And next year... 

BAM2020 Conference will be hosted by Alliance Manchester Business School in September 2020

Innovating for a Sustainable Future

Innovation has transformed, and continues to transform, our world. Innovation creates new products, new technologies, and new business models. Our knowledge of how to manage the innovation process, and the organisational systems used to guide it, has grown in depth and sophistication. However, while the benefits of innovation are there for all to see, the negative impact on society and the environment are difficult to ignore. We are at a pivotal moment in the history of innovation where our ideas of how innovation should be managed and directed are undergoing profound change. The models of innovation that dominate today reflect the goals of the profit-making enterprise. These goals shape project selection, resource allocation, and marketing strategy. The negative externalities of this model – the costs to society and the environment – were always visible but were tolerated as necessary for economic growth. As we come to realise that growth at any price is no longer acceptable, we also see that it is not enough for innovation to create new products and new technologies. Managing the innovation process must now take into consideration responsibility to society and the environment.

Alliance Manchester Business School is a world-leading centre of research on sustainable business and responsible innovation. Researchers at the school have made significant contributions to our understanding of innovation and sustainability, focusing on transition pathways, sustainable consumption, business response to climate change, renewable energy, and impact of environmental regulations on technological change.

Manchester is the cradle of the industrial revolution. Manchester is also the place where the environmental costs of industrialisation became apparent. BAM2020 will provide researchers with the opportunity to experience a city where a transformation of the relationship between business and the environment is creating a sustainable future.

#BAM2020 34th Edition

British Academy of Management
T: +44 (0)20 7383 7770 www.bam.ac.uk
BAM2019 PARTNERS
THANK YOU

ASTON BUSINESS SCHOOL

Aston Business School is among Europe’s largest business schools, with over 1,000 students. It has been conducting pioneering research into modern business and management issues for over 60 years, making it one of the longest established, research-based business schools in the UK. Aston Business School is one of just 1% of business schools in the world to hold AACSB (EQUIS) and AMBA accreditations - three of the most recognised and prestigious accreditations bodies in the world.

Our goal is to enhance enterprise and enterprises. We develop individuals to perform better within enterprises and the professions, and to create successful new ventures. We support business leaders in enhancing their organisation's performance and growth. We advise policy makers in ways to improve society and the economy. Our research creates new knowledge that furthers these aspirations. It is our particular aim to ensure that the opportunities we create are made available to all members of our society. We have held the Small Business Charter since 2014. Our teaching is delivered by academics who are at the forefront of their discipline in terms of research and practice, ensuring our students get access to the latest thinking, issues and trends.

We achieved the maximum Gold rating in the 2017 Teaching Excellence Framework.

Aston Business School focuses on research that delivers excellence, innovation, and impact. Central to our mission is the determination to deliver impact; we are committed to generating research that makes a sustainable difference to people, organisations and economies.

Examples of our research in practice include:
- Internationally leading research on growth, innovation and productivity of small and medium-sized enterprises (SMEs) through our joint Enterprise Research Centre (ERC) with Warwick Business School.
- Unparalleled expertise in SME engagement through the work of the Aston Centre for Growth (ACG), which offers growth programmes and other opportunities for SME owners such as the Goldman Sachs 10,000 Small Businesses and BESEM, a start-up support programme funded by the European Regional Development Fund.
- The Advanced Services Group (ASG) specialises in the organisational transformation of manufacturing companies to compete through advanced services, and has worked with over 150 companies such as Baxi, Wedman & Thales, as well as many SMEs.
- Since 2018-19, the Centre for Research in Ethnic Minority Entrepreneurship (CREMEn) which has transformed the perceptions of ethnic minority entrepreneurs by working with business policy makers and influential organisations to engage collaboratively with overlooked business communities.
- Through the Lloyd’s Banking Group Centre for Business Prosperity (CBP3), we help Britain prosper by promoting a better understanding of what affects UK economic performance by conducting rigorous research in the areas of productivity, trade, skills, regional economic growth, and international trade and investment.

BAM2019 SPONSORS
THANK YOU

PROJECT MANAGEMENT INSTITUTE (PMI)

The BAM2019 Professional Development Workshops are being sponsored by Project Management Institute (PMI). PMI is the largest not-for-profit membership association for the project management profession. Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education, and research.

PMI’s Academic Programs works to advance the profession through resources and support for project management scholars, faculty, professionals, and students, including:
- Project Management Curriculum
- PMI Global Accreditation Center for Project Management Education Programs (GACP)
- Research funding
- Project Management Journal
- Recognition of Faculty and Researchers
- Membership and Certifications for Students
- Scholarships

Find more information on all PMI academic and teaching resources at pmiforum.org and pmireach.org.

EUROPEAN MANAGEMENT JOURNAL

The BAM2019 Best Full and Developmental papers are being sponsored by European Management Journal (EMJ).

The European Management Journal (EMJ) is a flagship scholarly journal, publishing internationally leading research across all areas of management. EMJ articles challenge the status quo through critically informed empirical and theoretical investigations, and present the latest thinking and innovative research on major management topics. We’re still being accessible and interesting to non-specialists. Grounded in scientific, peer-reviewed research, the journal provides highly relevant insights to industry and a broad range of societal stakeholders.

We welcome interdisciplinary research that synthesizes distinct research traditions to shed new light on contemporary challenges in the broad domain of European business and management. EMJ is owned by OGP-Europe and the University of Glasgow and published by Elsevier Ltd.

Follow the European Management Journal on LinkedIn: https://www.linkedin.com/company/18229371/
On behalf of the British Academy of Management (BAM) and Aston Business School a very warm welcome to the 33rd Annual BAM Conference.

This year we received a record number of 1042 submissions confirming the timeliness of the conference theme – **Building and Sustaining High Performance Organisations During Uncertain Times – Challenges and Opportunities** and also the appeal of both the City of Birmingham and Aston Business school.

Both human and nature have significantly contributed to global developments that have made the world of business and organisations both uncertain and challenging over the past decade or so. Yet, there are still opportunities for those who are able to continuously innovate and identify and exploit the evolving niche areas. Also, achieving high performance is the aim of all leaders and managers. However, we have seen the widespread damage inflicted on economies and individual lives by the unbridled ambition of national leaders and managers in specific industries such as the financial sector. Considering this, if there is one change that must come then it is the recognition that leadership must be underpinned by core human values of wisdom, justice, humanity, courage, temperance and care for the environments we are privileged to inhabit. How can high performance be achieved in the context of values being at the core of business practice? And what does high performance mean in a post-recession and highly uncertain business environment?

The planet continues warming at an alarming rate with major consequences for peoples around the globe, and the most immediate being felt by those in the very poorest countries. Reducing our carbon footprint must be on the agenda now for every leader in every organization, but how do we change behaviour so that we begin to reverse or slow the effects of business activity upon global warming? And how do we reconcile high performance with the concept of a low carbon economy?

The other great threat to economies, businesses and societies is the huge inequality within and between societies. Of the 6.8 billion people on the planet more than one billion are seeing their standard of living fall in real terms year on year, making their lives increasingly desperate and tenuous. While rich countries waste resources on a vast scale and consume conspicuously, others have no guarantee of food and clean water on a daily basis. How can business be developed to reach to those parts of the world, often conflict and corruption-ridden areas, in order that their populations can engage in productive lives that contribute to sustainable economic prosperity?
How can foreign direct investment be encouraged and effectively managed to develop economic activities in the least developed countries?

For all those seeking solutions to the problems we face, this conference is a rich source of knowledge and an opportunity to find alternatives to the status quo in our understanding of management, performance, organizations and the nature of the challenges we face.

Birmingham is Britain’s second largest city and is a fitting venue for the conference in challenging times. It is a city that has been built on commerce, enterprise and enlightened management. Names such as Matthew Boulton, James Watt, James Brindley, Josiah Wedgewood, John Cadbury, Joseph Chamberlain, and William Murdoch are among the historical stars of this city. They were leaders who created high performance in organizations in challenging times and their legacy lives on today. It is one of the most culturally diverse regions in Europe and has a history of welcoming diasporas from many parts of the world. It is also a vibrant, exciting and varied city with a wide range of cultural and historic attractions, including the beautiful and elegant central canal area and the shopping precincts, galleries and open-air restaurants.

Warm and welcoming are the hallmarks of Aston Business School, which has one of the most diverse student population of any full range business school in Europe. With its long history as a School (over 60 years) that made an indelible mark on the history of the discipline (for example, via the Aston Studies Programme of 1960s & 1970s on Structural Contingency Theory), and its commitment to inspiration and innovation, Aston Business School is a fitting venue for the conference.

With its philosophy of developing the next generation of scholars, the BAM meetings start with a whole day pre-conference dedicated to a Doctoral Symposium. The main Conference consists of a record number of high quality of PDWs (professional development workshops), paper and symposium sessions covering a wide range of broad business and management topics. There are also dedicated workshops/fringe events on digitally enabled advanced services, SME (small and medium enterprise) resilience, retail and digital transformations, sustainability and Indian business, and REF (research excellence framework).

We are delighted to welcome three fantastic keynote speakers. On Tuesday the 4th September, Rob Perrins, Chief Executive of Berkeley Group Holdings, will deliver his address on Delivering and defining long term values in uncertain times. This will be followed by two further keynotes on subsequent days by Prof Paula Jarzabkowski on Paradox and the role of organisations in grand challenges: Insights from development responses to natural disasters and by the social entrepreneur Rosie Ginday MBE on Change makers like you.

Apart from the academic features and to make this year’s conference more relaxing, we are offering sessions outside the formal schedule on yoga, mindfulness and massage. We hope many of you will avail yourself of the opportunity and enjoy these sessions.

We look forward to welcoming you to Aston Business School and wish you an enjoyable and productive BAM 2019.

Pawan Budhwar
Conference Chair

Vice Chairs
Jonathan Crawshaw
Stephanie Decker
Keith Glanfield
BAM2019 CONFERENCE COMMITTEE
Conference Chair: Prof Pawan Budhwar
Conference Co-Chairs: Dr Jonathan Crawshaw, Prof Stephanie Decker, Dr Keith Glanfield
Conference Committee: Mr Lewis Johnson, Ms Maria Podsiadly, Ms Justina Senkus

WHO’S WHO KEY TO BADGES
Blue  Conference Delegate
White  Exhibitor
Cream  SIG Chair
Black  Track Chair / Keynote Fellow
Green  Council Member
Red  Council Member
Yellow  Conference Organiser & Executive Committee 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/bam2019-proceedings

INTERNET ACCESS
Username: _Conference WiFi
Password: Schoolclassics
Quick access to complimentary network:
- Select network
- Enter password
- Accept T&Cs when asked
- If T&Cs don't appear, open your web browser and they should appear

TECHNICAL INFORMATION FOR FULL PAPERS/SYMPOSIA/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 that Apple Macs and iPads are not available. Delegates must ensure the file type is fully compatible with Microsoft Office.

Please note: delegates will need to bring their presentation on a USB data stick and arrive early to upload their presentation onto the laptop.

This is to ensure presentations are uploaded successfully and to allow enough time for any technical difficulties that may arise. Delegates may also bring any materials they wish to distribute to other delegates during their presentation.

SPECIAL MOBILITY ACCESS
There are special access arrangements available for delegates with special needs, including those with visual, hearing, cognitive and motor impairments at Aston. There are disabled toilet facilities, lifts and on-site accessibility induction loops available at the venue.

If you require special mobility access, please contact us at Conference@bam.ac.uk to advise of your needs so we can make prior arrangements. For any urgent queries related to accessibility onsite, please call Justina on 075 66950832

PRAYER ROOM
The male and female prayer rooms are located on the ground floor of the Student Union. The SU is open from 8am to 5pm during the conference.

CLOAK/LUGGAGE ROOM
Cloakroom facilities will be available during the Conference for delegates in Room G63, Main Building.

CONFERENCE APP
Search for the app BAM2019 in the App Store or Google Play Store
- Download the app
- Open the app
- Login with your email address and password
Login with your email address you registered for the Conference and enter bam2019 password

GALA DINNER
18.45-19.45 Drinks Reception
19.45-00.00 Conference Gala Dinner
The BAM2019 Conference Gala Dinner will be held at the Holte Suite, Aston Villa Football Club on Wednesday 4 September 2019. Entertainment by Sansom Studios E. Sansom, O. Sansom, T. Whitehouse, P. Collier, J. Bundy of Birmingham Conservatoire

GALA DINNER BUSES
Aston Business School to Villa Park
18:00 – 3 coaches
18:30 – 2 coaches
19:00 – 1 coach
Villa Park – Aston Business School – Birmingham Moor Street
22:00 to 23:59 – 2 shuttle buses (6 transfers)
CAR PARKING
200 car parking spaces are available for public use on Car Park 5 (pay & display) which is located off Holt Street, B7 4BH. Birmingham Community Healthcare, Birmingham Bullring and of course Aston University.

TAXI
TC Cars is a dedicated taxi service provider to Aston University. Call them on 0121 770 2000 or visit https://tccars.co.uk/locations/aston-university/

PC / PRINTING FACILITIES
There will be computers and printing facilities available during the Conference for delegates at Aston University. Conference Aston Hotel Reception (41p black and white A4 or 87p Colour A4) or Ryman’s on campus (The Old Fire Station The Old Fire Station, Aston St, Birmingham B4 7DA) £2.00 charge + 20p per side for Black and white or 80p per side for colour.

ENVIRONMENTAL SUSTAINABILITY
Environment is important to us and our community. This year we will continue our efforts to be more environmentally sustainable by:

• Providing a reusable, carabiner water bottle* for visitors and multiple free water refill points.
• Replacing plastic badge holders with environmentally friendly and biodegradable badges
• Using lanyards and notebooks made from recycled material

WATER
Environment is important to us and our community. This year we will continue our efforts to be more environmentally sustainable.

All delegates will be provided a reusable, carabiner water bottle. There will be free water refill points dotted around the venue.

* No plastic cups will be available during the Conference. Please use your water bottle at water points to refill.

CONFERENCE VENUE & FLOOR MAPS
All sessions for the BAM2019 Conference will take place in the Main Building and Aston Business School* on the Aston University Campus. To find your way around the Campus, please check the back pages of the programme containing detailed maps of the Campus, Main Building floor and Exhibition/Networking area.

* Aston Business School is located on Aston Street close to the Main Building. The building is primarily a hotel and conference facility but also provides dedicated facilities for MBA students. The building also has lounge areas; a bar, a restaurant as well as several lecture theatres.

EDITORIAL BOARD MEMBER RECRUITMENT
Are you an expert seeking to contribute your expertise and give back to the scientific community? If you believe that rigorous research deserves to be published, regardless of its outcome or perceived impact, you may be a perfect fit for the Administrative Sciences Editorial Board.

WE ARE INVITING SCHOLARS TO SUBMIT A SPECIAL ISSUE PROPOSAL
The purpose of a Special Issue is to provide a collection of articles or reviews on a specific topic that the journal has not covered substantially, and which has the potential to be of high interest to readers. Administrative Sciences aims to advance and communicate knowledge concerning management theory and practice both in public administration and in for-profit organizations; it encourages submissions that build on interdisciplinary research in related fields, such as business, economics, sociology, physiology, communication theory, or artificial intelligence, as well as their implications on management, organizations, and society. Please contact the Administrative Sciences Editorial Office at admsci@mdpi.com with any enquiries.
NEW

BAM-SAMS Grant Scheme

The Society for the Advancement of Management Studies (SAMS) and the British Academy of Management (BAM) are pleased to announce the launch of a new major grant scheme starting 1st July 2019, with a second round of funding to be announced in July 2020.

Professor Katy Mason, Chair of the British Academy of Management, said: ‘I am delighted to welcome this fruitful collaboration between two leading societies in management scholarship, benefiting the management research community. Inclusiveness lies at the heart of BAM’s values and this scheme helps express that by encouraging collaboration across institutions and career stages to spark new ways of thinking about complex problems and to highlight the social value of research in the public interest.’

Professor Mike Wright FBAM, Chair of the Society for the Advancement of Management Studies, said: ‘We’re delighted to be supporting this collaborative initiative with BAM. We believe that it will make a unique and major contribution to the development of management research capacity in the UK’

BAM/SAMS Research and Capacity Building grants, which will provide up to £150,000 per grant over three years, are aimed at researchers who want to develop an empirical research project that:

- Enables capacity building by bringing together a group of researchers from at least two HE institutions, including early career as well as experienced researchers
- Produces novel conceptual outcomes based on rigorous, innovative use of methods and by developing original ways of thinking to address complex management problems
- Demonstrates the social value of management research conducted in the public interest

More information on the SAMS and BAM websites or speak to BAM’s Grant Administrator, Stuart Hull, during Tuesday and Thursday.

The British Academy of Management offers a set of small grants for Early Career Researchers (Transitions 1); Mid-Career Researchers (Transitions 2) and for projects on Management Knowledge and Education. It also offers a new collaborative small grant jointly with the Australia and New Zealand Academy of Management (ANZAM). Details of all schemes are available on our website.
### Conference Schedule

#### MONDAY 2 SEPTEMBER

**FRINGE SESSIONS**

**15.00-16.30**  
**UK Future Competitiveness in Digitally Enabled Advanced Services**  
MB550, MAIN BUILDING

- Prof Tim Baines, Aston Business School, UK
- Oliver Moffat, Customer Insight Manager, BAXI
- Ross Townshend, Business Manager EMEA – Advanced Services, Ishida Group Ltd
- Paul Jackson, Founder and Managing Director, UV Light Technology Ltd

**15.00-16.30**  
**Building Better Business Resilience in Micro and Small Firms across Europe**  
MB517, MAIN BUILDING

- Chair: Prof Mark Hart, Aston Business School, UK
- Dr Maria Wishart, Warwick Business School, UK
- Dr Alona Martiarena, IE University, Madrid
- Prof Stuart Roper, Warwick Business School, UK
- Emilia Quist, Federation of Small Business (FSB)
- William Pedder, Institute of Family Business (IFB)
- Olu Orugboh, CEO and Founder Synergy Solutions

**15.00-16.30**  
**Future-proofing International Businesses through Sustainability**  
MB261, MAIN BUILDING

- Dr Bimal Arora, Aston Business School, UK
- Devyani Hari, Director, Centre for Sustainable Business, India
- Rijit Sengupta, Chief Executive, Centre for Sustainable Business, India

#### TUESDAY 3 SEPTEMBER (morning)

- **08.00-18.00**  
  Conference Registration  
  CONFERENCE ASTON MEETING SUITES

- **08.00-09.00**  
  New Members Welcome Breakfast *By Invitation Only*  
  COURTYARD RESTAURANT, CONFERENCE ASTON

- **09.00-10.30**  
  Open BAM Fellows Session  
  MB512, MAIN BUILDING

- **09.00-10.30**  
  Linking with Responsible Research in Business Management  
  Co-Facilitators:
  - Prof Peter McKiernan, University of Strathclyde, UK
  - Prof Howard Thomas, Visiting Professor of Strategic Management, Coventry University, UK
  - Ahmass Fakahany Professor of Global Leadership, Boston University, Questrom School of Business, USA

- **09.00-10.30**  
  Professional Developmental Workshops: Session 1  
  BREAKOUT ROOMS

- **10.30-11.00**  
  Refreshment Break  
  CONFERENCE ASTON MEETING SUITES

- **11.00-12.00**  
  Grand Conference Opening  
  GREAT HALL, MAIN BUILDING

- **12.00-12.30**  
  Awards Ceremony  
  GREAT HALL, MAIN BUILDING

- **12.00-14.00**  
  Lunch Break  
  CONFERENCE ASTON MEETING SUITES
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<th>Time</th>
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<td>13.30-15.00</td>
<td>Professional Development Workshops: Session 2</td>
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<tr>
<td>13.30-15.00</td>
<td>Meet the BAM Editors Session</td>
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<td>British Journal of Management Co-Editors-in-Chief:</td>
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<td>Prof Pawan Budhwar, Aston University, UK</td>
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<td>Prof Geoffrey Wood, Western University, Canada</td>
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<td>International Journal of Management Reviews Co-Editors-in-Chief:</td>
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<td>Prof Caroline Gatrell, University of Liverpool, UK</td>
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<td>Dr Dermot Breslin, University of Sheffield, UK</td>
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<td>14.00-15.00</td>
<td>Engaging With Parliament</td>
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<td>Naomi Saint, Knowledge Exchange Officer, Parliamentary Office of</td>
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<td>Science and Technology, UK Parliament</td>
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<td>Chris Webber, Head of Open Innovation, Cabinet Office</td>
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<td>Chair: Dr Ashley Thomas Lenihan, Head of Policy and Engagement,</td>
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<td>British Academy of Management</td>
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<td>15.00-15.30</td>
<td>Refreshment Break</td>
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<td>15.30-17.00</td>
<td>BAM Workshops and Symposia</td>
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<td>15.30-17.00</td>
<td>How to write better ESRC proposals and reviews plus introduction to</td>
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<td>SAMS/BAM Research Grant</td>
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<td>Dr Annie Gibney, Portfolio Lead, Business and Management Studies, ESRC</td>
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<td>Dr Ashley Thomas Lenihan, Head of Policy and Engagement, British</td>
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<td>Prof Emma Bell, The Open University, UK</td>
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<td>15.30-17.00</td>
<td>What Has Theory Ever Done For Us? A view from practice</td>
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<td>Chair: Prof Robert MacIntosh, Heriot-Watt University, UK</td>
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<td>Sue Clark, former head of SAB Miller and board member, Imperial plc,</td>
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<td>Britvic plc and AkzoNobel</td>
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<td>Gary Wroe, Managing Director, Hockley Mint</td>
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<td>Jean Bartunek, Professor of Management and Organization, Boston</td>
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<td>College, USA</td>
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<td>Katy Mason, Chair, British Academy of Management and Professor of</td>
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<td>Markets, Lancaster University, UK</td>
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<td>15.30-17.00</td>
<td>Meet the Non-BAM Editors Session</td>
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<td>Prof Emma Bell, The Open University, UK</td>
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<td>Prof Martyna Siwa, University of Essex, UK</td>
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<td>Dr Sarah Robinson, University of Glasgow, UK, Co-Editor, European</td>
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<td>Prof Emma Parry, Cranfield University, UK, Co-Editor-in-Chief,</td>
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<td>International Journal of Human Resource Management</td>
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<td>Prof Mike Zundel, University of Liverpool, UK, Senior Editor,</td>
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<td>Organization Studies</td>
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<td>Prof Susan Marlow, University of Birmingham, UK, Editor, International</td>
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<td>Small Business Journal</td>
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<td>Prof Jeremy Clegg, University of Leeds, UK, Editorial Board Member,</td>
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<td>Journal of International Business Policy and also representing the</td>
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<td>Journal of International Business Studies</td>
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<td>Prof Olga Tregaskis, University of East Anglia, UK, Associate Editor,</td>
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<td>Human Relations</td>
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<td>Dr Patricia Lewis, University of Kent, UK, Joint Editor-in-Chief,</td>
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<td>Gender, Work and Organisation</td>
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<td>15.30-17.00</td>
<td>Research Roundtable</td>
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<td>Led by academics from the Westsächsische Hochschule Zwickau, Germany</td>
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<td>17.00-18.30</td>
<td>Celebration of BJM and IJMR Anniversaries</td>
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<td>17.00-17.30</td>
<td>Refreshment Break</td>
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<td>17.30-19.00</td>
<td>Professional Development Workshops: Session 3</td>
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<td>19.15-19.45</td>
<td>SIG Annual Meetings</td>
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**WEDNESDAY 4 SEPTEMBER**

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<td>08.00-18.00</td>
<td>Conference Registration</td>
<td>CONFERENCE ASTON MEETING SUITES</td>
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<td>08.30-10.30</td>
<td>BAM Paper Sessions</td>
<td>BREAKOUT ROOMS</td>
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<td>09.00-10.30</td>
<td>BJM Editorial Board Meeting, By Invitation Only</td>
<td>G8 MAIN BUILDING</td>
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<td>10.30-11.00</td>
<td>Refreshment Break</td>
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<td>Keynote Address</td>
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<td><strong>Paradox and the role of organisations in grand challenges:</strong></td>
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<td>Insights from development responses to natural disasters</td>
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<td><strong>Prof Paula Jarzabkowski, Cass Business School, City University London, UK and University of Queensland, Australia</strong></td>
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<td><strong>Chair:</strong> Prof Stephanie Decker, Aston Business School, UK</td>
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<td>12.00-13.00</td>
<td>BAM AGM</td>
<td>MB550, MAIN BUILDING</td>
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<td><strong>Chair:</strong> Prof Katy Mason, Chair, British Academy of Management and Professor of Markets, Lancaster University, UK</td>
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<td>12.00-14.00</td>
<td>Lunch Break</td>
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<td>13.30-15.00</td>
<td>BAM Paper Sessions</td>
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<td>13.30-15.00</td>
<td>Panel Session on Diversity and Enterprise</td>
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<td><strong>Chair:</strong> Prof Monder Ram OBE, Aston Business School, UK</td>
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<td>Dr Angela Martinez Dy, Institute for Innovation and Entrepreneurship, Loughborough University, UK</td>
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<tr>
<td>13.30-15.00</td>
<td>IJMR Editorial Board Meeting, By Invitation Only</td>
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<td>15.00-15.30</td>
<td>Refreshment Break</td>
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<tr>
<td>15.00-15.30</td>
<td>Book Launch ‘Organizational Behaviour’ 3rd edition, Authors Prof Daniel King and Prof Scott Lawley, Associate Prof Scott Lawley</td>
<td>OXFORD UNIVERSITY PRESS EXHIBITION STAND</td>
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<td>Drinks reception hosted by Oxford University Press</td>
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<td>15.30-16.30</td>
<td>REF2021 Update</td>
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<td><strong>Prof David Blackaby, Swansea University, UK and Vice Chair of the Business and Management Sub-Panel, REF2021</strong></td>
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<td>Panellists:</td>
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<td>Prof Catherine Cassell, University of Birmingham, UK</td>
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<td>Prof Peter Murphy, Nottingham Trent University, UK</td>
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<td>BAM Paper Session</td>
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<td>18.45-19.45</td>
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<td>19.45-00.00</td>
<td>Conference Gala Dinner</td>
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### Conference Schedule

#### THURSDAY 5 SEPTEMBER

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<td>09.00-10.30</td>
<td>Digital Transformation – Opportunities and Challenges for the Retail Industry</td>
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<td>Prof Heiner Evanschitzky, Aston Business School, UK</td>
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<td>Prof Boris Bartikowski, Kedge Business School, France</td>
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<td>Prof Tim Baines, Aston Business School, UK</td>
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<td>Prof Thomas Rudolph, University of St Gallen, Switzerland</td>
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<td>Prof Olivia Petit, Kedge Business School, France</td>
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<td>Prof Christian Brock, University of Rostock, Germany</td>
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<td>Prof Nancy Wunderlich, University of Paderborn, Germany</td>
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<td>Rosie Ginday MBE, Managing Director and Founder, Miss Macaroon</td>
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<td>Chair: Prof Caroline Elliott, Deputy Dean, Aston Business School, UK</td>
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<td>12.00-14.00</td>
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**The best-selling textbook in organizational behaviour: critical, practical, supportive.**

The new edition of Daniel King and Scott Lawley’s market-leading text offers the most critical, practical, and accessible approach to the subject.

*I have tried other books before, but this one is really what I have been looking for. I especially like the critical and scholarly approach to theory, and the running case.*

- Dr Lineke Stobbe, Honours College, Windesheim University of Applied Sciences

Available to order on inspection from [www.oxfordtextbooks.co.uk](http://www.oxfordtextbooks.co.uk) or at our stand.
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<tr>
<td>Corporate Governance</td>
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<td>E-Business and e-Government</td>
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<td>Identity</td>
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<td>Organisational Psychology</td>
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<td>Operations, Logistics and Supply Chain Management</td>
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<td>Research Methodology</td>
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<td>Strategy</td>
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<td>Sustainable and Responsible Business</td>
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Paula Jarzabkowski is Professor of Strategic Management at Cass Business School, City, University of London and at University of Queensland Business School, Australia. Paula's research focuses on the practice of strategy and markets in complex and pluralistic contexts. She has held several prestigious fellowships and grants that have enabled her to conduct ethnographic research in a range of industries, including an Advanced Institute of Management Ghoshal Fellowship, an Insurance Intellectual Capital Initiative fellowship, and a European Framework Marie Curie Fellowship. She 'enjoys' the challenge of publishing ethnographic, practice-theoretical work in leading journals, including Academy of Management Journal, Organization Science, Strategic Management Journal, Journal of Management Studies and Organization Studies.

In 2005, she published the first book on strategy-as-practice, Strategy as Practice: An Activity-Based Approach (Sage) and her latest co-authored book, Making a Market for Acts of God was published by Oxford University Press in 2015. She is also co-editor of the Oxford Handbook of Organisational Paradox.

Rosie Ginday, Social Entrepreneur Pastry Chef reducing re-offending in young offenders, founder and Director of Miss Macaroon

Lover of all people and life changer who sees endless possibilities. Rosie Ginday is no average baking businesswoman. Rosie founded Miss Macaroon to combine her passion for beautiful hand-crafted food, baking, and her desire to help disadvantaged young adults in her local area, Birmingham. Miss Macaroon is passionate about providing only the very best, hand-crafted, premium macaroons for a sublime moment of indulgence, whether to mark a special occasion such as a wedding or as a gift for others. We also provide macaroons to other businesses and designer brands, often as an indulgent gift to their own customers, for branding and event purposes or via wholesale to sell in their own high-end establishments.

At Miss Macaroon indulgence is also a virtue as our social enterprise activities are supported through every macaroon we sell. We provide employment and training programmes aimed at youngsters who may have slipped through the education system, are care leavers or find themselves homeless. This adds an entirely new and unique flavour to our macaroons, and one that can truly be savoured and enjoyed beyond the mere eating of the Miss Macaroon product itself – we’re changing the world one macaroon at a time.

Rosie is a winner of the Enterprise Catalyst Social Entrepreneur 2015 awards, the Asian Business Young Entrepreneur Midlands Award 2016 and winner of the Ernst and Young Midlands Emerging Entrepreneur of the Year Awards 2016.

Rob Perrins is Chief Executive of the Berkeley Group, one of Britain’s most successful, sustainable developers. He joined the company in 1994 having qualified as a chartered accountant with Ernst & Young. He was appointed to the Main Board in 2001 and became Chief Executive in 2009.

A year later Rob launched ‘Our Vision’, a far-reaching plan which challenges Berkeley to become a world class business. This evolving strategy pushes the company to create exceptional places, to maximise the social value of every development and to achieve the very highest standards of environmental sustainability.

Under his management, Berkeley has sustained customer satisfaction scores which match the most respected brands in the country and became the UK’s first carbon positive homebuilder in 2018. The company has recently launched a ground-breaking approach to delivering a net gain in biodiversity on every new development site.

Over the last five years Berkeley Group has built 19,500 homes of all types and tenures, made a £12bn contribution to the UK economy and supported an average of 27,000 jobs per annum.

Rob is passionate about Berkeley’s corporate citizenship, and in 2011 the company launched the Berkeley Foundation, a registered charity that has grown to support thousands of disadvantaged young people each year. As Chair of Trustees, Rob oversees the foundation’s work on homelessness, unemployment, skills development and care.

