Management Research Revisited: Prospects for Theory and Practice
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BAM 2012 Conference Committee

Abby Ghobadian, Henley Business School, Reading University
Martin Kitchener, Cardiff Business School, Cardiff University
Rachel Ashworth, Cardiff Business School, Cardiff University
Monika Narvydaite, BAM
Veronika Janeckova, BAM

Who’s Who Key to badges

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

<table>
<thead>
<tr>
<th>Colour</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BLUE</td>
<td>CONFERENCE DELEGATE</td>
</tr>
<tr>
<td>RED</td>
<td>COUNCIL MEMBER</td>
</tr>
<tr>
<td>WHITE</td>
<td>FELLOW</td>
</tr>
<tr>
<td>BLACK</td>
<td>TRACK CHAIR</td>
</tr>
<tr>
<td>GREEN</td>
<td>EXHIBITOR</td>
</tr>
<tr>
<td>YELLOW</td>
<td>CONFERENCE ORGANISER</td>
</tr>
</tbody>
</table>

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Welcome to **BAM2012**

The British Academy of Management (BAM) and Cardiff Business School are delighted to welcome you to the 26th annual BAM conference. The 2012 conference will be the largest on record and we very much look forward to seeing returning colleagues again and welcoming new delegates to the BAM community. For the first time, the conference has been extended to three days in order to incorporate important new activities, such as our Professional Development Workshops (PDWs), a full opening plenary and additional sessions for our Special Interest Groups (SIGs).

This year we urge delegates to return to, and reflect upon, the core principles and theoretical perspectives on management research. As business and management scholars, we are continually being encouraged to be innovative in applying alternative approaches to develop our understanding of management theory and practice in a turbulent and challenging global environment. There may be a danger though that in our haste to engage with the latest fad or fashion we may be under-playing the importance of management theory developed during the similarly unstable periods of the 1970s and 1980s. To speak to this theme and frame our conference discussions in an address entitled ‘You’re still the Same: Old Theories for a New World’, we are delighted to welcome Professor Jeffrey Pfeffer of Stanford University to the BAM conference as our plenary speaker this year.

Questions of how we might revisit, revise and extend theories are ones which resonate across all fields of business and management. So over the next few days we look forward to this debate being further nuanced and explored across, and within, our sub-disciplines. We are hosting 26 conference tracks this year, covering diverse interests such as identity, sustainable and responsible business, cultural and creative industries, strategy as practice, public management and governance, human resource management, corporate governance and leadership.

In addition to reflecting on the importance of management theory in relation to our research, we hope that the conference will provide the opportunity for us to respond to repeated calls for the renewal of management education and practice. Managers and leaders are commonly associated with corporate greed, risk-taking and other forms of unethical behaviour so it seems timely and appropriate for us to pause and reflect upon the role of the business school within management development. Once again, this might usefully involve us returning to the traditional and central principles of management practice. These important issues are very clearly reflected within the themes and activities which underpin our Professional Development Workshops this year.

It is important at this stage to offer our thanks to a range of organisations and individuals, without whom the conference would not take place. In particular, we would like to thank all the conference participants and delegates, track and SIG chairs and PDW organisers for their efforts. In addition, we are keen to express our gratitude to our sponsors, including the Society for the Advancement of Management Studies, the Higher Education Academy, Wiley-Blackwell and Emerald. Finally, our thanks go to the BAM Conference Committee, the BAM Executive, to Nic Beech and colleagues for their work on the doctoral symposium and to the BAM and Cardiff conference teams for their organisation of the conference.

Cardiff Business School is delighted to be able to welcome delegates to BAM 2012. The School has a strong record and tradition of management research and scholarship and looks forward to hosting, and contributing to, three days of stimulating and thoughtful discussion, debate and reflection. We hope you enjoy a stimulating conference and a pleasant visit to the city of Cardiff.

**Abby Ghobadian, Reading University, BAM Vice-President**  
**Martin Kitchener, Cardiff Business School, Cardiff University**  
**2012 CONFERENCE CO-CHAIRS**

**Rachel Ashworth, Cardiff Business School, BAM Council member**  
**2012 CONFERENCE ORGANISING GROUP**
# Conference Schedule

## MONDAY 10TH SEPTEMBER

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-13:00</td>
<td>BAM Executive Committee Meeting</td>
<td>Room F46, Aberconway Building, Cardiff Business School</td>
</tr>
<tr>
<td>14:00-16:00</td>
<td>BAM Council Meeting</td>
<td>Room F46, Aberconway Building, Cardiff Business School</td>
</tr>
<tr>
<td>13:30-14:30</td>
<td>Doctoral Symposium Registration Opens</td>
<td>Aberconway Building, Cardiff Business School</td>
</tr>
<tr>
<td>14:30-15:00</td>
<td>Doctoral Symposium Welcome and Introduction</td>
<td>Aberconway Building, Cardiff Business School</td>
</tr>
<tr>
<td>15:00-16:00</td>
<td>Doctoral Symposium Sessions</td>
<td>Aberconway Building, Cardiff Business School</td>
</tr>
<tr>
<td>16:30-17:00</td>
<td>Refreshment Break</td>
<td>Aberconway Building, Cardiff Business School</td>
</tr>
<tr>
<td>19:30-22:00</td>
<td>Doctoral Symposium Dinner</td>
<td>Cardiff University Cathays Park Campus</td>
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</tbody>
</table>

## TUESDAY 11TH SEPTEMBER

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00-18:00</td>
<td>Conference Registration Open</td>
<td>Entrance Hall, City Hall</td>
</tr>
<tr>
<td>09:00-13:00</td>
<td>Doctoral Symposium Sessions</td>
<td>Aberconway Building, Cardiff Business School</td>
</tr>
<tr>
<td>10:00-12:00</td>
<td>Professional Development Workshops</td>
<td>City Hall &amp; Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>12:00-13:30</td>
<td>Lunch Available</td>
<td>Lower Hall, City Hall</td>
</tr>
<tr>
<td>13:30-15:00</td>
<td>OPENING PLENARY</td>
<td>Assembly Hall, City Hall</td>
</tr>
<tr>
<td>15:00-15:30</td>
<td>Refreshment Break</td>
<td>Lower Hall, City Hall</td>
</tr>
<tr>
<td>15:30-17:00</td>
<td>CONFERENCE SESSION 1</td>
<td>City Hall &amp; Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>15:30-17:00</td>
<td>Publications Sub-Committee Meeting</td>
<td>Syndicate Room E, City Hall</td>
</tr>
<tr>
<td>17:15-18:45</td>
<td>IJMR Editorial Board Meeting</td>
<td>Syndicate Room E, City Hall</td>
</tr>
<tr>
<td>17:15-18:15</td>
<td>SIG Meetings (Also at other times during the event)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Human Resource Management</td>
<td>Committee Room 1, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td></td>
<td>Identity</td>
<td>Committee Room 100, City Hall</td>
</tr>
<tr>
<td></td>
<td>Inter-Organisational Relations</td>
<td>Syndicate Room C, City Hall</td>
</tr>
<tr>
<td></td>
<td>Knowledge and Learning</td>
<td>Room -1.72, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td></td>
<td>Leadership and Leadership Development</td>
<td>Room 0.85, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td></td>
<td>Marketing and Retail</td>
<td>Room -1.63, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td></td>
<td>Organisational Psychology</td>
<td>Council Chamber, City Hall</td>
</tr>
<tr>
<td></td>
<td>Performance Management</td>
<td>Syndicate Room B, City Hall</td>
</tr>
<tr>
<td></td>
<td>Public Management and Governance</td>
<td>Committee Room 2, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td></td>
<td>Strategy Launch</td>
<td>Room -1.62, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td></td>
<td>Sustainable and Responsible Business</td>
<td>Room 0.86, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>18:30-20:30</td>
<td>Conference Welcome Reception</td>
<td>Lower Hall, City Hall</td>
</tr>
<tr>
<td>19:30-20:30</td>
<td>SIG Meetings (Also at other times during the event)</td>
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<tr>
<td></td>
<td>Research Methodology</td>
<td></td>
</tr>
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<td></td>
<td>“The Promised Land” in Windsor Place</td>
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## WEDNESDAY 12TH SEPTEMBER

