virtual development tools, and big data. The speakers in this workshop will present different perspectives on the strategic and organizational issues that arise from automating R&D. This will include:

1) How do firms transition from “islands” of automated R&D to start-to-end automated R&D?
2) How do firms integrate the automation of R&D with other parts of the organization?
3) Can corporations automate R&D activities without damaging the routines and practices that are needed for ground breaking innovation?
4) What is the role of the entrepreneur as innovator in organizations where R&D is increasingly automated?
5) Will R&D automation decrease radical product innovation and increase incremental product introductions?
6) What are the social and environmental implications of increasing rates of product introductions that may result from R&D automation?
WED 09.00–10.30 | 7X201 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Open Innovation

Session Chair:
Nick Marshall

An Exploration of Open Innovation in the Biotechnology Industry: A Qualitative Study (706)
Sood, Hitu; Singh, Mohini

Servitization Maturity: a key mechanism to perform service innovation in MICT collaborations (792)
Polova, Oksana; Thomas, Catherine

The ‘Death of Innovation’ Paradox: Novel Theoretical Insights (811)
Callaghan, Chris William

WED 11.00–12.30 | 7X201 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Absorptive capacity and decision-making

Session Chair:
Lawrence Dooley

How to Measure Absorptive Capacity in National Innovation Surveys? A Dynamic Capabilities View (692)
Rodriguez, Marlon Fernandes; Galina, Simone Vasconcelos Ribeiro

Nexus between technology absorption and firm growth in Africa: A resource-based perspective (779)
Botchie, David; Atiase, Victor

The role of manager in eco-innovation decision in the firm: Perceived Behavioural Perspectives (PBC)
Arranz, Nieves; Arroyabe, Marta F; Molina, Agustín; Fernandez de Arroyabe, Juan Carlos

WED 11.00–12.30 | 5X106 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Open innovation, knowledge and business models

Session Chair:
George Tsekouras

Connecting The Dots Between Research On Corporate Venture Capital And Open Innovation: Systematic Literature Review (961)
Fesenko, Alina; Cruz-Cazares, Claudio; Riabenko, Yuliya Kasperskaya

The Firm Level Antecedents of Open Innovation: A Dynamic Capability Perspective (472)
El Maalouf, Nicole Nicolas; Bahemia, Hanna; Papagiannidis, Savas

Sourcing Ideas for Innovation: Collaborative and Non-Collaborative Mechanisms (545)
Galvin, Peter; Burton, Nicholas

Absorptive Capacity and Business Model Innovation: A Case in The Aviation Industry (518)
Siachou, Evangelia; Flouris, Triant

WED 14.00–15.30 | 7X201 BRISTOL BUSINESS SCHOOL

FULL PAPERS

University-industry links

Session Chair:
George Tsekouras

Inter-organizational Innovation Networks: Synthesising management tensions for university-industry knowledge co-creation (594)
Dooley, Lawrence; Gubbins, Claire

Sensemaking Strategies Used By Technology Transfer Employees (680)
Andrews, Kyle Preston; McIntosh, Robert; Sitko, Rafal

Markets Under the Microscope: Making Scientific Discoveries Valuable through Choreographed Contestations (576)
Mason, Katy; Friesl, Martin; Ford, Chris
**WED 16.00–17.30 | 7X201 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

**Knowledge and boundaries**

*Session Chair:*
Chris Callaghan

Open Innovation: The Challenge of Integrating Knowledge in Bi-national Projects (737)
Celadon, Kleber Luis; Sbragia, Roberto

Innovation Diffusion in Healthcare Networks: The Role of Boundary Spanners and Gatekeepers in a Bottom-up Approach to Innovation Diffusion (94)
Phillips, Wendy; Okeke, Udonna; Roehrich, Jens; Conway, Steve

Dams In The Stream Of Management Innovation: A Critical Analysis Of Psychic Distance In Management (249)
Coldwell, David Alistair

**THURS 09.00–10.30 | 7X201 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

**Innovation support, policy and practice**

*Session Chair:*
Chris Callaghan

An Investigation of the Collaborative Innovation in GNSS CORS Technology between Government Organisations in Australia (883)
Srichai, Saowanee; Smith, Marisa; Flett, Peter

Government funding: Does it help or hurt start-up firms’ eco-innovation? (214)
Sawang, Sukanlaya; Kivits, Robbert

The Nigerian SMEs and Information Technology Acceptance (322)
Ehiedu Ojeme, Mark; Odiase, Martins

How Do Competitive Dynamics In Developing Countries Drive Domestic Firms To Imitate The Dominant Firm’s Product Innovations?” (977)
Tripathi, Varun Chaturbhuj

**THURS 11.00–12.30 | 7X201 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

**Varieties of innovation in a digital age**

*Session Chair:*
Neil Alderman

Technological capability and industry catch-up in new digital sectors: The cases of the digital games industry in Mainland of China and Taiwan (1072)
Lin, YingYin; Liu, Jialia; Miozzo, Marcela

Benefits and Challenges of Cloud Computing Adoption in Higher Education: A Systematic Literature Review (1008)
Banu Ali, Mohammed; Wood-Harper, Trevor; Ramlogan, Ronald

Chanderiyaan: Social Enterprise Innovation for Digital Empowerment of Indian Handloom Cluster (1099)
Majumdar, Bishakha; Basu, Sriparna; Jain, Shilpi
Leadership and change

*Session Chair:* Kleber Celadon

**New Influencing Dimensions to Creating a Climate for Innovation – Case of the Egyptian Telecommunications Industry (453)**

El Gendi, Rasha Sami; Clark, Moira

**How Australian made car dealerships are deadline with the off-shoring of production (213)**

Medina Noel, Jose Luis; Gapp, Rod; Stewart, Heather

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Theorising innovation processes and practices

*Session Chair:* Nick Marshall

**Meta-theoretical Puzzles In Innovation Research: A Synthesis Of Current Insights And Pathways For Future Inquiry (824)**

Nair, Anup Karath; Sminia, Harry

**“Everywhere you go, you always take the weather with you”. Creating the Gales. Can pedagogy of creative destruction in Entrepreneurship Education support students in creating opportunities? A critical realist perspective (845)**

Jordan, Ross; Adderley, Simon David

**The Application of Co-Design To Electronic Textile Team Innovation (641)**

Walker, Sarah Kanoklot; Kent, Anthony

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International Business and International Management

*TRACK CHAIRS: JUNZHE JI*

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**International context plays a significant role in international business (IB) and international management (IM) research. Theoretical models with the focus on contextual influences on business and management have been dominated by theories such as institutional theories (Scott, 1987, 1995; Tolbert & Zucker, 1996; Dacin, Goodstein, & Scott, 2002), resource-based-views (RBVs) (Wernerfelt, 1984; Peteraf, 1993; Hart, 1995), and cross-cultural management theories such as Hofstede's (1980, 1988, 2002) and Trompenaars’ (1993) models. However, it is increasing evident that these traditional understandings of the international context have not lived up to their promises. In particular, the recent emerging paradigms, such as dynamics, aesthetics, and process in IB and IM areas have indicated the conventional theoretical perspectives may not be sufficient or adequate to explore these new topics. Therefore, in order to trigger IB and IM studies and advance theoretical development of IB and IM research, the urgency and necessity of rethinking of theories and theorizing process are undisputed.**

The central focus of this symposium is to re-examine the contemporary theories dominated in IB and IM research and to introduce and discuss the alternative theoretical perspectives in IB and IM field. In particular, this symposium will offer the critical reflection on theoretical framing in the existing literature, which will provide challenges to the conventional theories and help to theorize the paradigms emerge from the recent IB and IM research. Specifically, this symposium has the following four objectives:

1) To rethink the context of “international” and unpack the concept of “international” in IB and IM research;

2) To re-examine the dominant theoretical perspectives in IB and IM research and identify the challenges resulting from the adoption these theories into the studies of the emerging paradigms in IB and IM areas;
3) To discuss the alternative and/or new theorizing process and theoretical perspectives in IB and IM research;
4) To facilitate a dialogue on theories in IB and IM research;
5) To take forward the aforementioned points to the grant application and publication process.

The structure of the symposium revolves around three key presentations associated with aspects of theoretical perspectives in IB and IM research. The presenters will be prolific scholars in the topic of the Symposium. The Symposium offers an opportunity to discuss and advance understanding of theories in IB and IM field, and is open to those planning on or already engaging in relevant research projects.

WED 09.00–10.30 | SEVERN, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair:
Pavlos Dimitratos

Pulling effect of Colonial Legacies on Africa’s Inward FDI (624)
Osei, Collins; Joosub, Tasneem; Omar, Maktoba

Offshore/nearshore outsourcing as a strategic competitive posturing: insights from Ghana (631)
Adams, Kweku; Nyuur, Richard R.B; Mordi, Chima; Debrah, Yaw A.

A Social Anthropological Critique of Context, and the ‘Emic/Etic’ Contrast in International Business & Management Research (960)
Guttormsen, David S.A.

WED 11.00–12.30 | SEVERN, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair:
Frank McDonald

Cross-Cultural Leadership Adjustment: A Strategic Analysis of Expatriate Leadership at a British Multinational Enterprise (384)
Rao-Nicholson, Rekha; Smith, Stuart; Carr, Christopher

An Investigation Of The Imprinting Effect Of Home Country Institution On The Adoption Of ISO 14001 Standard By MNC Subsidiaries (656)
Haque, Monalisa

Examining Economic and Technology Related Barriers of Internationalisation for SMEs: A Hierarchical Reflective Model on an Emerging Economy Context (949)
Odunukan, Kenny; Rahman, Mahfuzur; Akter, Mansura; Haque, Shamim Ehsanul

WED 14.00–15.30 | SEVERN, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair:
Jeremy Clegg

International SME Co-Creation, Knowledge Enhancement and New Product Development: How Do They Matter for Performance? (610)
Stoian, Maria-Cristina; Dimitratos, Pavlos; Plakoyiannaki, Emmanuella

The Impact Of Social Capital On The SMEs’ Pre-market Entry And Continued Internationalisation – Case Studies Of British SMEs’ Internationalisation To Vietnam (763)
Hoang Luong, Anh Buu; Zhang, Michael; Ehret, Michael

Track Sessions

BAM2018
**WED 16.00–17.30 | 7X204 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair: Junzhe Ji*

- **Home-Country Supports for Outward Foreign Direct Investment: Variation and Consequences (629)**
  Becker-Ritterspach, Florian; Lange, Knut; Allen, Matthew

- **Driving Productivity in Uncertain and Challenging Times (890)**
  Lamb, Philippe; Darouichi, Oussama; Narapareddy, Vi

- **Assessing the Role of Microfinance as a Vehicle for Development Finance (1027)**
  Akwei, Cynthia

**THURS 09.00–10.30 | SEVERN, EXHIBITION & CONFERENCE CENTRE**

**FULL PAPERS**

*Session Chair: Geoffrey Wood*

- **Subsidiary-specific Assets and Multinational Performance: A Global Value Chain Perspective (500)**
  Wu, Yan; Strange, Roger; Shirodkar, Vikrant

- **MNE Divestment Decisions: A Global Value Chain Perspective (502)**
  Wu, Yan; Strange, Roger; Shirodkar, Vikrant

- **Productivity and Employee Relationships in US and German Subsidiaries in the UK (1046)**
  McDonald, Frank; Tuselmann, Heinz; Allen, Matthew

**THURS 09.00–10.30 | 5X102, EXHIBITION & CONFERENCE CENTRE**

**DEVELOPMENTAL PAPERS**

*Session Chair: Myropi Garri*

- **Drivers of Success and Failure in International Collaboration Between Small and Medium-Sized Enterprises from Highly Dissimilar Markets (479)**
  Wang, Miaomiao; Muhlbacher, Hans; Wittmann, Xinhua; Perrett, Pieter

- **The emergence of Web 3.0 and entrepreneurial SMEs in China: exploring the role of internet-enabled capabilities in firms’ international behaviour (613)**
  Yang, Hongyi; Stoian, Cristina

- **Value Co-creation and Local Content Development (987)**
  Heim, Irina

**THURS 13.30–14.30 | SEVERN, EXHIBITION & CONFERENCE CENTRE**

**FULL PAPERS**

*Session Chair: Cristina Stoian*

  Garri, Myropi; Konstantopoulos, Nikolaos

- **Organisational Learning And Consumer Learning In Foreign Markets (736)**
  Evans, Adrian George; Cai, Yingdan; Nguyen, Thy

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Inter-Organisational Collaboration: Partnerships, Alliances and Networks

TRACK CHAIRS: QILE HE AND ALBERT JOLINK

**WED 09.00–10.30 | 3X114 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Qile He

- **Inter-organisational Partnerships Strategies for Technology Transfer to Marginalised Contexts** (709)
  Jaspersen, Lena Johanna