Rob regularly contributes to public debates on housing policy and construction skills, and is a member of the Bank of England’s Residential Property Forum. A graduate of Aston University, he is now a member of its governing council and supports their work as a leading technical and engineering research and teaching centre.
UK Future Competitiveness in Digitally Enabled Advanced Services

**Speakers**

Prof Tim Baines, Aston Business School, UK  
Ross Townshend, EMEA Business Manager, Advanced Services & Data, Ishida Group Ltd  
Oliver Moffat, Customer Insight Manager, BAXI  
Paul Jackson, Founder and Managing Director, UV Light Technology Ltd

What is the role of Digitally Enabled Advanced Services (DEAS) in helping manufacturing, transport and financial services firms expand? Find out from the experts at BAM2019 Conference Fringe Event on 2 September.

DEAS focus on delivering outcomes to customers rather than simply selling a product - for example in manufacturing it's about customers 'buying a hole' rather than a drill, in transport buying mobility rather than buying a car, and financial service buying assurance rather than buying insurance. DEAS exploit digital innovations and embrace society's increasing appetite for services, helping businesses to grow and be more productive.

Examples include Rolls-Royce selling ‘power-by-the-hour’ to airlines rather than just jet engines, and Alstom’s Train Life Services selling ‘passenger movement’ rather than just trains.

The UK is looking to become an internationally leading research and practice hub for DEAS. To support this, the EPSRC is giving £1.4 million over three years to set up a multi-disciplinary network of researchers and a programme of studies.

The speakers at the BAM session are leading researchers and senior practitioners: Prof Tim Baines, Aston Business School; Oliver Moffat, Customer Relation Manager, BAXI, Baxi Heating, Ross Townshend, Business Manager EMEA – Advanced Services, Ishida Europe; and Paul Jackson, Founder and Managing Director, UV Lighting Ltd.

The workshop will explore the role of DEAS and the challenges faced by businesses as they change their business models and digital technologies to use it. It will consist of presentations from the presenters with a debate to identify the key research topics. These key topics will inform the research agenda for the DEAS network.

Building Better Business Resilience in Micro and Small Firms across Europe

**Facilitator**

Prof Mark Hart, Aston University, UK

**Contributors**

Maria Wishart, Warwick Business School, UK  
Dr Alona Martiarena, IE University, Madrid  
Prof Stuart Roper, Warwick Business School, UK  
Emelia Quist, Federation of Small Business (FSB)  
William Pedder, Institute of Family Business (IFB)  
Olu Orugboh, CEO and Founder Synergy Solutions

The workshop will draw upon contributions from a major five-country study of 3,000 European firms looking at how entrepreneurs can ‘shock-proof’ their businesses. Entitled ‘Building Better Business Resilience’, the research project led by the Enterprise Research Centre is supported by the JPMorgan Chase Foundation.

Small and medium-sized enterprises (SMEs) are crucial to the economy. However, very little is known about the ways in which SMEs in general, and businesses run by entrepreneurs from under-represented groups in particular, experience challenges and shocks that threaten their survival. Identifying routes to resilience for these businesses in the face of such threats is the overarching objective of this research project. The project identifies and uses an internationally accepted measure of individual resilience, and examines organisational resilience planning approaches as well as firms’ experiences of a range of business shocks. It focuses particularly on the experiences of female and ethnic-minority entrepreneurs, in low and middle income areas.

**Structure:**

15.00-15.10: Introduction; Resilience and Leadership (Mark Hart, Aston Business School and ERC)  
15.10-15.20: Context: Why this research matters, background to the study, based on two literature reviews (Maria Wishart, Warwick Business School and ERC)  
15.20-15.40: Findings: Presentation of comparative findings, based on survey results from all five cities, highlighting areas of similarity and divergence (Maria Wishart and Alona Martiarena, IE Business School, Madrid)
15.40-15.50: Q&A
16.25: Closing remarks & wrap up (Stephen Roper)

MB261, MAIN BUILDING

Future-proofing International Businesses through Sustainability

Speakers:
Dr Bimal Arora, Aston Business School, UK
Devyani Hari, Director, Centre for Sustainable Business, India
Rijit Sengupta, Chief Executive, Centre for Sustainable Business, India

The world of Business and Trade has become exceedingly challenging owing to a number of factors including availability of skilled human resources, increasing pressure on natural resources, growing population, nature of consumer demand and fast paced technological development. All this has triggered greater attention towards sustainability, especially while exploring how businesses can meet current needs and also ready themselves for the future.

Aston India Centre for Advanced Research (AICAR), Aston University, UK has partnered with the Centre for Responsible Business (CRB), India to understand how Multi-national Corporations (MNCs) that are part of Global Value Chains (with their footprints in India) are adjusting to this need and also how are they driving some of these changes through their value chains (especially in India). In the process also to highlight opportunities for them and challenges they face. AICAR and CRB present this Panel Discussion which would use some of the emerging findings from the above collaboration to highlight the broader issue of Future-proofing International Businesses.

This panel brings together 1-2 representatives from lead firms (with their production networks in India) from two sectors (apparel and textiles and/or agro-based industries), academics, representatives of international organisations and other experts to explore these issues. This session will provide useful insights (on the following points) based on ground-level evidence that would be useful for academics, researchers and practitioners:

• What are some of the factors that have forced MNCs to consider greater integration of sustainability/SDGs internally? What ways broadly has such integration happened?
• How have MNCs adjusted their operations in emerging economies to promote sustainability/SDGs in their supply chain/value chain? What do the emerging results say? What are some of the challenges faced by MNCs as they drive these changes in their value chains? What mechanisms have been put in place to accommodate for regional differences/ground realities?
• What implications has this had on ways in which MNCs interact with local actors - e.g. suppliers, government agencies, local industry associations, NGOs, others?
• What are some of the emerging lessons for the future?

Business and Management from Cambridge University Press

Explore a free to access collection of journal articles and book chapters on the BAM 2019 theme

‘Building and sustaining high performance organisations during uncertain times’

cambridge.org/BAM2019

@CambUP_MGMT
TUES 08.00–09.00 | COURTYARD RESTAURANT, CONFERENCE ASTON

**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 Courtyard Restaurant, Conference Aston early on Tuesday 3rd 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 Committee, BAM Fellows, SIG Chairs and other key members. 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.

TUES 09.00–10.30 | MB512, MAIN BUILDING

**Open BAM Fellows Session: Linking with Responsible Research in Business Management Project**

*This session is open to all conference delegates*

Prof Peter McKiernan, University of Strathclyde, UK; Prof Howard Thomas, Visiting Professor of Strategic Management, Coventry University, UK; Ahmass Fakahany Professor of Global Leadership, Boston University, Questrom School of Business, USA

Recently there has been a growing movement in the management field to explore RRBM (Responsible Research in Business and Management). It would be extremely valuable for the Fellows to discuss this initiative and develop BAM ideas about responsible research in business management, particularly because of the role in impact in the evaluation of business management research.

TUES 11.00–12.00 | GREAT HALL, MAIN BUILDING

**Grand Conference Opening**

Conference Opening: Prof Pawan Budhwar, Aston University, UK, BAM2019, Conference Chair

Conference Opening: Prof Alec Cameron, Vice Chancellor of Aston University, UK

Conference Opening: Prof Katy Mason, Chair, British Academy of Management

Keynote Address: Delivering and defining long term value in uncertain times, Rob Perrins, Chief Executive, Berkeley Group Holdings

Rob will explain Berkeley Group’s business strategy and working culture in light of the major global and domestic forces shaping today’s trading environment.

TUES 12.00–12.30 | GREAT HALL, MAIN BUILDING

**Awards Ceremony**

Includes Richard Whipp Lifetime Achievement Award, Medals, Teaching Education Practice Award and Companions

TUES 13.30–15.00 | MB419, MAIN BUILDING

**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 our leading journals. The session, facilitated by Dr Dermot Breslin, will have representatives of our journals:

- **British Journal of Management (BJM)**
  - Co-Editor-in-Chief: Prof Geoffrey Wood, Western University, Canada
  - Prof Pawan Budhwar, Aston University, UK

- **International Journal of Management Reviews (IJMR)**
  - Co-Editor-in-Chief: Prof Caroline Gatrell, University of Liverpool, UK
  - Dr Dermot Breslin, University of Sheffield, UK

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.

TUES 14.00–15.00 | MB108, MAIN BUILDING

**Engaging with Parliament**

Naomi Saint, Knowledge Exchange Officer, Parliamentary Office of Science and Technology, UK Parliament

Chris Webber, Head of Open Innovation, Cabinet Office

Chair:

Dr Ashley Thomas Lenihan, Head of Policy and Engagement, British Academy of Management

This session gives an overview of the UK Parliament, the difference between Parliament and Government, and how Parliament uses research. It also covers ways to work with Parliament to have an impact with your research, plus tips on communicating your research at Parliament. It will be delivered by the Knowledge Exchange unit from the UK Parliament. You will leave with a good understanding
of how to engage with Parliament through research, some practical actions to take and knowing where to find resources, contacts and advice.

**TUES 15.30–17.00 | MB550, MAIN BUILDING**

**How to Write Better ESRC Proposals and Reviews**

Dr Annie Gibney, *Portfolio Lead, Business and Management Studies, ESRC*

Dr Ashley Thomas Lenihan, *Head of Policy and Engagement, British Academy of Management*

Writing a funding application is a huge time and energy commitment. And it’s a labour that doesn’t always payoff. Indeed, Management and Business Studies has a relatively low success rate (around 13%) in comparison with almost all other ESRC disciplines with the exception of Education. So why is this? Initial analysis undertaken by our Insights team (led by Alex Hulkes of ESRC blog fame) points to two potential issues:

1. the quality of the proposals being submitted; and
2. divergences with peer review. Building on last year’s BAM conference, this session will provide participants with practical tips and advice about how to write better ESRC proposals and reviews – drawn from our own learning from 3 different commissioning exercises over the past 12 months.

**BAM/SAMS Grant Scheme Introduction by Prof Emma Bell, Vice Chair, Research and Publications, British Academy of Management and Professor of Organization Studies, The Open University, UK**

**TUES 15.30–17.00 | MB261, MAIN BUILDING**

**What’s Theory Ever Done For Us? A view from practice**

Sue Clark, *former head, SAB Miller and board member, Imperial plc, Britvic plc and AkzoNobel*

William McGrath, *Chairman, Everest*

Gary Wroe, *Managing Director, Hockley Mint*

Prof Jean Bartunek, *Prof of Management and Organization, Boston College, USA*

Prof Katy Mason, *Chair, British Academy of Management, Lancaster University, UK*

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Chair:

Prof Robert Macintosh, *Heriot-Watt University, UK*

BAM has repeatedly provided a forum for discussions about the relationship between theory and practice in management research and we are each challenged to account for the impact of our research. This panel, comprising senior practitioners and senior academics, will explore how and why management theory is used. By reflecting on three examples the session will explore how research might be commissioned by practitioners, how research outcomes are communicated and how research is consumed. You’ll leave with a clearer understanding of what practitioners value in research and how to build pathways to impact.

**TUES 15.30–17.00 | MB644, MAIN BUILDING**

**Meet the Non-BAM Editors Session**

This session provides an opportunity to meet the editors of a number of leading journals relevant to the BAM community. It will provide insights into journal aims and scope, and above all, what it takes to be published. The session will be interactive, and there will be ample opportunities for questions and discussion. This session is usually very popular and attendees are advised to arrive early.

Dr Sarah Robinson, *University of Glasgow, UK, Co-Editor, European Management Journal*

Prof Emma Parry, *Cranfield University, UK, Co-Editor-in-Chief, International Journal of Human Resource Management*

Prof Mike Zundel, *University of Liverpool, UK, Senior Editor, Organization Studies*

Prof Susan Marlow, *University of Birmingham, UK, Editor, International Small Business Journal*

Prof Jeremy Clegg, *University of Leeds, UK, Editorial Board Member, Journal of International Business Policy and also representing the Journal of International Business Studies*

Prof Olga Tregaskis, *University of East Anglia, UK, Associate Editor, Human Relations*

Dr Patricia Lewis, *University of Kent, UK, Joint Editor-in-Chief, Gender, Work and Organization*

Co-Chairs:

Prof Emma Bell, *The Open University, UK*

Prof Martyna Sliwa, *University of Essex, UK*
Keynote: Paradox and the Role of Organisations in Grand Challenges: insights from development responses to natural disasters

Prof Paula Jarzabkowski, Cass Business School, City University London, UK and University of Queensland, Australia

Chair
Prof Stephanie Decker, Aston University, UK

Grand challenges are large-scale, complex, enduring problems with a strong social component, such as endemic poverty and climate change. These challenges are inter-organisational, extending beyond the boundaries of a single organisation or community. Effective organisational responses to grand challenges are problematic because of the multiple competing strategic interests of these organisational actors. For example, studies show that the multiple different types of actors involved in climate change, including corporations, policy makers, climate scientists, inter-governmental, and environmental organisations, have competing strategic interests, which pull them in different directions. The interests of any single organisation cannot be considered in isolation, but are interdependent with wider contemporaneous actions of other actors and over time. Grand challenges thus often appear intractable as the actions of some actors generate unintended consequences that compound the problems experienced by other actors. In this keynote, I will argue for the value of a paradox lens in order to address grand challenges as a problem of interdependent yet often contradictory actions across distributed organisational actors. The ongoing resolution and recurrence of these interdependent and contradictory actions shape how the specific grand challenge unfolds. I will illustrate my argument with reference to my research on the use of market mechanisms as a means of development and humanitarian response to the increasing incidence of natural disasters in vulnerable countries

Panel Session on Diversity and Enterprise

Sharonjit Clare, Investor and Co-founder of West Midlands Women’s Voice
Yetunde Dania, Partner, Trowers & Hamlins LLP
Dr Luke Fletcher, Aston Business School, UK
Dr Angela Martinez Dy, Institute for Innovation and Entrepreneurship, Loughborough University, UK

Chair
Prof Monder Ram OBE, Aston Business School, UK

What does diversity mean in the context of enterprise? How is it enacted? And how are practitioners engaging with academics on this agenda? These questions inform a session that aims to meld academic thinking with practitioner insights in different entrepreneurial settings.

Benefits
• New research on intersectionality and LGBT issues in the context of enterprise
• Contemporary thinking on diversity shapes enterprise policy
• Company professionals discuss how they enact diversity in their firms.

REF2021 Update

Chair:
Prof David Blackaby, University of Swansea, UK, and Vice Chair of the Business and Management Sub-Panel, REF2021

Panellists:
Prof Catherine Cassell, Dean, Birmingham Business School, University of Birmingham, UK and Member, Business and Management Sub-Panel
Prof Peter Murphy, Nottingham Trent University, UK and Member, Business and Management Sub-Panel

The presentation will provide a brief overview of periodic research quality reviews since 1986 leading up to REF2021. Working methods of the Business and Management sub panel for REF2014 will be outlined including those around assessment of outputs, impact and environment. The 2021 REF will be outlined including key changes since REF2014. Many REF events are targeted at the most senior researchers and research directors. This presentation will provide an opportunity for other parts of the research community to understand how to build a career in a university environment where REF is given such importance and to ask questions around REF2021.
Members of the Business and Management sub-panel will be available to answer questions.

THUR 09.00–10.30 | MB644, MAIN BUILDING

Digital Transformation – Opportunities and Challenges for the Retail Industry

Prof Heiner Evanschitzky, Aston Business School, UK
Prof Boris Bartikowski, Kedge Business School, France
Prof Tim Baines, Aston Business School, UK
Prof Thomas Rudolph, University of St Gallen, Switzerland
Prof Olivia Petit, Kedge Business School, France
Prof Christian Brock, University of Rostock, Germany
Prof Nancy Wunderlich, University of Paderborn, Germany

Since the emergence of the Internet in the early 1990s, digital technologies are progressively changing the business world. Retail is among the industries that are most affected by the digital revolution (Grewal et al., 2017; Inman & Nikolova, 2017; Lamberton & Stephen, 2016). The impact of digitalization on retailing revolves around the product/service portfolio offered, as well as finding new and better ways of managing relationships with customers, employees and suppliers. As such, nowadays retailers must be set upon offering e-services (Evanschitzky & Iyer, 2007; Rust & Lemon, 2001), managing social media (Laroche et al., 2013) and user generated content (Algesheimer et al., 2010; Cleveland & Bartikowski, 2018; Trusov et al., 2009), conducting mobile marketing (Grewal et al., 2016), integrating mobile devices with the physical store (Hofacker et al., 2016; Shankar & Balasubramanian, 2009), using digital assistants (Evanschitzky et al., 2015; Keeling et al., 2013) and virtual-/ augmented-reality tools (Flavián et al., 2018; Suh & Lee, 2005), as well as considering the Internet of Things, robots and drones (Ng & Wakenshaw, 2017; Wirtz et al., 2018), and machine learning and artificial intelligence (Martínez-López & Casillas, 2013; Van Doorn et al., 2017). The digital revolution also accelerates globalization. Digital technologies, the Internet in particular, enable even the smallest companies to benefit from global procurement and seek new customers from abroad (Lituchy & Rail, 2000; Prasad et al., 2001). For many retailers increasing digitalization therefore involves a range of culturally sensitive tasks such as the need to understand cross-cultural online buying behaviour (Mazaheri et al., 2014; Park & Jun, 2003), or adapting online stores to the expectations of culturally different audiences (Bartikowski & Singh, 2014; Bartikowski et al., 2016; Luna et al., 2002).

The increased deployment of digital technologies creates new opportunities and challenges that force retailers to review and transform established practices. We define digital transformation as the process of digitalization of previously analogue (service) operations, procedures, organizational tasks, and managerial processes in order to drive value for customers, employees and other stakeholders, with a view to gaining competitive advantages. Digital transformation requires a re-evaluation of business models by evaluating whether old processes, products or services are necessary or not and if new digital options and alternatives could replace them.

The purpose of this fringe event during the British Academy of Management Conference 2019 at Aston is to start discussions among researchers and managers from the fields of marketing, management and supply chain management that focus on the opportunities and challenges of the digital transformation for the retail industry. The event is organised as a round table discussion that consists of 5-6 impulse presentation (10 minutes each) to shine a different light on the topic of digital transformation.

THUR 11.00–12.30 | GREAT HALL, MAIN BUILDING

Keynote: Change Makers Like You

Rosie Ginday MBE, Managing Director and Founder, Miss Macaroon

Chair:
Prof Caroline Elliott, Aston Business School, UK

Change makers like you – in the changing world we live in we all have the power to make a difference to today’s big problems. Social enterprises are key to addressing societal issues and Birmingham as a Social Enterprise City has many great examples.
Session 1
TUESDAY 3, 09:00–10:30

MB753, MAIN BUILDING

SPSS for Early Academic Research (115)

Facilitator:
Dr Yehia Sabri Nawar, University of West London, UK

About the workshop
Nowadays SPSS is considered as a general method of data analysis that brings together path analysis and factor analysis. In fact, SPSS software is most commonly used by many academics worldwide.

The workshop will help early career academics with all the required tools and techniques of how to use SPSS analysis. More specifically, the workshop aims to provide a thorough introduction to SPSS, and will also deal with some important, related issues. These include mediation analysis, moderation, and methods for handling missing data. Moreover, the emphasis will be on analysing continuous variables with approximately normal distributions, but we will also cover how to handle non-normal data. Finally, most of the analyses will be carried out with SPSS software package.

Workshop Objectives
The goal of the workshop is to increase knowledge and requisite skills of participants on the use of SPSS and to enable them to make the most of this powerful software package while allowing them to work independently with SPSS on their own data and provide a solid foundation for advanced data analysis work.

The objective of the workshop is:
1. To introduce participants to the basic practice of statistics by using SPSS Statistics, a statistical software program used for data management and data analysis and learn how to perform basic statistical analyses.
2. To introduce participants to the use of advanced SPSS for analysing project data for reporting purposes focusing on database management tasks, descriptive statistics and graphics, and basic inferential statistics for comparisons and correlations.

Benefits of attending this workshop
At the end of the workshop, participants should be able to:

- To be able to perform a wide range of data management tasks in SPSS application to understand the basic workings of SPSS and perform basic statistical analyses.
- To perform database management tasks, descriptive statistics and graphics, and basic inferential statistics for comparisons and correlations.
- To perform data checking and create simple tables and charts.
- To perform advanced analysis in SPSS

MB404A, MAIN BUILDING

One size fits all? Key Issues and Common Misconceptions in Publishing Qualitative Research in Top Tier Journals (118)

Facilitator:
Prof Emmanuella Plakoyiannaki, University of Leeds, UK

The purpose of this PDW is twofold; 1) to enhance authors understanding of what reviewers are looking for when evaluating qualitative submission, and 2) to provide nuances for navigating the preparation and writing of a qualitative manuscript. The workshop aspires to contribute to the ongoing debate surrounding publication and evaluation of qualitative research in top-tier academic outlets by advancing a discussion in terms of the key issues that both parties (reviewers and authors) need to consider in the review process. It addresses not only general issues and tensions in publishing/reviewing qualitative research but also issues and tensions that may be unique to different paradigmatic assumptions.

The speaker will offer insights into writing qualitative research and what reviewers and readers are looking for in a qualitative manuscript. In doing so, the speaker will discuss reviewing qualitative manuscripts that adhere to different philosophical assumptions. The PDW contributes to dialogue on required institutional changes in Business & Management journals so as to establish best practices for handling qualitative submissions.
Using Case Studies: Bringing the Real World into your Classroom (1192)

Speaker: Prof Scott Andrews, University of Worcester, UK

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 Responsible Management and Leadership Paradox: An Interactive Workshop (1197)

Speaker: Dr Simon Smith, University of Winchester, UK

The dilemma

We argue that the delivery of responsible management and leadership is paradoxical in nature. Examples of common tensions that could be deemed as paradoxical include: shareholder theory versus stakeholder theory; profit orientated versus values orientated; consumerism/materialism versus responsible consumption and production; and cultural inertia versus the learning organisation.

The workshop

1.5 hour session – maximum of 25 participants

This interactive session is designed to explore and discuss the day-to-day realities faced with delivering responsible management and leadership. Thus, this will be presented as a number of paradoxical situations that we address within the world of business. This will hopefully lead to a rich and diverse set of discussions around responsible management and leadership.

There will be a short introduction to outline the conceptual paradox theory of ‘Organizational Ambidexterity’ applied to the responsible management and leadership context. No experience with this academic construct is needed. A number of situations are then provided to all participants to instigate a discussion of how these situations are dealt with on the frontline. As well as increasing our understanding of these paradoxical realities, it is hoped that we will inspire how to tackle such situations through shared practice.

Potential audience

This workshop is designed for academics and/or practitioners interested in, or actively involved in, the management of people and organisations. You may also just want to further your own thinking about the application of responsible management and leadership. The session may be beneficial to those working with or towards Sustainable Development Goals (SDGs) and/or with the Principles of Responsible Management Education (PRME).
A Method for OD Following a Period of Emotional Abuse and Neglect (1200)

Speakers:
Dr Joost Kampen, Vrije Universiteit, Amsterdam, The Netherlands
Andre Henken, Van de Bunt OD Consultants, The Netherlands

Emotional abuse and neglect in the workplace deserve wider recognition in business schools because the process involved is insidious and paralyzes organisational development. In 2018 at the BAM Conference we paid attention to the theory of emotional abuse and neglect in the workplace from a systemic view: the toxic triangle of deficits consisting of destructive organisational development, destructive leadership and destructive followership. We introduced a diagnostic method to detect signs of neglect and participants learned what is important to restore organisational health.

In this year’s workshop we focus on the intervention strategy. We use the case of the Amsterdam fire brigade that reached the British and American media as an illustration of the relevance of an effective change strategy.

We present an OD method that was developed in over 150 cases in both the public and private sector. The strategy’s distinctive characteristics are:

• Guided organisational development by the line management based on the organisation’s actual level of competence and development;
• Identification and interpretation of harmful, hidden dynamics;
• Effectuation of change through interactions on the work floor with the aid of a more knowledgeable other (external consultant teaches operational management to guide subordinates’ development);
• Effectuation of real change by coaxing stakeholders out of their comfort zone while an OD consultant remains psychologically available to them throughout the process.

CEOs, senior managers and management consultants assigned to change programs should be familiar with this method for restoring normal organisational life after a period of emotional abuse and neglect in the workplace.

The presenters will reflect on their OD approach as well as on the intervention process and the results. Their research was conducted at Vrije Universiteit, Amsterdam and resulted in a method of OD in neglected organisations.

Uncertain Times: Uncertain Selves: The Contested Identity And Performance Of The Contemporary Knowledge-worker (1209)

Speakers:
Dr Kate Black, Northumbria University, UK
Prof Lisa Anderson, University of Liverpool, UK
Dr Ingo Winkler, University of Southern Denmark, Denmark
Dr Sophie Mills, University of Nottingham, UK

This PDW provides an opportunity to examine the over-arching question of: what does it mean to be a contemporary knowledge-worker, using a case-study of Business School academics? Business Schools exemplify many trends in contemporary knowledge-work, such as control, performativity and precarity, with negative consequences for workers’ sense of meaning and sense-of-self deriving from work. We assert that within the contemporary consumer-driven Business School, academics’ sense of meaning deriving from the work has been eroded and identities are often threatened or are conflicted. Such conflict and threat are, we suggest, consequential of the tensions of the research-teaching nexus. Doctorates and publications are prioritised over industry experience. Concurrently, teaching qualifications are endorsed, but more as a certification rather than as a platform for continuously enhancing the fundamental craft of our profession. Yet the traditional craftsmanship of academic teaching is in itself becoming increasingly challenged as the approaches to engaging contemporary students are needing to continuously evolve.

We will draw upon the insights of socio-cultural identity theorising, notably: identity work; aspired identities; threatened identity; boundary spanning. These will provide tools with which to reflexively examine our performance as academics. The PDW will afford us space and time to examine the conscious and unconscious identity work we undertake as academics as we seek to challenge the assumptions and the irrationalities that surface as we construct our academic identities and our academic careers. Such opportunities to better understand who we ‘are’ and who we aspire to ‘become’ are important for our own effectiveness and wellbeing. However, understanding who we are, how constructing our identities shaped by the dominant narrative of how Business Schools should look, also has broader implications for all stakeholders and will impact upon the university’s role in building and sustaining high performance during these uncertain times.
Food Innovation Consultancy Challenge: ‘Live’ Learning and Professional Development with an Industry Client (1210)

Speaker: Michael Benson, Sheffield Hallam University, UK

In the competitive market for graduate jobs, securing a good degree no longer sets your students apart from other candidates – this workshop will show academics how to improve student employability through ‘real life’ applied learning in collaboration with industry. Sheffield Hallam University is clear about the distinctiveness of the student experience offered, which is timely as we now operate in an increasingly competitive HE sector.

Michael Benson will show you the success of the Food Innovation Consultancy Challenge (FICC), a unique and innovative 40 credit module where final year students worked with Asda on a ‘live’ consultancy project to reduce sugar in Asda brand biscuits. This was in response to the Public Health England call to the food and drinks industry to reduce sugar levels up to 20% by 2020. You will learn how to identify and network with industry clients, and attract highly topical consultancy challenges which benefit your students and the client. You will be very excited by the results of the FICC module and how this changed the students perception of the workplace for the better. They develop individual and team working skills not always possible to get from other modules. It has a fully integrated and seamless teaching programme with many interesting activities including an Insights Discovery Personal Profile and practical sessions for each student.

You will gain new knowledge and teaching styles, and see how applied learning improves student engagement and commitment whilst satisfying the needs of potential employers. It will almost certainly generate additional discussion around the room, and the delegates input and participation is vital for moving this learning style to the next level. The workshop will emphasise student professional development as ultimately it is about student career reflection and planning where they will learn more about themselves in a competitive environment. The module is so impactful and evidence has shown students discuss it in career interviews.

Embedding Social Emotional Learning In To Your Curriculum: the why and the how! (1213)

Speaker: Anne Bernadette Conneally, Sheffield Hallam University, UK

Rational for the workshop
Social Emotional Learning (SEL) is commonly associated with managing the emotions of the self and others. It encapsulates the setting of positive and achievable goals, feeling and showing empathy, establishing and maintaining positive relationships as well as making responsible decisions (Weissberg, Durlak, Domitrovich and Gullotta, 2015). In today's world of work, employers' (Associate of Graduate Recruiters survey, 2017) continue to report graduates: as lacking in team work, problem solving and people skills. Furthermore, a report issued by the Skills Shortages in the UK economy (2018), detail a concentrated area of concern - where skills such as self-management, customer skills, task prioritising and interacting with others, are the foci of current graduate skills gap. These items give rise to the fact that universities are shying away from the development of core people skills, with a more urgent focus on digital age learning and technology. One of the main benefits of SEL is allowing the student to gain an insight in to their own emotions. This can at times be difficult and the challenge can be even greater where adults are involved. Taking Solomon's (2007) views on emotions into consideration - where he argues emotion as being intimately bound up with judgments; further calls for SEL to be incorporated in to the curriculum.

Aim of the workshop
The aim of the workshop is to:
• Scope out, share and celebrate the manner in which audience members accommodate for SEL in their teaching and learning.

Objectives of the workshop
The objectives of the workshop are to:
1. Gain knowledge and insight into SEL
2. Discuss how SEL is embedded in to the curriculum
3. Share a model of best practice SEL - the challenges and opportunities
ISO 14001 Introductory Workshop (1215)

Speaker:
Dr Renuka Thakore, University of Central Lancashire, UK

The ISO 14001 Introductory Workshop aspires to bring awareness of ISO 14001 standard to new managers. Everyone involved in organisational activities need to take care of their environmental impact and thus this awareness workshop would be very useful to everyone (academics, researchers, business owners, consultants, management representatives, managers, auditors) present in the conference. ISO 14001 is an internationally agreed standard that sets out the requirement for an environmental management system. It helps organisations improve their environmental performance through more efficient use of resources and reduction of waste, gaining a competitive advantage and the trust of stakeholders. The 1.5 hours workshop will be delivered using PowerPoint presentation supported with interactive discussions and exercises using case study approach. It involves participative learning, accelerated learning and examples of best practices. Attendees will acquire new knowledge/ awareness of ISO 14001 Environment Management System and new skill of auditing and taking leadership in managing their organisational environmental impact. The underpinning theme of this workshop is: Identify, manage, monitor and control your environmental issues in a “holistic” manner. Dr Renuka Thakore brings with her a rich experience in ISO 14001 consultancy, training, research and teaching and delivers engaging interactive sessions. Management individuals will gain knowledge of environment management system which will allow them to broaden their participation in related environmental activities in their organisation and beyond.