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>07:30-09:00</td>
<td>New Members Meet and Greet Champagne Breakfast By Invitation</td>
<td>Plaza Suite, Park Plaza Hotel</td>
</tr>
<tr>
<td></td>
<td>Sponsored by Wiley-Blackwell</td>
<td></td>
</tr>
<tr>
<td>08:00-17:00</td>
<td>Conference Registration Open</td>
<td>Entrance Hall, City Hall</td>
</tr>
<tr>
<td>09:00-10:30</td>
<td>CONFERENCE SESSION 2</td>
<td>City Hall &amp; Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>09:00-10:30</td>
<td>BAM Research Advisory and Development (RADC) session</td>
<td>Room -1.64, Glamorgan, Building, Cardiff University</td>
</tr>
<tr>
<td>10:30-11:00</td>
<td>Refreshment Break</td>
<td>Lower Hall, City Hall</td>
</tr>
<tr>
<td>11:00-12:30</td>
<td>CONFERENCE SESSION 3</td>
<td>City Hall &amp; Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>11:00-12:30</td>
<td>The British Library Session</td>
<td>Room -1.64, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>11:00-12:30</td>
<td>BJM Editorial Board Meeting</td>
<td>Committee Room 100, City Hall</td>
</tr>
<tr>
<td>12:30-14:00</td>
<td>Lunch Available</td>
<td>Lower Hall, City Hall</td>
</tr>
<tr>
<td>12:35-13:30</td>
<td>JMS Editorial Board Meeting</td>
<td>Syndicate Room B, City Hall</td>
</tr>
<tr>
<td>12:45-13:45</td>
<td>SIG Chairs Meeting</td>
<td>Committee Room 100, City Hall</td>
</tr>
<tr>
<td>14:00-15:30</td>
<td>CONFERENCE SESSION 4</td>
<td>City Hall &amp; Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>14:00-15:30</td>
<td>Meet the Editors Session</td>
<td>Room -1.64, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>15:30-16:00</td>
<td>Refreshment Break</td>
<td>Lower Hall, City Hall</td>
</tr>
<tr>
<td>16:00-17:30</td>
<td>CONFERENCE SESSION 5</td>
<td>City Hall &amp; Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>16:00-17:30</td>
<td>Chartered Management Institute - Workshop</td>
<td>Room -1.64, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>17:45-18:45</td>
<td>SIG Meetings (Also at other times during the event)</td>
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</tr>
<tr>
<td></td>
<td>Corporate Governance</td>
<td>Syndicate Room K, City Hall</td>
</tr>
<tr>
<td></td>
<td>E-Business and E-Governement</td>
<td>Syndicate Room A, City Hall</td>
</tr>
<tr>
<td></td>
<td>Entrepreneurship</td>
<td>Ferrier Hall, City Hall</td>
</tr>
<tr>
<td></td>
<td>Gender in Management</td>
<td>Room -1.56, Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td></td>
<td>International Business and Management Launch</td>
<td>Syndicate Room C, City Hall</td>
</tr>
<tr>
<td></td>
<td>Organizational Transformation, Change and Development</td>
<td>Syndicate Room B, City Hall</td>
</tr>
<tr>
<td></td>
<td>Strategy as Practice</td>
<td>Committee Room 100, City Hall</td>
</tr>
<tr>
<td>19:00-20.00</td>
<td>Conference Dinner Reception Drinks (tickets only)</td>
<td>National Cardiff Museum, Cathays Park, Cardiff</td>
</tr>
<tr>
<td>20:00-23:00</td>
<td>Conference Gala Dinner (tickets only)</td>
<td>National Cardiff Museum, Cathays Park, Cardiff</td>
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## THURSDAY 13TH SEPTEMBER

<table>
<thead>
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<th>Location</th>
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<tr>
<td>08:00-14:00</td>
<td>Conference Registration Open</td>
<td>Entrance Hall, City Hall</td>
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<tr>
<td>09:00-10:30</td>
<td>CONFERENCE SESSION 6</td>
<td>City Hall &amp; Glamorgan Building, Cardiff University</td>
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<tr>
<td>09:00-10:30</td>
<td>ProQuest -Focus Group Meeting</td>
<td>Syndicate Room L, City Hall</td>
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<tr>
<td>10:30-11:00</td>
<td>Refreshment Break</td>
<td>Lower Hall, City Hall</td>
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<tr>
<td>11:00-12:30</td>
<td>CONFERENCE SESSION 7</td>
<td>City Hall &amp; Glamorgan Building, Cardiff University</td>
</tr>
<tr>
<td>12:30-14:00</td>
<td>Lunch Available</td>
<td>Lower Hall, City Hall</td>
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<tr>
<td>12:40-13:10</td>
<td>Track- Chairs meeting</td>
<td>Committee Room 100, City Hall</td>
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<tr>
<td>13:10-14:00</td>
<td>BAM Annual General Meeting</td>
<td>Council Chamber, City Hall</td>
</tr>
<tr>
<td>14:00-15:30</td>
<td>CONFERENCE SESSION 8</td>
<td>City Hall &amp; Glamorgan Building, Cardiff University</td>
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</tbody>
</table>
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## Academic Programme Tuesday

### Venues

<table>
<thead>
<tr>
<th>Room</th>
<th>Venue</th>
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</thead>
<tbody>
<tr>
<td>ROOM -1.63</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>ROOM -1.56</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>ROOM 0.85</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>ROOM 0.86</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>COMMITTEE ROOM 1</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>GLAMORGAN COUNCIL CHAMBER</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>COUNCIL CHAMBER</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM B</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM C</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM D</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>COMMITTEE ROOM 100</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM K</td>
<td>City Hall, Cardiff</td>
</tr>
</tbody>
</table>

### Symposium / Workshops

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.30-17.00</td>
<td><strong>Marketing and Retail Symposium</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Management and Business History Workshop</strong></td>
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<td></td>
<td><strong>Leadership and Leadership Development Workshop</strong></td>
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<td></td>
<td><strong>Sustainable and Responsible Business Workshop</strong></td>
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<tr>
<td></td>
<td><strong>Human Resource Management Workshop</strong></td>
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<tr>
<td></td>
<td><strong>Public Management and Governance Symposium</strong></td>
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<tr>
<td></td>
<td><strong>Organizational Psychology Symposium</strong></td>
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<td></td>
<td><strong>Performance Management Workshop</strong></td>
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<td></td>
<td><strong>International Business Symposium</strong></td>
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<td><strong>Research Methodology Symposium</strong></td>
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<td></td>
<td><strong>Identity Workshop</strong></td>
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<td></td>
<td><strong>Organizational Studies / Organizational Psychology Workshop</strong></td>
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</table>
## Academic Programme Wednesday