- **Why Do Firms Collaborate For Environmental Innovations? The Objectives of Environmental Exploration And Exploitation Alliances** (218)
  Niesten, Eva; Jolink, Albert

- **Closed-loop supply chain collaboration: A study of the packaging industry** (177)
  Ramanathan, Usha; He, Qile; Subramanian, Nachiappan; Gunasekaran, Angappa

**WED 11.00–12.30 | ISERE, EXHIBITION & CONFERENCE CENTRE**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Albert Jolink

- **Pharmaceutical Industry Collaborations: Delivering Joint-Working Partnerships with the NHS** (305)
  Scorringe, Mark; Singh Sandhawalia, Birinder

- **Exploring configurations and necessary conditions of Supplier Attractiveness** (521)
  Toth, Zsófia; Nieroda, Marzena; Koles, Bernadett; Mrad, Mona

- **Introducing Instant Virtual Enterprises into Supply Chains of Incumbent Firms: How Airbus Managed Collaboration Concerns** (1085)
  Kazanstev, Nikolai; Mehandjiev, Nikolay; Sampaio, Pedro

**WED 14.00–15.00 | 3X114 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Lena Johanna Jaspersen

- **Why Do Firms Explore Or Exploit in Sustainable Alliances: The Impact Of Legitimacy and Government Support** (217)
  Niesten, Eva; Jolink, Albert

- **Ecosystem Complexity and Firm Performance: How do Focal Firms Technology and Actor Ecosystem Complexity Affect Value Creation?** (369)
  Serge, Sime Tchouaso; Hagedoorn, John; Hui, Tan

**WED 16.00–17.30 | 6X100 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Albert Jolink

- **Exploring How And Why Governance Changes With Vertical Distance In A Triadic Context** (566)
  Fausten, Thierry; Pilbeam, Colin; Alinaghian, Leila

- **All we need is trust: Trust in West African Cross Boarder Networks** (1021)
  Omeihe, Kingsley Obi; Gustafsson, Veronika; Amoako, Isaac Oduro; Khan, Mohammad Saud

- **Relational risk perception in strategic alliances: Developing a research model for examining how alliance characteristics have an impact on relational risk perception** (1062)
  Kunjuthambuy, Sathees

**THURS 09.00–10.30 | 3X114 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Deirdre McQuillan

- **How Does Alliance Governance Influence the Performance of Strategic Alliances? Empirical Analysis of the Mechanism** (261)
  Yasuda, Hiroshi

- **Collaborative Governance An Integrative Perspective on Inter-Organizational Collaboration** (296)
  Schaveling, Jaap; Boeve, Bart

- **Advancing a Process Theory on Coevolution Among Networks** (482)
  McQuillan, Deirdre; Juntunen, Mari
THURS 11.00–12.30 | 3X114 BRISTOL BUSINESS SCHOOL

MINI-TRACK ON META-ORGANIZATION

Session Chair:
Sanne Bor and Heloise Berkowitz

FULL PAPER

Civil Society Meta-Organizational and Legitimating Processes The Case of the Addiction Field In France (176)
Laurent, Adrien; Garaudel, Pierre; Schmidt, Geraldine; Eynaud, Philippe

DEVELOPMENTAL PAPERS

On Telling a Story: Resourcing and the Developmental Dynamics of a Meta-organization (689)
Cropper, Steve; Bor, Sanne

How Do Meta-Organizations Mobilize Their Members And What Are The Consequences (1080)
Emuaga, Okezie; Lannon, John; Ryan, Annmarie

THURS 11.00–12.30 | 5X104 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair:
Serge Sime Tchouaso

Evaluation of an Open Innovation Process Model for New Service Development (730)
Warren, Vessela; Wiid, Ria

Drivers of Client Loyalty in an Era of Market and Technological Turbulence (145)
Vafaes, Mario; Hughes, Tim; Little, Ed

Unpacking Coordinational Challenges in Inter-Organisational Relationships (989)
Patnaik, Swetketu

THURS 13.30–14.30 | 3X114 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair:
Swetketu Patnaik

The Brand Licensing Dilemma – Profit Potential versus Brand Protection (314)
Baade, Annika; Decker-Lange, Carolin; Brexendorf, Tim Oliver

Nothing new under the Sun! A case study of modern Italian barter systems (1042)
Hynes, Niki; Battistella, Luis

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TRACK CHAIRS: DANIEL DEGISCHER, ALEXANDER KOFINAS, AND SVETLANA WARHURST

WED 09.00–10.30 | 5X104 BRISTOL BUSINESS SCHOOL
DEVELOPMENTAL PAPERS

Session Chair:
Daniel Degischer

Preparing for Uncertainty: Evidence Based Management in a Practice-led MBA (899)
Loewenberger, Pauline

A Delphi Study to Develop Graduate Employability in Higher Education (573)
Asiri, Arwa; Bocij, Paul; Greasley, Andrew

Understanding the Gap in the ‘Unwelts’ of Higher Education: The Perceptual Antecedents of Faculty and Student Satisfaction (702)
Bhat, Anil Kumar; Mahesh, Jayashree

WED 11.00–12.30 | 5X104 BRISTOL BUSINESS SCHOOL
DEVELOPMENTAL PAPERS

Session Chair:
Leonard Holmes

The role of social capital in promoting financial literacy and financial inclusion in Qatar (865)
Al-Sarraf, Jaafar; Irani, Zahir; Weerakkody, Vishanth

Investigating Higher Education Students’ Views of Research and Project Supervision using a Case Study Approach (330)
Gupta, Ramesh; Keegan, Tom; Balaraman, Pravin

Investigating the drivers behind successful knowledge management activities in the context of German consultancy firms (426)
Tschochohei, Maximilain; Ambituuni, Ambisisi; Omar, Maktoba; He, Qile

WED 11.00–12.30 | 3X105 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair:
Alexander Kofinas

Early career orientations and antecedents of career success: the case of French business graduates and their job markets (198)
Giraud, Laurent; Trinchera, Laura; Bernard, Alain

The Impact of Knowledge Economy Factors on Income Inequality in the Post-Soviet Countries (235)
Zhuparova, Aziza; Sagiyeva, Rimma; Zhanibekova, Gaukhar; Doszhan, Raigul

Integrating Multiple Stakeholder Perspectives in Curriculum Design (674)
Frost, Diana

WED 14.00–15.00 | 3X105 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair:
Daniel Degischer

Antibiotic Resistance conceptualised as ‘microbial learning’ versus ‘R&D learning’: Methodological insights from Crowdsourced R&D theory (815)
Callaghan, Chris William

Rothwell’s Augmented Theory of Knowledge and Learning: Novel Developments and Long Term Societal Impacts (817)
Callaghan, Chris William

WED 16.00–17.00 | 3X105 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair:
Svetlana Warhurst

Push and Pull Strategies of Learning in Higher Education; Influencing students’ learning journeys (480)
Ahmed, Sajeel; Henderson, Bernadette; Clements, Andrews; K Kofinas, Alexander

Excellent Group Work by Design: Developing Collaborative Life-Long Learning Through Scaffolding (642)
Stratling, Rebecca; McMurray, Robert; Watkinson, Guy
**WED 16.00–17.30 | 6X270 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Christine Rivers

A Qualitative Assessment of the Effect of Interactions with Entrepreneurial Peers on Individuals Intentions towards Their Entrepreneurial Entry (254)
Portyanko, Sergey; Hussels, Stephanie; Reinmoeller, Patrick; Koryak, Oksana

Exploring the externalisation phase of knowledge creation in the Medical Technology Sector (682)
O'Meara, Michael; Kelliher, Felicity

Role of Firm Characteristics in Tacit Knowledge Transfer during Acquisitions (935)
Bhat, Caruna

**THURS 09.00–10.30 | 3X105 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Alexander Kofinas

Knowledge Management in the Public Sector: The Spilling Effects on Employee Performance Using the SECI Model (471)
Mahmoud, Ali; Delrosario, Karina; Reisel, William; Pantsios, Archontis; Hack- Polay, Dieu

Is an Undergraduate Degree Enough to Deliver Social Mobility? Delivering Social Capital to Support Ethnic Minorities as a Source of Career Advantage (621)
McGregor, Heather; House, Thea; Christopoulos, Dimitris

Effect of KNOWLEDGE CREATION on Innovation: An empirical evidence from a developing country (884)
Shafiq, Muhammad; Zia, Sumreen

**THURS 09.00–10.30 | DANUBE, EXHIBITION & CONFERENCE CENTRE**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Svetlana Warhurst

Finding The Potential Gaps In Education: A Review Od Prediction Markets Research (984)
Li, Xiang; Stewart, Ian

Management Education And Development As A Necessarily Laminated System (1043)
Holmes, Leonard Michael

The Meaning of Mentoring: What’s Really Being Learned? (201)
Warhurst, Russell; Black, Kate

**THURS 11.00–12.00 | 3X105 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Efrosyni Konstantinou

Seeing Workplace As A Learning Space: A Call For Developing Critical Work-Based Learning (WBL) Pedagogy (825)
Downs, Carolyn; Mughal, Farooq; Shah, Syed Uzair

The Power of Meeting Talk to Foster Learning (215)
Meschitti, Viviana

**THURS 13.30–15.00 | 5X106 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Alexander Kofinas

Reflexivity and the Reform of the Academic Habitus (126)
Mughal, Farooq

Understanding Responsibility Differently: Consequences for Responsible Management Education (144)
Hibbert, Paul

Knowledge and organisations: Review of three challenges to the conventional logic and a philosophical agenda for future research (859)
Kwiatkowski, Wojciech Marek
Leadership and Leadership Development

TRACK CHAIRS: PAUL JOSEPH-RICHARD AND MARIAN ISZATT-WHITE

TUES 16.00–17.30 | 3X107 BRISTOL BUSINESS SCHOOL

WORKSHOP

Session Chair:
Paul Joseph-Richard

The Changing Nature of Leadership: How is the evolution of social media changing what it means to be an effective leader? (275)
Hind, Patricia Anne; Holton, Viki; Turner, R Anthony

The phenomena that is social media has radically changed the nature of human interaction and impacted on the quantity and the nature of information we exchange with others. The impact on leaders is not simply a practical one of using social media platforms to reach potential followers and spread their message. It may be that our social media experiences are fundamentally changing the concept of what we understand to be leadership - particularly through major changes to how relationships are managed. This workshop aims to offer participants an opportunity to explore this important issue. Does the leadership practice of those familiar and competent with social media differ from those less comfortable with these means of communicating and influencing? If so, do we need to rethink leadership development?

WED 11.00–12.30 | 5X108 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair:
Julie Wilson

Psychopathic Manager Behaviour And Workplace Deviance: Moderated Mediation Model (654)
Bulkan, Sinem; Higgs, Malcolm

The relationship between leadership, design process and R&D team performance and satisfaction (327)
Muenjoh, Nuttawuth; Chetri, Prem; Ishikawa, Jun; Suzumura, Yusuke

The Effect of Servant Leadership on Employee Creativity and Team Innovation (496)
Gelaaidan, Hamid Mahmood; Mabkhot, Hashed Ahmad

WED 11.00–12.30 | 7X206 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair:
Paul Joseph-Richard

Socil Constructions of Collective Leadership: Insights from two decades of theory, practice and research (355)
Bolden, Richard; Edwards, Gareth

Examining the Conditions and Constraints of Shared Leadership in Matrix Organisations (435)
Abson, Emma

Walking the Liminal in Leadership Learning: Uncovering Being, Belonging and Embodiment (772)
Turner, Arthur Frank; Edwards, Gareth

Leader Emotional Intelligence, Learning Climate, Follower Positive Affect and Turnover Intention: Evidence of a Multilevel, Moderated-Mediation Model (973)
Snoep, Arjuna; Wilderom, Celeste; Hur, Sylvia; de Schryver, Tom
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<td>Does authentic leadership leverage creativity? The mediating role of empowerment and commitment to supervisor (985)</td>
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<td><strong>The Deceitful Romance of Caring Leadership: A Leaders’ Perspective</strong> (175)</td>
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<td><strong>Leaders in a Fat Tail World: Modern Crises &amp; Implications for Leaders</strong> (241)</td>
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<td>Marian Iszatt-White</td>
<td>Scale Conceptualization and Validation of Leadership Styles Questionnaire (848)</td>
<td>Bruni, Elena; Cortellazzo, Laura; Bonesso, Sara; Gerli, Fabrizio</td>
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<td><strong>Servant Leadership: A Thematic Analysis</strong> (800)</td>
<td>Mcquade, Katie; Harrison, Christian; Tarbert, Heather</td>
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<td><strong>Why Board Chairpersons Need to Be Able To Recognise The Corporate Psychopath CEO</strong> (240)</td>
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The Design and Validation of Leaders’ Measure of Moral Reasoning Orientation (726)
Ukeni, Ijeoma Gloria; Reynolds, Kae