What the “N”: Just One of the Issues Qualitative Investigators Face when doing Management Research (1219)

Speaker:
Dr Rod Gapp, Griffith Business School, Australia
Dr Heather Stewart, Griffith Business School, Australia
Dr Deb Delaney, Griffith Business School, Australia

In the field of Management the role of qualitative research has played a significant role in guiding and developing the field. This is seen in the works of pioneers of the field such as Argyris, Schon, Schien and Weick and their reliance on qualitative methodologies. Even with this history qualitative research still struggles to hold a strong and relevant position as a research methodology within business publications and other academic outlets. It can be suggested in more recent times that management research is now lagging in the qualitative space when compared to other often more positivist focused research fields such as nursing, allied health and medicine. This workshop does the following: it presents the philosophical and research strengths of qualitative research, delves into the issues qualitative researchers find in having their work accepted and published within the field of management, investigates what management research can learn from other fields of social science and provides a collaborative and trusting environment for shared experience and learning from not only the workshop leaders but the experiences of the participants. The workshop outcomes will be achieved through the application of reflective processes and group interaction that are instigated and guided thought both theoretical and practical contents but also aim at fostering the dynamics of those participants wishing to engage in safe spaces provided for dialogue, interaction and collaboration. This combination of learning and action will make the session what the presenters refer to as a ‘fun shop’ rather than a traditional ‘workshop’.
Using Participant-generated Photographs as Data in Management Research: Methodological Implications (1220)

Speakers:
Dr Nika Balomenou, University of Hertfordshire, UK
Dr Brian Garrod, University of Swansea, UK

Access to cameras is ubiquitous, particularly because of commonplace smartphone ownership (Van House, 2011). Moreover, an estimated 22 billion photographs were uploaded on Instagram in 2017 alone and the number of user-generated photographs available online is growing constantly. Consequently, there now exists a great number of photographic datasets that could potentially be used in management research. Current research using user-generated content is mainly empirical, rarely having theoretical underpinning and as such tends not to consider the methodological implications of using photographs as data. This is problematic as such studies can produce skewed results and potentially influence management decisions without considering all available parameters. This is perplexing given that the potential for the use of photographs in academic research has been documented since the 1830s (Wickliff, 2006). Photographs have since been routinely employed as data in other fields, notably the natural sciences (Behrend, 2003; Gelderloos, 2014). In management research, however, photographic data has often been considered methodologically 'tainted'. This situation seems to be a legacy of the prejudice that many social scientists held toward the use of visual data in the 1970s and 1980s. Management research has therefore persistently favoured textual data over visual data. This workshop is based on the authors’ experience in visual research methods (Balomenou and Garrod, 2014; Balomenou and Garrod, 2016; Balomenou and Garrod, 2019). Such methods have a long history of application across the social sciences. Their development has, however, been uneven and fragmented, resulting in a lack of gestalt. This has led to the methods being underappreciated and sometimes mistrusted. Examining the design, implementation, and analysis of nearly 350 studies, this workshop examines the methodological implications relating to the performance of photography, including those relating to timing and intent (and therefore validity) that need to be considered when designing and implementing research using user-generated photographs.

In Their Shoes – Experiencing Blending Learning For Praxis Gains (1222)

Speakers:
Rebecca Page-Tickell, University of East London, UK
Dr Elaine Yerby, University of East London, UK

Whilst blended learning has become a common pedagogical approach in business schools due to its perceived benefits in terms of real world learning it has only relatively recently started to attract scholarly attention for theoretical development (Drysdale, Graham, Spring & Halverson, 2013). The translation to praxis learning gains may be considered to have also lagged, particularly in the business domain. Research has also revealed how the application and success of blended learning is significantly impacted by instructor confidence in designing and delivering blended learning (Holmberg, 2017). This Professional Development Workshop (PDW) delivered through a blended approach aims to address these three issues. The workshop proposes and applies Laurillard’s (2009) conversational framework for blended learning, as a means of providing greater theoretical rigour to blended learning approaches. Laurillard’s conversational framework (2009) identifies a technology enabled structure designed around communities of practice of learning which focuses on the specific processes for learning and the most appropriate learning tools for each stage. The workshop explores case study research from a professional Masters level HRM module that applied Laurillard’s (2009) conversational framework to achieve praxis gains. In doing so the workshop is designed around the different stages of the framework so that the PDW participants experience blended learning first hand and explore ways to improve and enhance their approach and delivery of blended learning. The case study research presented and through undertaking the blended learning in the PDW supports participant’s understanding of the impact of blended learning on the development of a practical, intuitive knowledge, grounded in both a theoretical understanding as well as a practical skills and behaviours or praxis.
**Presenteeism at Work: Developments and Avenues for Future Research (1228)**

**Speakers:**
- Prof Sir Cary Cooper, *University of Manchester, UK*
- Prof Pawan Budhwar, *Aston University, UK*
- Dr Charmi Patel, *Henley Business School, University of Reading, UK*
- Kanimozhi Narayanan, *Aston University, UK*

This PDW is linked to the Journal of Organizational Behavior Special issue on “Presenteeism at Work: Developments and Avenues for Future Research”. Presenteeism refers to going to work despite ill health that might otherwise warrant sickness absence. Estimated to cost tens of millions of dollars in lost productivity, the concept has attracted the attention of different academic disciplines, policy-makers, and practitioners interested in mitigating the problem. Despite the financial costs and academic interest, progress in understanding presenteeism has been slow, as the available research has been plagued by three conceptual problems, each of which follows from the others. First, there is no agreed upon definition of presenteeism. Though some progress has been made in this regard, presenteeism is primarily viewed as a sickness construct. Second, and reflecting this definitional uncertainty, presenteeism is conceptualized as if it were a unitary construct, when it is actually an aggregate construct. Third, the incorrect specification of the presenteeism construct has made it difficult to obtain cumulative knowledge through building a relevant nomological network. This PDW therefore, aims to bring together researchers/academics in order to provide solutions and place special emphasis on developing a future research agenda that will address these problems.

**Triangulations Techniques in Mixed Research Method (1233)**

**Speaker:**
- Dr Mehran Sepheri, *Sharif University of Technology, Iran*

The workshop focus is on mixed research methods in business and management and furthermore on the triangulations techniques to validate the results. The term “mixed methods” refers to an emergent methodology of research that advances the systematic integration, or “mixing,” of quantitative and qualitative data within a single investigation or sustained program of inquiry. Mixed methods involves collecting, analyzing and integrating quantitative (e.g., experiments, surveys) and qualitative (e.g., focus groups, interviews) research. The basic premise is that such integration permits a more complete and synergistic utilization of data than do separate quantitative and qualitative data collection and analysis. Triangulation means using more than one method to collect data on the same topic, to assure the validity of research through the use of a variety of methods to collect data on the same topic, which involves different types of samples as well as methods of data collection.

The workshop reviews a number of quantitative and qualitative techniques in gathering and analyzing data. Participants are to deliberate the most appropriate technique to their own selected problem in business management. For triangulations, they combine at least two techniques, or using one technique in two different techniques in validating their findings.

**Big Data and Artificial Intelligence: Implications for Management Practices (1235)**

**Speakers:**
- Prof Ashley Braganza, *Brunel University London, UK*
- Prof Maureen Meadows, *Coventry University, UK*
- Prof Savvas Papagiannidis, *Newcastle University, UK*

This PDW builds upon a series of three workshops, over an 18 month period, organised by the facilitators. It is concerned with the impact of disruptive technologies on management practices within organisations and, more specifically, whether and how such practices make employees more engaged and productive. In other words, how motivated employees are and how empowered are they to take part in employer's decision-making processes.
Data and its use through machine learning algorithms and artificial intelligence (AI) have become a strategic resource, presenting opportunities and challenges for organisations and individuals alike. Therefore, we want to examine the factors supporting and hindering the adoption and acceptance of relevant management practices, and in turn the decision-making that underpins the emergence of data-driven strategies and business models. Such changes can positively affect employee effectiveness, engagement and overall performance. Given the above, our intention is to discuss and explore the following during the PDW:

1. how can organisations develop dynamic capabilities to exploit AI and to enhance the relationship between such capabilities, employee work engagement and the adoption/acceptance of new data practices?

2. how can big data and AI enhance strategic decision-making at senior levels in organisations, with a view to developing new strategies or enhancing existing strategies?

The PDW is designed to be interactive – following a short presentation, delegates will address these questions from theoretical and empirical perspectives.

Our longer term intention is to foster a group of academics who are interested in researching the effects of big data and AI on society, organisations and people.

MB227, MAIN BUILDING

Career Entrepreneurship – Personal Branding (1236)

Speaker: Dr Rebecca Natrajan, QAHE_Ulster University London, UK

Career Entrepreneurship is an emerging concept and it enables the students and the staff to sustain in the competitive market in the long run. There are various aspects involved such as elevator pitch, mashup, personal etiquette and personal branding in Career Entrepreneurship. We will be focussing only on personal branding for this workshop. The purpose of this workshop is to facilitate the researchers and also delegates who are attending the conference to identify them as a unique brand. People buy your value before they buy a product, similarly, people see you first before they perceive about your services. Despite the job roles, credentials there is always a room for anyone to improve their life or you are someone who is interested in upgrading themselves. This is possible only when such desire meet with suitable skills. Customers are no longer a slave to the products or the services provided or organisations no longer keeping a person permanently unless they add value.

In this workshop, we focus on what do you mean by Personal Branding as part of career Entrepreneurship in Business and Management studies. This will facilitate the participant to understand their own personal and professional influencers, and also know how to sharpen their personal brand. Understanding this concept facilitates the participants to retrace their old branding of themselves and create a new one.Appearances such as physical and mental matters and one should know how to rise from the crowd. By adopting the ideas and business practices of personal branding, business schools can make a substantial contribution to the economic development of the business communities they serve.

The objectives of this workshop:

1. To create an awareness about personal branding
2. To identify the ways to sharpen their own brand
3. To celebrate their uniqueness in their own environment
Session 2
TUESDAY 3, 13:30–15:00

MB404D, MAIN BUILDING

Getting Published in Marketing: Help Towards that all Important First Article (288)

Speakers:
Dr Adam Poole, University of the West of England, UK
Dr Keith Glanfield, Aston University, UK
Prof Carley Foster, University of Derby, UK
Prof Heiner Evanschitzky, Aston University, UK

Against a background of academic success often being judged by an individual’s track record of publishing in high quality journals and the forthcoming 2021 REF, this workshop will provide guidance and practical advice to late stage PhD students and early career academics looking to publish in marketing and marketing related journals.

The workshop, which will be chaired by Dr Adam Poole (University of the West of England) will address this subject with practical advice from several perspectives to assist those attempting to secure publication of their first article(s):

- Dr Keith Glanfield (Aston University) will present an overview of marketing journals and those that may accept marketing related articles, including observations on the work published in journals holding different ratings (stars).
- Prof Carley Foster (Derby University), an accomplished author, will present the perspective of the writer, including advice on initial submission and on responding to an R&R request.
- Prof Heiner Evanschitzky (Aston University), marketing editor of BJM, will present the perspective of an editor, explaining his role as editor and discussing what he is looking for in an article, what to avoid and decisions.
- Dr Adam Poole, who reviews for JSM, will present the perspective of a reviewer, explaining his role as a reviewer and discussing what he is looking for in both an initial review and an R&R review.

An opportunity will be given for questions following each presentation however these will be kept brief as the workshop will conclude with a question and answer session involving all presenters.

In addition to late stage PhD students and early career academics, individuals returning to academia after a career break, academics who have not previously published in such journals or those wishing to update their knowledge in this area would also benefit from attending.

MB206, MAIN BUILDING

You’re Having A Laugh? Comics, Storyboarding, And The Use Of Graphic ‘Novels’ In Management Education (719)

Speaker:
Prof Denis Fischbacher-Smith, University of Glasgow, UK

This PDW is based on work carried out at the University of Glasgow which deals with the use of comics in management education. The work grew out of the use of storytelling and visualisation within lectures and has resulted in the publication of several comic ‘books’ relating to risk and uncertainty. The session will explain how the use of comics emerged as a learning tool and the role played by the theory of comics in shaping course design, the provision of learning materials, and the potential use of comics within a blended learning environment.

The session will explain how the key elements of comics - the frames, flows, images, words, and gutters (the spaces in between) - all contribute to generating “moments that matter” within a lecture and how the theory can be used to generate a course structure and delivery mechanisms based on the same principles. The session will show examples of comics that have been developed for the MBA, the undergraduate medical degree, and for executive education.

MB574, MAIN BUILDING

Smart Cities and Sharing Economy in Service Industries: Challenges and Opportunities (1193)

Speakers:
Prof Babak Taheri, Heriot-Watt University, UK
Dr Roya Rahimi, University of Wolverhampton, UK

Both sharing economy and smart cities are at the centre of number of current debates, which touch upon other related issues such as new technologies and innovative services; sustainability; and stakeholders’ engagement and big data. With regards to sharing economy and related concepts, models (e.g., chaperones, franchisers, gardeners,
and principals), strategic frameworks (e.g. B2B and B2C) and application of different overarching theories (e.g., value co-creation, social cognitive theory) have increased significantly in the last decade. Smart cities also provide services to their customers. Here, start-ups such as Airbnb, Snapp, Couch Surfing, Fairbnb, Eatwith, Vayable, JustEat, Carpooling, Uber and Lyft advantage from the opportunities presented by the sharing and collaborative consumption (Altinay & Taheri, 2018).

As such, theses sharing economy start-ups offer convenience to customers and beat mainstream service providers on price. However, these trends have serious implications for hoteliers, restaurant owners, airlines and car rental companies, and service industries in large, as they change the rules of the game across the sector (Altinay & Taheri, 2018). To this end, the purpose of this workshop, through a roundtable discussion, is to evaluate the increasing interest on common characteristics and differences between sharing economy and smart cities, but also these two business models can bring both opportunities and challenges to service providers and local governments.

Looking forward seeing you in our professional development workshop in BAM 2019!

MB512, MAIN BUILDING

Using Causal Mapping For Analysing Interviews (1203)

 Speakers:
 Dr Igor Pyrko, Aston University, UK
 Dr Viktor Dorfler, University of Strathclyde, UK

In qualitative studies of organisations, interviews are a popular way of collecting research data. However, despite the ubiquity of the use of interviews as a data collection method, there is space for improvement of the ways of analysing the collected interview material. It appears that none of the existing approaches is specifically focused on capturing and analysing interdependencies between the (first or second order) themes of the coded material, causal relations, and feedback structures in a systematic, visual, and transparent way. Also, the coding process, particularly with respect to thematic analysis of interviews, can be daunting and arbitrary on the part of the researcher. This workshop explores the potential of causal mapping as a versatile aid to robust and innovative qualitative research. The presenting team will help participants understand the principles and conventions of causal mapping, and why one might use it as a method of qualitative data analysis, addressing some of the shortcomings of available methods. Drawing on the specific qualitative research challenges facing attending participants, this research method focused workshop will also help participants develop a sense of the potential to refine and analyse qualitative data with rigor through causal mapping. The workshop will be interactive, and it will include a series of practical exercises aimed at preparing participants for using causal mapping in their own research projects. In addition, the philosophical and methodological issues with respect to applying causal mapping in different types of research designs will be explored together with the audience.

MB568, MAIN BUILDING

Brand Building Or Damage Limitation? The Reality of Building And Sustaining High Performing International Education Partnerships: Recipe For Success (1207)

 Speakers:
 Prof Yusra Mouzughi, Vice-Chancellor, Muscat University, Oman
 Prof Alec Cameron, Vice-Chancellor, Aston University, UK

This workshop will provide a live case study about a brand new ‘start up’ university in Oman, and how a collaboration with two UK institutions has provided the platform for building the university from scratch. Participants who are interested in understanding the real-life challenges of navigating expectations from founders, investors, quality assurance agencies and regulators across two very different operating environments will have the opportunity to listen to the Omani start up university, as well as the more established UK university perspective. The workshop provides an opportunity for researchers and practitioners alike to use a real time case study of how a mature organization and a startup have come together with the shared goal of delivering high quality education and research in the Gulf. The workshop will address challenges around operating culture, quality assurance, values, external expectations, pressures from investors and regulators, and ambitions and aspirations.

The presenters will share their experience on navigating the first two years of this new venture in Oman, and will provide pointers for discussion about partnership working, trust, and addressing the tensions associated with similar and yet different regulatory and quality assurance regimes, and high expectations around performance, financial sustainability, deliverables and outcomes. This also includes managing and setting expectations within each organization, and building a community of supporters who can contribute to making the venture a success.

The audience will be invited to engage in group discussion about some of the challenges associated with the multiple and at times competing requirements of a mature organization and a start-up, situated in widely different
cultural and regulatory environments, and contribute input to what a ‘sustainable operating model’ means in this context.

**Collaboration and Trust (1208)**

**Speakers:**
- Dr Aileen Lawless, Liverpool John Moores University, UK
- Dr Deborah Humphreys, Liverpool John Moores University, UK
- Prof Mark N.K Saunders, University of Birmingham, UK
- Dr Trevor Morrow, University of Aberdeen, UK

This PDW will present perspectives on trust research and explore the barriers and enablers to developing, and maintaining, trust relationships within the context of management metrics in Higher Education. Specifically, we will focus upon and debate the question:

- **How can we develop and maintain trust in collaborative relationships?**

Trust is a fascinating and fundamental social phenomenon which remains an elusive and challenging concept to research (Lyon, Mollering, & Saunders, 2015). Rousseau et al. (1998: 395) define trust as: “the psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another”. Whilst accepting that numerous definitions of trust exist, the notions of ‘vulnerability’, ‘harm’ and ‘positive expectations’ provide a useful focus for this PDW.

We explore collaborative relationships from the perspective of ‘communities of practice’ (CoPs), focusing our attention on situated practice (Lave and Wenger 1991). The concept of CoPs remains influential in education and management (Gray and Gabriel, 2018). However, commentators have cautioned (Contu and Willmott 2003; Lawless and McQue 2008) that it is vital not to assume consensus or to abstract the community from the wider field of social relations.

It is in this wider field that tensions exist and in the PDW we also consider the metaphors of student as ‘customer’ and ‘co-producer’, within a context where management metrics appear to flourish. These metrics are enshrined in the Research Excellence Framework (REF) and the Teaching Excellence Framework (TEF). However, do such metrics encourage or discourage collaboration and trust?

The workshop will involve four short presentations on different perspectives of collaboration and trust, followed by a plenary discussion. We offer a ‘safe space’ for Faculty who are determined to resist competitive and divisive practices within their research and education communities. We aim to develop an action plan to further this agenda of collaboration based on trust.

**Exploring academic and aspirational identity through Lego Serious Play (1214)**

**Speaker:**
Dr Tammi Jane Sinha, University of Winchester, UK

Lego© Serious Play© is a powerful technique for enabling individuals and teams to address complex issues using live systems thinking. The thinking behind LSP© is to get participants into ‘flow’. Flow is a commitment to a process that is enjoyed. Not bored or over stimulated. Using facilitation skills to ensure optimum stretch and engagement. The toolbox for LSP © consists of skills building, construction of knowledge, story-making and telling, and imagination. Then LSP approach starts with getting participants into flow, via skills building. We then develop their skills in story making and telling, creating metaphors for their models.

Constructing knowledge, and then using the 3 types of imagination: descriptive, creating and challenging. LSP is a ‘multidimensional complex adaptive knowledge system created by social construction’ and most importantly in real time.

The theories underpinning this approach have been robustly tested and developed from Piaget (1991) constructivism, to Cherez and Papert constructionism. Developing the ideas of flow to complex adaptive systems to autopoietic organisational epistemology (Von Crough and Roos, 1999) with play and creativity as its driver.

The workshop will lead participants through skills building, exploring their professional identity, and their aspirational identity. Using LSP© participants will benefit from developing an action plan to take away to use for personal development. We are hoping to inspire and ignite your creativity. The workshop will introduce the background and theory to LSP©, and provide ideas for using the approach and ideas in your academic practice.
Critical Understanding Of Interoperability And Governance Issues In The Blue-Light Emergency Services: Need For A Joined-Up Approach (1217)

Speakers:
Prof Paresh Wankhade, Edge Hill University, UK
Dr Swetketu Patnaik, Anglia Ruskin University, UK
Prof Peter Murphy, Nottingham Trent University, UK
Prof David Weir, York St John University, UK
Dr Silvia Nelson, Southern Cross University, Australia

Emergency services provide a complex occupational environment for management, where governance structures vary considerably despite the common objective of dealing with emergencies and saving lives. This PDW will discuss the issues and challenges of greater coordination and interoperability between the three main emergency services. Through this PDW, we aim to (a) advance knowledge and understanding on issues specifically pertaining to the 'emergency services', namely the police forces, the ambulance services and the fire and rescue services; and in the process, (b) highlight some of the critical opportunities and challenges, as the three forces / services, enter into formal collaborative relationships.

The central message of the PDW is that 'collaborations are central to achieve high performance amongst the emergency services' and therefore, it is paramount that critical issues, opportunities and challenges that underpin such collaborations need clear articulation. Presentations and discussion from a panel of experts, who have been researching emergency service organisations, would underpin efforts to convey the central message.

The event will (a) introduce and provide attendees more understanding of central issues in the context of emergency services in general; and (b) on the structural and relational underpinnings of collaborative relationships amongst the organisations. One of the highlights of this workshop is the active participation of the emergency service professionals (subject to availability) to share their own viewpoints. This will provide a unique dimension to the discussion and knowledge-exchange and also address the problem of theory-practice divide in the generation of knowledge in an under-researched domain.

The PDW will take a form of a panel–led discussion. Speakers will talk for about 10 minutes followed by discussion time. The event will also be accompanied by the launch of a recent monograph of the proponents of the workshop published by Palgrave Macmillan on the subject matter.

Managing Identity Resources: Leading Change on Ethnic Representation (1221)

Speakers:
Fatima Tresh, University of Kent, UK
Dr Doyin Atewologun, Cranfield University, UK

This workshop introduces a theoretically grounded, innovative approach to diversity management for increasing the representation of ethnic minority individuals in leadership. Drawing on group identities and leadership research, the workshop explores some of the major challenges in addressing ethnic diversity in the workplace and how new insights can help to address them. Traditional explanations for lack of progress in promoting talented ethnic minority individuals typically focus on individual and interpersonal experiences. In contrast, we focus on the perspectives of different workplace groups invested in this issue. Specifically, the workshop identifies the benefits of an intergroup taskforce driven by leadership that enables the effective collaboration of multiple workplace groups. Collaborating across groups to meet shared organisational goals is not a new concept. However, this approach has not been applied to diversity goals that elicit personal in addition to professional identities. In order to effectively work across groups, subgroup identities should be acknowledged, and subgroup goals met within the wider process of meeting the shared organisational goal. We explore why ethnic identity is important for those working in diversity, and how it interacts with professional identity to shape subgroup identities and goals, as well as actions towards those goals. This workshop is suitable for identity researchers or those committed to impactful change towards equitable sociodemographic representation in leadership. The aim is for delegates to take away the blueprints for an evidence-based action plan to create and mobilise a taskforce comprised of invested identity groups committed to driving positive change.

Embedding Sustainability in the Curriculum and the Challenges for Pedagogy (1225)

Speaker:
Dr Karen Margaret Thompson, Bournemouth University, UK

Business is one of the largest forces on the planet and contributes to many of the Grand Challenges facing society today. Existing models and practices are based on notions of growth, but we cannot continue recklessly consuming resources as though they are unlimited, disposing of...
waste in ways that damage the natural environment and reinforcing inequalities in society without consequences.

This workshop will explore the implications for higher education – both teaching and research. A participative approach will be used to encourage participants to share the challenges and opportunities of developing responsible education, practice and research from the perspective of their management discipline. A case study will be presented of social learning, involving academics, students and practitioners from a range of disciplines and new ideas from practice, such as the Circular Economy, B-corps and social value, to demonstrate one approach for generating new ideas.

Academics from the full range of management disciplines, including organisational behaviour and human resource management, finance and economics, marketing, strategy, are all invited to attend and will add to the richness of the debate. The workshop is likely to be of particular interest to academics who are involved with educating future business leaders.

Participants can expect to take away from the workshop:
1. Understanding of the limits and challenges to existing models and practices in their discipline
2. Appreciation of how social learning can provide opportunities for developing new knowledge
3. Awareness of the dependencies between business disciplines and how to leverage opportunities for innovation.

Global Talent Management in Crisis? Considering the implications of context for research, teaching and practice (1227)

Speakers:
Dr Susan Kirk, Newcastle University, UK
Dr Liza Howe-Walsh, University of Portsmouth, UK
Dr Tracy Scurry, Newcastle University, UK

Global talent management and international careers are central to global debates about migration, skills and the future of work. There are increasing concerns that social, political and economic shifts will impact on the supply of and access to global talent pools – creating significant uncertainty. Whilst there has been significant research on managing more traditional types of global talent – expatriates, there is less understanding of other forms such as global commuting. In line with the Conference theme of ‘Building and sustaining high performance organisations during uncertain times’, the PDW will draw upon the ideas and experiences of management researchers, practitioners and doctoral students in relation to global careers.

Factors that might be seen to influence such careers may include gender-related issues; ageing; identities; the changing political context; issues of sustainability and green HRM, however this list is not exhaustive. This interactive PDW will identify the significant socio-cultural shifts that are occurring and reflect on the implications of this for how we research, teach and practice global talent management and international careers. The session will combine presentation with breakout, group-based discussion.

The PDW is designed to create several ‘takeaways’ for attendees relating to furthering understanding of global talent management and international careers both theoretically and practically. Outputs from this workshop will include the identification of challenges and opportunities in terms of globally mobile careers from a country-level, organisational and individual perspective. The PDW will appeal to practitioners, academics and doctoral students interested in global talent management in a changing context.
Great Skills, Wrong Era: Are Universities Providing Employability Skills For Jobs That Won’t Exist? (1231)

Speakers:
Prof Ashley Braganza, Brunel University London, UK
Prof Manoj Dora, Brunel University London, UK
Dr Ozdemir Tiflis, Brunel University London, UK
Dr Shuchi Sinha, Indian Institute of Technology Delhi, India
Dr Stephen Mullins, Brunel University London, UK
Dr Meenakshi Aggarwal Gupta

UK and Indian universities are being measured on their graduate employability results. One of the key metrics available on website in the UK such as Unistats and other ranking tables is the number of graduates that have entered into graduate level jobs. Universities have implemented a number of local initiatives to provide graduate with ‘employability skills’ so that they are ‘job ready’.

The extent research covers a wide array of skills. A concern about the current research is that it makes no assessment of whether or not a skill is likely to be needed in the future and, if so, what the nature of that skill might transform into. For instance, customer service skills twenty years ago, required people to communicate with customers face-to-face, using appropriate verbal and non-verbal signals to reflect the customers’ feelings. Today, customer service is delivered over the phone or via a computer chat line, with face-to-face interactions kept to an absolute minimum. With the development of machine learning and the use of emergent tech such as augmented reality, customer service may be delivered through completely different media for which very different communication skills might be necessary.

The PDW will stimulate discussion on ‘what’ and ‘how’ universities can do to provide their students with employability skills that employers want. Some questions we will explore:

- Should the skills be incorporated into the academic curriculum or be delivered separately to the curriculum?
- To what extent will the skills identified ensure additional needs and mainstream students are able to adapt and change to future jobs, many of which have not been created? What can universities do about this?

This PDW will be interactive – please come prepared to participate.

This PDW is part of a longer term research project and delegates are welcome to work with us going forward.

‘Artificial Intelligence – Disruptive Innovation in Uncertain Times (1234)

Speakers:
Kevin Reuther, University of the West of Scotland, UK and Westsächsische Hochschule Zwickau, Germany
Prof Christian-Andreas Schumann, Westsächsische Hochschule Zwickau, Germany
Anna-Maria Clauss, Westsächsische Hochschule Zwickau, Germany
James B Johnston, University of the West of Scotland, UK
Prof Christoph Laroque, Westsächsische Hochschule Zwickau, Germany

The Professional Development Workshop (PDW) ‘Artificial Intelligence – Disruptive Innovation in Uncertain Times’ provides insights on how new developments in the field of Artificial Intelligence (AI), which can be regarded as an incubator for disruptive innovation, might radically affect and change businesses, whole industries and the society at large. The PDW is designed in a highly interactive way, encouraging direct attendee interaction during presentations as well as inter- and transdisciplinary discussions. It aims to deepen the participants’ understanding of the far-reaching implications of AI with specific examples from the manufacturing and logistics sector. The PDW is divided into three parts. The first part introduces the concept of disruptive innovation from an innovation management perspective, suggesting how AI can be a trigger for such developments and how this might affect both industry and society. The second part introduces two cases on how AI is applied in the industry and will discuss how it affects the manufacturing and logistics sectors. The cases lead to a joint discussion with the audience on the opportunities and risks involved in such developments. Then follows the final part of the PDW, where two presentations shed light on how AI technologies impact our professional and private lives today, how it can be applied in a responsible way, to what extent considerations around disruptive and responsible innovation play a role in business practice today and what ethical considerations are required to suit AI environments as a broad spectrum of user communities needs to be involved. After these presentations, possible solutions for our dealings with AI and our responsibility will be addressed by the inter- and transdisciplinary panellists, inviting scientists to a joint discussion. Attendees of the PDW will profit substantially from this workshop by gaining new knowledge about the disruptive technology of AI and its impact on our life. The workshop attendees will also be encouraged to consider new perspectives, benefiting interdisciplinary exchange of ideas and the advancement of management research.

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Strategies to Develop Core Behaviours through Psychometrics & Coaching: A Profession Mapping Exercise (1238)

**Speaker:**
**Dr Michelle Hunter-Hill, University of Roehampton, UK**

Do you sometimes wish you could be as committed to knowing and developing yourself as you do others? Are you ready to improve your personal effectiveness? Are you unsure about how to develop your core people management and development behaviours essential for your success? Perhaps, you are keen to discover how research and practice insights from psychology and behavioural science can help you to navigate your way around your profession map?

This interactive, coaching-style workshop provides the reflective space to engage in mindful practice, acquiring essential skills and techniques to improve your understanding of self and others. You will be introduced to some of the key theories that underpin current self-awareness, personal development, and occupational psychology practice.

The learning process will be facilitated through directed learning activities, guided reading, peer coaching, case study analysis, and self-assessments. For example, a selection of psychometric tests and assessments will be used to improve self and other awareness (including the Johari Window exercise), and case-studies will be used to prompt discussion around key management issues. Thereafter, a combination of G.R.O.W and Systems-Psychodynamic coaching styles will be used for self-development and growth purposes. Goal-setting techniques will be utilised for planning ahead and to sustain personal effectiveness outcomes. This workshop is suitable for all people practitioners (HR and L&D) who take personal/professional development seriously!

Can Business Schools Bridge the FinTech Skills and Diversity Gap? (1241)

**Speaker:**
**Prof Raphael Markellos, University of East Anglia, UK**

This workshop discusses how a business school-based social enterprise called MoneyHack mobilises resources in order to support young people, firms and the wider community. The facilitator will provide an overview of the “open source” learning material that has been co-created through collaborations between educators and leading firms. He will also offer practical advice on how to take part in the emerging MoneyHack international community or develop similar edtech initiatives through crowd sourcing and social finance.

MoneyHack is motivated by the mounting evidence that jobs in finance and technology are not equally accessible to all. In addition to ethical and social considerations, improvements in diversity and inclusion can lead to better business performance. MoneyHack works closely with local government and firms to develop an innovative solution to this problem. The answer lies in teaching FinTech – financial applications of computer coding, artificial intelligence (AI) and data science – through short classes, where school children from less privileged backgrounds and young women are prioritised. Developing skills that are currently in high demand by industry, provides participants with an opportunity that is not otherwise available. This will pump prime their job prospects, provide fresh talent to businesses and help to address social problems. Firms in technology, financial and professional services are very keen to get involved. It is a great opportunity for them to engage with the wider community and build closer links with the university, local government and other firms. It also makes good business sense as they are helping to develop skills that boost innovation and ultimately benefit them as well as the broader economy. Business leaders are committing to provide guidance, expertise, equipment, volunteers and placement opportunities to help launch the project. The idea is already attracting global interest with partners in the US and Hong Kong.
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Session 3
TUESDAY 3, 17:30–19:00

MB245, MAIN BUILDING

Necessary Condition Analysis (NCA) – Theoretical background and applications for data analysis (440)

Speakers:
Dr Zsofia Toth, University of Nottingham, UK
Dr Jan Dul, Rotterdam School of Management, Erasmus University, The Netherlands

Are you looking for a novel and promising methodology that can help you develop great research and publications? Join us at the NCA PDW at BAM!