### Venue

<table>
<thead>
<tr>
<th>Room</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>Room -1.64</td>
<td>Cardiff University, Glamorgan Building</td>
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<tr>
<td>Room -1.63</td>
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<tr>
<td>Room -1.62</td>
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<tr>
<td>Room -1.72</td>
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<tr>
<td>Room -1.56</td>
<td>Cardiff University, Glamorgan Building</td>
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<tr>
<td>Room 0.85</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>Room 0.86</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>Committee Room 1</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>Committee Room 2</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>Glamorgan Council Chamber</td>
<td>Cardiff University, Glamorgan Building</td>
</tr>
<tr>
<td>Council Chamber</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>FERRIER HALL</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM A</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM B</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM C</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM D</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM E</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>COMMITTEE ROOM 100</td>
<td>City Hall, Cardiff</td>
</tr>
<tr>
<td>SYNDICATE ROOM K</td>
<td>City Hall, Cardiff</td>
</tr>
</tbody>
</table>

### Programme Overview

**09.00-10.30**
- **Room -1.64**
  - Marketing and Retail FULL PAPERS
- **Room -1.63**
  - Marketing and Retail FULL PAPERS
- **Room -1.62**
  - Marketing and Retail FULL PAPERS
- **Room -1.72**
  - Knowledge and Learning FULL PAPERS
- **Room 0.85**
  - Leadership and Leadership Development FULL PAPERS
- **Room 0.86**
  - SUSTAINABLE AND RESPONSIBLE BUSINESS FULL PAPERS
- **Committee Room 1**
  - Human Resource Management WORKSHOP
- **Committee Room 2**
  - Human Resource Management WORKSHOP
- **Glamorgan Council Chamber**
  - Human Resource Management FULL PAPERS
- **Council Chamber**
  - Organizational Psychology FULL PAPERS
- **FERRIER HALL**
  - Entrepreneurship FULL PAPERS
- **SYNDICATE ROOM A**
  - Inter-Organizational Relations FULL PAPERS
- **SYNDICATE ROOM B**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM C**
  - International Business WORKSHOP
- **SYNDICATE ROOM D**
  - Research Methodology WORKSHOP
- **SYNDICATE ROOM E**
  - Strategic Management FULL PAPERS
- **Committee Room 100**
  - Operations, Logistics and Supply Chain Management FULL PAPERS
- **SYNDICATE ROOM K**
  - Organizational Studies FULL PAPERS

**11.00-12.30**
- **Room -1.64**
  - The British Library Session
- **Room -1.63**
  - Innovation SYMPOSIUM
- **Room -1.62**
  - Marketing and Retail FULL PAPERS
- **Room -1.72**
  - Knowledge and Learning FULL PAPERS
- **Room 0.85**
  - Leadership and Leadership Development SYMPOSIUM
- **Room 0.86**
  - SUSTAINABLE AND RESPONSIBLE BUSINESS FULL PAPERS
- **Committee Room 1**
  - Public Management and Governance WORKSHOP
- **Committee Room 2**
  - Public Management and Governance WORKSHOP
- **Glamorgan Council Chamber**
  - Human Resource Management FULL PAPERS
- **Council Chamber**
  - Organizational Psychology FULL PAPERS
- **FERRIER HALL**
  - Entrepreneurship FULL PAPERS
- **SYNDICATE ROOM A**
  - Inter-Organizational Relations FULL PAPERS
- **SYNDICATE ROOM B**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM C**
  - International Business WORKSHOP
- **SYNDICATE ROOM D**
  - Research Methodology WORKSHOP
- **SYNDICATE ROOM E**
  - Strategic Management FULL PAPERS
- **Committee Room 100**
  - Operations, Logistics and Supply Chain Management FULL PAPERS
- **SYNDICATE ROOM K**
  - Organizational Studies FULL PAPERS

**14.00-15.30**
- **Room -1.64**
  - Meet the Editors SESSION
- **Room -1.63**
  - Innovation FULL PAPERS
- **Room -1.62**
  - Marketing and Retail FULL PAPERS
- **Room -1.72**
  - Knowledge and Learning FULL PAPERS
- **Room 0.85**
  - Leadership and Leadership Development WORKSHOP
- **Room 0.86**
  - SUSTAINABLE AND RESPONSIBLE BUSINESS FULL PAPERS
- **Committee Room 1**
  - Public Management and Governance FULL PAPERS
- **Committee Room 2**
  - Public Management and Governance FULL PAPERS
- **Glamorgan Council Chamber**
  - Human Resource Management FULL PAPERS
- **Council Chamber**
  - Organizational Psychology FULL PAPERS
- **FERRIER HALL**
  - Entrepreneurship FULL PAPERS
- **SYNDICATE ROOM A**
  - Inter-Organizational Relations FULL PAPERS
- **SYNDICATE ROOM B**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM C**
  - International Business WORKSHOP
- **SYNDICATE ROOM D**
  - Research Methodology WORKSHOP
- **SYNDICATE ROOM E**
  - Strategic Management FULL PAPERS
- **Committee Room 100**
  - Operations, Logistics and Supply Chain Management FULL PAPERS
- **SYNDICATE ROOM K**
  - Organizational Studies FULL PAPERS

**16.00-17.30**
- **Room -1.64**
  - Chartered Management Institute FULL PAPERS
- **Room -1.63**
  - Innovation FULL PAPERS
- **Room -1.62**
  - Marketing and Retail FULL PAPERS
- **Room -1.72**
  - Knowledge and Learning FULL PAPERS
- **Room 0.85**
  - Leadership and Leadership Development WORKSHOP
- **Room 0.86**
  - SUSTAINABLE AND RESPONSIBLE BUSINESS FULL PAPERS
- **Committee Room 1**
  - Public Management and Governance FULL PAPERS
- **Committee Room 2**
  - Public Management and Governance FULL PAPERS
- **Glamorgan Council Chamber**
  - Human Resource Management FULL PAPERS
- **Council Chamber**
  - Organizational Psychology FULL PAPERS
- **FERRIER HALL**
  - Entrepreneurship FULL PAPERS
- **SYNDICATE ROOM A**
  - Inter-Organizational Relations FULL PAPERS
- **SYNDICATE ROOM B**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM C**
  - International Business WORKSHOP
- **SYNDICATE ROOM D**
  - Research Methodology WORKSHOP
- **SYNDICATE ROOM E**
  - Strategic Management FULL PAPERS
- **Committee Room 100**
  - Operations, Logistics and Supply Chain Management FULL PAPERS
- **SYNDICATE ROOM K**
  - Organizational Studies FULL PAPERS

**Lunch (12:30-14:00 - Lower Hall, City Hall)**

- **Room -1.64**
  - Entrepreneurship FULL PAPERS
- **Room -1.63**
  - Entrepreneurship FULL PAPERS
- **Room -1.62**
  - Entrepreneurship FULL PAPERS
- **Room -1.72**
  - Entrepreneurship FULL PAPERS
- **Room 0.85**
  - Inter-Organizational Relations FULL PAPERS
- **Room 0.86**
  - Inter-Organizational Relations FULL PAPERS
- **Committee Room 1**
  - Corporate Governance FULL PAPERS
- **Committee Room 2**
  - Corporate Governance FULL PAPERS
- **Glamorgan Council Chamber**
  - Corporate Governance FULL PAPERS
- **Council Chamber**
  - Corporate Governance FULL PAPERS
- **FERRIER HALL**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM A**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM B**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM C**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM D**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM E**
  - Corporate Governance FULL PAPERS
- **Committee Room 100**
  - Corporate Governance FULL PAPERS
- **SYNDICATE ROOM K**
  - Corporate Governance FULL PAPERS