THURS 11.00–12.30 | 5X108 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair:
Richard Bolden

Managing Emotionally Reactive (Neurotic) and Introvert Employees at Workplace: The Role of Person-Centred Leadership (885)
Rawat, Preeti; Lyndon, Shiji; Pradhan, Manas; Jose, Jackson; Kollenchira, Milcah; Mehta, Grishma

Ethical Leadership Influences on Ethicality of Key Account Managers (207)
Iswahyudi, Muhammad Subhan; Wilson-Evered, Elisabeth; Thomas, Keith

The Influence of National Culture On The Enactment Of Leadership In Public Sector Organisations: A Case Research In Brunei (875)
Idris, Siti Rozaidah Pg Hj

THURS 11.00–12.30 | 6X100 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair:
Kingsley Obi Omeihe

Ethical leadership: An Effective And Efficient Leadership Approach For The Nigeria Public Sector (567)
Adeshipo, Adebowale, Samuel; Harrison, Christian

Leadership Development in Ethnic-Minority SMEs and its implication on SMEs Growth and Performance: An Exploratory Study of South Asian Ethnic Minority (SAEM) SMEs in the UK (1000)
Rahaman, Jaser; Akwei, Cynthia

Transformational Leadership Influence on Performance of the Omani Government Sector (309)
Alyaqoobi, Talal Hamed

Management and Business History

TRACK CHAIRS: KEVIN TENNENT AND ROY EDWARDS

TUES 16.00–17.30 | ITCHEN, EXHIBITION & CONFERENCE CENTRE

WORKSHOP

Session Chair:
Roy Edwards

Using Archival Accounting Records (139)
Wilson, James M; Kininmonth, Kirsten

Historical accounting records may be mined for much significant information about business operations and their management. This session will describe how that data may be identified, collected and analysed so that useful information may be obtained for investigating both historic and contemporary questions. The session will consider how accounting records may be interpreted to provide insights into a business’s history revealing the effects of both long-term trends or developments and the impact of short-term initiatives.

The workshop will describe and illustrate the exploitation of annual accounting statements and other public reports as are most commonly available. It will also consider internal accounting records and reports used to manage marketing, sales, production and staffing and show how those may be interpreted to better understand business functions and their management. The presenters will draw upon their own research for illustrative case studies of modern businesses and those from the early 1900s and the 1800s. In this session a variety of theoretical and practical issues will be addressed: data availability and consistency; that variation in nomenclature over time, the effects of differing accounting policies in periodization and data aggregation; and issues in linking management policies and practices to the “evidence” derived from accounting data.
WED 09.00–10.30 | 5X106 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Joe Lane

Measurement, Management and Reporting Performance: Calculation and Information as Organisational Learning on the Railways 1902–1923 (719)
Edwards, Roy

What Fiction Brings To What Is Later Confirmed As Fact (741)
Weir, David Thomas

Using Social Media to Develop a Polyphonic Approach to the Use of Rhetorical History at Barclays Bank (801)
Jones, Ian Geoffrey

WED 11.00–12.30 | 3X114 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: Roy Edwards

Using archives in management education: Dusty Places full of dusty people or vital strategic resource? (793)
Tennent, Kevin D; Gillett, Alex G; Foster, William M

Management Learning In Historical Perspective: Rediscovering Rowntree And The Interwar British Management Movement (578)
Maclean, Mairi; Booth, Alan; Pistol, Rachel; Shaw, Gareth; Witzel, Morgan

Corporate Heritage Cognition, Brand Equity and Performance in the Chinese ‘Time-Honored’ Firms (527)
Yan, Yanni; Xie, Tingting

WED 14.00–15.30 | 5X100 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: Alex Gillett

CSR: A Pluralist Concept (1077)
Broderick, Anne; Gill, Devi

Dependency Theory and Peru: A Reappraisal (419)
Pyper, Neil; Silverwood, James

The Location and Type of Employment Tribunal Claim Can Determine the Chances of Success: A Unique Investigation into the History and Current Workings of The Employment Tribunal System (424)
Lord, Jonathan; Percy, David; Rowlands, Kate

THURS 09.00–10.30 | BREAKOUT ROOM 2, EXHIBITION & CONFERENCE CENTRE

DEVELOPMENTAL PAPERS

Session Chair: Kevin Tennent

Post-war and Post-crisis Business Regeneration, 1945 to the Present: a Comparative Evaluation of Leadership Practice (1068)
Paulson, David

Entrepreneurship, State-Business Ties and Business Groups in Bangladesh (163)
Nahid, Farzana

Diversity Management, Economic Competitiveness and Behavioural Performance: Evidence from Nigerian Small and Medium Enterprises in Lagos Industrial Estates (769)
Lawal, Abdulazzez Abioye; Akingbade, Waidi Adeniyi

THURS 13.30–15.00 | 5X108 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: Kevin Tennent

Historical Champions of Shareholder Capitalism: Were They Corporate Psychopaths? The Case of Albert Dunlap (143)
Boddy, Clive Roland

Statistics: Spur to Productivity or Publicity Stunt in Uncertain Times? London Underground Railways 1913-32 (140)
Fowler, James

The Royal Niger Company (1884-1990) (753)
Cornelius, Nelarine; Amujo, Olusanmi; Pezet, Eric
Marketing and Retail

TRACK CHAIRS: HEINER EVANSCHITZKY, KEITH GLANFIELD AND ANTHONY KENT

TUES 16.00–17.30 | 3X110 BRISTOL BUSINESS SCHOOL
WORKSHOP

Session Chair:
Carley Foster

Re-thinking Retail: A Balance Of Evolution And Innovation
Kent, Anthony Martin; Foster, Carley; King, Tamira; Shi, Charlotte

Using Dawson and Grewal's articles as a starting point, the aim of this workshop is to bring together researchers for an interdisciplinary exploration of the retail landscape to re-assess, define and map the structure and drivers of change in retailing in the UK. By the end, as Dawson proposed, participants will have identified areas for the development of theoretically driven modelling. There are some well documented uncertainties in the UK, notably the wider implications of Brexit for the economy and consumer spending, increased costs, and the growth of online retailing at the expense of physical stores. Less clearly defined are trends away from products to experiences, for alternative forms of retailing informed by sustainability, sharing and localisation, and the application of new and emerging technologies to distribution and consumption.

WED 09.00–10.30 | 5X107 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair:
Tony Kent

Franchisor Orchestration Actions That Leverage Brand-supportive Behaviour Within Retail Franchise networks (377)
Yakimova, Raisa; Owens, Martin; Sydow, Jorg

An Attempt to Understand Integrated Muslim Shopping Environment: An Empirical Examination of Muslim Customer Perceived Value of Shopping Malls, Satisfaction, and Loyalty (481)
Eid, Riyad’ El- Adly, Mohammed Ismail; El-Gohary, Hatem

Collaborative Consumption: What Drives Participation in Carsharing? (568)
Prieto, Marc; Stan, Valentina; Baltas, George; Lawsong, Stephanie J.
The Effect Of Optimal Discounting On Bundle Preference In Gift-giving Context: A Moderation Analysis (819)
Omebere-Iyari, Oladunni Sarah

WED 16.00–17.30 | 5X107 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair:
Sarah-Louise Mitchell

Comparing the Effectiveness of Marketer and User Generated Content in Influencing Brand Equity for UK Pureplay Fashion Brands (120)
Thomas, Lauren Josie

The Effect of Internal branding on Customer and Job Satisfaction in the Public Sector: The Case of Abu Dhabi Department of Economic Development (135)
Eid, Riyad; Al Zaabi, Amena; Alzahmi, Rashed

Brand Loyalty Management in Automobile Sector (170)
Mabkhot, Hashed Ahmad; Gelaidan, Hamid Mahmood

THURS 09.00–10.30 | 7X200 BRISTOL BUSINESS SCHOOL
DEVELOPMENTAL PAPERS

Session Chair:
Keith Glanfield

Trust and Commitment in Individual's Donation Behaviour in Saudi Arabia (378)
Binsaied, Sarah Mansour

Consumers' Attitudes And Purchase Intentions Towards Electrical Vehicles: An Exploratory Study Of The Taiwanese Automobile Market (847)
Liang, Yan; Ghosh, Sid; Oe, Hiroko; Chung, Hao-yu

Consumer purchase decisions during Black Friday, Time, inertia, and social learning in dynamic pricing environments (1073)
Ward, David

Global Marketing Strategies and Multinational Companies in Developing Economies: The Nigeria Perspective (357)
Opara, Bright Chudugam; Didia, James U.D; Opara, Dumo Nkesi

THURS 11.00–12.30 | 5X107 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair:
Adam Poole

Khair, Nadine; Lloyd Parkes, Elizabeth; Deacon, Jonathan

A Modern Take On Heritage: An Omnitemporal Focus On Fashion Luxury Brands Leveraging Heritage And Country Of Origin To Command A Competitive Edge (454)
Roncha, Ana Isabel; Alexander, Bethan

Moral Coupling: How Self-Relevance And Transgression Relevance Influence Consumer Opposition (1067)
Shogbanmu, Olusegun Olufemi; Otubanjo, Olutayo
Operations, Logistics and Supply Chain Management

**Session Chair:**
Sarah-Louise Mitchell

**Crowdsourcing of New Consumer Product Ideas in The Cultural Context (189)**
Alghamdi, Dina Saleh; Nisar, Tahir

**From Taboo to Mainstream: an analysis of the roles played by digital and culture in the evolution of consumer behaviour (614)**
Lichy, Jessica; McLeay, Fraser James

**Social Media and Co-Creation: Overview the Organizational Challenges to Capture Value (1074)**
Ishak, Nisrin Alyani

**Exploring digital marketing strategies of multinational corporations (MNCs) and Impact on Performance (1041)**
Shafi, Saifullah; Akwei, Cynthia

**Factors Affecting the Marketing Expenditure of Firms: Exploring the Role of Local Connections for EU MNEs in China (219)**
Lynch, Richard; Jin, Zhongqii; Cai, Helen

**Trickledown Effect Of CSR On Customer Behaviors And Corporate Reputation Via Employee Behaviours: Mediation Of Organizational Identification And Customer Company Identification (1058)**
Mahmood, Atif; Kanwal, Sara; Rashid, Tahir; Mahmood Bhatti, Saad

**Exploring the organisation perspective of relationship marketing practices in Multi-chain Fine dining restaurant (1040)**
Balaraman, Pravin; Arumugam, Muthukrishnaraja; Rekha, Madhana

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**Session Chair:**
Keith Glanfield

**Exploring digital marketing strategies of multinational corporations (MNCs) and Impact on Performance (1041)**
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**Session Chair:**
Claire Lindsay

**Using LSP network position to share supply chain risk information (476)**
Ali, Ibrahim Labaran; Hird, Abigail; Whitfield, Robert Ian

**Messy Problems and Systems Thinking: Understanding the Complexity of Humanitarian Logistics (474)**
Schiffling, Sarah

**Supply Chain Collaboration and Terror Attacks: The Case Of Tourism Supply Chains (652)**
Lindsay, Claire Frances; Musiol, Elena
WED 14.00–15.30 | 3X107 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: Iain Reid

Developing Dynamic Supply Chain Capabilities: The Role of Entrepreneurial Orientation and Supply Chain Learning (134)
Aslam, Haris; Blome, Constantin; Azhar, Tashfeen M

Leadership on Project Management Success – An investigation within Retail Industries (348)
Yohanes, Lemlem; Ruan, Ximing; Ochieng, Edward; Ominde, Diana; Zhang, Xudong

The impact of external intervention: The reality of expectations (966)
Reid, Iain; Bamford, David; Matthias, Olga

WED 16.00–17.30 | 5X100 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: Kumaraguru Mahadevan

Impact of Foreman Operative Relationships on the Performance of Workers: The Case of the Construction Industry in El Salvador (462)
Escobar, Javier; Unterhitzenberger, Christine

Measuring Service Supply Chain Performance: A Review and New Performance Metrics (490)
Um, Juneho

Collaborative supply chain practices: An industry and regional perspective (646)
Mahadevan, Kumaraguru

THURS 09.00–10.00 | 3X107 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: Vikas Kumar

The Sand Cone Model: Cost Saving or Not (358)
Eley, Martin John; Jesic, Lee

Investigating the benefits and challenges of Total Quality Management implementation in the pharmaceutical companies (612)
Petliushenko, Kateryna; Kumar, Vikas; Zwiegelaar, Jeremy; Loonam, John; Garza-Reyes, Jose Arturo