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. In this workshop we look into an overview on the method as well as applications to management studies.

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 examples of necessary conditions in different management fields and will present the latest developments of the method.

MB404C, MAIN BUILDING

Bridging the Cultural Divide: Engaging International Chinese Students in Western Classrooms (1194)

Speaker:
Dr Austin Chia, The University of Melbourne, Australia

According to China’s Ministry of Education, in the past 40 years over 5.2 million Chinese nationals have studied abroad, many of which have been in Western countries. It is anticipated that interest among Chinese students wanting to enrol in Western tertiary institutions will be sustained into the foreseeable future and many of these students are electing to pursue studies in business disciplines. Thus, for business educators teaching in Western universities, the influx of international Chinese students into our classrooms presents a set of unique opportunities and challenges. Indeed, observed stereotypes of Chinese students and their learning styles and characteristics (e.g. passive, rote learning oriented, etc.) have been well documented within the research literature. Grounded in this literature on cross-cultural learning, this PDW will outline the challenges that students face in Western education systems and will showcase a range of teaching techniques and strategies that accommodate cross-cultural learning preferences of students. The PDW will also provide a forum for collegial learning by drawing on participants’ classroom experiences.

By the end of the session, participants should be able to:
1. Identify how Confucianist principles and values may influence observed behaviours of international Chinese students
2. Critically reflect on cultural assumptions and preconceptions
3. Translate awareness of cultural diversity into practical classroom management strategies; and
4. Plan, design and implement practical teaching approaches to promote cultural inclusiveness.
The Discursive Micro-practices of Leadership That Enable High Performance in Uncertain Times (1204)

Speakers:
Jenny Robinson, Henley Business School, UK
Phil Renshaw, Cranfield University, UK

Join our experiential workshop to explore the latest developments in research on leadership as the achievement of coherence. This workshop will improve participants’ understanding of the issues in addition to enhancing their own leadership capabilities. Our intention is to translate theory to practice; to provide practical skills to takeaway and, also, to collaboratively build the future research agenda.

The new genre of leadership studies views leadership as emergent and pluralised, achieved as a social process by a group of agentic actors irrespective of organisational position. In theory, this sounds great: emancipatory and non-prescriptive. However, if you work in a system like this, the emergent and pluralised nature of leadership can feel chaotic. But according to complexity theorists, the answer to complexity is complexity itself. Within this paradigm, we are curious scholars determined to stay faithful to complexity but equally to find ways to help simplify complexity without reverting to the simplistic.

Building on current research we will explore specific micro-practices of leadership which are theorised to help increase effective collaboration and cooperation, and which form the basis of agile high performing organisations. Crucially, participants are given the opportunity to experience and develop their capabilities in the application of these micro-practices.

What Academics And Consultants Can Learn From Each Other (1206)

Speakers:
Dr Karol Szlichcinski, Centre for Management Consulting Excellence
Suzan Whittle, Centre for Management Consulting Excellence

Management consultants and academics studying management share a common topic. In principle, the insights of each should be helpful to the other. Many business school faculty members work in both worlds. There is, however, less exchange of ideas than one might expect. The pressured environment in which many consultants work can make it difficult for them to keep up with the latest academic findings. Papers published in academic management journals sometimes betray a lack of exposure to the realities of consulting, and of management.

The purpose of this workshop is to bring together practitioners with experience of consulting (academics with consulting practices, full-time consultants) and academics with an interest in improving the quality of management scholarship in order to identify the main areas in which academics and consultants can learn from each other.

The workshop will be of particular interest to BAM members who:

- Would like to increase the quality and potential impact of their research; the workshop will explore ideas and new ways of doing so.
- Provide consulting services or would like to do so: the workshop may help them to develop their own consulting approaches, improve the quality of their consulting services and increase the scope of their consulting activities.

The workshop will be led by Karol Szlichcinski and Suzan Whittle. Karol has 30 years’ experience as a management consultant and was also a professor at the University of Silesia School of Management, Katowice, Poland. Prior to her past five years’ experience as a management consultant and SME Business coach Suzan enjoyed 20+ years’ at Director level in UK Universities leading Research and Enterprise teams to transfer academic knowledge and research into profitable commercial products and services, and in particular consultancy.

Learning Through the Lens: Using Film To Foster Innovation And Creativity In Research & Teaching (1212)

Speakers:
Prof Stephen Linstead, The University of York, UK
Prof Robert McMurray, The University of York, UK

This workshop will present examples of new thinking and recent practice relating to the use of film and filmmaking as tools for stimulating innovative, creative and critical thinking in both research and teaching. Whilst it will encourage participants to recognise the theoretical potential of film, the emphasis of the workshop will be highly practical, aiming to give participants some tools, techniques and tips to give them the confidence to begin to use film-making and photography in the field or classroom to stimulate new directions in learning for students, supervisees, and even themselves. Emphasis will be placed on the sustainability of practices, the scalability
of exercises, and the ethics and impact of outcomes. In particular, problems relating to governance restrictions and resource constraints will be addressed, and strategies for overcoming these suggested. The workshop will centre around examples drawn from the work of the presenters and their students, including a range of outputs from smartphones, DSLRs, single-person videocam up to teams of two or three, with quality ranging from handheld opportunism through award-nominated field films to cinematic production values. Half the workshop will be focused discussion and interactive Q and A, with participants invited to share their own experiences of visual research and pedagogy as well as questioning the presenters. The presenters have both published on both photography and film/video, and have won several awards, including the Best Research Film in the 2018 AHRC Research in Film Awards.

Reinvigorating Researcher Interest in Research Methodology (1223)

Workshop Organisers:  
Dr Juliet Elizabeth Kele, University of Birmingham, UK  
Prof Mark N.K Saunders, University of Birmingham, UK  
Dr Amanda Lee, University of Derby, UK

The extensive and all-encompassing opportunities available within business and management research make it difficult not to get enthusiastic about conducting studies in this field. However, while there is no one best way for undertaking all research, the data collection techniques of interviews and questionnaires dominate, being used, time and again. It appears that researcher interest into the nuts and bolts of how to conduct these wonderful, new projects – research methodology and research methods – does not seem to have kept pace with the excitement of the research focus itself. This practical workshop aims to change this and reinvigorate researcher interest in research methodology. Informed by theory and real-life examples, this workshop will introduce researchers to the latest business and organisational research methods and will cover a range of qualitative and quantitative techniques. The vast diversity of research questions within business and management research can benefit from greater usage of the diversity of research methods and research methodologies. In such uncertain economic times, organisations are looking for innovative solutions for their continued, sustainable business success. Uncertainty also brings about opportunity; none more so than in the creative future of research methodologies. Why not see for yourselves how this workshop could help you develop original and inspired research, using the most modern methods, to achieve outputs with both relevance and impact.

Dr Murray Clark, to talk about going beyond gap spotting  
Prof Savvas Papagiannidis, Newcastle University, to talk about using big data  
Dr Andy Hodder, University of Birmingham, on the issues of online data collection, analysis and ethics  
Prof Mark Saunders, University of Birmingham, on mixing methods and card sorting  
Dr Amanda Lee, University of Derby, to talk about using diaries as a data collection method

Session 3
**Prof Natasha Mauthner, Newcastle University**, on the importance of philosophy

**Prof Emmanuella Plakoyiannaki, Leeds University Business School**, to talk about the diversity of visual methods available

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**MB574, MAIN BUILDING**

**Contract Engineering, Public-Private Partnership, Foreign Investment (1230)**

*Speaker: Dr Mehran Sepehri, Sharif University of Technology, Iran*

The workshop focus is on outsourcing products and services through contracts, partnership, joint ventures, or consortia. It covers fundamental concepts, examples and exercises of contract engineering, terms and conditions, and contract administration. The second part is on private-public partnership (PPP) and private-public partnership for people (PPP+) for public infrastructure projects. The final part is on foreign investments, with Oil industry examples.

The workshop covers: Outsourcing within project life-cycle, General types of contracts and supplies, Project Finance versus Corporate Finance, Infrastructure and Public Mega-projects, Public-Private Partnership Contracts, Risk and Revenue Sharing in PPP Projects, Terms and Conditions in Public Contracts, Oil and Gas Contracts in Developing Countries, Product-sharing, Consortium, Service Contracts, Foreign Investment, and Buyback Contracts.

The workshop leader and presenter is currently a Guest Professor at the Department of Management, Technology and Economics at ETH, Zurich in Switzerland. He is a tenured faculty member at Sharif University of Technology. Graduated from Engineering schools at MIT and Stanford University, he has over 30 years of experience in megaprojects management, contract engineering, and public-private partnership in large national projects.

The audience from various levels and backgrounds will gain from this workshop. Those not familiar with the basic requirements of contracts and supplies will learn about the fundamental of contract engineering and various types of joint work among the companies. The audience familiar with Project Management and Procurement will learn specific points about acquisition and selection of suppliers and partners and requirements for management and control of contracts. The participants will learn applied instructions about the use of various types of contracts and partnerships industries, how to share and manage risks and how to manage claims or disputes.

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**MB708C, MAIN BUILDING**

**Exploring the Impact of Sustainable and Responsible Business Research on Policy (1232)**

*Speakers: Dr Helen Goworek, University of Durham, UK Dr Polina Baranova, University of Derby, UK*

This interactive session will outline the challenges and advantages of generating research impact at a policy level. The workshop participants will learn effective mechanisms for business-policy engagement, using ‘clean growth’, one of the grand challenges outlined in the UK Industrial Strategy, as an example. We will also aim to identify the gaps in the policy landscape. The workshop outcomes have the potential to inform BAM policy engagement initiative, sustainable business scholars and practitioners.

Academic studies about sustainable business have a tendency to focus on the impact of research on theory and management, with less emphasis on its influence on policy. However, connections between academia and policy have the potential to form more significant connections, as recognised by BAM in the addition of a policy specialist to its team. This workshop will explore ways in which links with policy can be addressed by discussing:

- potential research funding sources from policy makers or for projects that influence policy
- the role of the policy community in environmentally sustainable business at national, regional and local levels
- potential sustainable and responsible business research which could produce policy-related outputs

The workshop will therefore give participants the opportunity to consider potential additional funding sources and outputs from outside the academic arena. Speakers will represent policy makers, as well as academics whose research and funding has been directly connected to policy. This workshop will also identify a number of effective mechanisms for business-policy interfaces in the arena of environmental sustainability.
Distributed Leadership in Transformation Initiatives: The Emergence of Network Leadership (1237)

Speakers:
Nawaf Husain Alghanem, Brunel University London, UK
Prof Ashley Braganza, Brunel University London, UK

This PDW aims to delve into distributed leadership during implementation periods of planned/large scale, transformational initiatives. The term transformational change includes terms radical change, reengineering and deep structural changes. Planned change requires change agents to work together to implement the necessary changes. Often the change agents come together in the form of a project team. The project team consists of people drawn from different hierarchical levels in the organisation and from different functions. The change management literature suggests that individuals on the change project teams should be selected based upon their commitment and drive to the vision. Yet, in practice, change project teams are created on pragmatic grounds: availability, skills they bring and their knowledge of the organisation. As project team members are drawn from different functions or divisions of the organisation their often start off with weak interconnections.

We want to use this PDW to develop the notion of network leadership. We propose overlaying social network theory upon the principles of distributed leadership. We argue that change agents are distributed leaders in as much as they are brought together due to an institutional need, they need to work closely together and collaborate. Social network theory frames the relationships between the change leaders, the composition and configuration of their social relationships, the interdependencies and information exchanges and their interests.

Thus, network leadership is the practice of distributed leadership in the context of transformation initiatives. Network leadership is, for the purposes of our discussion, a specific instance of distributed leadership. The questions we want to raise and discuss during the PDW are:

1. How is distributed leadership enacted in transformation initiatives?
2. How does social network analysis enhance distributed leadership?

What are the conceptual dimensions of network leadership?

What makes a Duck a Duck? A workshop on Equality & Diversity using the Lego Serious Play method and materials (1239)

Speakers:
Dr Alexander Kyriakos Kofinas, University of Bedfordshire, UK
Dr Christina Schwabenland, University of Greenwich, UK
Dr Crystal Tsay, University of Greenwich, UK
Dr Anna Romanova, University of Greenwich, UK

This workshop focuses on exploring the concepts of Equality & Diversity. This topic is important because the effective implementation of equality, diversity, and inclusion (EDI) policies and practices is an urgent issue yet to be tackled effectively by business schools in UK and the wider educational community (Avery & Steingard, 2008).

Our workshop is non-intrusive and aims to sensitise participants on one of these issues: diversity. The workshop is a short version of a series of CABS-sponsored workshops we have been conducting this year investigating how to embed EDI into the HE curriculum. This particular variant of the activity focuses on illustrating the complexity of each of two concepts: Equality & Diversity. It uses LEGO® SERIOUS PLAY® Methodology and material (hereinafter LSP), a well-recognised constructivist approach that facilitates clarity, understanding and the tackling of unstructured and complex issues. This methodology is underpinned by complex systems thinking and develops appropriate conditions for dialogue in a safe and inclusive manner (James, 2013; Roos & Victor, 1999; Roos, Victor, & Statler, 2004) thus transcending individuals’ cognitive resistance (McIntosh & Warren, 2013). EDI needs to be explored in such a subtle, non-intrusive manner, an arts-based methodology (Schwabenland, 2012) rather than a hard-edged, quantitative, scientific approach.

This understanding is a first step for colleagues who wish to explore the inclusion of Equality Diversity and Inclusion content in their teaching and the development of ethically conscious and responsible graduates. Participants will achieve a deeper understanding of challenges of managing EDI and that should translate to an enhanced business school curriculum and a pedagogic practice among the participants.
Show the Forest through Simulations in the Finance Classroom (1240)

Speakers:
Prof Raphael Markellos, University of East Anglia, UK
Dr Konstantinos Bozos, University of Leeds, UK
Prof Geoffrey Wood, DAN Management, University of Western Ontario, Canada; Trinity College Dublin, Ireland
Michael Cronin, Harvard Business Publishing
Will Delucy, Amplify Trading

This practical hands-on workshop exposes colleagues to the latest thinking, practices and systems related to the use of simulations in business school teaching and training. The focus is on finance as an example of a subject area that needs to be taught more holistically in the context of a broader set of interrelated disciplines, business functions and problems. These include accounting, business analytics and new venture evaluation, but also strategy, entrepreneurship, innovation and human resources management. The objective is to encourage and enable participants to take a more interdisciplinary approach to teaching and use more technology to enhance learning, engagement and satisfaction.

The workshop consists of three parts. First, an introduction summarises the state of the art in research on “what works” for the use of technology and simulations in the business school classroom. Second, an overview of the edtech market outlines the main products and services available. Third, two demonstrations of simulations available through Harvard Business Publishing and Amplify Trading are made using participants as hypothetical learners. Each demonstration lasts for up to 45 minutes and includes a brief, play through a mobile phone, and, a debriefing session. Workshop facilitators share with the audience their experiences of how the simulations are used in Norwich Business School, Leeds University School and other schools in the UK, US and internationally.

The workshop concludes with a summary of the practical steps that are required for the successful implementation of simulations. These include process and resources (time, cost, systems) but also the necessary culture, knowledge, skills and amplitudes. Finally, the discussion highlights the value that simulations can add beyond student learning and employability, in terms of educator satisfaction and development but also meeting broader objectives (eg. related to TEF, KEF, HEA, professional/accreditation bodies).

Engaged scholarship at twenty-two: Explorations of Methodological Challenges in Management Practice Fields (1242)

Speakers:
Prof Darren Dalcher, Lancaster University, UK
Prof V.K Narayanan, Drexel University, USA
Prof Robert Chia, University of Glasgow, UK

The ideas of “engaged scholarship” and “useful research” have gained traction, for over two decades, particularly in the areas of management studies. Co-creation of relevant knowledge can thus be viewed as a pluralistic endeavour by a collective of researchers and practitioners aiming to position relevant research work so that it finds a pathway to practice and develops an underpinning role. At the same time accrediting bodies and government entities continue to challenge scholars to create transferable knowledge and business engagement opportunities with proven impact and to develop curricula that translate to career opportunities for students. In applied management fields these mandates are particularly relevant, whilst remaining contentious and difficult to implement effectively. To move toward fuller engagement with practice and produce “useful” research, however, requires access to organizations and practitioners who can partner with academics in the research enterprise as co-creators of knowledge, sources of data, and sites for beta testing. Creating such partnerships demands time and effort at the “front end” of research, prior to the initiation of the project. In this session we will explore both the opportunities and challenges associated with planning, executing and disseminating engaged, relevant and “useful research” for both academics and practitioners and their organizations.

The objectives of the PDW are:

1. To initiate a serious conversation about the challenges of conducting research in management practice fields, with the focus on meeting the criterion of impact that has been on the radar of accrediting bodies and business schools in recent years.

2. To identify from the perspective of the research community what challenges they face in accessing data sources and what solutions they are forging to meet the challenges.

3. To explore, from the organizational perspective, obstacles to and benefits of collaborative research in order to advance community building around research in practice fields.

4. To identify the circumstances under which engaged scholarship in management practice fields can be effectively realized.
Critical Management Studies

Praxes of Academic Activism: Exploring Pluralities and Perspectives (132)

Wall, Tony; Robinson, Sarah; Elliott, Carole; Blasco, Maribel; Kjaergaard, Annemette; Callahan, Jamie; Padan, Tali; Bergmann, Rasmus

The performative imperatives of being and becoming a business school academic in contemporary neoliberal circumstances are fraught with critiques and contestations, especially when set against intense and urgent calls to address global scale, societal and climactic crises. Within this context, there is a plurality of ways in which academics attempt to challenge, resist, and de-construct in order to re-construct possibilities for futures which embody sustainable sensitivities and action. However, the literature has not yet documented this plurality, so this workshop aims to collate and map the alternative praxes of academic activism, that is, the different perspectives and possibilities of how theory-practice is imbricated and expressed in practice. This participatory workshop invites and welcomes a range of scholars to experiment and explore the praxes of academic activism in a supportive environment, and consider future individual and collaborative agendas and acts.

Within the context of this broader aim, the workshop will involve participants working together to explore the pluralities, perspectives, and possibilities related to academic activism. During the workshop, there will be three main elements:

1. an experimental-experiential performance element, where the facilitators and participants collaborate and share up to three micro-performance experiments to stimulate embodied as well as intellectual forms of dialogue (for instance, experimenting with alternative/simpler writing forms, verbal vignettes, visual imagery, culture jamming, live art, etc)
2. an open dialogic element exploring the experimental-experiential performance element to facilitate the elucidation and mapping of the different types and forms of academic activism
3. an element for exploring and mapping individual and collective agendas for developing the praxes of academic activism (including how participants may contribute to an edited book, papers, BAM2020 / EGOS2020 contributions, and any possible acts of academic activism).

Cultural and Creative Industries

Creativity as the New Policy Mantra: A Multicultural Discussion (158)

Boyle, Stephen; Reaiche Amaro, Carmen; Mulcahy, Kevin; Pacquette, Jonathan; Wu, Chengzhong

How can policies support and facilitate creativity to flourish? Creativity is a complex dynamic concept that integrates several different players and perspectives. These multiple perspectives need to exist in synergy within any policy that purports to support and promote creativity. Within the policy making domain there has been a shift in the broadening of what is recognised and included in a cultural policy with the incorporation of “creativity” as a catalyst for engagement amongst new clusters of activity becoming predominant in many policy documents.

Cultural policymaking is influenced by a complex and dynamic interaction of factors – social and political, economic and technological – and not a single force or static conversion of existing international cultural models. This research therefore argues that a national cultural policy will benefit from a multiple perspectives framework which facilitates the integration of different clusters to bring about such creativity.

This symposium will explore the notion of creativity as a complex dynamic system. Taking a systems theory view of this a model is proposed that brings the key elements together under three key domains. This framework is applied to various cultural policies, including Australia, Canada, China and US aiming to compare, contrast and identify the dynamic factors that exist in the creative culture field.

Cases will be presented from the four countries. The panel consists of five researchers from the four countries who will compare and contrast the different approaches.
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using a similar systems lens. This symposium will create a
discussion around the different approaches in public policy
and private activity in the domain of the cultural creative
industries. Following the presentation of the case studies
a facilitated discussion between panel members and
attendees will seek to compare and contrast the different
approaches and bring different cultural perspectives to
light including those of the attendees.

TUES 15.30–17.00 | MB518, MAIN BUILDING

SYMPOSIUM

Human Resource Management

Human Resource Management and Bottom-up Innovation (363)
Renkema, Maarten; Shipton, Helen

This symposium focuses on gaining a better understanding
about the role of Human Resources Management (HRM)
in supporting bottom-up innovation. An increasing
number of studies has been focused on teasing out
antecedents and outcomes of innovation, showing that
innovation is critical to organizational survival. People
and the HRM practices that organizations deploy are
focal to achieve organizational effectiveness. However,
there is a gap in the literature that links between HRM
and innovation, specifically in stimulating innovative
behaviours of the whole workforce instead of a privileged
few. This symposium draws on a number of qualitative
and quantitative studies to address the identified research
gaps. This will be done by (1) shedding light on why, when
and how HPWS are important for employee innovation;
(2) making use of attribution theory to examine the role
of authenticity attributions between participation in
decision-making (PDM) and innovative work behaviours; (3)
studying the role of HRM practitioners in implementation
innovations such as Lean in hospitals; (4) applying resource
mobilization theory to explore how work-floor employees
contribute to bottom-up innovation; and (5) investigating
how and when rewards for creativity is actually related to
employee creativity.

TUES 15.30–17.00 | SUSAN CADBURY LECTURE THEATRE,
ASTON BUSINESS SCHOOL

SYMPOSIUM

Innovation

The Strategic Value of Technology-Enabled Innovation: A Multi-Disciplinary Overview (303)
Bongiovanni, Ivano; Kim, Dong-Hyu

This symposium will nurture an interactive, academic-
oriented, and practice-informed debate around the strategic
value that technology-enabled innovation has in modern
organisations. Tapping into different disciplines in business
research (namely, management, marketing, and information
systems), this symposium will introduce the following four
studies: 1) review of technology road-mapping studies; 2)
natural experiments in innovation management (evidence
from Fintech firms); 3) digital marketing as a source of
innovation and revolutionar organisational development;
and 4) transformative value of modern information
security management for cyber resilience. By attending this
symposium, participants will expand their comprehension
of the opportunities that technology-enabled innovation
offers and lay the foundations to explore multi-disciplinary
potentiality on this topic. Strongly grounded in practical
cases, the research presented in this symposium will be
greatly informative to practitioners interested in better
understanding the dynamics that govern innovation
management.

TUES 15.30–17.00 | MB554, MAIN BUILDING

SYMPOSIUM

International Business and International Management

Problematising SME Internationalisation: Exporters, Global Small Firms and
Micromultinationals (149)
Plakoyiannaki, Emmanuella; Zhang, Haina, McDonald, Frank

The purpose of this symposium is to revisit and
problematis the internationalisation of Small and
Medium -Sized Enterprises (SMEs). Given the increasing
involvement of SMEs in the international marketplace,
there is an emerging literature stream in the SME
internationalisation field, which explores globalisation
of the smaller firm. These researchers examine whether
an SME can have the characteristics of the "global firm"
and engage in internationalisation beyond exporting.
This discussion coincides with recent literature on the
emergence of the Micromultinational enterprises (mMNEs), which are novel types of internationalised small and medium-sized enterprises (SMEs) that have become increasingly prevalent in recent years and which are expected to proliferate further. Their distinctive feature resides in their ability to initiate and manage value-adding activities using committed foreign market servicing modes beyond exporting in multiple foreign markets. Despite an increased potential to yield economic and social benefits, the rise of SMEs that internationalise beyond exporting has received limited academic research attention to date.

In particular, this symposium will offer a critical reflection on SMEs internationalisation in the existing literature, highlighting challenges and different theoretical lenses (e.g. international business; international entrepreneurship) that illuminate this phenomenon. Specifically, this symposium has the following five objectives:

1. To rethink the internationalisation of SMEs and the associated challenges;
2. To re-examine the dominant theoretical perspectives on SME internationalisation that concentrate on exporting activities;
3. To consider the alternative perspectives of the Global Small Firm and mMNEs as lenses for examining SME internationalisation.
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.

TUES 15.30–17.00 | MB549, MAIN BUILDING

WORKSHOP

Management and Business History

Archives and “history as a method” in Business School Teaching (789)
Edwards, Roy; Tennent, Kevin

This workshop seeks to encourage the use of archives as evidence and an approach to teaching in Business Schools using history as a method. The facilitators will share their experience of setting up of modules in an undergraduate context. We will also explore using documents as the basis for final year dissertations, and the introduction of history more piece-meal within the curriculum. We will discuss both the historic turn in organizational studies but also the use of a more recognisable historical approach to business education. The session will be guided but it is hoped that participants would engage with discussion bringing their experience to the session. It is hoped that this workshop will be the start of an on-going discussion about how the SIG response to BAM initiatives on education and learning

TUES 15.30-17.00 | NW109, NORTH WING

WORKSHOP

Performance Management

Sustainability Development Goals (SDGs)

Workshop: How can performance management help organisations measure their progress towards achieving SDGs? (812)
Huaccho-Huatuco, Luisa Delfa; Hourneaux Junior, Flavio

This workshop will focus on discussing the UN Sustainability Development Goals (SDGs), in particular: SDG #12 “Responsible consumption and production”, and SDG#9 “Build Resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation”. The research question guiding the workshop is: “How can performance management help organisations measure their progress towards achieving SDGs?” The objectives of this workshop are:

• To explore recent advances and developments from the performance management perspective in SDGs research, practice and policy, such as: concepts, frameworks and methodologies related to the measurement and implementation of the SDGs.
• To identify performance management research gaps and opportunities for joint research and practice.
• To actively seek for pathways for organisations to measure their performance in relation to the economic, social and environmental dimensions of the SDGs. For example, different countries, such as UK and Brazil, seek energy resources efficiency and increase in the proportion of renewable sources, responsible use of natural resources, eco-efficiency, sustainable supply chains, etc.

Inter-disciplinary discussions are expected to take place. The preliminary results from a UK-Brazil researcher links workshop on the topic funded by the British Council/ Newton Fund carried out in Sao Paulo in August 2019 will be used as introduction and motivation. Further discussion on global industrial challenges in relation to SDGs will be posed to participants. A future research agenda will be drawn based on these discussions.
Strategy

Strategy Realization: Mastering The Illusion Of Communication (528)
Cuypers, Paul

The road from strategy inception to successful realization is filled with pitfalls. One of the more elusive reasons for failing to do so is the illusion of communication. As the management team mainly consist of higher educated people that managed to climb the organization’s hierarchal ladder, it is presumed that they all understand the strategy related jargon and its workings. But is that the case?

Test yourself. Can you explain the fundamental difference between the concepts of mission and vision? How about the difference between goals and objectives? Effects and benefits? Deliverables and results? And even if you can, what are the chances that your colleagues employ the same interpretation as you do?

When it comes to building houses, there exists a natural order for doing things that are intuitively understood and accepted by all involved. The foundation comes first, then the walls, followed by the roof and the interior. Is there an agreed upon logical sequence for converting strategy into practice? Do you first define the mission and then the vision, or would you do it the other way around? Does one first set the goals and then determine the objectives or vice versa? And again, does your approach coincide with your teammate’s perception of the matter?

In this workshop, participants learn to develop a conceptual framework for a strategy using word games. Having shared concepts and a theory-to-action model enhances the chances of succeeding with converting paper plans into reality through effective communication within the management team. The structure of the workshop is as follows:

Objective 1. Prove that the illusion of communication is real
Objective 2. Learn to define agreed upon concepts related to strategy
Objective 3. Create a theory-to-practice framework.

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Management and Business History

Frederick W Taylor: Progressive? Or Not? A Debate (187)
Wilson, James M; Quail, John

Frederick W. Taylor remains a controversial figure in management. Although the conventional view is that Taylor and his system of Scientific Management was designed and used to exploit workers, revisionists argue against that received wisdom.

The symposium explores those issues: first considering the prevailing perspective and understanding of Taylor and his system: what is it and how is it used. That would be followed by alternative considerations of it as a progressive development, more “liberal” in design and intent than recognized by its contemporary critics or later discussions now seen most often.

The format will be presented as a debate: with the first third of the session devoted to initially eliciting the current, popular perception of Taylor, then the second third providing a contrasting view; followed in the last part of the session with an open debate wherein the presenters and audience can interact critiquing the alternative views put forward.