**Full Papers / Symposia / Workshops**

**Venue**

- **09.00-10.30**
  - Room -1.64
  - Room -1.63
  - Room -1.62
  - Room -1.72
  - Room 0.85
  - Room 0.86
  - Committee Room 1
  - Committee Room 2
  - Glamorgan Council Chamber
  - Council Chamber
  - FERRIER HALL
  - SYNDICATE ROOM A
  - SYNDICATE ROOM B
  - SYNDICATE ROOM C
  - SYNDICATE ROOM D
  - SYNDICATE ROOM E
  - COMMITTEE ROOM 100
  - SYNDICATE ROOM K

- **11.00-12.30**
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  - Room -1.62
  - Room -1.72
  - Room 0.85
  - Room 0.86
  - Committee Room 1
  - Committee Room 2
  - Glamorgan Council Chamber
  - Council Chamber
  - FERRIER HALL
  - SYNDICATE ROOM A
  - SYNDICATE ROOM B
  - SYNDICATE ROOM C
  - SYNDICATE ROOM D
  - SYNDICATE ROOM E
  - COMMITTEE ROOM 100
  - SYNDICATE ROOM K

- **14.00-15.30**
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  - Room -1.63
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  - Room 0.85
  - Room 0.86
  - Committee Room 1
  - Committee Room 2
  - Glamorgan Council Chamber
  - Council Chamber
  - FERRIER HALL
  - SYNDICATE ROOM A
  - SYNDICATE ROOM B
  - SYNDICATE ROOM C
  - SYNDICATE ROOM D
  - SYNDICATE ROOM E
  - COMMITTEE ROOM 100
  - SYNDICATE ROOM K

- **16.00-17.30**
  - Room -1.64
  - Room -1.63
  - Room -1.62
  - Room -1.72
  - Room 0.85
  - Room 0.86
  - Committee Room 1
  - Committee Room 2
  - Glamorgan Council Chamber
  - Council Chamber
  - FERRIER HALL
  - SYNDICATE ROOM A
  - SYNDICATE ROOM B
  - SYNDICATE ROOM C
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  - COMMITTEE ROOM 100
  - SYNDICATE ROOM K
### Academic Programme Wednesday

**Venue**

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<td>Innovation</td>
<td>Human Resource Management</td>
<td>Public Management and Governance</td>
<td>Public Management and Governance</td>
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<td>Marketing and Retail</td>
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<td>Corporate Governance</td>
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**Lunch (12.30-14.00 - Lower Hall, City Hall)**

- 12.30-14.00 - Lower Hall, City Hall
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<td>HUMAN RESOURCE MANAGEMENT</td>
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<td><strong>LUNCH (12:30-14:00 - LOWER HALL, CITY HALL) AND BAM AGM (13:10-14:00 - COUNCIL CHAMBER, CITY HALL)</strong></td>
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**LUNCH (12:30-14:00 - LOWER HALL, CITY HALL)**

**ACADEMIC PROGRAMME THURSDAY**

**DEVELOPMENTAL PAPERS**
**Additional Conference Sessions**

**TUES 13:30–15:00**  
 **ASSEMBLY HALL, CITY HALL, CARDIFF**  
 **OPENING PLENARY**

**INCLUDING THE RICHARD WHIPP LIFETIME ACHIEVEMENT AWARD CEREMONY**

**KEYNOTE SPEAKER: PROFESSOR JEFFREY PFEFFER**

Jeffrey Pfeffer is the Thomas D. Dee II Professor of Organizational Behavior at the Graduate School of Business, Stanford University where he has taught since 1979. He is the author or co-author of thirteen books including *The Human Equation: Building Profits by Putting People First*, *Managing with Power*, *The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action*, *Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People*, *Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management*, and *What Were They Thinking? Unconventional Wisdom About Management*, a collection of 27 essays about management topics, as well as more than 120 articles and book chapters. Pfeffer’s latest book, entitled *Power: Why Some People Have It—And Others Don’t* was published in September, 2010 by Harper Business.

Dr. Pfeffer received his B.S. and M.S. degrees from Carnegie-Mellon University and his Ph.D. from Stanford. He began his career at the business school at the University of Illinois and then taught at the University of California, Berkeley. Pfeffer has been a visiting professor at the Harvard Business School, Singapore Management University, London Business School, and a frequent visitor at IESE in Barcelona.

From 2003-2007, Pfeffer wrote a monthly column, “The Human Factor,” for the 600,000-person circulation business magazine, *Business 2.0* and from 2007-2010, he wrote a monthly column providing career advice for Capital, a leading business and economics magazine in Turkey. Pfeffer also was a regular blogger for the Corner Office section of BNET (CBS Interactive), and currently writes for the Harvard Business Review website and for the “On Leadership” section of The Washington Post. Pfeffer has appeared in segments on CBS Sunday Morning, 60 Minutes, and CNBC as well as television programs in Korea, and has been quoted and featured in news articles from countries around the globe.

Pfeffer currently serves on the board of directors of the non-profit Quantum Leap Healthcare. In the past he has served on the boards of Resumix, Unicru, and Workstream, all human capital software companies, Audible Magic, an internet company, SonoSite, a company designing and manufacturing portable ultrasound machines, and the San Francisco Playhouse, a non-profit theater. Pfeffer has presented seminars in 34 countries throughout the world as well as doing consulting and providing executive education for numerous companies, associations, and universities in the United States.

Jeffrey Pfeffer has won the Richard I. Irwin Award presented by the Academy of Management for scholarly contributions to management and numerous awards for his articles and books. In November, 2011, he was presented with an honorary doctorate degree from Tilburg University in The Netherlands.

**WED 09:00–10:30**  
 **CARDIFF UNIVERSITY GLAMORGAN BUILDING, ROOM -1.64**  
 **BAM RESEARCH ADVISORY AND DEVELOPMENT COMMITTEE (RADC) Session**

**WHAT ARE THE IMPLICATIONS OF OPEN ACCESS PUBLISHING?**

**CHAIRS: RICK DELBRIDGE, CARDIFF BUSINESS SCHOOL AND GILLIAN SYMON, ROYAL HOLLOWAY BUSINESS SCHOOL**

What are the potential impacts of the Finch Report’s proposals on open access for business school research? How will publishing be funded under this model? What are the implications of open access for publishers and learned societies? Does open access promote or shackle innovation? How are quality thresholds maintained in open access outlets? Does open access affect groups of researchers differently, for example, early career researchers compared to established senior scholars? Does open access strengthen research in certain fields and disadvantage others? These are among many questions that will be addressed in this session by experts such as Dr James Johnston (Treasurer, BAM), Hester Tilbury (Senior Commissioning Editor, Wiley Blackwell), Mustafa Ozbilgin (Editor-in-Chief, BJM) and Yehuda Baruch (Editor, Group & Organization Management).

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The session will open opportunities to share both positive and negative experiences of researching, writing, submissions. The session will cover basic data (like rate of acceptance, time for decision), critical issues about their journals and what they expect from their correspondents to manifest the added value (the ‘so what’ question) in their conceptual development, methodologies, data analysis and how journal submission. They will point out specific issues concerning critical issues about their journals and what they expect from journals. From previous experience, we have found that an interactive discursive format is most beneficial to presenters and delegates to create the opportunity for discussion and debate. Accordingly the session will commence with short presentations by the editors that will cover basic data (like rate of acceptance, time for decision), critical issues about their journals and what they expect from a journal submission. They will point out specific issues concerning conceptual development, methodologies, data analysis and how to manifest the added value (the ‘so what’ question) in their submissions. The session will open opportunities to share both positive and negative experiences of researching, writing, revising and publishing.