THURS 11.00–12.00 | 5X103 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Nicola Bateman

Sustainable Supply Chain Management In The Luxury Fashion Industry (445)
Davies, Jennifer Anne

An Investigation Of The Concept Of Operating Models (374)
Bateman, Nicola

THURS 13.30–15.00 | WYE, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair: Manish Shukla

A Systematic Literature Review On Port Sustainability Performance (499)
Lim, Sehwa; Pettit, Stephen; Abouarghoub, Wessam

Circular Economy: a Systematic Review of Literature (952)
Sehnem, Simone; Vasquez-Brust, Diego

Understanding the role of Tier-I suppliers in enabling sustainable practices across multi-tier supply chain (1055)
Khor, SeowLi; Shukla, Manish; Lockey, Steven
Organisational Psychology

TRACK CHAIRS: KAREN MAHER AND SUMONA MUKHUTY

WED 09.00–10.30 | 6X101 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Positive Organisational Psychology

Session Chair: Stephen Teo

Giving and Taking: A New Way of Understanding Proactive Behavior (599)
Huo, Yuanyuan

The Role Of Task Prosocial Job Crafting In Predicting Supervisor Ratings Of Performance (649)
Viragos, Anna; Leach, Desmond; Davis, Matthew

Radical and Incremental Creativity – The Role of Enjoyment, Innovative Climate and Rewards Importance (303)
Malik, Muhammad Abdur Rahman; Butt, Arif Nazir

WED 09.00–10.30 | 5X228 BRISTOL BUSINESS SCHOOL
DEVELOPMENTAL PAPERS

Wellbeing

Session Chair: Cary Cooper

Striving for night shift work engagement: A motivational resources-based approach (117)
Khan, Rahman; Neveu, Jean Pierre

Reciprocal relationship of psychological resources with goal attainment and well-being – A Conservation of Resources perspective (118)
Khan, Rahman; Neveu, Jean Pierre

Work-Related Social Support and its Influence on Wellbeing: A Qualitative Study on Pilots in the Commercial Aviation Industry (487)
Jarlvik, Sirkka Helena; Collins, Alison M; Giga, Sabir

Well-bring in Context: Understanding and Enhancing IT Employees’ Well-being Skills (519)
Semkina, Antonina; Tregaskis, Olga; Pounds, Gabrina

WED 11.00–12.30 | 6X101 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Wellbeing

Session Chair: Lee De Milia

Do the Self-Employed Experience More or Less Stress at Work Than Employees? (195)
Li, Jun; Qu, Jingjing

A Study or Eudemonic and Hedonic Motives for Volunteering (780)
Mourya, Devyani; Mishra, Sushanta Kumar

Job drained my recovery self-efficacy: Does school-work facilitation give me some relief? (333)
Wang, Mei-Ling; Lee, Chun-Hsien

WED 11.00–12.30 | 5X228 BRISTOL BUSINESS SCHOOL
DEVELOPMENTAL PAPERS

Leadership

Session Chair: Neal Ashkanasy

Self-Awareness of different Leadership Styles and its Relationship with Emotional Intelligence: A Self- Other Agreement Perspective (665)
Mukhuty, Sumona; Amundsen, Stein

Leader Emotional Labor and Leader Authenticity: Attachment Orientations as Moderators (420)
Zhang, Hui

A New Leadership Paradigm To Navigate VUCA (852)
Fleming, Kerrie; Holscher, Frederick; Olivier, Sharon; Holton, Viki

A Western Leader Meets the Eyes of Asian Followers (204)
Densten, Iain
WED 14.00–15.30 | 6X101 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Implications of Performance Pressures

Session Chair: Gary Cundill

Financial products and UK retail investors: the impact of ‘time-horizon’ and ‘investment goal’ framing (822)
Hillenbrand, Carola; Saraeva, Anastasiya; Money, Kevin; Brooks, Chris

Meet These Targets or Else: Government Inspired Psychopathy in the National Health Service (662)
Boddy, Clive Roland

Team Interactions on Team Processes and Team Performance: Measuring Dyadic Reciprocity in Decision-Making (988)
Selvam, Rejina Mary

WED 14.00–15.30 | 5X228 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Wellbeing/emotion

Session Chair: Dannielle Talbot

Impact Of P-O Fit On Employee Loyalty – The Moderating Effects Of Firm Performance, Corporate Social Responsibility, Need For Achievement, And Autocratic Leadership (157)
Ahmed, Sana; Simha, Aditya

Promoting resilience in a dispersed workforce: Evaluation of a live-streaming webinar training package for palliative care workers (165)
Maher, Karen Nicola

Emotional labour in the Hellenic health sector: A Grounded Theory study (672)
Mouratidou, Maria; Crowder, Mark

WED 16.00–17.30 | 6X101 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Callings/authenticity

Session Chair: Poornima Gupta

A Review of Callings at Workplace from 1996–2016 and Way Forward (900)
Gomez, Jince; Bhargava, Shivganesh

Understanding and Living a Calling: Developing a General Model for Occupational Calling using Systematic Literature Review (908)
Gomez, Jince; Bhargava, Shivganesh

Role of Individual Differences and Work Design in Being Authentic at Work (298)
Arshad, Mamoona; Malik, Muhammad Abdur Rahman

WED 16.00–17.30 | 5X228 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Cynicism/trust/decision-making

Session Chair: Brenda Hollyoak

Subgroup Identification and Trust in Multinational Teams (618)
Arman, Gamze; Bell, Suzanne

The Moderated Relationship Between Organizational Cynicism And Intent To Turnover (919)
Simha, Aditya; Javaid, Huma; Elloy, David

A Review of Naturalistic Decision Making Applied to Healthcare (836)
Woodward, Matt; Gore, Julie; Vasilakis, Christos
THURS 09.00–10.00 | 6X101 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Trust/Cynicism

Session Chair: Andre Soares

“Don't you know that it's different for girls”: A dynamic exploration of trust, breach and violation for women enroute to the top (485)
Searle, Rosalind H; Sealy, Ruth; Hawkins, Beverly

The 'Grey Zone' through the looking glass! Framing the construct of radicalization and its implications for policies around violent extremism (758)
Fischbacher-Smith, Denis

THURS 09.00–10.30 | 5X228 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Matthew Sorola

Organisational age-friendly HR policy and perceived age discrimination: Inspecting the Role of Diversity Management (994)
Adedeji, Oluwatomi; Davies, Eleanor

Don't Judge The Unknown From Unknown – (Mis) Understood Allotropes Of The Mutated Millennial Generation, And Their Need For Idiosyncratic Deals At Workplace (1017)
Kumar, Vijay S; Krishnan, T N

Idiosyncratic Deals (I-Deals) – A Literature Review (1083)
Kumar, Vijay S; Nair, Unnikrishnan K

THURS 11.00–12.30 | FROME, EXHIBITION & CONFERENCE CENTRE

SYMPOSIUM

Session Chair: Jon Billsberry

Organisational Misfit: A Practice Turn In Organisational Fit Research
Billsberry, Jon; Vleugels, Wouter; Mol, Stefan; Hollyoak, Brenda; Talbot, Dannie

Misfit has been a central theme in Person-Environment (PE) fit scholarship since its inception. While people who fit have higher job satisfaction (Cable & DeRue, 2002; Kim, Aryee, Loi, & Kim, 2013; McCulloch & Turban, 2007; Vancouver & Schmitt, 1991; Wang et al., 2011), contextual, task, and job performance (Kim, et al., 2013; Kristof-Brown, Zimmerman, & Johnson, 2005; Oh et al., 2014), organisational commitment (Kristof, 1996; Kristof-Brown & Guay, 2011; O'Reilly, Chatman, & Caldwell, 1991; Valentine, Godkin, & Lucero, 2002), and organisational citizenship behaviours (Cable & DeRue, 2002; Kim et al., 2013), people who misfit are thought to leave their organisations and find work elsewhere (Chatman, 1989; De Cooman et al., 2009; Schneider, 1987; Schulz, 2001). This 'misfits leave' hypothesis is a foundational element in Schneider's (1987) Attraction-Selection Attrition (ASA) framework; the organisational exit of misfits is the attrition phase that causes organisations to become more homogeneous over time.

Despite the centrality of the misfit concept in the PE fit literature, little research has explored the condition and it is commonly referred to in passing and in unnuanced terms. However, there has recently been a misfit turn in organisational fit research. Recent papers in Academy of Management Journal by Vogel, Rodell, & Lynch (2015) and Follmer et al. (2018) switched the attention of organisational fit research away from the benefits of fit to the deprivations of misfit. Vogel et al. (2015) discovered that people mitigated elements of misfit in their jobs by job crafting and engaging in compensating leisure time activities. Follmer et al. (2018) looked at the emergence of misfit in times of organisational change and found that people make strenuous efforts to reduce or eliminate their misfit. Misfit, therefore, is, at the very least, an uncomfortable condition that people want to free themselves from.

Interestingly, as this misfit turn has focused researchers on people's problems, it has made the field a lot more practice-oriented. The tone of these papers is that we now have issues to confront rather than prosaic interests to pursue. In light of these developments, we explore some of the practice implications of organisational misfit. The first presentation takes a social network perspective on fit and misfit and questions whether these constructs can be understood as a series of bilateral relationships, as generally operationalised in the literature, and whether we might better understand these states by considering the individual's varying and varied relationship with the extant social networks.

The second and third presentations explore how our increased understanding of misfit might translate into organisational adaptations. The second focuses on the most unpleasant form of misfit, i.e., misfit that is a by-product of bullying, ostracism, and other isolating acts. In these cases, misfit can be extremely debilitating and may lead to serious wellbeing deficits. This raises questions of what organisations' response should be to such occurrences. How can they be prevented? What should their response be? The third paper looks at the age-old problem of selecting applicants based on their anticipated...
fit. No issue has caused more debate in the organisational fit literature. On one side of this bifurcated arguments, one camp argues that recruiting people who fit will bring benefits such as improved performance, commitment, and satisfaction. On the other side of the argument, people are worried that such approaches will embed existing privilege, protect elites, make victims of victims, and create organisational ‘dry rot’ (Schneider, 1987: 446). In such bifurcated situations, a solution tends to come from one side winning the argument, but from the reframing of the debate. The presenters argue that new insights in the field of misfit are helping us change this discussion.

THURS 11.00–12.00 | 6X101 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Methods (Scale development and CIT)

Session Chair:
Julie Gore

Development and Validation of the Multidimensional Turnover Intentions Scale (324)
Gomes Menezes, Igor; Gomes Menezes, Ana Cristina Passos; Ruggeri, Kai; Moraes Ramos, Elton; Lozado, Jessica Assis; Muszynski, Patryk; Sandbrand, Damar

The Assessment of Behavioral Competencies Development and Initial Validation Of A New Framework (816)
Cortellazzo, Laura; Bonesso, Sara; Gerli, Fabrizio; Foguet, Joan Manuel Batista; Serlavos Serra; Ricard

THURS 11.00–12.30 | THAMES, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Workplace Behaviour

Session Chair:
Rejina M Selvam

Changing Contours Of Psychological Contract Research: Can The Developing World Offer New Perspectives? (684)
Khuda, Kudrat; Hack-Polay, Dieu

Workplace Injuries Of Youth: A Moderated Mediated Model Of Transformational Leadership, Safety Behaviour And Training (323)
McPhee, Deborah Marie; Samnani, Al-Karim; Schlosser, Francine

The Management Paradox: An Interdisciplinary Review of Perceived Employability and Work Behaviour with Future Research Directions (991)
Imam, Hassan
Organisational Studies

TRACK CHAIRS: DAVID WEIR, ROBERT PRICE, COLM FEARON AND DENIS FISCHBACHER-SMITH

WED 09.00–10.30 | 5X100 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair: Robert Price

Forgotten Heroes, Remembering Our Industrial Legacy and Reconstructing Marginalized Regions (903)
Linstead, Stephen Andrew

The Interaction of Personality and Innovative climate on Career Growth: A Perspective of Trait Activation (417)
Jiang, Yifan; Weng, Derek; Wang, Qiong

Leaving the job and or the profession: From job satisfaction to profession satisfaction (742)
Ali Abadi, Hossein; Van Tonder, Chris

WED 11.00–12.30 | 5X100 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair: David Weir

The organization of fear: displaced children and stolen babies in contemporary Spain (283)
Marre, Diana; Gaggiotti, Hugo

The Way Employees are Treated is Predictive of their Feeling of Power (1113)
Parmer, Lucinda; Dillard, John

Crossing Boundaries in ‘the field’: Multi-sited Psychosocial Organisational Ethnography (1053)
Ozdemir Kaya, Didem Derya; Fotaki, Marianna