Cultural and Creative Industries

Career Penalties And Worklife Balance For Carers In The Performing Arts (1016)
McDowall, Almuth; Teoh, Kevin; Gamblin, David; Raine, Cassie

The performing arts make a significant contribution to UK economy, yet are notably absent from labour force statistics. Flexible work structures which have long been established in other sectors such as job shares are rare, yet evening and overnight working common. There are potential implications in particular for those who also juggle caring duties. For this reason we undertook the first ever worklife balance survey of on and off stage workers across theatre, music and dance to investigate earnings, career opportunities and penalties as well as job security and well being. We present this data in a four-paper symposium which focuses on:

a. Precarious work and well being: the first paper will outline precarious work and implications for well being. 54% of participants worked freelance, and 53% of participants spent more than 10% of their time working outside the performing arts industry to subsidise income.

b. Career penalties and gendered effects: this paper focuses on a comparison by caring status and gender, which shows that carers are more likely to be under-employed and that effects are particularly pronounced for women.

c. Unpacking perceptions: The third paper will offer a detailed analysis of the qualitative data which unravels reasons for staying in or leaving the performing arts, as well as perceptions around (lack of) workplace flexibility, embedded traditional work practices and expectations placed on people working in the performing arts. We will explore the sources of support that people rely on, such as 60% of respondents needing support from their partner and family in order to continue working, as well as sources that people are missing, such as only 2% of respondents reporting that they are able to job share, and only 1% reported that their work provides a crèche or day care.

d. A paper which outlines the implications for practice: this will outline how this research and a previous practice study focused on theatre alone, have informed a charter of best practice to support parents in the performing arts.
Corporate Governance

TRACK CHAIRS: DONALD NORDBERG AND JIA LIU

WED 08.30–10.30 | NW109, NORTH WING
FULL PAPERS

Session Chair:
Sabur Mollah

Does Active Return of Indian Mutual Funds Maximize Investor’s Return? (214)
Mohanti, Debaditya

Corporate Governance Practices and Firm Performance in the UK Insurance Industry, Does This Relationship Hold True During Financial Distress? (1117)
Abdoush, Tony

The Commercialisation of Microfinance Institutions (MFIs) in Developing Countries and Financial and Social Performance (216)
Sherpa, Sanjib; Olarewaju, Tolu (216)

Why Does CEO Turnover Lead To CFO Turnover? (517)
Talukdar, Bakhtear; Mollah, Sabur; Mishra, Suchismita

WED 09.00–10.30 | MB227, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair:
Donald Nordberg

Trust: The Critical Factor in Theory and Practice, From Banks To Cakes (376)
Garrow, Nigel; Somerset, Nigel; Awolowo, Ifedapo Francis; Clark, Murray

The ‘ETHICS RASCI’ Governance Landscape Model (444)
Brown, Nigel

The Relationship between Board Structure, Innovation and Firm Efficiency: Empirical Evidence from the Chinese Listed Firms (1071)
Chen, Xihui; Tee, Kienpin

WED 13.30–15.00 | NW109, NORTH WING
FULL PAPERS

Session Chair:
Sunday Adebisi

Who’s in Charge? In whose Interest? The Experience of Ownership and Accountability in the Charity Sector (273)
Nordberg, Donald

Ambiguity in The Regulation-Corruption Interface: The Development a Philosophically-Based Holistic Model (591)
Coldwell, David Alastair

Relationship Between Corporate Governance And Managerial Efficiency in Nigeria Public Corporations (1002)
Ofuani, Barbara; Adebisi, Sunday

WED 13.30–15.00 | MB559, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair:
Leslie Spiers

Corporate Governance and Firm's Financial Decisions: The Role of Managerial Heuristics-and-Biases (791)
Sajid, Muhammad

Corporate Governance and CEO Gender on the Relation between Innovation and Firm Performance in the UK financial sector (957)
Senoussi, Amina Quarda; Al-Karaghoul, Wafi

Investigating the Effects on Managerial Compensation Incentives on Investment and Financing Decisions (1077)
Adu-Ameyaw, Emmanuel; Akwei, Cynthia

WED 15.30–17.30 | NW109, NORTH WING
FULL PAPERS

Session Chair:
Donald Nordberg

Conceptualising Corporate Governance and Corporate Social Responsibility: A case study of Crude Oil Corporations in the Niger Delta Region of Nigeria (617)
Okere, Robert; Osemeke, Nohert

Using Distribution Strategy as a Complementary Corporate Governance Instrument for the Insurance Industry, How Efficient in the UK? (1093)
Abdoush, Tony
Non-financial Information Disclosure: Corporate Government and new challenges (796)
Gutierrez-Ponce, Herenia; Chamizo-Gonzalez, Julian; Arimany-Serrat, Nuria

Exploring Why Organisations Differ In Board Configuration: Do Organisations' Age, Size And Their Years Being Public Matter? Findings From Greek Listed Manufacturing Organisations (601)
Gkliatis, Ioannis; Athanasiadis, Konstantinos; Koufopoulos, Dimitrios; Florou, Eleftheria

THURS 09.00–10.30 | MB512, MAIN BUILDING
FULL PAPERS

Session Chair:
Oliver Marnet

An Examination of Governance Typology in Nigeria Higher Education System (667)
Lawal, Abdulazeez Abioye; Akingbade, Waid Adeniyi; Ojodu, Hameed Omotola

The Quality of Board Decision Making Processes in Higher Education Institutions: UK and European Experiences (592)
Marnet, Oliver; Soobaroyen, Teerooven

The moderating role of Negative Media Spotlight on the relationship between Accrual Based Earnings Management and Real Earnings Management: Evidence from the UK Listed Companies (1190)
Irfan, Saadia

THURS 09.00–10.30 | MB564, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair:
Nobert Osemeke

The Changing Affecting Tax Collection in Nigerian Informal Economy (510)
Osemeke, Nobert; Okere, Robert; Nzekwu, David

Corporate Leaders’ Values and the 2030 Agenda for Sustainable Development (763)
Veter, Lisanne J; Commandeur, Harry R; Sidhu, Jatinder S; Volberda, Henk W

Japanese Corporate Governance in the Age of Investor Stewardship (787)
Biehl, Christoph Frederic

THURS 13.00–14.30 | MB206, MAIN BUILDING
FULL PAPERS

Session Chair:
Alf Westelius

Entrepreneurial financing under uncertainty: Performance Comparison Between ROMCA and Conventional Microloans using Agent Based Simulation (725)
ELFakir, Adil; Tkouat, Mohamed; Alam, Khalid

The Management Control Portfolio – Set to Handle Our Governance Challenges? (915)
Westelius, Alf; Westelius, Ann-Sofie

Ethics in Stakeholder Engagement for Successful Organizational and Project Management – A Systematic Review (1073)
Okedara, Kamil; Chan, Paul; Collinge, Bill; Ejobwomu, Obuks

THURS 15.00–16.30 | ABS 2.10 LECTURE 4 ASTON BUSINESS SCHOOL
DEVELOPMENTAL PAPERS

Session Chair:
Keyur Thaker

An Analysis of Bank Efficiency and Corporate Governance Using Random Forest Regression for Second Stage DEA (483)
Thaker, Keyur; Vincent, Charles; Pant, Abhay

The role of Ethics in Executive Compensation and its impact on Sustainable Development (1105)
Akwei, Cynthia

Effect of Mood Variables on Investors Decision Making: An Exploration (1176)
El bijri, Nada
Track Sessions

Critical Management Studies

TRACK CHAIRS: RON KERR, SARAH ROBINSON, MARTYNA SLIWA AND SLYWIA CIUK

TUES 15.30–17.00 | MB108, MAIN BUILDING

WORKSHOP

Session Chair:
Ron Kerr

Praxes of Academic Activism: Exploring Pluralities and Perspectives (132)
Wall, Tony; Robinson, Sarah; Elliott, Carole; Blasco, Maribel; Kjaergaard, Annemette; Callahan, Jamie; Padan, Tali; Bergmann, Rasmus

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2. an open dialogic element exploring the experimental-experiential performance element to facilitate the elucidation and mapping of the different types and forms of academic activism

3. an element for exploring and mapping individual and collective agendas for developing the praxes of academic activism (including how participants may contribute to an edited book, papers, BAM2020 / EGOS2020 contributions, and any possible acts of academic activism).

WED 08.30–10.30 | MB404A, MAIN BUILDING

FULL PAPERS

Session Chair:
Slywia Ciuk

Standing out from the Crowd: Enacting Network Cultures of Organisation through Unconferencing (612)
Butcher, Tim; Bell, Emma; King, Daniel

Cat Union and Other Joke Flags of the South Korean Candlelight Revolution 2016-2017 (397)
Jeong, Chanhyo

The Role Of Fbos (Faith-Based Organisations) In Combating Social Exclusion For Religious-Minorities: The Case Study From Pakistan (1061)
Idrees, Syeda Sidra

Illuminating Dark Sides Exploring Hidden Challenges Faced by Migrant Workers, As Well As Invisible Barriers For Organisations Striving For High Performance (911)
Knuefken, Jan Willem

WED 15.30–17.30 | MB245, MAIN BUILDING

FULL PAPERS

Session Chair:
Ron Kerr

Creating ‘The Extraordinary Leader’ Through 360 Degree Assessments – The Role Of Mediating Activities And Expectation Management (237)
Hesselbo, Emile

Othering, Power, and Leadership; Insights from the Game of Thrones Book Series (1167)
Kofinas, Alexander Kyriakos; Clements, Andrew

Strategy Absence: A Professional Firm’s Response to Managerialism (293)
Sweeney, Marc

High Performance And Workplace Democracy. Can They Be Combined? A Life-cycle Analysis On Specialization (597)
Varkarolis, Orestis; King, Daniel; Mutch, Alistair
**THURS 09.00–10.30 | MB553, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Sarah Robinson

‘Become the Best Version of Yourself!’ Corporate performance culture in a Swedish sportswear company (239)
Thanem, Torkild

Looking at Trendy ‘Creative Offices as a Form of Control’ (956)
Blomberg, Annika Johanna

“Colour of Crisis: Conveying Financial Crisis Events In Colour And Affect As Aesthetic Force And Power” (321)
Kim, Amee

**THURS 13.00–14.30 | MB553, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Sylwia Ciuk

Insurrection as Recognition: Urban Riots for Love, Rights, and Solidarity (286)
Chabanet, Didier; Lichy, Jessica; Wall, Tony

The Language of Hatred: A Political Ontology (653)
Kerr, Ron; Sliwa, Martyna

Thinking Management and Organisations through Badiou's philosophy of truths (1049)
Barthold, Charles; Bevan, David

**THURS 15.00–16.30 | MB553, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Martyna Sliwa

Managerialism, Stratification And Hybridisation Within Healthcare Public Sector: Problematising Recognition, Redistribution And Political Representation (383)
Persson, Erik

University Challenge (941)
Mongiello, Marco; Zdunczyk, Katarzyna

Developing A Discursive Practice Perspective To The Study Of Strategy Implementation In A Local Government Setting (727)
Martin, Lesley Ann

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**Cultural and Creative Industries**

**TRACK CHAIR: ANEESH BANERJEE**

**TUES 15.30–17.00 | ADRIAN CADBURY LECTURE THEATRE, ASTON BUSINESS SCHOOL**

**SYMPOSIUM**

*Session Chair:*
Stephen Boyle

Creativity as the New Policy Mantra: A Multicultural Discussion (158)
Boyle, Stephen; Amaro, Carmen Reaiche; Mulcahy, Kevin; Paquette, Jonathan; Wu, Chengzhong

How can policies support and facilitate creativity to flourish? Creativity is a complex dynamic concept that integrates several different players and perspectives. These multiple perspectives need to exist in synergy within any policy that purports to support and promote creativity. Within the policy making domain there has been a shift in the broadening of what is recognised and included in a cultural policy with the incorporation of “creativity” as a catalyst for engagement amongst new clusters of activity becoming predominant in many policy documents.

Cultural policymaking is influenced by a complex and dynamic interaction of factors – social and political, economic and technological – and not a single force or static conversion of existing international cultural models. This research therefore argues that a national cultural policy will benefit from a multiple perspectives framework which facilitates the integration of different clusters to bring about such creativity.

This symposium will explore the notion of creativity as a complex dynamic system. Taking a systems theory view of this a model is proposed that brings the key elements together under three key domains. This framework is applied to various cultural policies, including Australia, Canada, China and US aiming to compare, contrast and identify the dynamic factors that exist in the creative culture field.

Cases will be presented from the four countries. The panel consists of five researchers from the four countries who will compare and contrast the different approaches using a similar systems lens. This symposium will create a discussion around the different approaches in public policy and private activity in the domain of the cultural creative industries. Following the presentation of the case studies a facilitated discussion between panel members and
attendees will seek to compare and contrast the different approaches and bring different cultural perspectives to light including those of the attendees.

WED 13.30–15.00 | MB404A, MAIN BUILDING

**SYMPOSIUM**

**Session Chair:**
Almuth McDowall

**Career Penalties And Worklife Balance For Carers In The Performing Arts (1016)**
McDowall, Almuth; Teoh, Kevin; Gamblin, David; Raine, Cassie
The performing arts make a significant contribution to UK economy, yet are notably absent from labour force statistics. Flexible work structures which have long been established in other sectors such as job shares are rare, yet evening and overnight working common. There are potential implications in particular for those who also juggle caring duties. For this reason we undertook the first ever worklife balance survey of on and off stage workers across theatre, music and dance to investigate earnings, career opportunities and penalties as well as job security and well being. We present this data in a four-paper symposium which focuses on:

(a) **Precarious work and well being:** the first paper will outline precarious work and implications for well being. 54% of participants worked freelance, and 53% of participants spent more than 10% of their time working outside the performing arts industry to subsidise income.

(b) **Career penalties and gendered effects:** this paper focuses on a comparison by caring status and gender, which shows that carers are more likely to be under-employed and that effects are particularly pronounced for women.

(c) **Unpacking perceptions:** The third paper will offer a detailed analysis of the qualitative data which unravels reasons for staying in or leaving the performing arts, as well as perceptions around (lack of) workplace flexibility, embedded traditional work practices and expectations placed on people working in the performing arts. We will explore the sources of support that people rely on, such as 60% of respondents needing support from their partner and family in order to continue working, as well as sources that people are missing, such as only 2% of respondents reporting that they are able to job share, and only 1% reported that their work provides a crèche or day care.

(d) **A paper which outlines the implications for practice:** this will outline how this research and a previous practice study focused on theatre alone, have informed a charter of best practice to support parents in the performing arts.

WED 15.30–17.00 | MB504, MAIN BUILDING

**FULL PAPERS**

**Session Chair:**
Deirdre McQuillan

**Heuristics For Internationalisation Of Artistic Professional Service Firms (643)**
McQuillan, Deirdre

**Unconventional Contributors to the Working Consensus of Festivals (1046)**
Bernal, Marta; Cooper, Sarah

**Mapping Cultural And Creative Industry Clusters In A World Heritage Site: A Social Network Analysis Approach (1151)**
Chan, Jin; Piterou, Athena; Lean, Hooi Hooi; Khoo, Suet Leng; Mohd Hashmin, Intan Hashimah

BAM2019
THURS 09.00–10.30 | NW104B, NORTH WING

**DEVELOPMENTAL PAPERS**

**Session Chair:**
Melanie Stavrou

Collective Memory and Museum Practice (432)
Stavrou, Melanie

The Role of Communities of Practice in Creative Projects (865)
Garfield, Joy; Warren, Vessela; Wiid, Ria

Exploring Islamic Consumption and Marketplace: Islamic Life Insurance among Muslims in Malaysia (213)
Kamarruddin, Nur Nadia Adjrina; Yip, Nick K.T.; Baumann, Jasmin

THURS 13.00–14.30 | NW104B, NORTH WING

**DEVELOPMENTAL PAPERS**

**Session Chair:**
Rebecca Whiting

Constructing the Contemporary Theatre Director in UK Online Media (505)
Whiting, Rebecca; Evans, Samantha

The Managerial Innovation in Cultural Organizations – Proposals for a Process of Management Tools Emergence and Development in the Case of Performing Arts Organizations (828)
Lecoutre, Marc; Chabrillat, Jacques; Lievre, Pascal

Meritocracy and Diversity Politics in Professional Advertising Organisations (1164)
Adams, Nessa

THURS 15.00–16.30 | NW104B, NORTH WING

**DEVELOPMENTAL PAPERS**

**Session Chair:**
Joseph Lampel

Does Cultural Differences in Uncertain Avoidance Impact Private Label Brands Choice (994)
Budhathoki, Tribikram

Design Outsourcing: The Antecedents and Performance Outcomes (478)
Lee, Sun Hye

Value Creation in Cultural Industries: The Effect of Scarcity in Scotch Whisky Auctions (871)
Banerjee, Aneesh; Lampel, Joseph

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**e-Business and e-Government**

**TRACK CHAIRS:** THANOS PAPADOPOULOS, FEDERICO IANNACCI AND YOGESH DWIVEDI

WED 08.30–10.30 | MB708C, MAIN BUILDING

**FULL PAPERS**

**Session Chair:**
Thanos Papadopoulos

Exploring How The Use Of Business Intelligence (BI) Impacts Organisational Power Dynamics In The Public Sector: A Conceptual Framework (1124)
Mahroof, Kamran; Sivarajah, Uthayasankar, Hussain, Zahid; Irani, Zahir; Omar, Amizan

Factors that Affect the Intention to Use m-Government Services from the User’s Perspectives: An Empirical Study (110)
Eid, Riyad; Selim, Hassan

Do Smart Homes Deliver The Promised Benefits? (501)
Marikyan, Davit; Papagiannidis, Savvas; Alamanos, Eleftherios

Persuasive of Not? The Effect of Social Media Influencer’s Credibility on Consumer Processing and Purchase Intention (806)
Tiewcharoen, Supatchaya Nin; Gadalla, Eman; Liu, Rebecca; Moreno, Felix Martin

WED 13.30–15.00 | MB552, MAIN BUILDING

**DEVELOPMENTAL PAPERS**

**Session Chair:**
Savvas Papagiannidis

Exploring the acceptance of Social Media – A Set-Theoretic Analysis Approach (215)
Iannacci, Federico; Fearon, Colm; Pole, Kristine

Examining The Effectiveness Of Revised TAM In Determining The Actual Usage Of Social Media Platforms In Organizational Context (550)
Ali, Rana Mohsin; Afzal, Muhammad Irfan

Examination of Customer Engagement with brand-related social media content. Cross-comparison study of the UK and Russia (700)
Kholodova, Karina
WED 15.30–17.30 | SW309, SOUTH WING

FULL PAPERS

Session Chair: Federico Iannacci

Gamified Money – Exploring the Adoption and Use of Mobile Payment Among the Silver Generation in China (622)
Wong, Donna; Liu, Hongfei; Sun, Yan; Meng-Lewis, Yue

The Use of Open and Active Engagement in Budget Transactions to Reduce Corruption: Inductive Lessons from Nigeria (201)
Olarewaju, Tolu; Hirekhan, Manjusha

How Can ERP Improve The Organisation Innovativeness? Factors Derived From Socio-Technical And Contingency Theories (1086)
Badewi, Amgad; Wafa, Yasmine

Aspectual Analysis of E-Government Adoption Barriers: A Citizens Perspective (1160)
Ali, Mohammed Banu; Saleh, Saleh Wafer; Ramlogan, Ronald

THURS 09.00–10.30 | MB708C, MAIN BUILDING

FULL PAPERS

Session Chair: Federico Iannacci

How technology Enhances fitness facility practices: A health Behaviour Perspective (975)
Mohamad, Mostafa Ragab Ali; Cresswell, Montana

Online Family Dispute Resolution: A Systematic Review of Current Research and Practice (983)
Wilson-Evered, Elisabeth; Maxwell, Christina; Zeleznikow, John

The Relationship Between Personality Traits And Intention To Continuance To Use Moocs (ICM): The Role Of Internal And External Motivations To Use In High Power Distance Context (I.E Saudi Arabia) And Low Power Distance Context (I.E Spain) (1033)
Al-Abdullatif, Hend Abdullah; Velázquez, Ángel

THURS 13.00–14.30 | ROOM 144, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Amgad Badewi

Ethics In ‘Artificial Intelligence – Human Interaction In Service Settings: Review And Research Agenda (691)
Sambhi, Jaswant Singh; Harwell, Jan; Arumugam, V

What influence do Digital Technologies have on Service Quality in the U.K Promotional Merchandise Industry (759)
Conlan, Eileen Anne; Balaraman, Pravin; Tarbert, Heather

Impact of Bring your own devices (BYOD) on Organizational Sustainability: A Case Study of SMEs in Sialkot, Pakistan (1145)
Qureshi, Ijaz, Schaeffer, Donna; Shuja, Aleema; ul Abdin, Syed Zain

THURS 15.00–16.00 | ROOM 144, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Thanos Papadopoulos

Financial Technology: The Good, the Bad, and the Verdict (380)
Iman, Nofie

The use of Security Tokens on a Blockchain for Investment Products: A Survey (773)
Yazman, Mutlu Evren; Sharif, Hossein
Entrepreneurship

TRACK CHAIRS: WILSON NG

WED 08.30–10.30 | MB653, MAIN BUILDING
FULL PAPERS

Session Chair: Bahare Afrahi

Understanding Academic Entrepreneurship and Diversity through the Lens of Institutional Logics (837)
Tunalioglu, Melike Nur; Karatas-Ozkan, Mine; Costanzo, Laura; Baruch, Yehuda

Becoming Top Global Chef: What does it take to Become a Successful Entrepreneur (427)
Elbasha, Tamim; Baruch, Yehuda

Entrepreneurial Capital and Graduate Start-ups: The Influence of University and Regional Contexts (782)
Sanchez Barrioluengo, Mabel; Marzocchi, Chiara; Kitagawa, Fuma

Individual Entrepreneurial Orientation In Higher Education And Unsettling Emerging Market Conditions: The Cases Of Malaysia And Thailand (195)
Stouraitis, Vasilios; Mior Harris, Mior Harun; Kyritsis, Markos

WED 09.00–10.30 | MB517, MAIN BUILDING
FULL PAPERS

Do Resilient Entrepreneurs Plan Better For Adversity? (481)
Wishart, Maria; Jibril, Halima

Analogical Reasoning and the Formation of New Venture Ideas – A Systematic Literature Review and Research Agenda (1023)
Bracken, Willian

Sustainable Manufacturing Practices and Sustainable Performance of Small and Medium Enterprises in South Africa (307)
Fatoki, Olawale

WED 08.30–10.30 | MB419, MAIN BUILDING
FULL PAPERS

Session Chair: Roopa Nagaraju

Ethnic Business Failure: A Scarcity Mind-Set Perspective (146)
Sarpong, David; Maclean, Mairi; Oruh, Emeka Smart; Botchie, David

FNGOs and Financial Services Delivery: The Institutional Logic Perspective (392)
Atiase, Victor Yawo; Wang, Yong; Mahmood, Samia

Resource Availability, Social Norms, and the Development of Entrepreneurial Intention Amongst Women in Bangladesh (576)
Karim, Shamsul; Kwong, Caleb

Entrepreneurial Capital Convertibility Dynamics in SMEs (672)
Ambe, Emmanuel

WED 08.30–10.30 | MB564, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair: Aqueel Wahga

Identifying the “Right” Surrogate Entrepreneur for Academic Spinoffs (358)
Nikiforou, Argyros [Iro]

Are Refugees Truly More Entrepreneurial? (1138)
Kasem, Laila; Mawson, Suzanne

From Ethnic Exceptionalism to Multicultural Hybridism: Rethink Ethnic Culture in Migrant Entrepreneurship (876)
Shinnie, Xiping; Domboka, Thomas; Carey, Charlotte

Examining the Role of Business Incubators in the Saudi Arabia Entrepreneurial Ecosystem (472)
Alothman, Bouf Abdulrahman; Baxter, David; Ibrahim, Shahnaz
WED 08.30–10.30 | MB574, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Wilson Ng

A Critical Realist Perspective of Business Incubation (1127)
Lipp, Christopher; Parry, Glenn; Webber, Don; Ojolo, Akin

Conceptualising Higher Education students’ entrepreneurial learning processes (217)
Preedy, Sarah; Wallis, Laura

Individual And Household Life Course Explanation To Entrepreneurial Exit (755)
Alam, Muntasir

“The Drivers and Barriers to Entrepreneurship Ecosystem Development” (931)
Nmerukini, Enyindah

WED 13.30–15.00 | MB564, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Roopa Nagaraju

The Impact of Acculturation On Management Dynamics Within UK Small And Medium-sized Enterprises (SMEs) – A Study of Afro-Caribbean Origin SME Owners Or Managers In The West Midlands (111)
Oduro, Bentil; Khan, Zulf

Understanding Reward-based Crowdfunding as an Alternative Source of Entrepreneurial Financing: Towards a Conceptual Framework Using a Signalling Theory Perspective (1108)
Zhao, Ying; Lam, Wing; Harris, Phil

Entrepreneurial Cognition and Innovation Productivity: The moderating role of Knowledge Intensity (990)
Fath, Benjamin; Fiedler, Antje; Lowe, Kevin

WED 13.30–15.00 | MB404D, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Felix Arndt

The Access of Non-Oil Tradable SMEs to Bank Lending in Oil-Based Economies Case Study of Oman (373)
Al Hasni, Rabab Hamad Mubarak; Mason, Colin; Fletcher, Margaret

Berlin: A Study of What Creative Entrepreneurs’ Value in Germany’s Capital and the Role of its Unique History (518)
Johnson, Tom; Zaman, Sawlat

The Influence of Anger and Sunk Cost Bias on Project Status: An Extension to Portfolios of Projects (152)
Balatia, Heba; Buck, Trevor; Wincenciak, Joanna

WED 15.30–17.30 | MB517, MAIN BUILDING

FULL PAPERS

Session Chair:
Roopa Nagaraju

Entrepreneurs’ Exit Strategies: The Role of Emotion (805)
Afrahi, Bahare; Blackburn, Robert

Trust-Based Ties and Perceived Environmental Dynamism in Entrepreneurial Orientation-Performance Relationship in a Developing Economy (1141)
Mohamed Ishak, Nur Nadirah

A Resource-based Perspective On ICT Use And Firm Performance: A Meta-analysis Investigating The Role Of Cross Country ICT Infrastructure (375)
Nahar, Sharmin; Karim, M Shamsul

Entrepreneurship in Conflict Zones: Exploring Transformative Subsistence Entrepreneurship (587)
Joseph, Jay; Raouf, Safeen; Daou, Alain; Ali, Zainab; Scott, Mckenna; Reyes, Gerald
### WED 15.30–17.30 | MB419, MAIN BUILDING

**FULL PAPERS**

*Session Chair:* Wilson Ng

**Developing Entrepreneurship Capabilities for Eco-innovation in SMEs (879)**
Tallott, Margaret; Hilliard, Rachel Margaret; Nummela, Niina

**The Impact of Financial Capital on the Relationships Between Organisational Orientations and SMEs Performance. A Theoretical Perspective (319)**
Wasim, Muhammad

**Regulatory Focus, Ambidextrous Learning and Opportunity Recognition (525)**
Tao, Xiangming; Robson, Paul; Wang, Catherine L

“I never needed eyes to see”: Creating Opportunities Out of the Challenges of Visually-impaired Entrepreneurs (797)
Ng, Wilson; Arndt, Felix

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### WED 15.30–17.30 | MB550, MAIN BUILDING

**FULL PAPERS**

*Session Chair:* Aqueel Wahga

**Designing a Stakeholder-Driven Entrepreneurship Education Programme in a Developing Country (513)**
Liu, Wentong; Kim, Young Ah; Kwong, Caleb CY

**Management of the Entrepreneurial Ecosystem in Omani Using the Islamic Leadership Approach and the Adaptive Co-Management Model (937)**
Al Bimani, Fahad Salim

**Does Greening Differentially Impact Firms Across Growth Trajectories? (1140)**
Shrivastava, Mili; Tamvada, JP

**Causal Mapping the Cognitive Underpinnings of Entrepreneurship: Lessons for Enterprise Research and Development? (379)**
Laukkanen, Mauri

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### WED 15.30–17.30 | MB261, MAIN BUILDING

**FULL PAPERS**

*Session Chair:* S Saeed

**Qualitative Case Study Of The Effective Use Of Mobile Technologies For Entrepreneurial Learning And Human Capital Development (1130)**
Laukkanen, Mauri

**Development pf Entrepreneurial Competency Framework for Women Founders – A Case from Ghana, Africa (1081)**
Spio, Anthony Ebow; Adesola, Sola

**Effectuation – State Of The Art Literature Review And Developing Agent-Based Model Approaches (589)**
Sterzel, Martin; Richter, Matthias

**Internationalization of Small Ventures under “Lean Start-Up” and “Effectuation” Conceptualization (713)**
Parvin, Mousumi

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### WED 15.30–17.30 | MB404D, MAIN BUILDING

**DEVELOPMENTAL PAPERS**

*Session Chair:* Steven O’Regan

**Effectuation – State Of The Art Literature Review And Developing Agent-Based Model Approaches (589)**
Sterzel, Martin; Richter, Matthias

**Internationalization of Small Ventures under “Lean Start-Up” and “Effectuation” Conceptualization (713)**
Parvin, Mousumi
**WED 15.30–17.00 | MB564, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Simon O'Leary

- An Analysis Of Informal Female Entrepreneurship In Turkey Through The Lens Of The 5M Framework (103)
  Cullen, Ufi
- Bouncing Back From Bankruptcy – Narratives Of Entrepreneurial Antifragility (341)
  Rawal, Amit
- Benefits From Business Model Renewal Depends On Entrepreneurial Mindset (256)
  Sawang, Sukanlaya; Burgers, Henri

**THURS 09.00–10.30 | MB653, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Ossie Jones

- The Role Of Returnee Entrepreneurs In The Internationalisation Of SMEs In China (221)
  Lyu, Jiaya; Robson, Paul; Kromidha, Endrit
- Institutional Change and Family Offices in Europe: A Longitudinal Comparative Analysis (121)
  Decker-Lange, Carolin; Lange, Knut
- Entrepreneurial Learning and Sustainable Development: Comparing Macau and Liverpool (258)
  Jones, Ossie; Lourenço, Fernando; Cheng, Ranis

**THURS 13.00–14.30 | MB653, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Steven O'Regan

- Technopreneurship and Youth Empowerment in Rivers State, Nigeria (418)
  Otamiri, Samuel
- Network as Co-Creators in Resourcing Entrepreneurial Initiatives: A process study (169)
  Afful-Kwaw, Patricia Akua; Tapinos, Efstathios; Decker, Stephanie
- Do(n't) Trust This! – A Longitudinal Exploration of Institutional Trust in Crowdfunding (212)
  Harrer, Theresia; Lehner, Othmar M; Weber, Christiana

**THURS 09.00–10.30 | MB404D, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
S Saeed

- Organizational Processes Enabling Entrepreneurship at Large, Bureaucratic Multinational Enterprises (MNEs) with Mediating Effect of Entrepreneurial Behaviors (752)
  Nisar, Tahira
- Sustainable Business Model Innovation in Social Enterprises: A Potential Solution to the Tensions of Hybridity? (971)
  Mankavil Kovil Veettil, Nandakumar; Malik, Ashish
- “Soft” Family Influence without Ownership and Control in a Publicly-listed UK Corporation: The Strange Case of Cadbury plc (732)
  Ng, Wilson; Vershchina, Natalia; Cadbury, Matthew

**THURS 09.00–10.30 | MB517, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Simon O'Leary

- Psychological Factors Influence SME Founders’ Career and Life Satisfaction (186)
  Nguyen, Diep Thi Ngoc; Teo, Stephen; Gibb, Jenny
- Dynamic Managerial Capabilities Matters Fostering Family Firms’ Innovativeness (566)
  Gerulaitiene, Neringa; Pundziene, Asta; Samara, Georges
- The Gendered Aspects of Age Capital for Entering Entrepreneurship (1078)
  Moore, Isabella Krystynia
Track Sessions

THURS 13.00–14.30 | MB517, MAIN BUILDING

FULL PAPERS

Session Chair:
S Saeed

Supporting Increased Participation by Female Entrepreneur in MSMEs in Saudi Arabia (581)
Sabri, Maram Saeed; Thomas, Keith

The Influence of Cultural and Social Capitals On Immigrant Entrepreneurship (781)
Raupp, Monique; Dias Lopes, Fernando

Proactive Survival Strategies and Economic Goals Attainment in an Uncertain and Challenging Table Water Production Environment in Port Harcourt, Nigeria (1091)
Pollyn, Basil Sokuroabo; Lebura, Sorbarikor; Gbarale, Korsi D.