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Sally Halper, The British Library

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

British Journal of Management
Editor, Mustafa Özbilgin, Brunel University, UK

International Journal of Management Reviews
Co-Editor-in-Chief, Oswald Jones, University of Liverpool Management School, UK

Group & Organization Management
Outgoing Editor, Yehuda Baruch, Rouen Business School, France & Middlesex University, UK

Academy of Management Review
Editor, Roy Suddaby and Associate Editor, Rick Delbridge

From previous experience, we have found that an interactive discursive format is most beneficial to presenters and delegates to create the opportunity for discussion and debate. Accordingly the session will commence with short presentations by the editors that will cover basic data (like rate of acceptance, time for decision), critical issues about their journals and what they expect from a journal submission. They will point out specific issues concerning conceptual development, methodologies, data analysis and how to manifest the added value (the ‘so what’ question) in their submissions. The session will open opportunities to share both positive and negative experiences of researching, writing, revising and publishing.

Workshop: the role of professional bodies in translating research into management practice - initiatives from the Chartered Management Institute

A key challenge for the academic community is demonstrate the practical benefits of management research to the business community, funding bodies and the Government. Working in collaboration with British Academy of Management, the Association of Business Schools, and the British Library, the Chartered Management Institute has a range of initiatives to assist universities in disseminating their research findings to a wider audience, help them demonstrate impact and the raise the profile of this work with employers.

This workshop will showcase the CMI Management Articles of the Year competition and the CMI Management Book of the Year award and draw lessons from the first years of their operation.

The workshop will:
• Introduce the initiatives
• Provide feedback on lessons learned thus far
• Provide insights for those about to submit articles for review by practitioners
• Discuss the benefits competitions and awards from the perspectives of researchers, educators, librarians, practitioners and employers
• Explore the opportunities to increase the recognition, reach and impact of management research
• Explore the potential for stimulating collaborative research opportunities with employers

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

PANEL
Dr Jacky Holloway, BAM Executive Committee (Chair)
Professor Beverly Alimo-Metcalfe, Bradford School of Management
Professor Abby Ghobadian, Vice Chair, BAM
Sally Halper, Social Sciences Content Development Manager, The British Library
Ian MacEachern, Council Member at Aberystwyth University
Petra Wilton, Director of Policy & Research, Chartered Management Institute

THURS 13.10-14.00
CITY HALL, COUNCIL CHAMBER
BAM Annual General Meeting

CHAIR: JACKY HOLLOWAY, OPEN UNIVERSITY, BAM CHAIR 2012
Track Symposia & Workshops

TUES 15:30 – 17:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1
Human Resource Management

SESSION CHAIR: TBC

WORKSHOP
Age Concern: Employment Relations in an Era of an Ageing Workforce (629)
Morris, Jonathan Llewellyn; Drew, Hilary

2012 has been designated the European Year for Active Ageing by the European Commission. Amongst the aims of this initiative are improving working conditions and increasing labour market participation for older people.

Addressing the impact of demographic developments on organisations requires engaging with different disciplines of literature, as well as interpreting a number of contradictory assumptions. On the one hand, promoting active ageing through the engagement of policymakers and stakeholders is at the forefront of debates on ageing workforces. Moreover, older citizens are fitter and healthier than ever before and possess special skills and knowledge which make them valuable organisational members. Reforms to social provision, especially pension reform, are underpinned by these assumptions. On the other hand, labour markets, organisational frameworks and workplaces are depicted as containing barriers to preventing older people adopting more active working roles. Furthermore, research on how work is organised to facilitate the over-fifties is incompatible with research on older workers are perceived.

This workshop attempts to unravel some of the conflicting themes related to the ageing workforce and explores how demographic developments impact upon the sphere of employment relations. Specific questions to be addressed include: What role do employment relations play in managing the effects of demographic shifts? Which barriers to active working exist? How are older people organised in trade unions? How can social partners promote more active labour market participation amongst seniors? Should national and European governments place more pressure on organisations to adopt better employment practices for older workers? How can more opportunities for older people to continue working be created?

The aim of a graduate development programme is to guide graduates in transitioning from their student identity to that of a professional identity. During the course of the programme many parties engage in order to help this transition by warranting identity; including fellow graduates, managers, colleagues and the programme facilitator. In this article we explore how the Holmes (2001) Claim-affirmation model of emergent graduate identity gives a foundation to interpret the warranting process of manager and graduate. The warranting process relates to claims, affirmation and disaffirmation of a situation that is warranted and accepted in a specific organisational setting. Warranting assists in graduate identity building, but being able to determine what behaviour is appropriate in an organisational setting is often difficult for graduates and managers alike. Most often behaviour is misinterpreted, leading to both graduate and manager frustration. Misinterpretations impact graduate identity and ultimately graduate self esteem, self efficacy and agency. We explore how the graduate development programme facilitator can take on the additional role of the independent mediator in order to help both graduate and manager to align warranting behaviour. The independent mediator role improves communication between both parties and often breaks the gridlock of misperceptions. Through independent mediation graduates experience a smoother transition from graduate identity to professional identity.

The transition increases their self esteem, self efficacy and agency, and they are thus able to deliver on their work commitments.

TUES 15:30 – 17:00
CITY HALL, SYNDICATE ROOM C
International Business

SESSION CHAIR: VOLKER MAHNKE

SYMPOSIUM
The Sociology of International Business – an emerging research agenda? (909)
Shen, Xiaobai; Mahnke, Volker

In the last three decades, the field of International Business (IB) has emerged alongside, and arguably contributed to, an accelerating process of globalisation. At the same time, resulting from this process, IB has arguably become a victim of globalisation, confronted with unprecedented challenges in addressing the complexities of an emergent and evolving world, while lacking effective tools and analytical approaches needed to deal with new pressing issues and phenomena across diverse social systems and contexts.

TUES 15:30 – 17:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85
Leadership and Leadership Development

SESSION CHAIR: ARTHUR SHACKLOCK

WORKSHOP
Experiential variety in Leadership Development (756)
Turner, Arthur Frank; Heneberry, Pamela Ann

Leadership development is key to organisational success and use of a compelling variety of methodology to ensure development is scarce. However evidence concerning the value of experiential variety in learning leadership skills is growing. This workshop aims
to give practical examples of approaches to leadership learning that are novel and illustrative of the sorts of design features that would enhance learning, in and around academic ideas and models of development. A sample around the use of poetry, puppets, colour and pictures will be tried with workshop delegates using the topic of leadership as a focal point. A post-workshop debate will endeavour to capture the key points both for and against the increase of experiential methods in the development of leadership.

TUES 15:30 – 17:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.56
Management and Business History

SESSION CHAIR: KEVIN TENNENT

WORKSHOP
Archives and Management History (395)
Edwards, Roy Austin

This workshop will explore the interpretation of archival material from business and other organisations, using the methods of the historian, and the possibility of using archives and historiography as a methodology for management studies. Emphasis will be placed on exploring specific archival material drawn from several repositories in the UK. Participants will be encouraged to discuss how such material might be interpreted, and more general questions arising from its use.