THURS 11.00–12.30 | 5X100 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair: Robert Price

Independent Consultants: A Segmentation, Definition, Review and Research Agenda (555)
Cross, David

The Influence of Statutory Retirement Age Extension on Knowledge Staff's Health & Well Being (410)
Fragouli, Evangelia; Li, Susan

Positive Organizational Climate and Organization Effectiveness: A Moderated Mediation Model of Role Efficacy and Gender (1092)
Kumar, Umesh; Khatri, Naresh

THURS 13.30–15.00 | 5X100 BRISTOL BUSINESS SCHOOL
FULL PAPERS

Session Chair: David Weir

Organisation Design Using The Viable System Model – Experience From Practice (245)
Hoverstadt, Patrick; Loh, Lucy

Audiences and Category Shift in Alternative Conference Organizing (398)
Lampel, Joseph; Banerjee, Aneesh; Bhalla, Ajay

Reframing Emotion and Rituals in A Cultural Space: Relational Analysis from Institutional Logics Perspectives (415)
Iwashita, Hitoshi
Organisational Transformation
Change and Development

TRACK CHAIRS: RICHARD JEFFERIES AND JOHN MENDY

TUES 16.00–17.30 | WYE, EXHIBITION & CONFERENCE CENTRE

WORKSHOP

Session Chair: Patricia Hind

Vocational Universities? Transforming Education To ‘Employment’ (664)
Braganza, Ashley; Gupte, Meenakshi Aggarwal; Dora, Manoj; Mullins, Stephen; Sinha, Shuchi

The purpose of this workshop is to examine the increasing number of vocational activities in universities. We use the term employability skill practices to embrace the array of activities including but not limited to giving students competencies that are directly related to ‘getting a job’. We argue that these practices challenge the notion of a university education and will lead to fundamental changes in the nature of university education. We will use institutional theory to explore a range of questions under three headings – the creation of employability practices, the implementation of employability practices and outcomes practices. We want to engage with colleagues to explore this emergent area of change in universities.

WED 11.00–12.30 | WYE, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair: Carol Jarvis

The Role of Transformational leadership in Influencing Student Outcomes: Empirical Evidence from Kuwait Public Secondary Schools (465)
Alfraith, Fraih A; Ali, Maged; Braganza, Ashley

Road to Civil Service Reform through Improved Knowledge Management: A Case of the Planning Commission of Pakistan (925)
Amber, Quratumain; Khan, Iram; Ghalib, Asad Kamran

The Role of Sensemaking in the Emergence of a Hybrid Logic: The Case of National Gallery (270)
Alshawaaf, Shawaaf; Hee Lee, Soo

WED 11.00–12.30 | 5X231 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Theresa Chika-James

Knowledge Transfer and Impact? (465)
Bamford, David; Reid, Iain; Forrester, Paul; Dehe, Benjamin; Bamford, Jim; Papalexi, Marina

The Relevance of Interpersonal Skills to Project Management Success – A Stakeholder Perspective (693)
Chuku, Kelechi; Procter, Chris

A Longitudinal Multi-Case Study: The Changing Role of Accountants in the Public Sector (921)
Setten, Caroline Jane
### WED 14.00–15.30 | WYE, EXHIBITION & CONFERENCE CENTRE

#### FULL PAPERS

**Session Chair:**
John Mendy

**How do Employees React to Change Communication? Examining the Role of Change Magnitude and Message Framing (533)**
Kulkarni, Vaibhavi; Lewis, Laurie; Laster, Nicole

**Moderating Effect of Organisational Culture in TQM-Performance Link: Empirical Evidence From Pakistani Manufacturing Industry (892)**
Shafiq, Muhammad; Zia, Sumreen

**Identifying Employee Engagement Practices to Facilitate Organisational Agility: Evidence from a Qualitative Research Conducted in the UK (1014)**
Azizsafaei, Farzaneh; Sharifi, Hossein

### WED 14.00–15.30 | 5X231 BRISTOL BUSINESS SCHOOL

#### DEVELOPMENTAL PAPERS

**Session Chair:**
Kohol Iornem

**Reflections on Employees’ Lived Experiences of Organisational Change (272)**
Mendy, John

**Us Against the World: How Employees Make Sense of Permanent Organisation Failure vis-à-vis Outsiders (360)**
Karumathil, Anjana Achan; Mukherjee, Shibashis

**Do Managerial Climate and Psychological Ownership Facilitate Employees’ Adaptability for Change Readiness in Malaysian Public Services? (464)**
Tan, Feecheng; Nadarajah, Devika; Ho, JoAnn

### WED 16.00–17.30 | 5X231 BRISTOL BUSINESS SCHOOL

#### DEVELOPMENTAL PAPERS

**Session Chair:**
Ashley Braganza

**Sustainability in STEM Higher Education: It Takes an Institution to Make Social Change (102)**
Zizka, Laura; McGunagle, Doreen; Clark, Patti

**Management Consultancy as Practice: A Critical Review and Research Agenda (280)**
Hartley, Jeanette; Wright, Alex; Carli, Giacomo

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### THURS 09.00–10.30 | WYE, EXHIBITION & CONFERENCE CENTRE

#### FULL PAPERS

**Session Chair:**
Patricia Hind

**Leading Organisational Change at a London Alternative Provider of Higher Education (356)**
Madichie, Nnamdi; Mpofu, Knowledge

**The Influence of Identity as Power Mechanism in Unplanned Organisational Change (928)**
Winkler- Titus, Natasha; Crafford, Anne; Stanz, Karel

**Winds of Turbulence crashing on Green Stools: Reflections on Organisational Management (936)**
Kofinas, Alexander Kyriakos; Clements, Andrew; Barber, Stephen

### THURS 11.00–12.30 | WYE, EXHIBITION & CONFERENCE CENTRE

#### FULL PAPERS

**Session Chair:**
Theresa Chika-James

**Knowledge Evolution Within Business Processes Undergoing Planned/Radical Change (343)**
Alyaseen, Nouf M B; Braganza, Ashley

**Moving Places, Open Spaces: The Intersecting Influences of Office Space, Organizational Change, Communication and Organisational Culture (510)**
Smollan, Roy Kark; Morrison, Rachel Lopes

**Reflections on the Conceptual Frame and Methodological Design of a Process Approach to Studying Processes of Change in Organizations (418)**
Dawson, Patrick Mark
Track Sessions

**THURS 11.00–12.30 | SX231 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Kohol Iornem

**Embedding the Patient During a Service Improvement Programme in a Healthcare System. Making Beds in the NHS (830)**
Thompson, Thomas Edward

**Speed of Transformation in the Face of International Markets: The Audit Profession in China (867)**
Campbell, Shelagh M R; Zhang, Zhou; Sinclair, Paul; Li, Yingqi

**The Role Of Artifacts In Endogenous Change: The Case Or Nurses’ Handoff Routine (964)**
Cecchi, Saveria; Rouby, Evelyne

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**THURS 13.30–15.00 | SX231 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
TBC

**Towards The Understanding of Collective Readiness For Change: A Multi-level View (953)**
Menting, Magteld Mathilda; Naughton, Shahnaz

**Role Of Idiosyncratic Deals and Mindfulness in Empowering Learned Helplessness Individuals From A State Of Resistance To Change – An Exploratory Study (1095)**
Kumar, Vijay S

**Managing Change: A case of REC to understand the cultural change management in an organisation (1006)**
Idrees, Syeda Sidra; Shabbir, Hamza

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**Performance Management**

**TRACK CHAIRS: LUISA HUACCHO-HUATUCO AND VINH CHAU**

**WED 09.00–10.00 | 3X107 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Jonathan Liu

**The Performance Management and Appraisal in Higher Education (171)**
Camilleri, Mark Anthony; Camilleri, Adriana

**There’s something about Buddha! A Tale of Two Family Business CSR Practices as dictated by Religion and Spiritual Values in Thailand (854)**
Chau, Vinh Sum; Tantiwong, Jidanun

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**WED 11.00–12.30 | DANUBE, EXHIBITION & CONFERENCE CENTRE**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Vinh Chau

**SME Productivity Stakeholders: Getting In The Right Orbit (786)**
Jones, Ollie

**Value of the Firm and Customer Equity under Conditions of Uncertainty (638)**
Bick, Geoff; Joosub, Tasneem

**Determinants of Credit Limit in Interbank Lending: Evidence From Russia (1065)**
Pustovalova, Tatiana; Makarova, Olga
**WED 16.00–17.00 | 3X107 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Luisa Huatuco

*Does managerial training have any impact on the performance on MSE managers? Evidence from Ghana (835)*
Atiase, Victor Yawo; Botchie, David

*Toward a Further Understanding of Occupational Commitment and Its Relationship to Job Performance: A Meta-Analysis (294)*
Wang, Qiong; Jiang, Yifan

**THURS 09.00–10.30 | ARUN, EXHIBITION & CONFERENCE CENTRE**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Vinh Chau

*Student Engagement, Performance Management and Productivity (616)*
Liu, Jonathan; Ellis, Stephen; Cole, Rosanna

*Revisiting Alignment and Its Relation to Performance Measurement through Cognitive Mapping (827)*
Armstrong, Ryan Christopher

*Exploring the Reconfiguration of Accountability in a Fluid Organisation (860)*
Chai, Sung Hwan; Nicholson, Brian; Scapens, Robert W; Yang, ChunLei

**THURS 11.00–12.30 | 5X106 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Luisa Huatuco

*The Effectiveness of Customer Education: Evaluating Synchronous and Asynchronous E-learning Technologies (927)*
Dadd, Deneise; Hinton, Matthew

*The National Lottery – A model for Performance Management and Productivity (1005)*
El Bachire Thiam, Mouhamed; Liu, Jonathan; Spyriadis, Thanasis

*The Impact of Digitalisation on Supply Chain Management, Customer Service Delivery, and the Accounting Performance of Automotive Companies and Suppliers in Germany (705)*
Barjasic, Ivan; Prasto, Arny

*Adjusting Transfer Pricing Model for Better Performance Analysis (1060)*
Makarova, Olga; Pustovalova, Tatiana

**THURS 13.30–15.00 | 3X107 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Jonathan Liu

*Key criteria affecting passengers’ choice between train and plane: A case study (572)*
Zhao, Yu; Huaccho-Huatuco, Luisa Delfa

*Performance Management in Nigeria’s Public Health Sector: Development and Issue (992)*
Egbegi, Jean; Pauline Loewenberger; Clark, John

*Development and validation of a performance measurement system based on Islamic principles (1060)*
Haniffah, Noor Leena; Ahmed, Pervaiz Khalid; Shaiban, Mohamed Sharaf
Public Management and Governance

TRACK CHAIRS: IAN HODGKINSON AND RUSS GLENNON

WED 09.00–10.30 | 5X105 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Sharon Williams

Border Work: The Craft Of Orchestrating Collaborative Effort In ‘The Swamp’ – An Exploration Of Collaborative Practice In The Context Of Health And Social Care Integration In Scotland (1104)
Mulherin, Tamara Jane

Co-production in Healthcare: A Scoping Review of Meanings, Models and Methods (508)
Williams, Sharon; Radnor, Zoe; Gillon, Anne Clare

‘It Was a Different Day, We Were a Different Kind Of Organisation’: The Role of Myth in a Hybrid Organisation (352)
Rostron, Ali

WED 11.00–12.30 | 3X107 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: Danielle Tucker

The Cassandra Syndrome? Early Warnings and Near Miss Events in Health Care (756)
Fischbacher-Smith, Denis

Leadership in the Clinical Directorate: Insider Perspectives (886)
Keenan, Marina Grace; Wilson-Evered, Elisabeth; McGrath, G Michael

Collective hubris: Organizational pathology in the UK National Health Service (468)
Tucker, Danielle; Hendy, Jane

An examination of the governance of collaboration: the case of the Fire and Rescue Service in England (717)
Lakoma, Katarzyna; Glennon, Russ; Murphy, Peter; Valero-Silva, Nestor

The impact of corruption on government construction projects cost performance in an emerging economy: evidence from Ghana (968)
Damoah, Isaac Sakyi; Akwei, Cynthia A

Developing Entrepreneurial Leadership With Public Service Mutuals (744)
Waters, Hugh

WED 14.00–15.30 | 6X270 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Hugh Waters

An examination of the governance of collaboration: the case of the Fire and Rescue Service in England (717)
Lakoma, Katarzyna; Glennon, Russ; Murphy, Peter; Valero-Silva, Nestor

The impact of corruption on government construction projects cost performance in an emerging economy: evidence from Ghana (968)
Damoah, Isaac Sakyi; Akwei, Cynthia A

Developing Entrepreneurial Leadership With Public Service Mutuals (744)
Waters, Hugh