THURS 13.30–14.30 | MB564, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Wilson Ng

Infopreneurship: A panacea for curbing youth restiveness in Nigeria (426)
Chux-Nyeche, Gloria Chinyere; Opara, Dumo Nkesi

Three Historical Periods or Organizational Design among Entrepreneurial Firms in China: A Perspective of Yin/Yang Balance (329)
Li, Ji; Hu, Yanghong; Liu, Min; Wang, Yu

THURS 15.00–16.30 | MB517, MAIN BUILDING

FULL PAPERS

Session Chair:
Aqueel Wagha

Who Is A Lifestyle Entrepreneur? The Context of Lifestyle Sports (685)
Wallis, Laura; Walmsley, Andreas; Beaumont, Emily; Sutton, Carole

“Student-led experimental learning method in Entrepreneurship Education" (406)
Freiburghaus, Teresa L

Unpacking SME Owners’ Practice of Collaboration in Local Supply Chains in India (1063)
Unhale, Manish; Slowak, Andre P

THURS 15.00–16.30 | MB564, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Bahare Afrahi

Social Network and Entrepreneurial Media Firms’ Sustainability in Minna Metropolis (526)
Adeyeye, Mercy Modupe; Oluwole, Matthew Sunday; Mustapha, Rahaman Oladimeji; Ohunyowon, Emmanuel Olorunshogo

Hu, Xiaoti

THURS 15.00–16.00 | MB564, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Wilson Ng

Infopreneurship: A panacea for curbing youth restiveness in Nigeria (426)
Chux-Nyeche, Gloria Chinyere; Opara, Dumo Nkesi

Three Historical Periods or Organizational Design among Entrepreneurial Firms in China: A Perspective of Yin/Yang Balance (329)
Li, Ji; Hu, Yanghong; Liu, Min; Wang, Yu

THURS 15.00–16.30 | MB517, MAIN BUILDING

FULL PAPERS

Session Chair:
Simon O’Leary

Entrepreneurial Opportunities Recognition in Sub-Saharan Africa: A Proposed Model for Investigation (1115)
Bello, Moshood Adeniji; Allman, Kurt Leonardo; Udagedara, Susantha

Serial Entrepreneurship: An Integrative Critical Review of the Antecedents, Moderators and Outcomes (531)
Syllias, Johnny; Amankwah-Amoah, Joseph; Li, Shenxue

Examining the Entrepreneurial Intentions of University Students in Egypt (1013)
Hassan, Rasha Saad
Gender in Management

TRACK CHAIRS: ADELINA BROADBRIDGE AND ANDRIE MICHAELIDES

WED 09.00–10.00 | MB108, MAIN BUILDING
FULL PAPERS

Session Chair:
Andrie Michaelides

Gender And Job Crafting: Understanding The Role Of Gendered Behaviours In The Abilities And Motivations To Proactively Craft Work (428)
Daly, Jack

Women’s motivation to lead in Small Social Enterprises: A systematic Literature Review (1181)
Reynolds, Kae

WED 09.00–10.30 | MB229, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair:
Gary Powell

The Reconfiguration of Femininity: Comparing Neoliberalism, Postfeminism and Neoliberal Feminism (409)
Lewis, Patricia

Gender Networking in a Thai State Enterprise (417)
Kamales, Nayika; Wyatt, Maddy; Lewis, Patricia

Against The Odds: Women Achievers in the Nigerian Banking Industry (721)
Kuti, Oluseyi Adesola

WED 13.30–15.00 | MB229, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair:
Miranda Ridgway

South Asian British Muslim women and their later working lives in Greater Manchester (487)
Ferdous, Saja

CEO gender, Female Representation in TMT and Firm Innovation: Examining Organizational and Environmental Boundary Conditions (645)
Wei, Li-Quan; Qiao, Kun

The Gendering of Formal Mentoring at Work: A Systematic Literature Review and Research Agenda (963)
Woolnough, Helen; Rouse, Julia; Jones, Sally

WED 15.30–17.00 | MB554, MAIN BUILDING
FULL PAPERS

Session Chair:
Adelina Broadbridge

Women in Muslim-majority countries; Classroom – boardroom pipeline? (100)
Kemp, Linzi J

The Impact of Women in Management On Organizational Performance in Project-based and Non-project-based Organizations (144)
Baker, Marzena Katarzyna; Ali, Muhammad; French, Erica

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1. shedding light on why, when and how HPWS are important for employee innovation;
2. making use of attribution theory to examine the role of authenticity attributions between participation in decision-making (PDM) and innovative work behaviours;
3. studying the role of HRM practitioners in implementation innovations such as Lean in hospitals;
4. applying resource mobilization theory to explore how work-floor employees contribute to bottom-up innovation; and
5. investigating how and when rewards for creativity is actually related to employee creativity.
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Moonesirut, Elham

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**THURS 15.00–16.00 | MEETING ROOM 134, ASTON BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

**Academic Identities**

*Session Chair:*
Beverly Shrand

Identity Re-negotiation under Conditions of Perpetual Liminality (272)
Winkler, Ingo

An Investigation Into Individual Meaning, Knowledge Production and Research Identities of Creative Industries Entrepreneurship Scholars To Map Their Academic Careers In Uncertain Time (888)
Romano, Stefania; Carey, Charlotte
Innovation

TRACK CHAIR: GEORGE TSEKOURAS AND NICK MARSHALL

TUES 15.30–17.00 | SUSAN CADBURY LECTURE THEATRE, ASTON BUSINESS SCHOOL

SYMPOSIUM

Session Chair: George Tsekouras

The Strategic Value of Technology-Enabled Innovation: A Multi-Disciplinary Overview (303)
Bongiovanni, Ivano; Kim, Dong-hyu

This symposium will nurture an interactive, academic-oriented, and practice-informed debate around the strategic value that technology-enabled innovation has in modern organisations. Tapping into different disciplines in business research (namely, management, marketing, and information systems), this symposium will introduce the following four studies:

1. review of technology road-mapping studies;
2. natural experiments in innovation management (evidence from Fintech firms);
3. digital marketing as a source of innovation and revolutionary organisational development; and
4. transformative value of modern information security management for cyber resilience.

By attending this symposium, participants will expand their comprehension of the opportunities that technology-enabled innovation offers and lay the foundations to explore multi-disciplinary potentiality on this topic. Strongly grounded in practical cases, the research presented in this symposium will be greatly informative to practitioners interested in better understanding the dynamics that govern innovation management.

WED 09.00–10.30 | MB261, MAIN BUILDING

FULL PAPERS

Generating and capturing value from innovation

Session Chair: Nick Marshall

Exaptation And Ecosystem Entry: The Case of 3D Printing (955)
Beltagui, Ahmad; Rosli, Ainurul; Candi, Marina

Does Imitation Pay Off? An Analysis of Imitations in a Less Developed Economy (1129)
Barros, Henrique Machado; de Paula, Marcio

The Interdependence of Entrepreneurial Orientation and Organisational Learning in Explaining New Product Performance: A Configurational Approach (696)
Huang, Shuangfa; Pickernell, David; Battisti, Martina

WED 13.30–15.00 | MB550, MAIN BUILDING

FULL PAPERS

Knowledge, innovation and intermediaries

Session Chair: Neil Alderman

Innovation Search and the Role of Innovation Intermediaries (479)
Howells, Jeremy Richard; Thomas, Elisa

Systematic Literature Review of Triple Helix Model and its Implications for Peshawar, Pakistan (590)
Khan, Romy; Khan, Sajjad

Knowledge-Intensive Services in Academic Engagement and Commercialisation (679)
Lee, Hsing-Fen; Miozzo, Marcela
**Open Innovation**

**Session Chair:**
George Tsekouras

- The Role of Customer Co-Creation at the Fuzzy Front-End: A Systematic Review of the Literature (823)
  Reuther, Kevin; Schumann, Christian-Andreas; Seidel, Kristin
- Persistence of Open Innovation: An Organizational Learning Approach (1021)
  Abdelaty, Hamdy
- Open Innovation: Restoring the Capability Proximity (810)
  Hutton, Steven; Demir, Robert; Eldridge, Stephen
- Open Innovation in a Chinese SME: the creation of the GB Drone (1243)
  Dong, Ming; Flowers, Steve

**Innovation in the regional context**

**Session Chair:**
Chris Callaghan

- China’s Region OFDI And Innovation Performance – Examining The Effect Of Technology Gap And Absorptive Capacity (326)
  Wang, Zhaoxing; Xia, Senmao; Yoruk, Esin; Maas, Gideon
- Technology, Innovation and Sustainability in the Amazon Region: A Systematic Literature Review (673)
  Hourneaux Jr, Flavio; Lara-Cunha, Cristiana; Ferreira, Gleriani; Kaetsu, Patricia Taeko; De Vincenzi, Ticiana
- Latecomer Countries in the Age of Digitalization: Case of Russian Manufacturing (1158)
  Turovets, Julia

**Innovation and Organisation**

**Session Chair:**
Ming Dong

- A Systematic Literature Review Of Organizational Innovation – A Cluster Based Perspective (1005)
  Zakaria, Roslan Bakri
- Interactive Effects of Development Climate, Intrinsic Motivation, and Extrinsic Motivation on Innovative Work Behavior (1157)
  Hussain, Taiba; Rice, John
- Relationship between Standards and Performance of Innovative Projects: A Systematic Review (903)
  Dey, Anupam; Chan, Paul W; Ejohwomu, Obuks A

**Social innovation**

**Session Chair:**
Neil Alderman

- Understanding Social Innovation and Related Constructs (596)
  Agrawal, Shambhavi; Sinha, Anubha Shekhar
- Crowdfunding for Entrepreneurs: A Review, Critique and Research Agenda (699)
  Jain, Mansi; Deep Sharma, Gagan; Srivastava, Mrinalini
- Developing Innovation Routines in Social Enterprises: Evidence from a Multi-Activity Support Programme (1199)
  Marshall, Nick; Tsekouras, George
**THURS 09.00–10.30 | MB108, MAIN BUILDING**

**FULL PAPERS**

**Innovation, institutions, and capabilities**

*Session Chair:*
Jonathan Sapsed

- **Ambidexterity as a Dynamic Capability: A New Perspective** (245)
  Escorcia-Caballero, Juan Pablo; Moreno-Luzon, Maria D; Chams-Anturi, Odette

- **Developing Innovation Strategies and Capabilities through Institutional Interactions: A Longitudinal Study of China’s Telecommunications Industry** (235)
  Wu, Qiang; He, Qile; O’Regan, Nicholas; Ghobadian, Abby

- **Difference in Institutional Ownership Structure across Countries: How Institutional Environment Influences the Impact of Institutional Investors on Innovation** (556)
  Stoyneva, Irina Kirilova; Narayanan, Vadake K

**THURS 09.00–10.30 | MB404C, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

**Innovation ecosystems and open innovation**

*Session Chair:*
Chris Callaghan

- **Organising for Open Innovation in Innovation Ecosystems** (619)
  Marzocchi, Chiara; Yeow, Jillian (619)

- **Decision-making in Platform Leadership: The Case of App Developers** (574)
  Roknifard, Mahrokh

- **Open Innovation Readiness for SMEs: Assessment Methodology** (1183)
  Figlioli, Aline; Christian, Jose; Tsekouras, George; Patel, Pari; Kanellou, Despina; Albats, Ekaterina; Podemetina, Daria

**THURS 13.00–14.30 | MB518, MAIN BUILDING**

**FULL PAPERS**

**Non-technical aspects of innovation**

*Session Chair:*
Despoina Filiou

- **Causes of the Global Productivity and Innovation slowdown: Revisiting the role of Managerial Research** (464)
  Callaghan, Chris William

- **Sustainable Innovation: From Policy Intervention to Stakeholder Coalition** (141)
  Zhang, Michael

- **The Benefits of Design Selection Bias in the Interplay Between Product Modification and Customer Feedback** (984)
  Bleda, Mercedes; Querbes, Adrien; Healey, Mark

**THURS 13.00–14.30 | MB404C, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

**Digitalisation and innovation adoption**

*Session Chair:*
Nick Marshall

- **The Craft In Stagecraft: Implications for Organising and Digital Technology Adoption** (1154)
  Sapsed, Jonathan; Vasiliou, Christina

- **Re-examing the Technology Acceptance Model from stakeholders’ management perspective in health sector** (993)
  Zhang, Xinwen; Zhou, Xue; Yoruk, Esin

- **Challenges and Opportunities of Healthcare digitalization. Comparative analysis of patients’ perception in Lithuania and Turkey** (964)
  Trinkuniene, Sandra; Nwaorgu, Benson; Kiskioniene, Jurgita; Pundziene, Asta
**International Business and International Management**

**Session Chair:**
Emmanuella Plakoyiannaki

**SYMPOSIUM**

**Problematising SME Internationalisation: Exporters, Global Small Firms and Micromultinationals (149)**
Plakoyiannaki, Emmanuella; Zhang, Haina; McDonald, Frank

The purpose of this symposium is to revisit and problematise the internationalisation of Small and Medium enterprises (SMEs). Given the increasing involvement of SMEs in the international marketplace, there is an emerging literature stream in the SME internationalisation field, which explores globalisation of the smaller firm. These researchers examine whether an SME can have the characteristics of the "global firm" and engage in internationalisation beyond exporting. This discussion coincides with recent literature on the emergence of the Micromultinational enterprises (mMNEs), which are novel types of internationalised small and medium-sized enterprises (SMEs) that have become increasingly prevalent in recent years and which are expected to proliferate further. Their distinctive feature resides in their ability to initiate and manage value-adding activities using committed foreign market servicing modes beyond exporting in multiple foreign markets. Despite an increased potential to yield economic and social benefits, the rise of SMEs that internationalise beyond exporting has received limited academic research attention to date.

In particular, this symposium will offer a critical reflection on SMEs internationalisation in the existing literature, highlighting challenges and different theoretical lenses (e.g. international business; international entrepreneurship) that illuminate this phenomenon. Specifically, this symposium has the following five objectives:

1. To rethink the internationalisation of SMEs and the associated challenges;
2. To re-examine the dominant theoretical perspectives on SME internationalisation that concentrate on exporting activities;
WED 08.30–10.30 | MB512, MAIN BUILDING

FULL PAPERS

Session Chair:
Shubin Wu

Inflow FDI Agglomeration, Congestion Effect and Firm’s Productivity in China: A Spatial Econometric Analysis (140)
Chen, Xiao Long

What Matters to Performance Fluctuation: The Roles of Global Diversification and Home-region Concentration (441)
Wu, Shubin; Lu, Jane

Returnee Over Time and FDI Knowledge Spillover: How Does FDI Affect Firm Productivity in Emerging Markets (561)
Zhang, Dongyang; Guo, Rui; Ning, Lutao

Developing JV’s Absorptive Capacity for Promoting Low Carbon Technology Transfer: The Role of Intermediaries and External Channels (1118)
Huang, Linlan; Zou, Huan

WED 08.30–10.30 | MB753, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Antje Fiedler

Reframing Institutional Change: The Role of Context (1094)
Ramadan, Nora; Narooz, Rose

The Dark Side of Entrepreneurial Networks: Exploring The Failure Of A Medical Device International New Venture (1120)
Warner, Karl S.R; Couper, Carole

Activating Assets of Foreignness in Emerging Markets: Evidence from New Zealand SMEs (1003)
Fath, Benjamin; Fiedler, Antje; Garlick, Marko

Exploration The Relationship Between Internationalization Of Indian Family-Owned Firms And Capability Development (1104)
Dey, Manisha

WED 13.30–15.00 | MB512, MAIN BUILDING

FULL PAPERS

Session Chair:
Jeremy Clegg

Inequality And The Internationalization Of State-Owned Multinationals (306)
Clegg, L Jeremy; Voss, Hinrich; Tardios, Janja

How International Telecommunication Firms Respond to Regulatory Institutions to Obtain Legitimacy in Emerging Market Economies (792)
Umoru, Ugbede

Informal Institutions Matter: Strategies of Chinese Multinational Enterprises Operating in Australia (460)
Zhang, Mingqiong Mike; Lu, Ying Candy; Zhu, Cherrie Jiuhua

WED 15.30–17.30 | MB512, MAIN BUILDING

FULL PAPERS

Session Chair:
Junzhe Ji

Common In-group Identity and Cultural Intelligence as Key Factors of Multicultural Team Effectiveness (484)
Konishi, Mario; Shan, Juan; Pullin, Patricia; Lupina-Wegener, Anna

Globalization And National Cultural Values: Are Indian Youngsters Really More Global Than Indian? (833)
Pathak, Santana

Exploring the Willingness of Monocultural and Bicultural Individuals to Undertake International Assignments (1156)
Isichei, Michael

Collectivistic Orientation, Decision-making Process, and Local Linkages in International Entry: A Study of Chinese SMEs (1102)
Ji, Junzhe
**THURS 09.00–10.30 | MB231, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Emmanuella Plakoyiannaki

**Something Old, Something New: Localized Knowledge Search And Re-discovery By MNE Subsidiaries (923)**
Ho, Elsen; Spadavecchia, Anna

**Institutional and Subsidiaries Actors: A Multilevel Analysis of HRM Practices in Chinese MNCs in the UK (976)**
Shajera, Amani

**HQ attachment to the Crown Jewel: Balancing Autonomy and Influence in Subsidiary Role Development (1009)**
Igoe, Josephine; Conroy, Kieran Michael

**THURS 15.00–16.30 | MB261, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Frank McDonald

**Old Risks, New Prospects? An empirical evaluation into the risky business of foreign market re-entry (194)**
Surdu, Irina Minodora; Ipsmiller, Edith

**The Role of Munificence-Hostility on Decision-making Logic of Internationalising SMEs: A Comparative Study (330)**
Younis, Heba; Elbanna, Said

**Internationalization Barriers of Thai Online Fashion SMEs Through Social Media (943)**
Wang, Jinmin; Turmratanasuwan, Tanawat

**THURS 13.00–14.30 | MB512, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Geoffrey Wood

**The Generation Of Emotions Through Intercultural Interaction Within A Multinational Enterprise (438)**
Wang, Qiu; Clegg, Jeremy; Gajewska-De Mattos, Hanna; Buckley, Peter

**“Hello, World!” – A Sentiment Analysis of the Trailing Spouses’ Online Blogs (598)**
Koveshnikov, Alexei; Wechtler, Heidi; Lindman, Juho

**What Determines Emotional Intelligence and Cultural Intelligence Among Managers in cross border business Organisations? The Effects of Organisational Culture and Role Stressors (736)**
Kubicek, Amadeus; Bhanugopan, Ramudu

**THURS 15.00–16.30 | MB231, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Michael Adamu Oyelere

**International arbitration and economic growth in Latin America (233)**
Correa, Juan S; Cayon, Edgardo

**Applying Spatial Durbin Panel Model on US Exports to Improve the Trade Deficit (268)**
Liu, Yi-cheng; Yang, Wen

**Multinational Corporation Management Strategies And Human Resources Practices: Understanding The Nigerian Context (981)**
Oyelere, Michael Adamu; Mutema, Zedias; Opute, John

**THURS 13.00–14.30 | MB231, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Junzhe Ji

**From Institutional Duality to Institutional Trifecta: Implications for Family Firms’ International Subsidiaries (218)**
Wang, Heling; Hughes, Mathew; Georgiadou, Elena

**Expatriates Socio-Cultural Adjustment And Host Country Nationals Social Identity Changes: An Empirical Investigation In Pakistan (769)**
Mumtaz, Sana; Nadeem, Sadia

**Institutions and Firm Performance: The Moderating Role of Founder’s Social Ties (384)**
Teng, Da; Li, Chengchun
Inter-Organizational Collaboration: Partnerships, Alliances and Networks
TRACK CHAIRS: QILE HE AND SANNE BOR

WED 08.30–10.30 | MB554, MAIN BUILDING
FULL PAPERS

Session Chair: Sanne Bor

The Power of ‘Both/And: The Role of Simultaneous Trust and Distrust in Inter-Firm Coopetitive Alliances (1122)
Raza-Ullah, Tatbeeq

The Dance of Power and Trust – Exploring Micro-Foundational Dimensions in the Development of Global Health Partnership (773)
Patnaik, Swetketu; Pereira, Vijay; Temouri, Yama; Malik, Ashish; Roohanifar, Mohammad

Characterising Inter-Organisational Relationships within Organisational Ecosystems: Towards a New Data Structure (934)
You, Jacqueline Jing; Williams, Christopher

Transferring Knowledge For Innovation Through Partnerships Between University & Technology-Based Small Firms (TBSFs): A Social Capital Perspective (710)
Yusup, Nor Hafizah; Griffiths, Marie; Udagedara R.M.U, Susantha

WED 13.30–15.00 | MB708B, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair: Qile He

Analysis of Motives for Alliance Formation Using Total Interpretive Structural Modelling (125)
Lamba, Harchitwan Kaur; Dhir, Sanjay

Interaction of Alliance Governance and Inter-Partner Diversity: Mechanisms to Realize Good Performance of Alliances (266)
Yasuda, Hiroshi

Kissing an Awful Lot of Frogs? Seeking the Elusive Relationship Between Social Enterprises and Private Sector Organizations (1051)
Alexander, Elizabeth

WED 13.30–15.00 | MB753, MAIN BUILDING
FULL PAPERS

Session Chair: Sarah Brearley

Executive Interlocks And Executive Compensation During Institutional Transition (1029)
Jiang, Lin; Kling, Gerhard

Strategic Alliance Research in the New Era (332)
He, Qile; Meadows, Maureen; Angwin, Duncan; Gomes, Emanuel; Child, John

Offshore outsourcing innovation in SMEs: A 4F perspective of Governance (562)
Khraishi, Ahmad; Huq, Fahin; Paulraj, Antony
**WED 15.30–17.00 | MB553, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:* Elisabeth Alexander

*Understanding Accountability in the Context of Meta-Organizations (104)*
Bor, Sanne

*Exploring Meetings as a Practice of Shaping a Meta-Organization (503)*
Webb, Jane

**THURS 09.00–10.30 | NW109, NORTH WING**

**FULL PAPERS**

*Inter-Organizational Collaboration for Research and Innovation: Design and Processes in Multi-Actor EU-funded Projects (689)*
Klessova, Svetlana; Thomas, Catherine; Engell, Sebastian

**THURS 09.00–10.30 | ROOM 140, ASTON BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Systematic Literature Review of The Role of Networks in Supply Chain Sustainability Performance (569)*
Qiu, Jilin; Alinaghian, Leila; Prior, Daniel

*An Emic Approach To An ‘Indigenous’ Concept of Business And Social Networking (650)*
Weir, David; Ali, Sa’ad

**THURS 13.00–14.30 | MB559, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*The Impact of Social Capital On Economic Value Creation: A Conceptual Model For The Study Of SMEs In The UK Construction Industry (723)*
Riano, Julian D

*Explaining Relational Rewards in New Forms of Inter (Organizational) Collaboration (522)*
Kruse, Deniz Philipp; Rovekamp, Golo; Weber, Christiana

*Social Enterprise, Public Management and Institutional Complexity in Global Sporting Mega-Event Projects: Public Service Provision and ‘Legacy’ (226)*
Gillett, Alex G; Tennent, Kevin D

**THURS 15.00–16.30 | MB512, MAIN BUILDING**

**FULL PAPERS**

*Outsourcing non-core non-clinical services in NHS Organisations in England (1001)*
Confue, Phillip

*Transferring Knowledge For Innovation Through Partnership Between University & Technology-Based Small Firms (TBSFs): A Social Capital Perspective (710)*
Yusup, Nor Hafizah; Griffiths, Marie; Udagedara R.M.U, Susantha

*Analysis of Globalisation And Emerging Trends In Economic Environment: Lessons From Acps Group (386)*
Nwokocha, Kenneth Chibuisi; Nwokocha, Kelechi Remyjius.
Managerial Learning From Economic And Turbulent Conditions In Petrochemical Industry (819)
Pour Mirza, Arezou

Understanding Leadership in Inter-Organisational Collaborations – Emerging Insights from an Emergency Service Collaboration (998)
Patnaik, Swetketu; Wankhade, Paresh

Inter-Organisational Collaboration: A case study of the Oxford Biotechnology Industry (688)
Lagoke, Oluwatosin

“What Happens Next Is Up To Me” – Analysis Of Ethnic Minorities’ Human Capital And Employability Development (768)
Sitko, Rafal; McGregor, Heather; Christopoulos, Dimitris

Learning Factories Of Industry 4.0; A Review Of Challenges In Its Creation (824)
Narula, Sanjiv; Talwar, Vishal; Dwivedi, Maheshwar; Prakash, Surya; Hartmann, ErnstAndreas

The Effect of Social Support and Learning Style Differences between Mature Age and Younger Students on overall engagement with university (1057)
Chapman, Geoffrey; Radford, Katrina; Halvorsen, Beni

Expressing Multiple Stakeholder Perspectives in Designed Learning Outcomes (1032)
Frost, Diana

Revealing Failures on Knowledge Sharing: An Empirical Investigation (191)
Siachou, Evangelia; Israilidis, John

The Paradox of Power In Collective Leadership – Implications For Management Education (314)
Rigg, Claire; Anderson, Lisa; Ellwood, Paul

Understanding Dignity At The Face Of Changing World Of Work (372)
Rajan, Soumya G; Paul, Bino
WED 13.30–15.00 | MEETING ROOM 134, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

**Session Chair:**
Svetlana Warhurst

An Investigation of Acculturation Journey of Chinese Mandarin-speaking Students Taking Undergraduate Studies in UK Business Schools (259)
Xu, Dongsheng

Embedding Innovation in Teaching and learning: A Pilot Study of the Research Skill Development (RSD) Framework Adaption (1155)
Warhurst, Svetlana; Croy, Glen; Cottee, Jane

Exploring the Reasons Behind Student’s Choice of Study Modes (207)
Radford, Katrina; Stewart, Heather; Sarvaiya, Harsha; Saxinger, Matt

WED 13.30–15.00 | MB553, MAIN BUILDING

DEVELOPMENTAL PAPERS

**Session Chair:**
Alexander Kofinas

Practice Based Learning: Stories That Reveal and Influence (411)
Warwick, Robert James; McCray, Janet; Palmer, Adam; Treager, James

A Walk in the Park: Creative Unsettlement Developing Practice Based Learning (414)
Warwick, Robert James; Traeger, James

The Importance Of Gaining Meaningful Engagement From Both Participants And Employers In Order To Maximise The Benefits Of Undertaking A Degree Apprenticeship (757)
Booth, Joanna; Mills, Sophie

WED 15.30–17.00 | MB227, MAIN BUILDING

DEVELOPMENTAL PAPERS

**Session Chair:**
Daniel Degischer

Are You Critically Teaching Accounting And Finance In Universities? (320)
Kim, Amee

What Do You Believe Are The Challenges And Opportunities For Management Educators Globally In The Next 5 Years: How Is The Business School Environment Going To Change Management Education In The Future? (442)
Bentley, Mark

Reflection for All Learners: Putting Reflection (Back) on the Radar (535)
Zizka, Laura

THURS 09.00–10.30 | MB554, MAIN BUILDING

FULL PAPERS

**Session Chair:**
Alexander Kofinas

Improving the Effectiveness of Group Feedback; A Study of Undergraduate Business Studies Students (122)
Breslin, Dermot

Simulations And Games In Management Education – The Human Costs Of Creating And Participating In ‘Useful Illusions’ (1112)
Stewart, Ian Christopher; Wang, Kun

It’s Not the MBA It’s What You Do With It – Building and Sustaining Career Resources (231)
Houldsworth, Elizabeth; Rowson, Tatiana; Tresidder, Andrea
THURS 09.00–10.30 | MB753, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair: Svetlana Warhurst

Business School Graduates: Crafting Responsible Citizens and Business Specialists? (742)
Croy, Glen; Cavanagh, Andy; Co, Mary Jesselyn; Mitchell, Bruce

Teamwork Skills Development in an Online Business Simulation Game and their Transferability to the Workplace (961)
Wilkins, Peter; McLaughlin, Rory; Day, Lisa

Reimagining Curriculum, Pedagogy and Digital Technologies in a Large-Scale Online MBA (885)
Allan, Stuart; Robinson, Craig

THURS 13.00–14.00 | NW109, NORTH WING
FULL PAPERS

Session Chair: Daniel Degischer

A Tug of War on Impact of Competence Based Trust on Knowledge Transfer between NGO-Employees and Beneficiaries: An Empirical Study on NGO-sector in Bangladesh (253)
Hasnain, Sheikh Shamim

Dialogical Mechanisms of Organizational Knowledge Creation in the Context of the Technological Innovations’ Front End (431)
Akbar, Hammad

THURS 13.00–14.30 | MB229, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair: Alexander Kofinas

Character Driven Knowledge Exchange: Overcoming The Problem of Moral Hazard In Knowledge Exchange (708)
Johnston, James Bruce; Tait, Alan; Reuther, Kevin

Triggering the Double Loop in Public Sector Leaders (627)
Dagnan, Chris; Bailey, Kate; Velaayudan, Arumugam

Communities In Conflict? Communities Of Practice Within The Business-School (891)
Black, Kate; Warhurst, Russell

THURS 13.00–14.30 | ROOM 140, ASTON BUSINESS SCHOOL
DEVELOPMENTAL PAPERS

Session Chair: Effie Konstantinou

Assessing The Value Of Capstone Unit In Developing Critical Thinking Skills In MSc Students (947)
Bukoye, Oyegoke Teslim; Oyelere, Michael

The Effectiveness of Transnational Education: A Case Study from Oman (880)
Al Kittani, Said Saleem; Zohny, Zainab

From Research Practice to Teaching Practice: The Application of Peer Review in Higher Education (1171)
Paladino, Angela

THURS 15.00–16.30 | MB229, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair: Effie Konstantinou

Managing Employees’ Knowledge in International Hotel Companies: A Case Study of Innov@ccor (886)
Hawela, Mohamed Fetouh; Morris, Barny Edward

Knowledge Sharing Through Enterprise Social Network: The Key Role of Virtues of Servant Leader and Eudaimonic Well-Being (1056)
Martin, Annabel; Micheaux, Andrea; Stan, Valentina

Leadership Development in MBA Programmes: Promoting Students’ Learning through Assessment Processes that Focus on Critical Reflection (130)
Fernando, Senaka
Leadership and Leadership Development

TRACK CHAIRS: PAUL JOSEPH-RICHARD AND CATHERINE BUTCHER

WED 09.00–10.30 | MB708B, MAIN BUILDING

FULL PAPERS

Empowering Leadership

Session Chair:
Paul Joseph-Richard

The role of Emotional Intelligence on Organizational Commitment: The moderating role of transformational leadership (938)
Bhalerao, Hemangi Rajeev; Kumar, Satishchandra

To Take Or Not To Take The Risk? Influence of Empowering Leadership On Change-orientated Organizational Citizenship Behavior (609)
Chan, Alison

Empowering Leadership, Employee Entrepreneurial Orientation and Innovative Performance: A Dyadic Study in China (779)
AU, Clement K; WEI, Liqun

WED 08.30–10.30 | NW104B, NORTH WING

DEVELOPMENTAL PAPERS

Team Leadership & Colleagueship

Session Chair:
Christian Harrison

The Impact of Leadership on Team Creativity: A Team Dynamics Perspective (557)
Han, Yang; Yoruk, Esin; Garcia Perez, Alexis

What Is Colleagueship, Actually? – A Look at 25 Years of Research (977)
Laiho, Maarit; Ryoma, Arto; Teerikangas, Satu

Developing A Systems View of Leadership (496)
Pilbeam, Colin

Leadership in the Eyes of Beholders: Who are City Leaders? (817)
Pagani, Michela; Budd, Leslie; Sancino, Alessandro

WED 13.30–15.00 | ABS 2.09 LECTURE 5, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Health Care Leadership

Session Chair:
Paul Joseph-Richard

“They have the power because they’ve got the knife”: Examining Leadership in an Interprofessional Healthcare Arena (686)
Herepath, Andrea; Iszatt-White, Marian

Exploring Collaborative Maternity Work Through The Lens of Leadership As Practice (1041)
Willocks, Katie

What, if Anything, has Replaced the ‘Firm’ Model of Leadership in Surgical Teams? A Leadership-As-Practice Study (369)
Rosell, Tracey A; Kitchener, Martin

WED 15.30–17.00 | MB206, MAIN BUILDING

FULL PAPERS

Supportive Leadership

Session Chair:
Christian Harrison

A Critical Discourse Analysis of the Role of Leadership in Employee Turnover (454)
Yaghi, Majed; Weerakkody, Vishanth; Irani, Zahir

Impact of Leader Competence and LMX on Subordinate Outcomes at the Workplace (511)
Gupta, Megha; T.Bhal, Kanika

The Role of Supportive Leadership in Building and Sustaining High Performing Organisations (179)
Alatawi, Massad Awdah
**WED 15.30–17.00 | MB552, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

**System Leadership**

*Session Chair:* Julie Wilson

A Conceptual Framework for Business Schools in Developing Responsible Leadership Competences in Addressing the Sustainable Development Goals (603)
Dharmasasmita, Aldilla; Molthan-Hill, Petra; Smith, Roy

More Than 'Bouncing Back': The Importance Of Resilience in Leadership Success and Derailment (482)
Ross, Suzanne

Does Greater Emotional Intelligence of the Leader always Mean Better Leader Performance? Evidence for a Curvilinear Relationship (980)
Mukhuty, Sumona; Bozionelos, Nikos

**THURS 09.00–11.00 | MB549, MAIN BUILDING**

**FULL PAPERS**

**The Servant Leadership**

*Session Chair:* Julie Wilson

Servant Leadership and Project Success: Parallel Mediation by Work Engagement and Project Work Withdrawal (839)
Nauman, Shazia; Musawir, Ata ul; Malik, Sania Zahra

Unraveling Servant Leadership and Antecedents Through Development of Language Based Dictionary (831)
Gupta, Sonakshi; Nambudiri, Ranjeet

Leader-, Follower- and Organisational Behavioural Integrity and OCB: The Role of Identification Processes (991)
Ete, Ziya; Epitropaki, Olga; Zhou, Qin; Graham, Les; Zheng, Yuyan

Integration At The Top: A Closer Look At Top Management Team Internal Processes (722)
Cespedes, German; Sanchez, Julian; Franco-Santos, Monica; Reinmoller, Patrick

**THURS 09.00–10.30 | ABS 2.09 LECTURE 5, ASTON BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

**Leadership Development**

*Session Chair:* Marian Iszatt-White

Dream, Diagnose, Dialogue & Deliver: Lessons Learned from a ‘4D’ Leadership Development Intervention in a High-performing Pharmaceutical Company (890)
Joseph-Richard, Paul; Ringrose, Nara; Glover, Geoff

Leader Development: Determining The Path To Sustainable Success Stories (471)
Srinivasan, Kaipana; MG, Jomon

Sustainable Leadership Development in SMEs: A Case Study of South Asian Ethnic Minority Owned (SAEM) SMEs in The UK (936)
Rahaman, Jaser, Akwei, Cynthia

**THURS 13.00–14.30 | MB554, MAIN BUILDING**

**FULL PAPERS**

**The changing nature of Leadership**

*Session Chair:* Patricia Hind

The changing nature of Leadership: The impact of the social media revolution on effective leadership (147)
Hind, Patricia Anne; Holton, Viki; Turner, Anthony

Epitome of Success or Embodiment of Failure? The Particular Paradoxes of Psychopathic Leadership (344)
Boddy, Clive Roland

Limited Tenure: Implications for Enacting Distributed Leadership (958)
Keenan, Marina; Wilson-Evered, Elisabeth; McGrath, Michael G
Management and Business History

Track Sessions

THURS 13.30–14.30 | ABS 2.09 LECTURE 5, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Contextual Leadership

Session Chair:
Marian Iszatt-White

Forgotten But Not Gone: Bringing Physical and Non-physical Contexts Back in Followership Research (254)
Wang, Diansha; Leitch, Claire; Stead, Valerie

The Role of Discursive Leadership in Follower Normalization of Deviant Behaviour in Two Australian Bank Scandals (731)
Gill, Carol

THURS 15.00–16.00 | ABS 2.09 LECTURE 5, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Contemporary Leadership

Session Chair:
Kingsley Omeihe

Where You Tweet, I Will Follow: Digitally-Mediated Proximal Leadership (108)
Iszatt-White, Marian

Leadership Skills in the Higher Education Sector: A Study of Scotland (437)
Harrison, Christian; Collins, Stephen; Gilardi, Marco; Reilly, Christine; Valentin, Stephanie; Balaraman, Pravin; Papadopoulou, Constantina

TUES 15.30–17.00 | MB549, MAIN BUILDING

WORKSHOP

Session Chair:
Roy Edwards and Kevin Tennent

Archives and ‘history as a method’ in Business School Teaching (789)
Edwards, Roy; Tennent, Kevin

This proposal seeks to explore the use of history as a method to understand business decision making in a historical context. The workshop will draw upon the experience of the conveners in delivering undergraduate education in both dissertation supervision and teaching modules on management and business history. In addition how the evidence and approach might be embedded in other more mainstream disciplines will be explored.