TUES 15:30 – 17:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.63
Marketing and Retail

SESSION CHAIR: KARISE HUTCHINSON

SYMPOSIUM
Consumer Behaviour Analysis and the Marketing Firm (346)
Vella, Kevin-James; Foxall, Gordon R; Sigurdsson, Valdimar; Khamseh, Saeed; Gunnarsson, Didrik; Magne Larsen, Nils

The purpose of the symposium is to provide an overview of a growing field of research within consumer psychology, Consumer Behaviour Analysis (CBA). Three sessions are being proposed: the first provides a comprehensive summary of the vibrant theoretical and empirical tradition; the second exemplifies the type of rigorous research generated by the perspective; and the third contains the foundational elements of a evolutionary theory of strategic marketing behaviour. Consumer behavior analysis, with its unique melange of economics, operant psychology and marketing is well placed to provide an alternative and complementary perspective to cognitive approaches that dominate consumer and marketing research.

TUES 15:30 – 17:00
CITY HALL, COUNCIL CHAMBER
Organizational Psychology

SESSION CHAIR: TBC

SYMPOSIUM
Ensuring Quality and Safety in Healthcare Delivery: The Role of Teamwork and Organisational Climate (441)

Lyubovnikova, Joanne; Carter, Matthew; Dawson, Jeremy; Jerzembek, Gabi; MacCurtain, Sarah; McCarthy, Imelda; Topakas, Anna; West, Michael; MacMahon, Juliette

Delivering healthcare is a complex task and many interventions require professionals from different disciplinary backgrounds to combine unique skills and knowledge to provide an effective and timely service. The challenges facing health care organisations are therefore not only clinical, but also organisational in nature. These challenges are only exacerbated by the unprecedented level of change and modernisation currently facing the National Health Service (NHS, Department of Health, 2011). In this period of reform, uncertainty and financial austerity, NHS organisations urgently need advice on how to best leverage team and organisational processes to ensure the delivery of high quality health care, as well as taking care of those delivering it.

In this symposium we examine how and under what conditions NHS staff can work most effectively together, with a particular focus on the role organisational climate and teamwork. The first paper examines how an organisational climate for quality interacts with intra-organisational ethnic diversity to predict patient mortality. The second paper looks at incidents of bullying and work intensification amongst healthcare staff, and how team working may alleviate such experiences. Finally, the third paper analyses data from over 600 NHS teams to examine how innovation leads to improved quality and safety of patient care.

TUES 15:30 – 17:00
CITY HALL, SYNDICATE ROOM K
Organizational Psychology / Organizational Studies

SESSION CHAIR: DAVID WEIR AND DAVID BAMBER

WORKSHOP
A ‘Difficult Conversations’ workshop to improve interpersonal communication at work (964)
Birch, Peter Alexander

This workshop is about rehearsing the kind of conversations at work that people perceive as very difficult. This work is widespread in practice across a number of business sectors. The workshop works with participants’ own real reported difficult situations and an experienced actor quickly takes on the role of the ‘difficult other’ so that participants have the sense that they are working with the real issue. The ‘difficult conversation’ is enacted in front of a small audience of the participants’ peers. After an initial practice the participant, the actor and the audience share their thoughts on what has been experienced. The participant is then encouraged to replay the conversation, putting key feedback into practice. Then the process repeats for each participant in the group. This has been described not as ‘role play’ but as ‘real play’. Participants often experience the ‘difficult conversation’ as very real compared to what they experience in actuality at work. It is anticipated that this workshop at BAM will have up to 30 people which is many more than might ordinarily be practical for full participation so there will be a demonstration aspect to it. Nevertheless, there will be opportunity for everyone to interact with the process in discussion. Many participants in previous sessions have observed that one of the key learning features of this work is the opportunity to observe how others handle sensitive and difficult conversations. Two recent real examples of how this has helped in an academic context are given in this proposal.
When we first proposed this symposium the purpose was to share ideas on the differences between methods and approaches, disciplines and epistemologies, applications and environments, to seek to understand what facilitates good research without falling into traps of either single best ways, or indiscriminate ‘anything goes’ approaches. We found that the interest it generated had a strong focus on qualitative research. There seems to be an emerging positivist, or at very least ‘theory driven’ (that is, either proof of theory or the testing of causal relations), orientation within the field of qualitative research at the expense of pluralism, pragmatism, and flexibility.

TUES 15:30 – 17:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.86
Sustainable and Responsible Business
SESSION CHAIR: PETER STOKES
WORKSHOP
Comparative Perspectives in Sustainable and Responsible Business: Insights from the U.K., the U.S., Australia and Germany (870)
Herzig, Christian; Schaltegger, Stefan; Burritt, Roger L.

The purpose of this workshop is to explore the existing literature from a comparative sustainability management perspective, and review findings from an international study into the focus and nature of sustainability management in four countries, the U.K., the U.S., Australia and Germany. The findings are drawn from the International Corporate Sustainability Barometer (ICSB) which was developed and led by the Centre for Sustainability Management (in collaboration with international partners). The workshop will introduce its methodology and scope, providing a source for management academics interested in studying aspects of sustainability management practice. Findings are then discussed from a comparative perspective, contrasting approaches to sustainability management within and across the four countries. Finally, the workshop will bring together knowledge and experience of the workshop participants to lay the foundation for gaining further insights into developments and challenges of comparative research on responsible and sustainable business in the years to come.

WED 09:00 – 10:30
CITY HALL, SYNDICATE ROOM C
International Business
SESSION CHAIR: TECK-YONG ENG
WORKSHOP
The Mechanisms and Effects of Corruption in International Business (644)
Eng, Teck-Yong; Sena, Vania

The idea of the proposal came through the organiser’s research interest in international business and inter-firm governance. Essentially this workshop wants to understand: a) how the levels of corruption in the host country affect the foreign direct investment performance, b) the mechanisms through which corruption can affect the performance of the parent company and c) the mechanisms that multinationals employ to insulate themselves from the effects of corruption.

TUES 15:30 – 17:00
CITY HALL, SYNDICATE ROOM B
Performance Management
SESSION CHAIRS: ANDREY PAVLOV AND PIETRO MICHELI
WORKSHOP
Organizational Performance: What is it? (162)
Michelli, Pietro; Pavlov, Andrey

This workshop is dedicated to improving our understanding of one of the most central and most enduring concepts in management research – the concept of organizational performance. More specifically, the workshop has two primary objectives. First, it aims to draw scholars’ attention to the conflicts and confusion at the heart of the concept. Second, the workshop aims to provide the first steps towards addressing these issues and to initiate an ongoing conversation about the nature of organizational performance and, consequently, its implications for research, teaching, and practice. These aims will be achieved through short presentations and facilitated discussion – in small groups under the guidance of workshop convenors and in a subsequent plenary discussion.

TUES 15:30 – 17:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER
Public Management and Governance
SESSION CHAIR: RACHEL ASHWORTH
SYMPOSIUM
Public Management Research: The State of the Field (440)
Andrews, Rhys; Esteve, Marc; Van de Walle, Steven; Dick, Gavin

In recent times, research on public management has grown rapidly, driven in part by the emergence of the ‘New Public Management’ and the swathe of public sector reforms which have swept across the globe. Indeed, the expansion of the number of research institutes, journals and books dedicated to the concerns of public management stands as testament to this flourishing of scholarly interest. Despite this expansion of interest in management in the public sector, many important questions about the state of public management research remain unanswered. In particular, to what extent, and in what ways, is public management research influenced by generic management and organization studies? Who are the individuals and institutions driving forward debates in the field? And, what research methods are most appropriate for addressing the big questions of public management? The contributors to this symposium will seek to offer answers to some of these critical questions.