WED 16.00–17.30 | 3X110 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: Stephen Teo

From Work Harassment to Well-Being: The Moderating Effect of Psychological Capital (1026)
Dudau, Adina; Kominis, George; Brunetto, Yvonne

Public Sector Ethical Leadership and Change Recipients Psychological Well-being (206)
Teo, Stephen, T.T; Nguyen, Diep; Pick, David

Conceptual Skills in Innovative Leadership in Public Sector Change (229)
Jasim, Arif Fadhel; Pinnington, Ashly; Suseno, Yuli
THURS 09.00–10.30 | ISERE, EXHIBITION & CONFERENCE CENTRE

DEVELOPMENTAL PAPERS

Session Chair:
Panos Panagiotopoulos

Conceptualising Information-Based Regulation: Towards a Future Research Agenda (798)
Panagiotopoulos, Panos; Bowen, Frances

Recent Changes in Governance Frameworks and the Implication on Innovation in the Public Sector: Research Plan (317)
Albakhiti, Mohammed Saleh; Nandy, Monomita

Local Government-NGO Collaboration and Quest for Inclusive and Accountable Local Governance: A Study of Union Parishads in Bangladesh (589)
Nasrullah, Amir Mohammad

THURS 11.00–12.00 | 5X105 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair:
Lara Audu

Social Housing Right-to-Buy Policy: Public Value Perspective (255)
Sadiqi, Jawed; Irani, Zahir

Critical Success Factors of Public Procurement Practices Implementation: Evidence from an Emerging Economy (1020)
Audu, Lara Oziofu; Chika-James, Theresa A; Rowlands, Hefin

THURS 13.30–15.00 | ARNO, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair:
Martin Harris

Managing The Integration Conundrum: The Case Of Inter-Professional Team Working (256)
Harris, Martin; South, Nigel

Organizational Climate and Well-being: A Multi-level Mediated Analysis within New Zealand Academic Institutions (158)
Haar, Jarrod; Teo, Stephen T.T; Rasmussen, Erling; Bentley, Tim

Effects of Psychological Safety Climate on Psychological Well-being in the Public Sector: A Mediating Mechanism (211)
Nguyen, Diep Thi Ngoc; Teo, Stephen; Pick, David

Research Methodology

TRACK CHAIRS: MURRAY CLARK AND SOPHIE MILLS

WED 09.00–10.30 | WYE, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Interviewing and Narrative Analysis Session

Session Chair:
Juliet Kele

You Speak, I Draw: A Visual Timeline Approach to Narrative Interviewing (876)
Spencer, Leighann

On Doing Narrative Analysis (530)
Symons, Christine Elizabeth; Pick, David; Richardson, Julia

If I only had time! Addressing temporal issues for gaining organizational access for international qualitative research (458)
Lee, Bill; Aslam, Usman

WED 11.00–12.30 | ARUN, EXHIBITION & CONFERENCE CENTRE

DEVELOPMENTAL PAPERS

Visual Methods and Analysis Session

Session Chair:
Sophie Mills

The Final Notch: Using Visuals To Enhance Theory-Building? (368)
Reissner, Stefanie C; Izak, Michal

Mixing Visual Management With Visual Sociology (450)
Cluley, Victoria; Bateman, Nicola

Framing Analysis and its Uses in Business and Management Research (999)
Goethals, Samantha
Track Sessions

WED 14.00–15.30 | 7X200 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Reflections on Methodology Session

Session Chair: Amanda Lee

Using Autoethnography to Examine Lived Experience, and Adapting Autoethnography to Ensure Research Credibility (319)
Brown, David Michael

Intersectional Fusion and Fission: Power Relations In Qualitative Interviewing (870)
Kele, Juliet Elizabeth; Cassell, Catherine

Intellectual Quietness: Our Struggles With Researching Creativity As A Process (690)
Dorfler, Viktor; Stierand, Marc Benjamin; Chia, Robert

WED 16.00–17.30 | WYE, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Rigour and research design Session

Session Chair: Murray Clark

The Evidence for Common Method Bias: Time to Think of Abandoning the Myth? (110)
Bozionelos, Nikos

Hitting the bullseye! Impact of methodological rigor and research design on article citations for qualitative case studies (851)
Michael, Gibbert; Nair, Lakshmi Balachandran; Hoorani, Bareerah Hafeez

An Intertextual Analysis of Organisational Identity Claims in the Annual Reports of UK Magazine Publishing Firms, 2004-13 (514)
Milne, Alastair; Tacon, Richard

THURS 09.00–10.30 | 5X103 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Reflexivity, Methodology and Philosophy Session

Session Chair: Marc Stierand

Foundations Of A Reflexive Strategy For Analysis Incorporating Researcher Lived Experience In Management Research (553)
Green, Emma; Pandya, Kausik; Couch, Oliver

Standing in the Shoes of Giants: Teaching Research Philosophy (957)
St John Renshaw, Phil; Robinson, Jennifer; Parry, Emma

Advancing ‘Epistemic Reflexivity’ as Multiple Forms and Methodological Process in International Business and Management Research: a Bourdieusian Perspective (957)
Guttormsen, David S.A

THURS 09.00–10.30 | 7X204 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Methodological Perspectives Session

Session Chair: Murray Clark

Longitudinal Case Study Research: A Multidisciplinary Perspective (894)
Lamb, Philippe; Darouchi, Oussama

One Hypothesis One Science (137)
Amatucci, Marcos

Conducting Umbrella-Reviews – Methodical Issues and Evaluation (795)
Auschra, Carolin; Berthod, Olivier

THURS 11.00–12.00 | 5X101 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Qualitative Research Practice Session

Session Chair: Viktor Dorfler

Using Abductive Reasoning to Explore Performance Management in Nigeria’s Public Health Sector (996)
Egbegi, Jean; Loewenberger, Pauline; Clark, John

Qualitative Research Methodology: A Neo-empiricist Perspective (1054)
Kesseba, Khaled; Clark, Murray C; Awolowo, Ifedapo Francis
**Risk and Crisis Management**

**Track Chairs:** Denis Fischbacher-Smith, Moira Fischbacher-Smith and Alan Irwin

**Thursday 11.00–12.30 | 3X107 Bristol Business School**

**Full Papers**

**Session Chair:** Denis Fischbacher-Smith, Moira Fischbacher-Smith and Alan Irwin

*The nexus between ERI Framework and Employee Burnout in Terrorism-Ridden Areas* (311)
Soomro, Shuaib Ahmed

*‘Living With’ Terror: The Media, Terrorism And The Notion of Mutuality* (760)
Fischbacher-Smith, Denis

*Safety Leadership in Complex High Risk Environments: a theoretical synthesis and integrative framework* (677)
Jubault Krasnopevtseva, Natalia; Thomas, Catherine; Kaminska, Renata

**Developmental Papers**

*Asymmetry Between Enactment and Formal Procedures: A Routine Perspective on Organizational Safety* (980)
Tewari, Neha; Pilbeam, Colin; Denyer, David

**Strategy**

**Track Chairs:** Efthimios Poulis, Konstantinos Poulis and Ioannis Christodoulou

**Tuesday 16.00–17.30 | 5X101 Bristol Business School**

**Workshop**

**Session Chair:** George Burt

*Map your strategy: Help strategy synthesis* (1094)
Reinmoeller, Patrick; Baaij, Marc

Strategy in business courses often relies on well-known concepts based on existing research and taken-for-granted beliefs to organize facts and new ideas accordingly. This is problematic for several reasons. The uncertainty of new technological and geopolitical challenges may raise the opportunity costs of applying diffused and dated tools. Teaching students a set of tools may help in the short-term to repeat the solution when similar problems occur but it does not build building critical thinking skills. A complementary approach to teaching strategy that helps critical thinking so as to enable practitioners meet new challenges is needed. Research and practice in (executive) teaching and consulting over the last decade has resulted in such a complementary approach. This workshop presents, explains and stimulates hands on application in the interactive workshop.

**Wednesday 09.00–10.30 | 3X110 Bristol Business School**

**Full Papers**

**Session Chair:** Peter Galvin

*Conceptual Development in the Dynamic Capabilities Literature: A Systematic Review* (1028)
Nguyen, Hang T.T; Pham, Hanh S.T; Pattinson, Steven

*Dynamic Capabilities under Political Uncertainty: The Oxford Scenario Planning Approach (OSPA) Applied to an Emerging Economy* (150)
Stein, William Castillo; Azalia, Juan Carlos Ladines; Pyper, Neil

*Exploring the Relationship Between Dynamic Capabilities and Human Capital in Vietnamese Tourism Organizations* (1012)
Nguyen, Hang T.T; Pattinson, Steven; Pham, Hanh S.T
WED 11.00–12.30 | 3X110 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: Robert Anthony Gorzynski

Product Uniqueness and Production Strategy in the Scotch Whisky Industry (483)
Lampel, Joseph; Ronen, Daniel; Banerjee, Aneesh

A Concise Theoretical Review of Organizational Ambidexterity Research (183)
Kassotaki, Olga

On the Contingent Value of Organizational Ambidexterity for Performance: The Curvilinear Moderating Effect of Uncertainty (812)
Suk Yang, Oh; Min Park, Jun; Ho Yang, Yoon

WED 11.00–12.30 | 6X270 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Maria Boura

Managing Cross-Border Mergers and Acquisitions: A Review of Successes and Failures (390)
John, Anna; Meadows, Maureen; Lawton, Thomas

An Experimental Approach to Sabotage Activity in Mergers and Acquisitions (841)
Degischer, Daniel; Wieser, Desiree

A Competing Risks Analysis of Two Interrelated Strategies: Making an Acquisition and/or Being Acquired (909)
Kastrinaki, Zafeira

Coding Data from Strategy Development Exercises: Conversation and Video (423)
Meadows, Maureen; O'Brien, Frances

WED 14.00–15.30 | FROME, EXHIBITION & CONFERENCE CENTRE

FULL PAPERS

Session Chair: Gabriel Martinez

The Value Of Connectivity: How And Why A Sense Of Connection With The Natural World Contributes To The Ability Of Small And Medium-sized Environmental Organisations To Think Strategically? (658)
Gorzynski, Robert Anthony

The Financial Services Sector and Economic Growth in SSA: Insights from Ghana (639)
Adams, Kweku; Nyyur, Richard R.B

Triple bottom line mission and financial performance: the role of CSR (569)
Abdelkareem, Reda; Karami, Azhdar

WED 14.00–15.30 | 7X204 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Zafeira Kastrinaki

Keep it or share it? The impact of platform rent appropriation on quality of complementary products (486)
Tavalaei, Mahdi M

Environmental social performance: Imitating competitive strategy-leaders (862)
Boura, Maria; Spanos, Yiannis E; Voudouris, Irini

Relationship Between Knowledge Search Portfolio and New Knowledge Development: The Moderating Role of Firms’ R&D Structure (332)
Khurshid, Faisal; Park, Woo-Yong; Chan, Felix T.S

Misattribution of Success and the Daigou Paradox (1002)
Hughes, Chih-Hsien; Lucas, Gerardus JM; Brown, Dana; Hughes, Paul

Leveraging social media to promote tourist sites: insights from sub-Saharan Africa (526)
Amankwah-Amoah, Joseph; Osabutey, Ellis; Hinson, Robert

WED 14.00–15.30 | 5X107 BRISTOL BUSINESS SCHOOL

FULL PAPERS

Session Chair: John Parnell

Firm Boundaries Revisited – How Firms can Alter Transaction Costs Through Design Choices (584)
Galvin, Peter; Burton, Nicholas

Managerial risk taking in peer to peer investments:
A study of the Indian banking industry (577)
Basu, Shubhabrata; Aulakh, Preet
**FULL PAPERS**

WED 16.00–17.30 | 5X101 BRISTOL BUSINESS SCHOOL

*Session Chair:*
Garry Elliot

- Capability bundles underpinning market and nonmarket strategy: Evidence from the United Kingdom (132)
  Parnell, John A; Brady, Malcolm
- Teaching Strategy – A Wicked Art! (683)
  Thakur, Munish; Saggurthi, Suneetha
- Success or failure: A post-merger analysis of United Airlines (575)
  Manuela Jr, Wilfred Sebastian; Rhoades, Dawna L; Curtis, Tamilla

THURS 09.00–10.30 | 5X115 BRISTOL BUSINESS SCHOOL

*Session Chair:*
Evangelia Fragouli

- Thinking Before You Act? The Role Of Intuitive Thinking In Dynamic Capabilities (691)
  Fernandes Rodrigues, Marlon; Vasconcelos Ribeiro Galina, Simone
- Big Data (re)sources – an impetus for new dynamic capabilities (517)
  Brewis, Claire Catherine
- Innovation Outcome Prediction by means of Value Capture Theory and Artificial Intelligence (739)
  Di Lecce, Michele; Johnson, Dyneshia; Neri, Ferrante