The value to the wider BAM community will be in thinking about how history as an approach might be used alongside archival evidence to develop an innovative approach to business education.

WED 09.00–10.30 | SUSAN CADBURY LECTURE THEATRE, ASTON BUSINESS SCHOOL

SYMPOSIUM

Session Chair:
Kevin Tennent

Frederick W Taylor: Progressive? Or Not? A Debate (187)
Wilson, James M; Quail, John

Frederick W. Taylor remains a controversial figure in management. Although the conventional view is that Taylor and his system of Scientific Management was designed and used to exploit workers, revisionists argue against that received wisdom.

The symposium explores those issues: first considering the prevailing perspective and understanding of Taylor and his system: what is it and how is it used. That would be followed by alternative considerations of it as a progressive development, more “liberal” in design and intent than recognized by its contemporary critics or later discussions now seen most often.
The format will be presented as a debate: with the first third of the session devoted to initially eliciting the current, popular perception of Taylor, then the second third providing a contrasting view; followed in the last part of the session with an open debate wherein the presenters and audience can interact critiquing the alternative views put forward.

**WED 13.30–15.00 | MB708A, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Shane Hamilton

**Authentic Organisational Change: The Role Of Rhetorical History In The Creation Of Barclays Bank’s Company Values** *(917)*
Jones, Ian Geoffrey

**The Narrative of the 1930s City of London and the Manufacturing North of England** *(896)*
Weir, David Thomas

**The City of London: Genealogy of a Contemporary Mercantilist Heterotopia** *(1179)*
Cornelius, Nelanire; Pezet, Eric

**WED 15.30–17.00 | MB404A, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Roy Edwards

**Governing as Minding the Institutional Gap** *(495)*
Jimenez, Gonzalo; Pyper, Neil

**Enron and the California Energy Crisis: The Emergence of a Corrupt Collective** *(419)*
Nix, Adam; Decker, Stephanie; Wolf, Carola

**Building and Sustaining London Transport’s Corporate Strategy in a Time of Uncertainty 1963–87** *(135)*
Fowler, James

**THURS 09.00–10.00 | MB559, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
James Fowler

**Segmenting public and private: British Municipal Trading c. 1889-1975** *(827)*
Tennent, Kevin D; Gilett, Alex G; Fowler, James; Turner, David A

**A Cluster’s Response To Dealing With Crisis And Uncertainty: Lessons From History** *(232)*
Lane, Joe

**THURS 13.00–14.30 | MB504, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Roy Edwards

**Flexibility Is Just Another Word For Nothing Left to Lose** *(137)*
Hamilton, Shane

**Mary P. Follett and Chester I. Barnard’s Management Guide to Inclusivity** *(602)*
Mawer, Susan

**Late Nineteenth Century Strikes and the Orgins of the Law-and-Order Leagues in the United States** *(340)*
Pearson, Chad Eric

**THURS 15.00–16.30 | ROOM 140, ASTON BUSINESS SCHOOL**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Stephanie Decker

**The Cartagena Railroad: A failed Hegemonic Experiences and a Laboratory of Social Movements in the Caribbean** *(338)*
Correa, Juan-Santiago

**The Historical-Structural Foundations of Peru’s Dependent Development in the Twenty-First Century** *(302)*
Silverwood, James; Pyper, Neil

**British Contribution to Development of Management Education in Developing Countries: the Role of Management Group in TETOC in 1960s** *(979)*
Masrani, Swapnesh; McKiernan, Peter
Management Consultancy

TRACK CHAIR: CALVERT MARKHAM

THURS 15.00–16.30 | SW309, SOUTH WING

FULL PAPERS

Session Chair:
Karol Szlichcinski

Exploring The Dual Role Of The Management Consultant (395)
Hartley, Jeanette; Holti, Richard; Carli, Giacomo

Theorizing The Control Mechanisms In Transformative Projects: A Study Of Benefits Realization Management Control Mechanisms (1090)
Badewi, Amgad

DEVLOPMENTAL PAPERS

Understanding the Barriers and Enablers of Knowledge Creation in Academic Consulting Engagements (1024)
Balthu, Krishna Chaitanya; Owen, Chris

Marketing and Retail

TRACK CHAIRS: KEITH GLANFIELD, HEINER EVANSCHITZKY AND ANTHONY KENT

WED 09.00–10.00 | MB206, MAIN BUILDING

FULL PAPERS

Session Chair:
Sarah-Louise Mitchell

Customer Journeys: A Systematic Analysis (318)
Tueanrat, Yanika; Alamanos, Eleftherios; Papagiannidis, Savvas

The Role of Credit Card Use and Consumer’s Spending Behavior: A Key Indicator of Financial Debt (548)
Rana, Muhammad Iqbal; Latif, Tehmina; Malik, Sania Zahra

WED 09.00–10.00 | MB553, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Anthony Kent

Towards Sustainable Fashion Retail Stores (776)
Lueakha, Jurepoon; Kent, Anthony; Braithwaite, Naomi

Personalisation: A Consumer Culture Perspective In Online Fashion Consumption (1000)
Skinner, Michael Paul; Kuksa, Iryna; Fisher, Tom; Kent, Anthony

WED 13.30–15.00 | SUSAN CADBURY LECTURE THEATRE, ASTON BUSINESS SCHOOL

FULL PAPERS

Session Chair:
Michael Benson

Role of Actor’s Internal Disposition In Value Co-Creation: A Case in Retail Industry (551)
Potdar, Balkrushna; Waseem, Donia; Garry, Tony

Towards a Measure of Brand Age (421)
Bartikowski, Boris; Evanschitzky, Heiner; Beatty, Sharon; Gillson, Stephanie; Herhausen, Dennis

Brand Loyalty Management; the Role of Brand Trust and Brand Experience? (743)
Mabkhot, Hashed Ahmad; Gelaidan, Hamid Mahmood
**WED 13.30–15.00 | MB227, MAIN BUILDING**

**SESSIONS: DEVELOPMENTAL PAPERS**

**Session Chair:** Amela Dizdarevic

1. **The Rise of Online Shopping: Could Servicescape Revive the High Street?** (287)
   - Poole, Adam; Wiseman, Georgina

2. **Exploring Negative Customer Brand Engagement In Social Media: A Framework Of Antecedent And Consequence** (552)
   - Wijeyaratne, Ovinda; Resnick, Sheilagh; Poorrezaei, Mojtaba

3. **Digital Resources as Competitive Advantage in Traditional Retail: Capabailities, Applications and Performance** (416)
   - Dizdarevic, Amela; Evanschitzky, Heiner; Backhaus, Christof; Marchand, Andre

**THURS 09.00–10.30 | MB708B, MAIN BUILDING**

**SESSIONS: FULL PAPERS**

**Session Chair:** Annmarie Hanlon

1. **Sightseeing the Effects of Digital Payments on Generation Y's Buying Behaviour: Digital Marketing Perspective** (116)
   - Chaudhry, Rahul; Dall’Olmo Riley, Francesca; Hand, Chris

2. **Utilizing Neuroscience Perspectives to Track Muslim Consumers' Behaviour Toward Halal Products** (126)
   - K Abu, Farha Allam; Al-kwif, Sam; Fetais, Abdulla Hamad

3. **A Social Media Affordances Maturity Scale For Organisations** (904)
   - Hanlon, Annmarie; Jones, Karen; Lawson, Alison

**THURS 13.00–15.00 | MB549, MAIN BUILDING**

**SESSIONS: FULL PAPERS**

**Session Chair:** David Dose

1. **Informing Retail Investors about Financial Products: The Impact of Horizon and Framing Effects** (847)
   - Hillenbrand, Carola; Saraeva, Anastasiya; Money, Kevin; Brooks, Chris

2. **Deceptive Status Signaling through Fake Luxury Brands: Is it Effective?**
   - Baltas, George; Kontopoulou, Vassia; Kokkinaki, Flora

3. **Value Creation or Destruction: The Role of Private label in UK Grocery Category Management Decisions** (800)
   - Benson, Michael Christopher; Beresford, Paul; Hirst, Craig

**THURS 09.00–10.00 | MB552, MAIN BUILDING**

**SESSIONS: DEVELOPMENTAL PAPERS**

**Session Chair:** Michael Benson

1. **Value Co-creation and Co-destruction: The influence of Human Basic Values and Personality Traits on Consumer Choices** (921)
   - Ogunbodede, Olabode; Papagiannidis, Savvas; Alamanos, Elefterios

2. **Marketing Information Resource and the Development of Small Firm Marketing Capabilities** (1191)
   - Carson, Grace Ellen; O'Connor, Christina; Simmons, Geoff
**THURS 13.00–14.30 | MB753, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Aybars Tuncdogan

The Critical Success Factors of Luxury Fashion Retailers Internationally Expanding into and within the Chinese Market (170)
Bai, Huifeng; McColl, Julie; McBride, Louise

Reconsidering the Narcissism-Luxury Link: An Exploration into the Trai-Like Psychological Variables Stemming from the Dark-Triad Personality Trait of Narcissism (183)
Tuncdogan, Aybars; Yu, Zhoujin

Reaching Higher: Sacrifices and Brand Loyalty (559)
Alafaleg, Nora; Cluley, Robert; Pagiaslis, Anastasios

**THURS 15.00–16.30 | MB753, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Adam Poole

Examining Internationalisation Strategies of Emerging Marker Multinationals in Luxury Fashion – The Case Study of Shandong Ruyi Technology Group (143)
Bai, Huifeng; He, Weijing; McColl, Julie

The Role of Culture in Shaping UGC towards New Product Design through Crowdsourcing ideas (164)
Nisar, Tahir; Alghamdi, Dina Saleh; Al-Ghamdi, Shafia; Al-Jaber, Raid

The Role of Chinese Guanxi And Arabic Wasta In Attracting And Maintaining Customers’ Relationships: A Comparative Study (1026)
Shaalan, Ahmed; Tourky, Marwa

**THURS 15.00–17.00 | MB549, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Keith Glanfield

The Mutuality of Mutuals: The Role Of The Corporate Brand And It’s Brand Community In A “Moralised” Organisation (794)
Glanfield, Keith; Dose, David; Reedy, Patrick

Brand Equity and Customer Turnover Intentions: Does Customer Citizenship Behavior Matter (162)
Raza, Mohsin; Tariq, Beenish; Najam, Hammad

Understanding the Corporate Branding in SME context: An Exploratory Study (952)
Sap, Serap; Uygur, Selcuk

Pain it, Black – Exploring the Development of Negative Emotions towards the Brand (309)
Stroehlein, Sabrina; Esch, Franz-Rudolf

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BAM2019
Operations, Logistics and Supply Chain Management

TRACK CHAIR: CLAIRE LINDSAY

WED 08.30–10.30 | MB245, MAIN BUILDING

FULL PAPERS

Session Chair:
Anna-Marie Clauss

Cybernetics in Project Management: A Conceptual Framework to Analyze and Enhance the Performance of Alliances via the Application of Viable System Model (304)
El Tannir, Mohamad

Challenges and Opportunities of Interoperable and Future-Oriented Technologies for Production Logistics and Supply Chain Management (1045)
Forkel, Eric; Clauss, Anna-Maria; Schumann, Christian-Andreas

An Integrated Programming Model For Straddle Carrier Scheduling And Container Storage Problems In Dual-Cycle Operations At Container Terminals (498)
Luo, Jiabin; Wu, Yue

Back To The Future: Who Drives The DeLorean In Your Supply Chain? (537)
Mahadevan, Kumaraguru

WED 13.30–15.00 | MB220, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Claire Hannibal

Getting on The Right Track: MNCs on The Path to End forced Labour in Supply Chains (167)
Shirgholami, Zahra; Cole, Rosanna; Aitken, James

Procurement Processes Supporting Sustainability Practice: Legalities and Reverse Exchanges in Healthcare (282)
Lindsay, Claire Frances

Designing Sustainability in Supply Chain Resilience (987)
Sharma, Varun; Mangaraj, Bijaya K

THURS 09.00–10.30 | MB220, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Christine Unterhitzenberger

The Characteristics of Knowledge Brokering Positions in Project-based Organizations (349)
Hadi, Ali; Li, Shenxue; Unterhitzenberger, Christine

Lean Project Management as a Facilitator of Organisational Learning (718)
Dowson, Jane Katharine; Bryde, David James; Al-Hilou, Moataz; Marcano, Alexander; Douglas, Jacqueline

Fair Project Governance: The Role of the Client's Corporate Governance (846)
Unterhitzenberger, Christine; Moeller, Dietmar
THURS 13.00–14.30 | MB220, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair:
Olga Matthias

Towards A Framework For Categorisation Of Project Stakeholders (184)
Tipi, Lucian; Matthias, Olga

Charting a course, embarking on a journey: Developing Leadership Competences in Complex Project Management (1027)
Ackermann, Fran; Maytorena, Eunice; Gavin, Carl

A Firm-Level Analysis Of The Interaction Between Productivity Antecedents (882)
Masi, Donato; Mullen, Helen; Clegg, Ben; MacBryde, Jillian; Smart, Palie; Ball, Peter; Despoudi, Stella

Organisational Psychology
TRACK CHAIRS: GAMZE ARMAN AND OLUWATOMI ADEDEJI

WED 08.30–10.30 | MB518, MAIN BUILDING
FULL PAPERS

Performance and Engagement

Session Chair:
Oluwole Shokunbi

The Role of Employee Passion for Work as an Antecedent of Employee Engagement (1050)
Shokunbi, Oluwole Adeshina; de-Ruyter, Alex; Clarke, Vanessa

Interactive Effects of National Culture & Different Types of Fits (PO, PS and PG Fit) on Creation of Facades of Conformity and its subsequent impact on Employee's Performance (157)
Saeed, Muhammad Mohtsham; Patel, Parth; Mohyuddin, Syed

Antecedents And Outcomes Of Person-Job Fit In Temporary Organizations (549)
Goetz, Nicolas; Wald, Andreas

WED 09.00–10.00 | MB231, MAIN BUILDING
DEVELOPMENTAL PAPERS

Well-Being

Session Chair:
Oluwatomi Adedeji

Exploring the Potential of Knowledge Management to Improve Working Conditions and Employee Well-being and Performance by Promoting Positive Psychosocial Factors in the Workplace (255)
Fadipe, Toluope Gregory; Jain, Aditya; Leka, Stavroula

Hypothesizing the Factors of Well-being and Satisfaction with Life among Women Employees in Pakistan (430)
Masood, Fazeelat; Ur Rehman, Naveed
Well-Being and Mindfulness

Session Chair: Oluwatomi Adedeji

Murtaza, Ghulam; Neveu, Jean Pierre; Khan, Rahman

Navigating Technostressors Mindfully: A Conceptual Understanding Using Psychological Needs Satisfaction (647)
Ramesh, Rofia; V, Vijayalakshmi; Sharma, Piyush; Ananthram, Subra

The Role of Relational Meaning in Work-Related Wellbeing: A Longitudinal Qualitative Study of Employees’ Framing of Demands and Resources (339)
Maher, Karen Nicola; Randall, Raymond; Bateman, Nicola; Travers, Cheryl

Performance

Session Chair: Juanita Illingworth

Promises, Promises. Linking Meta-communication, Performance Appraisal and Psychological contract (677)
Illingworth, Juanita

The Relationship of Cultural Intelligence with Task and Contextual Performance: A Study in a Hyper-diverse Work Environment (624)
Bozionelos, Nikos; Singh, Sanjay Kumar

Bricolage as Positive Deviant Behaviour: Overcoming Discontinuous Disruptions to Maintain Organisational Performance (675)
Cantliff, David; Narayanan, Kanimohzi

Emotions, Perceptions and Attitudes

Session Chair: Preeti Rawat

Developing an Integrated Model of Subtle Prejudice and Discrimination at the Workplace (730)
Nambudiri, Ranjeet; Yadav, Manoj Kumar; Gupta, Sonakshi

Truth-telling And Emotion Management Towards Work Efficiency: A Field Study In Indian Palliative Care (729)
Mukherjee, Shibasis

The Positive Side of Emotional Labor: A Qualitative Study (815)
Lyndon, Shiji; Rawat, Preeti; Pawar, Darshana

I Cannot Afford to Quit: The Moderation Role of Continuous Commitment in Reactions to Organizational Injustice (1044)
Alfayez, Nourah

Cognitive Processes

Session Chair: Ambreen Malik

“We Have No Choice To Speak Out”: Change Recipients’ Cognitive Approach Towards Major Organizational Changes (368)
Malik, Ambreen; Akhtar, Muhammad Naseer; Sadaf, Lubada; Talat, Usman

Head or Heart...How Do We Choose? An Integrative Model of Analytic/Intuitive Processing Dynamics In Real-World Task Prioritisation Decisions (542)
Hawkins, Nicolas

Behavioural Insights and Naturalistic Decision Making in Trading Surveillance (836)
Gore, Julie; Jephson, Wendy; Leslie, Anna; Wise, Nick
THURS 09.00–10.30 | ADMISSIONS LECTURE THEATRE, ASTON BUSINESS SCHOOL

FULL PAPERS

Measurement and Conceptual Issues

Session Chair: Deborah Taylor

The Development and Validity of the Psychopathy Measure-Management Research Versions 1 & 2 (345)
Boddy, Clive Roland

Development and Validation of Witness Behaviour Towards Workplace Deviance Behaviour Scale in India and the USA (660)
Narayanan, Kanimozhi; Booth, Tom

Making Sense of Psychological Ownership: Construct confusion and unanswered questions (974)
Taylor, Deborah Anne

THURS 09.00–10.30 | MB574, MAIN BUILDING

DEVELOPMENTAL PAPERS

Diversity

Session Chair: Gamze Arman

Learning with Differences: Exploring the role of Affective diversity on Team Learning (895)
Sharma, Arti

Changing Diversity Mindset: A Comparison of Four Interventions (210)
Vongswasdi, Pisutta

Empowering Female University Students: The Role of Women in Business Clubs (803)
Arman, Gamze; Basbay, Pinar; Uysal-Irak, Doruk; Okay-Somerville, Belgin; Budak, Ezgi Nur

THURS 13.00–14.30 | MB550, MAIN BUILDING

FULL PAPERS

Innovation

Session Chair: Yu-Yu Chang

Work, Curiosity, Conformity, and Employees’ Innovation Performance: A Regulatory Focus Perspective (225)
Chang, Yu-Yu; Shih, Hui-Yu

Social Identification, Minority Dissent and Team Innovation (262)
Mitchell, Rebecca; Boyle, Brendan

Newcomer Innovative Role Orientation: A Moderated Mediation Model From A Resource-Based Perspective (371)
Chen, Jenny; Cooper-Thomas, Helena D
**Incivility and Deviance**

*Session Chair:* Oluwatomi Adedeji

- The Relationship between Negative Workplace Gossip and Counterproductive Work Behavior (260)
  Murtaza, Ghulam; Khan, Rahman; Neveu, Jean Pierre; Talpur, Qurat-ul ain
- Reciprocal Relationship between Workplace Incivility and Deviant Silence: The Moderating Role of Moral Attentiveness (925)
  Khan, Rahman; Murtaza, Ghulam; Neveu, Jean Pierre
- Pattern and Prevalence of Bullying in New Zealand Organisations (641)
  Cullinane, Joanna; Croucher, Stephen; Tootell, Beth; Ashwell, Doug

**Open Session**

*Session Chair:* Gamze Arman

- Leader Authenticity as a Mediator between Leader Emotional Labor and Wellbeing (241)
  Zhang, Hui
- The (Dis)agreement About Ethical Leadership: Followers' Moral Identification And Its Relationship on Voice Behaviour (507)
  Chang, Sin Mun; Crawshaw, Jonathan; Budhwar, Pawan; Guillaume, Yves
- Different Strokes for Different Folks: The Individual in an Affective Diverse Team (872)
  Sharma, Arti

**Stress and Well-Being**

*Session Chair:* Karen Maher

- A Literature Review of Work-life Balance in the Public Sector (948)
  Oktosatrio, Suhendro; Liu, Jonathan
- Occupational Stress and Organisational Climate: The Role of Climate Revisited (924)
  D'Amato, Alessia

**Incivility and Deviance**

*Session Chair:* Mukul Tiwari

- Workplace Deviance in Public and Private Organizations (802)
  Malik, Akanksha; Sinha, Shuchi; Goel, Sanjay
- Workplace Bullying and Role of Trust and Distrust – Towards A Theoretical Framework (385)
  Tiwari, Mukul; Nyfoudi, Margarita; Saunders, Mark N. K.
- Coping With The Effects Of Bullying At Work (365)
  Kumako, Stephen Kodjo
Organisational Studies

TRACK CHAIRS: ROBERT PRICE, DAVID WEIR AND COLM FEARON

WED 09.00–10.30 | MB504, MAIN BUILDING

FULL PAPERS

Session Chair:
David Weir

The Practice of Process (785)
Brocklesby, John

Bringing Body Back: Job Crafting, Human Agency and Identity Play (762)
Yu, Ai; Jyawali, Harishchandra

Negative Capability – Disambiguating The Concept (298)
Saggurthi, Suneetha; Thakur, Munish Kumar

WED 13.30–14.30 | MB204, MAIN BUILDING

FULL PAPERS

Session Chair:
Robert Price

Entrepreneurship and Leadership: Do The Dots Connect? (308)
Thakur, Munish Kumar; Marathe, Gaurav; Saggurthi, Suneetha

Strong and Balanced Organizational Culture and Organisational Performance: Focusing on Mediating Effects (359)
Guo, Jian Hui; Chang, Yong-Sun

WED 15.30–17.30 | G8, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Colm Fearon

5000-1: Lessons On Luck and Leadership From Football’s Greatest Ever Upset (816)
Coleman, Andy

Organization Design across Fitness Landscape: Conceptualising formal organisations using I-space (745)
Mukherjee, Kajari

What Tools Can Management Use For Preventive Care Against Burnout And Depression In The Workplace? A Thematic Analysis (825)
Brown, Nigel; Lee, Hannah

Organisationality in Collaborative Workspaces (1085)
Arndt, Felix

THURS 09.00–10.00 | MB708A, MAIN BUILDING

FULL PAPERS

Session Chair:
Colm Fearon

Antecedents and Consequences of Participation in Decision Making in Public Sector (610)
Al-Hashimi, Khaled Mohamed I A; Weerakkody, Vishanth; Sivarajah, Sankar

Sensemaking and Institutional Theory: Bringing Sense Making and Institutions into Organisational CSR Practices Through Mechanisms (949)
Gulshan, Hira; Psychogios, Alexandros
THURS 13.00–14.30 | MB708A, MAIN BUILDING
FULL PAPERS

Session Chair:
David Weir

Craft Knowledge in Spatial Decision-making in Football (644)
Weir, David Thomas

From Job Satisfaction to Profession Satisfaction (670)
Ali Abadi, Hossein; van Tonder, Christian L; Ayentimi, Desmond Tutu

Alcohol at Work: A Poststructuralist Perspective (1034)
Osei-Nimo, Samuel

THURS 15.00–16.00 | MB708A, MAIN BUILDING
FULL PAPERS

Session Chair:
Robert Price

Leadership and Organisational Performance as Mediated by Innovation in SMEs (219)
Muenjohn, Nuttawuth

Navigating Formal and Informal Trajectories in Complex Creative Projects (784)
Mainemelis, Charalampos; Sakellariou, Evy

WED 08.30–10.30 | MB204, MAIN BUILDING
FULL PAPERS

Session Chair:
Alessia D’Amato

Why Does Insufficient Change Occur? A Systematic Review of the Relationship Between Emotions, Change and Routines (818)
Krisberga-Sanoi, Sandra; Reinmoeller, Patrick

Changing And Developing The Organization's Exploration-Exploitation Configuration In A Distributed Organization In The Tertiary Higher Education Sector (1065)
Krause, Elina; Roth, Angela; Schaller, Christian

Spanning One Boundary which Activating and/or Maintaining the Other(s): A Multi-level Study of Design and Implementation of an Inter-professional Collaborative Change Initiative (928)
Bhatt, Mamta; Bartunek, Jean

Dynamic Capability Theory in a Saudi Arabian Context (830)
Cox, Andrew Lindsay; Xu, Mark; Kravariti, Foteini

WED 09.00–10.30 | MB220, MAIN BUILDING
DEVELOPMENTAL PAPERS

Session Chair:
Joanne Murphy

The Evolution of Managerial Skills Towards The Rise Of Artificial Intelligence (939)
Giraud, Laurent; McGonigal, Adam; Fiah, Elly

Global Management Norms: Understanding the Role of Social Skills in Creating Global Management Norms (852)
Tregaskis, Olga; Almond, Phil; Daniels, Kevin; Edwards, Tony; Kern, Philipp; Kim, Kyoungmi

Change Management Applications for SMEs Building Dynamic Capabilities using SME Lifecycle Stages (786)
Al Bazie, Nouf; Braganza, Ashley
WED 13.30–15.00 | MB108, MAIN BUILDING

FULL PAPERS

Session Chair:
Marc Sweeney

Mindfully Performed Organisational Routines as a Source of Continuous Change (734)
Nambudiri, Ranjeet; Shaik, Rihana; Yadav, Manoj Kumar; Gupta, Sonakshi

The Effectiveness of Applying the Contingency Approach to SMEs’ Challenges-to-Change and Perform-Context: Emerging Trends for Change Management Research (436)
Mendy, John

Towards a Capability Maturity Framework: Adopting the universal elements of digital capability maturity as an Organisational strategy (1114)
Bello, Zarah; Baddoo, Nathan; Lilley, Mariana; Wernick, Paul

WED 15.30–17.30 | MB708C, MAIN BUILDING

FULL PAPERS

Session Chair:
Ashley Braganza

Exploratory Pilot Trial Of A Participative Organizational Change Intervention For Reducing Work-related Stress And Improving The Psychosocial Work Environment (996)
Naghieh, Ali; Thompson, Marc

Using Practice-of-enquiry as a Strategy in Changing the Workplace Environment (1107)
Hiddlestone-Mumford, Jacqueline

Managing New Workspace Concepts – A Strategic Change Project Inside A German Insurance Company (499)
Roth, Natalie; Roth, Angela

Corporate Governance Reform in an Emerging Economy: Organisational Change or Window Dressing of Compliance (826)
Islam, Md Tariqul; Rahman, Mahfuzur; Saha, Shrabani

THURS 09.00–10.30 | MB206, MAIN BUILDING

FULL PAPERS

Session Chair:
Bryan Rodgers

Internal Change Agents: Boundaries Spanned And The Implications For Change Agency (434)
Randall, Julian Adrian; Burnes, Bernard; Dawson, Patrick Mark

Disruptive Digitisation - The Changing Role of CFOs and the Finance Function (521)
Druxes, Robert; Torres, Ann Marie

A Thematic Analysis of Executive Leadership and Perspectives on Continuous Improvement in the Emergency Services (274)
Rodgers, Bryan; Jiju, Antony

THURS 09.00–10.30 | ROOM 139, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair:
John Mendy

Doing Business in a Divided Society: How Business Strategically Adapts to Ethno-Political Conflict (408)
Murphy, Joanne; Denyer, David

Transformation of Indian Academia: Experiences of Academics in Indian Higher Education (887)
Kanthamani, Aarathi; Sinha, Shuchi

The Relationship Between Not-For-Profit Business Models And Strategic Organisational Change (540)
Sanderse, Judith; De Langen, Frank H T; Perez Salgado, Francisca

THURS 13.00–14.30 | MB708B, MAIN BUILDING

FULL PAPERS

Session Chair:
Jacqueline Hiddlestone-Mumford

‘Ahead Of The Curve’: Organizational Change and Balanced Scorecard Predicts Organizational Effectiveness (834)
Farooq, Zareen Husain; Farooq, Ayesha

Emotional Abuse and Neglect in the Workplace: A Method for Arrested OD (142)
Kampen, Joost; Henken, Andre

Think Inverted Maslow Pyramid for Building a Great Organization (611)
Shiyaz, Shameem; Fernando, Nixon
**Performance Management**

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

**TUES 15.30–17.00 | NW109, NORTH WING**

**WORKSHOP**

**Session Chair:**
Jonathan Liu

**Sustainability Development Goals (SDGs) Workshop:**
How can performance management help organisations measure their progress towards achieving SDGs? (812)
Huaccho Huatuco, Luisa Delfa; Hourneaux Junior, Flavio

This workshop will focus on discussing the UN Sustainability Development Goals (SDGs), in particular: SDG #12 “Responsible consumption and production”, and SDG#9 “Build Resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation”. The research question guiding the workshop is: “How can performance management help organisations measure their progress towards achieving SDGs?” The objectives of this workshop are:

- To explore recent advances and developments from the performance management perspective in SDGs research, practice and policy, such as: concepts, frameworks and methodologies related to the measurement and implementation of the SDGs.
- To identify performance management research gaps and opportunities for joint research and practice.
- To actively seek for pathways for organisations to measure their performance in relation to the economic, social and environmental dimensions of the SDGs. For example, different countries, such as UK and Brazil, seek energy resources efficiency and increase in the proportion of renewable sources, responsible use of natural resources, eco-efficiency, sustainable supply chains, etc.