TUES 15:30 – 17:00
CITY HALL, SYNDICATE ROOM D
Research Methodology
SESSION CHAIR: BILL FEAR
SYMPOSIUM
Challenges in Qualitative Research in Management (414)
Fear, William James; Steierand, Marc; Dörfier, Viktor; Eden, Colin; Green, Jan; Symon, Gillian; Johnson, Phil; Cassell, Catherine; Vadanke, Narayanan; Gera, Aziz; Stoyneva, Irina

When we first proposed this symposium the purpose was to share ideas on the differences between methods and approaches, disciplines and epistemologies, applications and environments, to seek to understand what facilitates good research without falling into traps of either single best ways, or indiscriminate ‘anything goes’ approaches. We found that the interest it generated had a strong focus on qualitative research. There seems to be an emerging positivist, or at very least ‘theory driven’ (that is, either proof of theory or the testing of causal relations), orientation within the field of qualitative research at the expense of pluralism, pragmatism, and flexibility.

TUES 15:30 – 17:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.86
Sustainable and Responsible Business
SESSION CHAIR: PETER STOKES
WORKSHOP
Comparative Perspectives in Sustainable and Responsible Business: Insights from the U.K., the U.S., Australia and Germany (870)
Herzig, Christian; Schaltegger, Stefan; Burritt, Roger L.

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International Business
SESSION CHAIR: TECK-YONG ENG
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The Mechanisms and Effects of Corruption in International Business (644)
Eng, Teck-Yong; Sena, Vania

The idea of the proposal came through the organiser’s research interest in international business and inter-firm governance. Essentially this workshop wants to understand: a) how the levels of corruption in the host country affect the foreign direct investment performance, b) the mechanisms through which corruption can affect the performance of the parent company and c) the mechanisms that multinationals employ to insulate themselves from the effects of corruption.
At the firm level, this track is interested in interfirm governance mechanisms including relationship management of stakeholders. This track welcomes the use of innovative research methods as well as conventional economic and business research methods. Both academics and business experts with knowledge about the practice of corruption are invited to participate.

The organisers aim to hold two round table sessions (run in parallel) for up to 1.5 hours where participants have the opportunity to present their key research findings followed by discussion.

**WED 09:00 - 10:30**

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1**

**Human Resource Management**

**SESSION CHAIR:** TBC

**WORKSHOP**

**Careering Where? Future Trajectories of Careers (688)**

**Hassard, John; Morris, Jonathan; Farrell, Catherine**

In the mid 1990s, career researchers began arguing for a new career model in organisations (Arthur et al, 2009; Arthur & Rousseau, 1996). This was essentially premised on the emergence of new organisational forms, named post-bureaucratic and comprised of flatter, networked forms with far less hierarchy, considerable downscaling and downsizing as well as consequence; and a concentration on core organisational competencies (Castells, 2000; Hammer & Champy, 2003). However, a number of researchers have begun to doubt the extent of this post-bureaucratic form, arguing that while organisations are changing, it is far more likely that a neo-bureaucratic form is emerging (Clegg, 2011; Clegg & Courpasson, 2004; Farrell and Morris, 2003). Barley & Kunda (2004) have termed this ‘conceptual inversion’. The workshop will explore these issues in relation to the development of corporate careers.

**WED 09:00 - 10:30**

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 2**

**Public Management and Governance**

**SESSION CHAIR:** RHYS ANDREWS

**SYMPOSIUM**

**Emergency Services and Praxis (693)**

**Wankhade, Paresh; Weir, David; Barton, Harry; Chau, Vinh**

‘Blue light’ emergency services such as Fire and Rescue, Police, and the Ambulance service as well as more specialised services such as the Coastguard, or Mountain Rescue are involved in vitally important work. Yet, management research interest about these services is only an emerging phenomenon. There have been relatively few detailed explorations of the dynamics of these organisations in terms of the performance, the impact of organisational culture in improving the quality of service delivery and their wider contribution to society and public life. The Symposium would provide a good opportunity to ‘test the water’ in terms of getting a sense of BAM scholars who would be interested in management issues within the emergency sector and could also provide a mechanism to attract a new group of emergency management researchers to BAM. It will foster a debate on theoretical and practical implications of emergency services management research, an under-researched area.
There is currently much discussion about generational differences between Generation X, Generation Y and the older Baby Boomers (Parry and Urwin, 2011). These terms tend to relate to people that are of similar age, live in specific locations, and experience significant life events at a certain critical stages of their individual development (Kupperschmidt, 2000). There is some contention about the exact age groupings. Generation X tends to refer to people born between the 1960s and 1970s, whereas Generation Y are those born since the early 1980s. These terms were originally used in consumer marketing profiles, but seem to be gaining greater relevance in recent management theory and literature. There are a few, but slowly increasing, number of academic studies and several practitioner and consultancy reports implying that the change in demographics and distinctive behaviours of each different category will have a significant impact on organisations. Tulgan (2009) states that ‘Gen Y will be the most high-maintenance workforce in the history of the world, but also the most productive’. Others argue that the generational differences are exaggerated or even ‘mythical’ (Smedley, 2011).
In our workshop we start from the advocacy that participatory action inquiry, with its emphasis on reflexivity, stakeholder engagement and attention to different ways of knowing, is particularly suited to contemporary challenges in organisational change and development. True to action inquiry principles we intend to engage with workshop participants in a collaborative exploration of the promises and challenges of action inquiry for future organisational research, practice and learning.

**THURS 09:00 – 10:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85**
**Leadership and Leadership Development**

**SESSION CHAIR: ARTHUR TURNER**

**WORKSHOP**

*Gender, Ethics and Leadership to Come (681)*
Pullen, Alison; Gagnon, Suzanne; Knights, David; Rhodes, Carl; Vachhani, Sheena; Ahonen, Pasi

Leadership is commonly idealised as a transformative capacity, capable of envisioning a desired future and boldly achieving it through drive, vision and communication. Characterised as both creative and inspirational leadership is positioned beyond administrative functionality into the realm of charisma and the ability to create positive meaning where it was hitherto absent. In time of change and upheaval authentic transformational leaders are said to ground their leadership on moral foundations. Despite such developments less sustained attention has been given to the relationships between gender, ethics and leadership. This workshop focuses on these relationships with specific attention to their embodied character.