**DEVELOPMENTAL PAPERS**

WED 16.00–17.30 | SEVERN, EXHIBITION & CONFERENCE CENTRE

- Innovation Aspects In Sustainable Business Models: A Conceptual Framework (596)
  Martinez, Gabriel; Renukappa, Suresh; Suresh, Subashini
- Re-interpreting the merger paradox: a real options approach to understanding M&A decisions (905)
  Kastrinaki, Zafeira; Tsagkanos, Athanasios; Angwin, Duncan
- Risk Management: Its role in preventing safety and environmental accidents (406)
  Fragouli, Evangelia; Nzioka, Fave; Manar, Selma

THURS 09.00–10.30 | 3X110 BRISTOL BUSINESS SCHOOL

*Session Chair:
* Patrick Reinmoeller

- Heterogeneity In Strategy Implementation Barriers And Their Competitive Implications – Using A Resource Weakness Lens (1090)
  Amjad, Muhammad; Thomas, Lisa
- Environmental Scanning: Untangling Threats, Opportunities and the Influence of Perceived Environmental Uncertainty (550)
  Robinson, Craig Vincent; Simmons, John
- What Scenarios Are and Are Not (429)
  Spaniol, Matthew Jon

THURS 11.00–12.30 | 3X110 BRISTOL BUSINESS SCHOOL

*Session Chair:*
Maureen Meadows

- Strategic planning activity, middle manager divergent thinking, external stakeholder salience, and organisational performance: A study of English and Welsh police forces (351)
  Elliot, Garry; Day, Marc; Lichtenstein, Scott Samuel
- Developing an alternative strategic thinking perspective: Towards a framework of systems strategic thinking (633)
  Maistry, Nandarani; Bui, Hong
- Patterns Of Strategy – A New Approach To Strategy Development (247)
  Hoverstadt, Patrick; Loh, Lucy

THURS 11.00–12.00 | 5X228 BRISTOL BUSINESS SCHOOL

*Session Chair:*
Anna John

- A strategic approach to develop measures to survive, sustain and grow SMEs in the fast food restaurant sector within the Nigerian economy (789)
  Nweke, Emek
- Corporate Entrepreneurship and Environmental Influence on the Performance of the Nigerian Manufacturing Firms (354)
  Madichie, Nnamdi; Omisore, Segun; Nwankwo, Sonny; Huang, Qingan
**Strategy-as-Practice**

**TRACK CHAIR: MUHAMMAD AMJAD**

**THUR 13.30–15.00 | 2X242 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Olga Kassotaki

**On the creative emergence of strategic foresight: A distentive capability approach (291)**
Sarpong, David; Eyres, Eye

**Defragmenting Policy and Stakeholder Narratives (251)**
Burt, George; Mackay, David; Mendibil, Kepa

**Need for adaptiveness in Strategic Analyst Role (1084)**
Broderick, Anne; Schlick, Sandra

**THUR 13.30–14.30 | 3X110 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
William Castillo Stein

**Achieving Strategic Consensus through Individuals Social Practice: The Perspective of Kuwaiti Managers (1032)**
Almansour, Jarrah; Obembe, Demola

**Investigating Strategic-Implementation relative to Organisational-Commitment in the Sheffield City Region (208)**
Marc O Duffy

**WED 09.00–11.00 | 3X105 BRISTOL BUSINESS SCHOOL**

**FULL PAPERS**

*Session Chair:*
Muhammad Amjad

**Past Leadership Influence On Organization Structure, Strategy And Knowledge Management (342)**
Simani, Lucy

**Professional sports teams: Going beyond the core (428)**
Pritchard, Adrian; Cook, David; Jones, Andrew; Bason, Tom; Salisbury, Paul; Hickman, Ellie

**Bottoms up! – Understanding Competitiveness Through The Practice Lens (829)**
Qazi, Kamal

**CSR Practices: How Internal Discourse Moderates CSR Implementation and Outcomes. (787)**
Howard, Kerrie

**WED 16.00–17.30 | 5X106 BRISTOL BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Lisa Thomas

**Prescribed or enacted? Strategy-making with numbers to navigate complexity (828)**
Chalkias, Konstantinos; Jarzabkowski, Paula

**Exploration of Institutional Liminality in Developing a Business Model as a Catalyst for Sectoral Change (659)**
Urwin, Gerry

**Strategic transformation practice; How do leadership teams balance managing present concerns whilst co-creating future aspirations in a VUCA world? (440)**
Cousquer, Stefan; Page, Nadine
**Sustainable and Responsible Business**

**Track Chair:** Helen Goworek, Konstantina Skritsovali and Jonathan Louw

**Tues 16.00–17.30 | 5X107 Bristol Business School**

**Workshop**

**Session Chair:** TBC

**Innovating Sustainable Business Education: How to Engage Theory and Practice for a Better Future (755)**

Gapp, Rod; Stewart, Heather; Brooks, Simon; Birrell Ivory, Sarah

There are two reasons for this workshop; first the educational position. When individuals enjoy and have a desire to learn the uptake of knowledge is enhanced and the learning is retained. Therefore, to ensure sustainability as evidence through Sustainable Management Practice (SMP) is a relevant and worthwhile field of management study the engagement of students is important, preventing it from becoming just another management fad. Here because of the importance of the topic this engagement is seen as life-long learning, not just the activities undertaken in a classroom or course. The second is the future of the planet, which is now at risk from the existing social demands driven by the business models contained within the consumer society. How does the innovative business of the future become even more profitable through the use of sustainable management practices? Such engagement ensures the business while sustaining the planet. This workshop aims at engaging the audience in order to answer these two questions.
Reputational Challengers and Corporate Accountability Construction: The Influence of Organizational Stigmatization on Legitimacy Claims in CSR Disclosures (194)
Jha, Harsh Kumar; Kozhevnikov, Andrew; Liu, Bin

Measuring the results of Corporate Social Responsibility: unmasking the gap (if any) between theory and practice (227)
McGeough, Blath; McGeough, Francis

Sustainability

Session Chair:
Heather Stewart

Organisations, Ecosystems Services and Corporate Sustainability: A 21st Century Solution? (381)
Craddy, Angela Naomi; Russell, Sally

A typology of environmental capabilities of SMEs: uncovering capabilities for a transition towards sustainability (391)
Baranova, Polina

An Updated Conceptualisation of Corporate Sustainability: Five Resources Sustainability (244)
Ivory, Sarah; Brooks, Simon

Revisiting Sustainability: Are We Losing Sight of the Forest by Understanding Trees? (260)
Iman, Nofie

Supply Chain Management

Session Chair:
Anthony Alexander

Sustainable Development in Supply Chain: A New Zealand Empirical Study (147)
Sajjad, Aymen; Eweje, Gabriel; Tappin, David

Governing Sustainability in Supply Chains: Challenges and Opportunities (148)
Sajjad, Aymen; Eweje, Gabriel; Tappin, David

Tales From The Countryside: Passing The Environmental Buck (394)
Glover, Jane; Touboulic, Anne

SDGs &CSR

Session Chair:
Konstantina Skritsovali

Performance metrics and the Sustainable Development Goals: bridging local and national scales via empirical case study in sustainable supply (1030)
Alexander, Anthony; Delabre, Izabela

Are Corporate Sustainability Indices Aligned With The Sustainable Development Goals (608)
Bolourian, Soudabeh; Margenats, Francisco Sierra; Angus, Andrew

Evaluating Practices and Challenges of Corporate Social Responsibility in Saudi Arabia (524)
Shalhoob, Abdulaziz

Corporate Social Responsibility and Corporate Resilience in Emerging Markets: A Board Capital Perspective (1091)
Nair, Sumod Sarashwathy Divakaran

CSR 2 – education and experts

Session Chair:
Jonathan Louw

Eschatology or Productivity: What Can the CSR Academy Contribute to the British Academy's Future of the Corporate Project? (607)
Hirst, John Edwin

Sustainability Communication and Evaluation: A Practice-based Case Study on British Egyptian Universities Value-chain (1022)
Adel, Heba Mohamed; Mahrous, Abeer

Trust the Experts? The Role of Consultants' Human Capital and Moral Identity in Markets for Virtue (823)
Iatridis, Konstantinos; Kesidou, Effie; Gond, Hean-Pascal
WED 14.00–15.30  |  3X110 BRISTOL BUSINESS SCHOOL

FULL PAPERS

SMEs and entrepreneurship

Session Chair:
Polina Baranova

Entrepreneurial Discourse from a Critical Feminist Perspective (186)
Harrer, Theresia; Lehner, Othmar M

What Does It Take To Pay A Fair Day’s Wage?:
A Post-Dualistic Exploration Of British SMEs’ Experiences Of Living Wage Adoption and Accreditation (338)
Werner, Andrea

Cross-Sector Collaboration and Business Sustainability or Organic Small Farms (531)
Han, I

WED 14.00–15.30  |  5X105 BRISTOL BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Leadership & Wellbeing

Session Chair:
Simon Brooks

The Responsible Management and Leadership Paradox:
Applying the Conceptual Lens of Organizational Ambidexterity (971)
Smith, Simon; Perriman, Alice; Trimm, Annabelle

Economics of Happiness: A systematic review and research agenda (802)
Jain, Mansi; Sharma, Gagandeep

Impact of Climate Change of Business: An Institutional Filed Perspective (944)
Agrawal, Shambhavi

Trickle-down effects of unethical leadership: Insights from meaning making (1075)
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Konstantina Skritsovali

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CEO incentives and Corporate Social Responsibility Reputation: Empirical evidences from MNCs in the US (942)
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A Qualitative Analysis Of Organisations Privacy Protection Disclosures In CSR Reports (962)
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- **Controlling for Sustainability Strategies: The Role of Internal Sustainability Professionals (604)**  
  Ghosh, Biswaraj; Herzig, Christian; Mangena, Musa

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

OUR VISION
To be a pluralistic learned society, contributing to the development of management knowledge and practice internationally.

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.

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

An Executive Committee, consisting of vice-chairs, chair and president, is elected to develop the strategy, work with Council and incorporate the voice of the membership, oversee the longer term direction of the learned society and ensure an effective implementation of the agreed strategy.
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Re-connecting Management Research with the disciplines: Shaping the research agenda for the Social Sciences

2016
Newcastle University, Newcastle
Thriving in Turbulent Times

2015
University of Portsmouth, Portsmouth
The Value of Pluralism in Advancing Management Research, Education and Practice

2014
University of Ulster, Belfast
The Role of the Business School in Supporting Economic and Social Development

2013
University of Liverpool
Management School, 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
University of Brighton, Brighton
The End of the Pier? Competing perspectives on the challenges facing business and management

2008
Leeds University Business School, Harrogate
he 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 University Business School, Harrogate
Knowledge into Practice

2002
Middlesex University Business School, London
Fast-Tracking Performance Through Partnerships

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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, Birmingham
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

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University of Bath, Bath
BAM 1991