Inter-disciplinary discussions are expected to take place. The preliminary results from a UK-Brazil researcher links workshop on the topic funded by the British Council/Newton Fund carried out in Sao Paulo in August 2019 will be used as introduction and motivation. Further discussion on global industrial challenges in relation to SDGs will be posed to participants. A future research agenda will be drawn based on these discussions.
DEVELOPMENTAL PAPERS

Session Chair:
Vinh Chau

Integrating Institutional Theory In Performance Management Studies (1014)
Egbegi, Jean; Loewenberger, Pauline; Clark, John

The National Lottery – A model for Performance Management and Productivity (950)
Thiam, Mouhamed El Bachire; Liu, Jonathan; Spyriadis, Thanasis; Li, Chungwen; Sirkecy, Ibrahim; Hook, Brian

Elections, Political Variables And Economic Performance (1004)
Anaso, Ijeoma Ogochukwu

FULL PAPERS

Session Chair:
Jane Maley

Earnings Management and Tone Management: Evidence from FTSE 350 companies (224)
Kayed, Salah Kayed Ahmad; Yang, Jessica Hong; Zhou, Dan

Searching For Pattern in FTSE250 Companies’ Financials (856)
Yin, Ya-Ping; Katechos, George

Does the Impact of CEO Duality on Corporate Entrepreneurship in Privatised Vietnamese Firms represent a Strategic Agility Orientation? No, but potentially Yes! (315)
Bui, Hong T.M; Nguyen, Huong T.M; Chau, Vinh Sum

FULL PAPERS

Session Chair:
Luisa Huatuco

Incorporation of Environmental, Societal and Governance (ESG) Factors by Investment Professionals for Measuring Performance of Investee Companies (1070)
Khan, Md Ashiqul Amin; Liu, Jonathan; Oino, Isaiah

What has Performance Management Scholarship Told Us? (300)
Maley, Jane; Dabic, Marina; Moeller, Miriam; Novic, Iva
DEVELOPMENTAL PAPERS

Session Chair:
Luisa Huatuco

The role of Trust, Social Capital and Networking in the performance of the internationalisation of SMEs (1162)
Haji-Ghassemi, Yalda [Vicky]

Monetary Policy Changes and the Performance of Listed Manufacturing Firms in Nigeria (716)
Kumshe, Ahmed Modu; Waziri, Bukar Zanna; Anaso, Ijeoma Ogochukwu

Public Management and Governance

TRACK CHAIRS: IAN HODGKINSON AND RUSS GLENNON

FULL PAPERS

WED 09.00–10.30 | MB568, MAIN BUILDING

Session Chair:
Geoff Plimmer

Paradoxical Leadership in Public Sector Organisations: Its role in Fostering Employee Resilience (1201)
Plimmer, Geoff; Franken, Esme; Malinen, Sanna

Leadership, Organizational Learning and Commitment for Police Officers in the USA, Australia and Malta (362)
Brunetto, Yvonne; Xerri, Matthew J; Farr-Wharton, Ben; Nelson, Silvia; Azzopardi, Joseph; Shriberg, Arthur

The Impact of Ownership Type of Citizens’ Service Engagement (593)
Hodgkinson, Ian Richard

WED 13.30–15.00 | MB568, MAIN BUILDING

FULL PAPERS

Session Chair:
Erik Masao Eriksson

Eriksson, Erik Masao; Hellstrom, Andreas; Andersson, Thomas; Gadolin, Christian

Quality in Care; A study of Factors Impacting the Performance of Care Homes in an Evolving Environment (864)
McCormack, John; Burnett, Tim

Specialist Commissioning in the NHS – Future Provision of Oral Surgery (1170)
Chauhan, Max [Mahesh]; Christodoulou, Ioannis

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**WED 13.30–15.00 | NW104B, NORTH WING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Tina Papathoma

How Digital Learning Processes Meet The Ever Changing Needs Of The Policing Profession? Enablers And Barriers In Its Application (707)
Papathoma, Tina

Using Emotional Mapping to Improve Systems Of Care For Frail Older People (211)
Cluley, Victoria; Radnor, Zoe; Williams, Sharon

Ready Or Not? Assessing Readiness For Change In A Public Service (604)
Hartley, Jean; Khalil, ; Harding, Richard; Martin, Denise

**WED 15.30–17.00 | MB568, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Denis Fischbacher-Smith

A Never Ending Story? Expertise, Crisis Incubation And The Brexit Decisions (711)
Fischbacher-Smith, Denis

Quayle, Brett Lee; Wilson-Evered, Elisabeth; Sciulli, Nick

Performance Management in the Irish Public Sector: the failure of implementation (284)
McGeough, Francis; Beck, Matthias

**WED 15.30–17.30 | MB753, MAIN BUILDING**

**DEVELOPMENTAL PAPERS**

*Session Chair:*
Bernard Kofi Dom

Austerity Impacts on Public Service Management among English Local Authorities (853)
Dom, Bernard Kofi; Jones, Martin; Collins, Alan

Austerity policies: A Systematic Review of Organisational Responses to Work and Employment Relations (133)
Pepple, Dennis Gabriel; Olowookere, Kehinde

“Eat, Sleep, Work, Repeat”? New Normal For Frontline Emergency Service Workers? (760)
Wankhade, Paresh; Patnaik, Swetketu

Perceiving Financial Vulnerability: The Impact of Entrenchment on Value Destruction in the Case of Northamptonshire County Council through the Lens of Financial Resilience (316)
Jones, Martin; Dom, Bernard Kofi; Murphy, Pete

**THURS 09.00–10.30 | MB204, MAIN BUILDING**

**FULL PAPERS**

*Session Chair:*
Alessandro Sancino

Always a Bridesmaid, Never a Bride: Organisational Decoupling, Institutional Isomorphism, and Quality Culture in Pursuit for International Accreditation (1076)
Iman, Nofie

Coproduction of Public Leadership: the Engagement of Mayors with Citizens, Managers and Politicians in Local Governance (811)
Sancino, Alessandro; Carli, Giacomo; Giacomini, Davide; Pagani, Michela

Modernisation and Cultural Historical Influences: Empirical Evidence from Pakistan (985)
Jhatial, Ashique; Cornelius, Nelahine; Wallace, James
THURS 09.00–10.30 | ROOM 141, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Joy Tweed

Developing Leaders in Public Service (790)
Toppin, Paulette D

Succession Planning in Russian Non-Profits (138)
Crotty, Jo; Ljubownikow, Sergej; Ljubovnikova, Joanne

Exploring The Contribution of Lay/Non-executive Directors to the Governance of NHS Commissioning Bodies in England (565)
Tweed, Joy Margaret

THURS 13.00–14.30 | MB204, MAIN BUILDING

FULL PAPERS

Session Chair: Karen Maher

Fire and Rescue Operational Effectiveness: The Effect Of Alternative Crewing Patterns (337)
Maher, Karen Nicola; Bateman, Nicola; Randall, Raymond

How UK Local Authorities Control Their Subsidiaries: A Conundrum in Corporate and Public Governance (661)
Muzarurwi, Simbarashe; Nordberg, Donald; Elbarden, Hany

Assessment of Readiness and Sustainability Factors of Improvement Initiatives: An Empirical Study within Saudi Healthcare Context (533)
Alasmari, Salem; Williams, Sharon; Rich, Nicholas; Rea, David

THURS 13.00–14.30 | ROOM 139, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Steven Parker

Developing the Understanding of Public Service Value Co-Creation and Co-Production: Coerced, Unwanted and Enforced Service Use (244)
Parker, Steven; Cluley, Victoria; Radnor, Zoe; Fitzgibbon, Wendy

The Enablers of Stakeholders Engagement in Health Policy Development: The Case of Western Australia Health Networks (919)
Fouda, Ayman; Macneil, Johanna; Melia, Adrian; Paolucci, Francesco; Sequeira, Ana Rita

Exploring Collective Leadership in a Public Context (285)
Docherty, Kristy

THURS 15.00–16.30 | MB204, MAIN BUILDING

FULL PAPERS

Session Chair: Alessandro Sancino

Coproduction of Public Leadership: the Engagement of Mayors with Citizens, Managers and Politicians in Local Governance (811)
Sancino, Alessandro; Carli, Giacomo; Giacomini, Davide; Pagani, Michela

From E- to Open- Government in delivering European Union funds to beneficiaries: the case of Greece (1100)
Fragouli, Evangela; Doulgerof, Ivana Despoina

Analysing The Development of an Efficient NHS (1089)
Kallon, Twanale Akilah

THURS 15.00–16.00 | ROOM 139, ASTON BUSINESS SCHOOL

DEVELOPMENTAL PAPERS

Session Chair: Andreas Hellstroem

Social Innovation In The Welfare System (1109)
Hellstroem, Andreas; Eriksson, Erik

An Exploration of Public Services Innovation Readiness within the Emirates of Sharjah (506)
Al-Raes, Eman Jasim; Ojako, Jordian Udechukwu
Risk and Crisis Management

TRACK CHAIRS: DENIS FISCHBACHER-SMITH, MOIRA FISCHBACHER-SMITH AND ALAN IRWIN

THURS 09.00–10.30 | MB502, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Denis Fischbacher-Smith

The Dynamic of Safety Risk Perception in High Reliability Organizations (364)
Jubault Krasnopevtseva, Natalia; Thomas, Catherine; Kaminska, Renata

An Analysis of the Relationship between Operational Risk Management and Knowledge Management in improving Small and Medium Enterprises (SMEs) Performance in Nigeria (450)
Emeanulu, Linus Uche; Harrison, Christian; Fletcher, Mary

The Role Of Cultural Differences In The Acceptance Of Apologies By Companies During Global Crisis; One Size Does Not Fit All – Proposing Cross Culture Study (906)
Afifi, Yasmine; Mohamed, Hassan Mohamed Hussein

THURS 13.00–15.00 | MB245, MAIN BUILDING

FULL PAPERS

Session Chair:
Denis Fischbacher-Smith

Inconsistent Middle Manager Ethics: An Activity Based View of Interpretation and Expectation (477)
Fletcher, Kieron

Perceptions of Process Safety (575)
Cowley, Charles Ian; Denyer, David; Kutsch, Elmar

Do Indian Equity Herd? An Empirical Investigation (780)
Joshi, Bharti; Kumar, Ashish

Understanding The Antecedents of Uncertainty in Projects through Review (1059)
Anand, Amitabh; Lecoeuvre, Laurence; Castello, Alessio

Research Methodology

TRACK CHAIRS: SOPHIE MILLS AND MURRAY CLARK

WED 09.00–10.30 | MB559, MAIN BUILDING

DEVELOPMENTAL PAPERS

Qualitative Research Methods

Session Chair:
Sophie Mills

Lee, Bill; De-Loo, Ivo

The Use of Walking Interviews in Serious Leisure and Adventure Tourism Research (1022)
Brown, David Michael; Mordue, Tom; Apostolidis, Chrysotomos

Sustaining Each Other un Uncertain Times: The Role of Workplace Relationships (1080)
Parkinson, Ann

WED 13.30–15.00 | MB549, MAIN BUILDING

FULL PAPERS

Research Practice

Session Chair:
Viktor Dorfler

Invisible Work: Translation, Language And Research Methods (148)
Cassell, Catherine; Lee, Bill

Diversity in Academe, Scientific Imperialism And Discrimination (335)
Lee, Bill; Aslam, Usman

Accessing the inaccessible: e-sampling via Facebook (867)
Chitac, Iuliana Maria; Knowles, Deborah
Theoretical Engagement

Session Chair: Juliet Kele

Analytical Buggery: From Disembodied Detachment to Embodies Engagement in Organizational Analysis (236)
Thanem, Torkild; Knights, David

Frozen in Time: Unfolding Experiences in Archival Process Data (764)
Miralles, Megane; Stierand, Marc Benjamin; Dorfler, Viktor

Diffractive Methodologies: Feminist New Materialism and the Practice of Social Inquiry (1008)
Maunther, Natasha

Reflection & Research Experience

Session Chair: Marc Stierand

How Did I Feel? Research Participant Experiences Of Sharing Their Emotional Reflexivity For The Purpose Of Data Collection (474)
Mills, Sophie; Lee, Amanda

Sensemaking, Sensegiving and Sense-becoming in Conducting Elite Interviews in China (500)
Li, Hongqin; Harvey, William

From A Rational Managerialist to a Reflective Practitioner (1010)
Cartwright, Glyn; Cole, Caroline Susan Greeney; Clark, Murray

Reviewing & Evaluating Research

Session Chair: Murray Clark

“A systematic Approach for Evaluating Theoretical Frameworks in Social Sciences and the Development of New Theoretical Framework” (236)
Qatawneh, Nour Abdelwahab; Althonayan, Abraham

Praxelogical and Critical Performativity in Management: A Review of Doctoral Research in Colombia (248)
Zapata Ramirez, Andreas Fernando; Rodriguez-Romero, Carlos Alberto

Measuring the unmeasurable: A Methodological Review (366)
Jain, Sonal; Venard, Bertrand

Developing Research Methodology

Session Chair: Murray Clark

Unboxing the Black Box: Towards a Typology of Theorizing from Qualitative Single Case Studies (114)
Hoorani, Bareehah; Plakoyiannaki, Emmanuella; Gibbert, Michael

Developing Indigenous Quantitative Methodology in New Zealand (636)
Henry, Ella; Crothers, Charles
Session Chair: Inge Hill

Strategy Realization: Mastering The Illusion of Communication (528)
Cuypers, Paul

The road from strategy inception to successful realization is filled with pitfalls. One of the more elusive reasons for failing to do so is the illusion of communication. As the management team mainly consist of higher educated people that managed to climb the organization's hierarchical ladder, it is presumed that they all understand the strategy related jargon and its workings. But is that the case?

Test yourself. Can you explain the fundamental difference between the concepts of mission and vision? How about the difference between goals and objectives? Effects and benefits? Deliverables and results? And even if you can, what are the chances that your colleagues employ the same interpretation as you do?

When it comes to building houses, there exits a natural order for doing things that are intuitively understood and accepted by all involved. The foundation comes first, then the walls, followed by the roof and the interior. Is there an agreed upon logical sequence for converting strategy into practice? Do you first define the mission and then the vision, or would you do it the other way around? Does one first set the goals and then determine the objectives or vice versa? And again, does your approach coincide with your teammate’s perception on the matter?

In this workshop, participants learn to develop a conceptual framework for a strategy using word games. Having shared concepts and a theory-to-action model enhances the chances of succeeding with converting paper plans into reality through effective communication within the management team. The structure of the workshop is as follows:

**Objective 1.**
Prove that the illusion of communication is real

**Objective 2.**
Learn to define agreed upon concepts related to strategy

**Objective 3.**
Create a theory-to-practice framework.
WED 13.30–15.00 | ADRIAN CADBURY LECTURE THEATRE, ASTON BUSINESS SCHOOL

FULL PAPERS

Strategy and Technology

Session Chair:
Charles Baden-Fuller

Unleashing Technological Opportunity: Organizing Demand Side Value Creation (400)
Baden-Fuller, Charles

Digital Platform Evolution: The Effect of Stock versus Novelty of Content in Platform Adoption (960)
Cennamo, Carmelo; Tavalaei, M. Madhi

An Analytical Review of Strategic Technology Management in the Public Sector in the GCC: The Case of Kuwait (1146)
Alfahhad, Jassim; Almansour, Jarrah

WED 13.30–15.00 | MB502, MAIN BUILDING

DEVELOPMENTAL PAPERS

International Strategy and Leadership

Session Chair:
Anna John

Subsidiary Strategy Process: Autonomy, Distinctiveness, Competitive Advantage and Performance (567)
Sminia, Harry; Nair, Anup Karath

Corporate Social Responsibility (CSR) Strategy Development: A Micro-Level Analysis of MNC Subsidiaries in Developing Countries (634)
Mody, Sameer

Why Paradoxical Leaders Have To Be Rational (1048)
Eranova, Mariya

WED 15.30–17.00 | ADRIAN CADBURY LECTURE THEATRE, ASTON BUSINESS SCHOOL

FULL PAPERS

Insights From The International Content

Session Chair:
Tara Elizabeth Frawley

Need for Speed? Relevance of First Mover Advantage in Emerging Industries: Lessons from the Search Entry Industry (959)
Frawley, Tara Elizabeth; Fahy, John

Institutional Risks, Ownership Context, Investor Identity, Perception, and Preferences: A Study of Indian Banks (1096)
Basu, Shubhabrata

The Influence of Power Distance on Top and Middle Managers’ Strategy Communication: An Insight from Kuwaiti Context (1144)
Almansour, Jarrah; Obembe, Demola

THURS 09.00–10.30 | SUSAN CADBURY LECTURE THEATRE, ASTON BUSINESS SCHOOL

FULL PAPERS

M&As and Industrial Perspectives

Session Chair:
Moustafa Haj Youssef

Voluntary Communications During M&A Deals: Impacting Upon Information Asymmetry And Evaluative Uncertainty (289)
Luo, Yun; Meadows, Maureen; Angwin, Duncan

Inter-organisational Relationships and Acquisition Likelihood: Evidence from High Technology Firms (519)
Javaid, Huma; Desyllas, Panos; Marsili, Orietta

Impact of the Banking Industry and Economic Growth in SSA: Insights from Ghana (1166)
Adams, Kwaku; Adams, Dawda; Nyuur, Richard B; Kwasi Anash, James
Communication and Cognition

Session Chair: Nikolaos Adamidis
Tackling the Challenge of Stock-Market Pressures through Communication: From Short-Termism to Ambitemporality (625)
Papadopoulou, Konstantina; Theoharakis, Vasilis; Bhaumik, Sumon Kumar
Muddled Meanings – A Quantitative Content Analysis of Strategy Communication in FTSE 100 Annual Reports 2010-1 (813)
Karjalainen, Niko Johannes
Capturing Managerial Cognition and Investigating the Impact of Scenario Planning in the Shipping Industry (946)
Gokmen, Gokhan; McKiernan, Peter

UK and Business Model Innovation

Session Chair: Konstantina Papadopoulou
Nonmarket Strategies in the UK Energy Sector: Why and How? (683)
Adamidis, Nikolaos; James, Andrew D; Bleda, Mercedes
How Can Firms Leverage Corporate Political Activity To Facilitate Business Model Innovation? (714)
Seyidova, Sevda
Enablers and Inhibitors To The Adoption Of New Technology in UK businesses – Investment Decision Strategy For Virtual Reality (1106)
Maru, Mukundrai N

Strategizing and Performance

Session Chair: Maureen Meadows
Industry-makers and Strategizing: A Literature Review (412)
Aboutalebi, Reza
Leadership and Strategic Management Effectiveness during Crisis in the Construction Sector: A case study (1147)
Fragouli, Evangelia; Lazaridou, Anastasia
Cultural Practices and Variations Influence on Managerial Discretion and its Implication on National Competitiveness (651)
Haj Youssef, Moustafa
Strategy-as-Practice

TRACK CHAIR: MUHAMMAD AMJAD

WED 08.30–10.30 | MB552, MAIN BUILDING

DEVELOPMENTAL PAPERS

Session Chair:
Muhammad Amjad

The Middle Managerial Process of Strategically Aligning Work-floor Employees: An Exploratory Study (196)
Slagter, Floor; Van Dun, Desiree; Van Dierendonck, Dirk

The Challenge of Nihon Kotsu – Transforming the Taxi Industry in Japan (269)
AlOthman, Abdulaziz

Leading Strategic-alignment Type Dialogues Effectively: A Longitudinal Field Study (529)
Doeleman, Henk; Van Dun, Desiree; Wilderom, Celeste

Business Modelling – a Practice by Nascent Entrepreneurs? (1184)
Hill, Inge

WED 15.30–17.00 | MB708A, MAIN BUILDING

FULL PAPERS

Session Chair:
Paula Jarzabkowski

Understanding Competitiveness Through Life Experiences – A Strategy-as-Practice Approach (606)
Qazi, Kamal; AbuAlqumboz, Moheeb

Exploring the Performance of Strategy in Two-way Interactions: An Analysis of Annual General Meetings from a Practice Perspective (621)
Ogwude, Uche; Tapinos, Efstatios; Wolf, Carola; Burke, Gary

Open Strategy: A Review and Research Agenda (694)
Sunner, Akwal; Ates, Aylin

THURS 09.00–10.30 | MB404A, MAIN BUILDING

FULL PAPERS

Session Chair:
Muhammad Amjad and Kamal Qazi

Business Development as Internal Strategic Partner (568)
Oues, Fatchie; Dorfler, Viktor; Pyrko, Igor

The Use of Strategic Planning in Australian SME Start-ups (1111)
Hiddlestone-Mumford, Jacqueline

Participation Strategy In A Third Sector Environment – Understanding Process And Practice (1142)
Garlick, Ashley

Track Sessions

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TRACK CHAIRS: POLINA BARANOVA, JONATHAN LOUW AND SIMON ADDERLEY

WED 08.30–10.30 | MB550, MAIN BUILDING
FULL PAPERS

CSR Practices

Session Chair:
Polina Baranova

Warmth, Motive & CSR and Implications for Corporate Hypocrisy (107)
Chen, Zhifeng; Hang, Haiming; Pavelin, Stephen; Porter, Lynda

An Analysis of Tensions in Corporate Sustainability in Uncertain Times: A Complex View (657)
Ceglia, Domenico; Avila Pedrozo, Eugenio; Dutra de Barcellos, Marcia; Monica Cavalcante Sa de Abreu; Monica, Daddi, Tiberio

Scrambling for Solutions: The Effects of Breadth and Depth of Attention on Media Reporting of Corporate Social Irresponsibility (480)
Lee, Sun Hye; Mol, Michael; Mellahi, Kamel

Corporate Social Responsibility (CSR) Practitioners: Unlocking their understanding of CSR and its link with strategy (230)
McGeough, Blath

WED 13.30–15.30 | MB419, MAIN BUILDING
FULL PAPERS

Sustainability Challenges

Session Chair:
Mubbsher Munawar Khan

Resource Curse and the Environment: A Review of Artisanal and Small-scale Mining in resource-endowed countries (905)
Ofosu, George; Sarpong, David

Neutralising Guilt and Legitimising Worker Exploitation: Understanding the Demand Side of Modern Slavery (223)
Carrington, Michal J; Chatzidakis, Andreas; Shaw, Deirdre

Exploring Power Imbalance and Stakeholder Social Responsibility within the Nigerian Oil and Gas Industry (1159)
Abubakre, Alim; Baden, Denise; Harwood, Ian

Simultaneously Communicating Sustainability And Luxury Marker Signals: A Competitive (Dis)Advantage? (311)
Osburg, Victoria-Sophie; Yoganathan, Vignesh; McLeay, Fraser

WED 13.30–15.30 | MB708C, MAIN BUILDING
FULL PAPERS

Sustainability and Management Theory

Session Chair:
Julian Riano

Tatoglu, Ekrem; Frynas, Jedrzej George; Bayraktar, Erkan; Demirbag, Mehmet; Sahadev, Sunil; Doh, Jonathan; Koh, S.C.Lenny

Building Environmental Sustainability into Management Theory Development and Practice: An Imperative in Uncertain Times? (554)
Mitchell, Andrew; Callaghan, Chris William

Dealing With Wicked Problems In Socio-Ecological Systems Affected By Industrial Disasters: A Framework For Collaborative And Adaptive Governance (637)
Andrade, Raphael; Abreu, Monica

Understanding Sustainable HRM: A Systematic Literature Review (1082)
Randev, Kadumbri Kriti; Jha, Jatinder Kumar
Contemporary Issues in CSR

Session Chair: Simon Adderley

The Airport Industry and Community Engagement: Building an Airport Social Responsibility (ASR) Model Together (105)
Zizka, Laura; McGunagle, Doreen M; Clark, Patti J.

CSR Is Dead; Long-Live Responsible Business (692)
Kele, Juliet Elizabeth; Osei Bonsu, Nana; Selmic, Radman

Corporate Social Responsibility and Governance: an analysis of the literature (571)
Souza, Roberta; Melo, Mary Fernanda de Sousa de; Yaryd, Rodrigo Trotta; Vazquez-Brust, Diego; Carvalho, Marly Monteiro de

CSR Performance and Reporting

Session Chair: Fraser McLeay

Is CSR Performance Monotonically Associated with Earnings Quality? (1037)
Song, Michael

Corporate Sustainability Reporting: The Practical Implications (155)
Kealy, Tony

Shame On Who? The Effects of Corporate Irresponsibility and Social Performance on Organizational Reputation (204)
Nardella, Giulio; Brammer, Stephen; Surdu, Irina Minodora

Stakeholder Engagement for Sustainability

Session Chair: Jonathan Louw

“Developing Environmental Capability of SMEs in a Multi-stakeholder Network Setting” (112)
Baranova, Polina

Frame Deliberation in Stakeholder Collaborations on Sustainability (131)
Zimmermann, Angelika

Orchestrating Stakeholders, Resources and Capabilities towards Low-Carbon Operational Strategies: Framing the Relationships (648)
Lopes de Souza Jabour, Ana Beatriz; Vazquez-Brust, Diego; Adriani Ribeiro, Daniela; Chiappetta Jabour, Charbel Jose

Value Creating for Stakeholders: A Comparative study of the pulp industry in Brazil, Canada, and the USE (668)
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24 October 2019 | VDI Haus | Düsseldorf
About BAM

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

OUR 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, President and Treasurer, 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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University of the West of England, Bristol
Driving Productivity in Uncertain and Challenging Times

2017
University of Warwick, Coventry
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 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
The Academy goes Relevant

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

2006
University of Ulster and Queen's University Belfast, Belfast
Building International Communities through Collaboration

2005
University of Oxford, Said Business School, Oxford
Challenges of Organizations in Global Markets

2004
University of St Andrews, St Andrews
Management Futures

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Leeds University Business School, Harrogate
Knowledge into Practice

2002
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Fast-Tracking Performance Through Partnerships

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Corporate Transformation

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30 Years on; What Have We Learned?

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The Crafting of Management Research

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Management into the 21st Century

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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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- **Prof Howard Thomas** (Singapore Management University), Deputy Dean
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Currently there is a core of 86 active Fellows, who are listed opposite.
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Juanita Bordas
President of Mestiza Leadership International and Lideramos - The National Latino Leadership Alliance; ILA 2019 Lifetime Achievement Award Winner

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<td>Track 3: Cultural and Creative Industries</td>
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<td>Track 11: Inter-Organisational Collaboration: Partnerships, Alliances and Networks</td>
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Mzzo, Marcela  Track 9: Innovation  WED 13.30-15.00
Mir, Usman Riaz  Track 27: Sustainable and Responsible Business  THURS 09.00-10.30
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Mutema, Zedias  Track 7: Human Resource Management  WED 15.30-17.30
Mutema, Zedias  Track 10: International Business and International Management  THURS 15.00-16.30
Muzarurwi, Simbarashe  Track 22: Public Management and Governance  THURS 13.00-14.30
Nachmias, Stefanos  Track 7: Human Resource Management  WED 08.30-10.30
Nadeem, Sadia  Track 7: Human Resource Management  WED 08.30-10.30
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Naghieh, Ali  Track 20: Organisational Transformation, Change and Development  WED 15.30-17.30
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Najam, Hammad  Track 6: Gender in Management  WED 13.30-17.30
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Narayanan, Kanimozhi  Track 8: Identity  WED 08.30-10.30
Naranova, Anastasia  Track 18: Organisational Psychology  THURS 09.00-10.30
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Nawar, Yehia Sabri  Track 13: Leadership and Leadership Development  THURS 09.00-11.00
Nayyeri, Shahrzad  Track 7: Human Resource Management  WED 13.30-15.00
Neeley, Andy  Track 20: Organisational Transformation, Change and Development  THURS 13.00-14.30
Nelson, Siila  Track 22: Public Management and Governance  WED 09.00-10.30
Neveu, Jean Pierre  Track 18: Organisational Psychology  WED 13.30-15.00
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Nicholas, Stephen  Track 7: Human Resource Management  WED 13.30-15.00
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Nisac, Tahira  Track 16: Marketing and Retail  THURS 15.00-16.30
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Nix, Adam  Track 14: Management and Business History  WED 15.30-17.00
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Nmerukini, Enyindah  Track 5: Entrepreneurship  WED 08.30-10.30
Nna-Emmanuel, Sarah Wariboko  Track 7: Human Resource Management  THURS 13.00-14.30
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Nwaorgu, Benson  Track 9: Innovation  THURS 13.00-14.30
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Nfoudi, Margarita  Track 18: Organisational Psychology  THURS 15.00-16.30
Nyuru, Richard B  Track 25: Strategy  WED 09.00-10.30
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O'Regan, Nicholas  Track 9: Innovation  WED 09.00-10.30
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Oino, Isaiah  Track 18: Organisational Psychology  THURS 09.00-10.30
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Pyper, Neil  Track 14: Management and Business History  WED 15.00-16.30
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Xerri, Matthew J  Track 22: Public Management and Governance  WED 09.00-10.30
Xia, Senmao  Track 9: Innovation  WED 13.30-15.00
Xie, Tingting  Track 20: Organisational Transformation, Change and Development  THURS 15.00-16.30
Xu, Dongsheng  Track 12: Knowledge and Learning  WED 13.30-15.00
Xu, Mark  Track 20: Organisational Transformation, Change and Development  WED 08.30-10.30
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Innovating for a Sustainable Future

Innovation has transformed, and continues to transform, our world. Innovation creates new products, new technologies, and new business models. Our knowledge of how to manage the innovation process, and the organisational systems used to guide it, has grown in depth and sophistication. However, while the benefits of innovation are there for all to see, the negative impact on society and the environment are difficult to ignore. We are at a pivotal moment in the history of innovation where our ideas of how innovation should be managed and directed are undergoing profound change.

The models of innovation that dominate today reflect the goals of the profit-making enterprise. These goals shape project selection, resource allocation, and marketing strategy. The negative externalities of this model – the costs to society and the environment – were always visible but were tolerated as necessary for economic growth. As we come to realise that growth at any price is no longer acceptable, we also see that it is not enough for innovation to create new products and new technologies. Managing the innovation process must now take into consideration responsibility to society and the environment.

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