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

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- Professor Peter McKiernan (University of Strathclyde), Deputy Dean
- Professor Howard Thomas (Singapore Management University), Vice Dean
- Professor Sir Cary Cooper (University of Manchester), BAM President
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SUSTAINABLE AND RESPONSIBLE BUSINESS
Helen Goworek, University of Leicester
Konstantina Skritsovali, Manchester Metropolitan University
Jonathan Louw, Oxford Brookes University
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Laurent, Adrien  
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Perriman, Alice  Sustainable and Responsible Business  WED 14.00-15.30
Petlushenko, Kateryna  Operations, Logistics and Supply Chain Management  THURS 09.00-10.00
Petit, Stephen  Operations, Logistics and Supply Chain Management  THURS 13.30-15.00
Pezet, Eric  Management and Business History  THURS 13.30-15.00
Pigg, D. Siti Rozaidah  Leadership and Leadership Development  THURS 11.00-12.30
Phadke, Uday  Entrepreneurship  THURS 09.00-10.30
Pham, Hanh S. T.  Strategy  WED 09.00-10.30
Pham, Hanh Song Thi  Sustainable and Responsible Business  WED 16.00-17.30
Pham, Hanh Song Thi  Sustainable and Responsible Business  WED 16.00-17.30
Phillips, Wendy  Innovation  WED 16.00-17.30
Philp, Bruce  Sustainable and Responsible Business  WED 14.00-15.30
Pick, David  Research Methodology  WED 09.00-10.30
Pick, David  Public Management and Governance  WED 16.00-17.30
Pic, Colin  Inter-Organisational Collaboration: Partnerships, Alliances and Networks  WED 16.00-17.30
Pinnington, Ashly  Public Management and Governance  WED 16.00-17.30
Pistol, Rachel  Management and Business History  WED 11.00-12.30
Plakoyiannaki, Emmanuella  International Business and International Management  TUES 15.30-17.00
Plakoyiannaki, Emmanuella  International Business and International Management  WED 14.00-15.30
Pogrebna, Ganna  Organisational Psychology  THURS 13.30-15.00
Pollyn, Basil Sokuroabo  Human Resource Management  THURS 09.00-10.30
Poole, Adam  Marketing and Retail  WED 16.00-17.30
Pounds, Gabrina  Organisational Psychology  WED 09.00-10.30
Pradhan, Manas  Leadership and Leadership Development  THURS 11.00-12.30
Prasto, Arny  Performance Management  THURS 11.00-12.30
Prendergast, Cian  E-Business and e-Government  WED 14.00-15.30
Pritchin, Adrian  Strategy as Practice  WED 09.00-11.00
Procter, Chris  Organisational Transformation, Change and Development  WED 11.00-12.30
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Pugh, Geoff  Marketing and Retail  WED 16.00-17.30
Pullin, Patricia  International Business and International Management  WED 11.00-12.30
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Pyman, Amanda  Human Resource Management  THURS 09.00-10.30
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Qazi, Kamal  Strategy as Practice  WED 14.00-15.30
Qazi, Nida  E-Business and e-Government  WED 09.00-11.00
Qu, Jingjing  Organisational Psychology  WED 11.00-12.30
Quast, Madeleine  Corporate Governance  THURS 09.00-10.30
Quah, Sumayyah  Human Resource Management  WED 16.00-17.30
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Radnor, Zoe  Public Management and Governance  WED 09.00-10.30
Rahaman, Jaser  Leadership and Leadership Development  THURS 11.00-12.30
Rahman, Mahfuzur  International Business and International Management  WED 14.00-15.30
Raji, Maryam  Gender in Management  THURS 09.00-10.30
Ramanathan, Usha  Inter-Organisational Collaboration: Partnerships, Alliances and Networks  WED 09.00-10.30
Ramdani, Ben  Human Resource Management  WED 14.00-15.30
Ramlogan, Ronald  Innovation  THURS 11.00-12.30
Rana, Muhammad Iqbal  Marketing and Retail  WED 16.00-17.30
Rao-Nicholson, Rekha  International Business and International Management  WED 11.00-12.30
Rapti, Andriana  Human Resource Management  WED 09.00-10.30
Rashid, Tahir  Marketing and Retail  THURS 13.30-15.00
Rasmussen, Erling  Public Management and Governance  THURS 13.30-15.00
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Samnani, Al-Karim  Organisational Psychology  THURS 11.00-12.30
Sampaio, Pedro  Inter-Organisational Collaboration: Partnerships, Alliances and Networks  WED 11.00-12.30
Samuel, Olorunjuwon Michael  Human Resource Management  WED 14.00-15.30
Samuelsson, Mikael  Entrepreneurship  THURS 11.00-12.30
Sandbrand, Damar  Organisational Psychology  THURS 11.00-12.30
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Sandhawalla, Birinder Singh  Inter-Organisational Collaboration: Partnerships, Alliances and Networks  WED 11.00-12.30
Sarabi, Yasaman  Corporate Governance  WED 19.00-10.30
Saraf, Anastasiya  Organisational Psychology  WED 14.00-15.30
Saraswathy Divakaran Nair, Sumod  Sustainable and Responsible Business  WED 11.00-12.30
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Semkina, Antonina  Organisational Psychology  WED 09.00-10.30
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Shan, Juan  International Business and International Management  WED 11.00-12.30
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Shogbanmu, Olusegun Oluwemii  Marketing and Retail  THURS 11.00-12.30
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Shuja, Aleema  E-Business and e-Government  THURS 13.30-15.00
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Wilkinson, Stephen  Leadership and Leadership Development  THURS 09.00-11.00
Williams, Jannine  Critical Management Studies  WED 09.00-10.30
Williams, Leon  Sustainable and Responsible Business  THURS 11.00-13.00
Williams, Mustapha Babatunde  Entrepreneurship  THURS 13.30-15.00
Williams, Sharon  Public Management and Governance  WED 09.00-10.30
Wilson, James M.  Management and Business History  TUES 15.30-17.00
Wilson, John Francis  Organisational Studies  WED 14.00-15.30
Wilson-Evered, Elizabeth  Leadership and Leadership Development  WED 09.00-11.00
Wilson-Evered, Elizabeth  Public Management and Governance  WED 11.00-12.30
Wilson-Evered, Elisabeth  Leadership and Leadership Development  THURS 11.00-12.30
Winkler-Titus, Natasha  Organisational Transformation, Change and Development  THURS 09.00-10.30
Wishart, Maria  Identity  THURS 13.30-15.00
Witzmann, Xinhua  International Business and International Management  THURS 09.00-10.30
Witzel, Morgen  Management and Business History  WED 11.00-12.30
Woklesenbet, Kassa  Entrepreneurship  WED 09.00-10.30
Woklesenbet, Kassa  Entrepreneurship  WED 09.00-10.30
Wolf, Carola  Marketing and Retail  WED 11.00-12.30
Wong, Donna  Marketing and Retail  WED 14.00-15.30
Wong, Nicholas  Organisational Studies  WED 14.00-15.30
Woodhams, Carol Anne  Gender in Management  WED 09.00-10.30
Wood-Harper, Trevor  Innovation  THURS 11.00-12.30
Woodward, Matt  Organisational Psychology  WED 16.00-17.30
Woolard, Stuart  Human Resource Management  WED 09.00-10.30
Wright, Alex  Organisational Transformation, Change and Development  WED 16.00-17.30
Wu, Huili  Cultural and Creative Industries  THURS 09.00-10.00
Wu, Junjie  Entrepreneurship  WED 09.00-10.30
Wu, Ning  Human Resource Management  WED 14.00-15.30
Wu, Wei-ping  Entrepreneurship  WED 11.00-12.30
Wu, Yan  International Business and International Management  WED 09.00-10.30
Wu, Yan  International Business and International Management  WED 09.00-10.30
Xian, Huiping  Entrepreneurship  WED 09.00-10.30
Xie, Tingting  Management and Business History  WED 11.00-12.30
Xu, Mengyi  Gender in Management  THURS 13.30-15.00
Xu, Zheng  E-Business and e-Government  THURS 09.00-10.30
Yakimova, Raisa  Marketing and Retail  WED 09.00-10.30
Yan, Yanni  Management and Business History  WED 11.00-12.30
Yang, Chunlei  Performance Management  THURS 09.00-10.30
Yang, Hongyi  International Business and International Management  THURS 09.00-10.30
Yang, Oh Suk  Strategy  WED 11.00-12.30
Yang, Yoon Ho  Strategy  WED 11.00-12.30
Yasuda, Hiroshi  Inter-Organisational Collaboration: Partnerships, Alliances and Networks  THURS 09.00-10.30
Yeadeon-Lee, Annie  Leadership and Leadership Development  WED 09.00-11.00
Yohannes, Lemlem  Operations, Logistics and Supply Chain Management  WED 14.00-15.30
Yorozu, Chie  Critical Management Studies  WED 11.00-13.00
Yorozu, Raghadh Aboulsaoud  Organisational Psychology  THURS 13.30-15.00
Yuce-Selvi, Umran  Organisational Psychology  THURS 13.30-15.00
Yinus, Suhair  International Business and International Management  WED 11.00-12.30
Zaman, Sawlat  International Business and International Management  WED 11.00-12.30
Zbierowski, Przemyslaw  Entrepreneurship  WED 14.00-15.30
Zbierowski, Przemyslaw  Entrepreneurship  THURS 11.00-12.30
Zhang, Haina  International Business and International Management  TUES 15.30-17.00
Zhang, Hui  Organisational Psychology  WED 11.00-12.30
Zhang, Michael  International Business and International Management  WED 14.00-15.30
Zhang, Xudong  Operations, Logistics and Supply Chain Management  WED 14.00-15.00
Zhang, Zhou  Organisational Transformation, Change and Development  WED 11.00-12.30
Zhanibekova, Gaukhar  Knowledge and Learning  WED 11.00-12.30
Zhao, Ying  Entrepreneurship  WED 14.00-15.30
Zhao, Yu  Performance Management  THURS 13.30-15.00
Zhu, Xiaoxian  Entrepreneurship  WED 09.00-10.30
Zhiparova, Aziza  Knowledge and Learning  WED 11.00-12.30
Zia, Sumreen  Organisational Transformation, Change and Development  WED 14.00-15.30
Zia, Sumreen  Knowledge and Learning  THURS 09.00-10.30
Zikka, Laura  Organisational Transformation, Change and Development  WED 16.00-17.30
Zotou, Maria  E-Business and e-Government  WED 11.00-12.30
Zwiegelaar, Jeremy  E-Business and e-Government  WED 09.00-10.30
Zwiegelaar, Jeremy  Operations, Logistics and Supply Chain Management  THURS 09.00-10.00
The BAM2018 conference has been kindly hosted by Bristol Business School, University of the West of England.

We are proud of our Bristol Business School (BBS)’s practice-led teaching, business engagement and research that benefits society.

Our new £55m building provides opportunities for collaboration and business engagement. World-class facilities include an executive education suite, a Bloomberg professional trading room, and an incubator.

Our staff provide expertise to industry and bring practitioner experience into teaching, knowledge exchange and stakeholder engagement. They are organised as follows:

• Aldridge Institute for Enterprise and Entrepreneurship
• Bristol Centre for Economics and Finance
• Bristol Leadership and Change Centre
• Applied Marketing Research Group
• Human Resources, Work and Employment
• Innovation, Operations Management and Supply
• Big Data Laboratory

BBS researchers are making an impact worldwide, whether by collaborating with the Glastonbury Festival around sustainability, working with the construction sector to reduce waste, or delivering leadership workshops on malaria prevention in Africa.

The Aldridge Institute aims to transform skills developed in schools and higher education to create professional practice. They can do this through our business advice clinic, working with SMEs and social enterprises as consultants to deliver law pro bono, as well as marketing and accounting advice in partnership with two firms.

Our Team Entrepreneurship programme delivers a platform for students to take risks with their business ideas.

All our students have the opportunity to engage in professional practice. They can do this through our business advice clinic, working with SMES and social enterprises as consultants to deliver law pro bono, as well as marketing and accounting advice in partnership with two firms.

Bristol Distinguished Address Series (BDAS) is extremely popular. Open to the public, the talks feature top names from the business world.

In 2017 we were shortlisted for Business School of the Year in the Times Higher Education Awards.

In 2017 we were shortlisted for Business School of the Year in the Times Higher Education Awards.

The award-winning association has over 26,000 individual members and 500 organisations participating in the Corporate Partnership Programme making it the largest professional body of its kind in Europe.

https://www.apm.org.uk/
Global developments over the past decade have made the world of business and organisations increasingly uncertain and challenging, yet still offer opportunities for those able to innovate and tap evolving niche areas. Core contributory factors responsible for this include the last financial crisis, developments in the Arab world leading to mass migration, Brexit, and the rapidly changing policies of the USA since the election of President Trump. These are compounded by both human-created developments, such as artificial intelligence and social inequality and unrest, and nature-created disasters such as catastrophic floods, storms and forest fires. All this has not only created a major challenge to successful provision of basic amenities to a rapidly growing global population, but also for organisations and institutions to develop new skills needed to work with technological advancements. As a result, there is a pressing need to push for the sustainability agenda on all fronts, and to support entrepreneurship and growth and development of SMEs.

Such turbulent business conditions demand that organizations innovate to improve products, services and processes rather than simply pursue cost reduction. They also demand improved levels of corporate governance, employee engagement, well-being and enlightened staff management practices. Meeting such challenges effectively is all the more important in these times. Creating and sustaining high performance is the aim of all leaders and managers who are ambitious for their organisations. However, we have seen widespread damage inflicted on economies and individual lives in both organisations and nations by unbridled ambition and poor governance in senior leaders. There is an urgent need for the recognition of leadership that supports core human values of justice, humanity, empathy and care for the environments we are privileged to inhabit. How can high performance be achieved in the context of such values being at the heart of business practice?

Aston Business School has an established track record of helping organisations, businesses, and entrepreneurs to both build and sustain high performance as shown by the contributions of its leading scholars in research centres including enterprise, servitization and retail, and via the training provided to numerous and diverse clients. The 2019 conference theme also builds upon the significant regeneration taking place in the city of Birmingham to realise its full economic potential.

BAM 2019 will create a platform for researchers seeking solutions in uncertain times and will offer a rich source of knowledge and an opportunity to find alternatives to the status quo in our understanding of management, performance, organisations and the nature of the challenges we face.