**THURS 11:00 – 12:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85**
**Leadership and Leadership Development**

**SESSION CHAIR: TAMMI SINHA**

**SYMPOSIUM**

*Moving, leading, working in displacement (599)*
Gaggiotti, Hugo; Edwards, Gareth; Jarvis, Carol; McInnes, Janice; Simpson, Peter; Wilkinson, Jennifer; Knights, David

This symposium will explore different relations between leadership, movement and organisational and work practices. In contemporary society where there is a shift towards the global and networked society, we investigate the implications this has on notions of leading and working, through ideas around social movement, hence the nomadic. The literature concerning global leadership (e.g. Mendenhall et al, 2007) and leadership and worldliness (Turnbull, et al., 2012) is becoming prevalent. We therefore contribute further to this discussion by exploring ideas of, for example, the nomadic and migration of images (Waller, 1998) in relation to leadership, the wisdom acquired through travelling (Nightingale, 2004), the displacement through virtual communities (Driskell and Lyon, 2002) and the relations between flexible working, leadership and technology based communication (Kelloway, Barling, Kelley, Comtois, and Gatiin, 2003). Not only is mobility, movement and travel inexorable features of the social they are also constitutive of self -"we all journey, and from our journeying, define ourselves" (Roberson 2001, xi). Indeed, Braidotti (1994) suggests acknowledging nomadism as an existential condition in understanding. We suggest, therefore, that it is impossible in contemporary society to imagine organisational and work practices and leadership without simultaneously imagining movement.
SESSION 1
TUESDAY 15:30–17:00

WORKSHOP
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1
Human Resource Management

SESSION CHAIR: TBC
Age Concern: Employment Relations in an Era of an Ageing Workforce (629)
Morris, Jonathan Llewellyn; Drew, Hilary

WORKSHOP
CITY HALL, COMMITTEE ROOM 100
Identity

SESSION CHAIR: TBC
Mistaken identity: You think I'm this and I think you're that! Why do we keep missing each other? Misaligned perceptions, their impact on behaviour and the role of the independent mediator (412)
Dunne, Ilka Noelle; Bosch, Anita

SYMPOSIUM
CITY HALL, SYNDICATE ROOM C
International Business

SESSION CHAIR: VOLKER MAHNGE
The Sociology of International Business – an emerging research agenda? (909)
Shen, Xiaobai; Mahnke, Volker

SYMPOSIUM
CITY HALL, SYNDICATE ROOM B
Leadership and Leadership Development

SESSION CHAIR: ARTHUR SHACKLOCK
Experiential variety in Leadership Development (756)
Turner, Arthur Frank; Heneberry, Pamela Ann

WORKSHOP
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85
Management and Business History

SESSION CHAIR: KEVIN TENNENT
Archives and Management History (395)
Edwards, Roy Austin

SYMPOSIUM
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.63
Marketing and Retail

SESSION CHAIR: KARISE HUTCHINSON
Consumer Behaviour Analysis and the Marketing Firm (346)
Vella, Kevin-James; Foxall, Gordon R; Sigurdsson, Valdimar; Khamseh, Saeed; Gunnarsson, Didrik; Magne Larsen, Nils

SYMPOSIUM
CITY HALL, COUNCIL CHAMBER
Organizational Psychology

SESSION CHAIR: TBC
Ensuring Quality and Safety in Healthcare Delivery: The Role of Teamwork and Organisational Climate (441)
Lyubovnikova, Joanne; Carter, Matthew; Dawson, Jeremy; Jerzembek, Gabi; MacCurtain, Sarah; McCarthy, Imelda; Topakas, Anna; West, Michael; MacMahon, Juliette

WORKSHOP
CITY HALL, SYNDICATE ROOM K
Organizational Psychology/ Organizational Studies

SESSION CHAIRS: DAVID WEIR AND DAVID BAMBER
A 'Difficult Conversations' workshop to improve interpersonal communication at work (964)
Birch, Peter Alexander

WORKSHOP
CITY HALL, SYNDICATE ROOM D
Research Methodology

SESSION CHAIR: BILL FEAR
Challenges in Qualitative Research in Management (414)
Fear, William James; Stierand, Marc; Dörfler, Viktor; Eden, Colin; Green, Jan; Symon, Gillian; Johnson, Phil; Cassell, Catherine; Vadanke, Narayan; Gera, Azi; Stoyneva, Irina

WORKSHOP
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.86
Sustainable and Responsible Business

SESSION CHAIR: PETER STOKES
Comparative Perspectives in Sustainable and Responsible Business: Insights from the U.K., the U.S., Australia and Germany (870)
Herzig, Christian; Schaltegger, Stefan; Burritt, Roger L.
SESSION 2
WEDNESDAY 09:00-10:30

FULL PAPERS
CITY HALL, SYNDICATE ROOM B
Corporate Governance

SESSION CHAIR: DONALD NORDBERG
Are CEOs Replaced For Poor Performance? Effects of Mergers and Acquisitions on CEO Turnover (238)
HomRoy, Swarnodeep
The Impact of Acquisitions on CEO Pay (239)
HomRoy, Swarnodeep
The Perceptions of the Effectiveness of current Paradigm of Corporate Governance in Egypt (965)
Kamel, Hany Mohamed Moustafa; Elbanna, Said

DEVELOPMENTAL PAPERS
CITY HALL, SYNDICATE ROOM I
e-Business and e-Government

SESSION CHAIR: SAVVAS PAPAGIANNIDIS
Developing a Digital Ecosystem for Intelligent Transport Systems (ITS) Service Providers (494)
Giannoutakis, Konstantinos; Li, Feng
Commercialisation of Assisted Living Technologies and Services: A framework for sustainable business models (772)
Oderanti, Festus Oluseyi; Li, Feng
Distributed Artificial Intelligent Systems for Decision Making Support (948)
Serova, Elena Gennad’evna

FULL PAPERS
CITY HALL, FERRIER HALL
Entrepreneurship

SESSION CHAIR: WING LAM
The Interaction between Academic Entrepreneurs and Potential Academic Entrepreneurs: Evidence from The University Of Oxford (232)
Guemuesay, Ali Asian; Bohne, Thomas Marc
Dominant Designs and New Firms’ Survival (253)
Chen, Tianxu; Narayanan, V.K
Academic Entrepreneurship in a Resource Constrained Environment: Diversification and Synergistic Effects (428)
De Silva, Lasandahasi Ranmuthumalie; Uyarra, Elvira; Oakley, Ray

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Micro-foundations of Dynamic Capabilities: The Influence of Trust and Power (777)
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WEDNESDAY 14:00–15:30

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Corporate Governance Maturity in Relation to the Organisational Lifecycle (189)
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Employment legislation and SMEs (165)
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Examining the Factors Affecting the Adoption and Success of Human Resource Information Systems in the Context of the Kingdom of Saudi Arabia (649)
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Balancing competition and collaboration between sub-units of a MNC: a review of the literature (707)
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Funders, strategies and control systems: Empirical evidence from two chamber orchestras (785)
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Creative possibilities amidst pluralism: Combinatorial approaches to legitimation (800)
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Implementing sustainable and responsible business. Sustainability management tools and their dissemination in German companies (609)
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Organisational Sustainability and the SME; an Examination of Irish Owner-Managers’ Attitudes (510)
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Sustainable and Responsible Business

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Lessons learned from past incidents and accidents: an analysis of three major oil spills (619)
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Vazquez-Brust, Diego Alfonso; Liston-Heyes, Catherine

Who’s influencing whom? A case-study in sustainable business partnerships (764)
Adderley, Simon David; Elliott, Alice Rose

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We look forward to seeing you at our stand to talk about these fantastic new titles and many more
SESSION 5
WEDNESDAY 16:00–17:30

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SESSION CHAIR: SAVVAS PAPAGIANNIDIS
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How Word of Mouth affects consumer trust: the case of user generated reviews (426)
Papadopoulos, Thanos; Stamati, Teta; Wong, Kam-Ting

Using Quality Dimensions in the Evaluation of a hotel Website (209)
Maditinos, Dimitrios I.; Triantafyllidi, Xanthoula; Papadopoulos, Dimitrios; Skritsovali, Konstantina

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Entrepreneurship

SESSION CHAIR: ELEANOR SHAW
The Evolution of Learning in Small Firms (141)
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Entrepreneurship

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Karim, Mohammed Shamsul

Counterfactual Thinking and Entrepreneurial Intention (815)
Karim, Mohammed Shamsul

Evaluating the General Enterprise Tendency Test as a Viable Instrument for Assessing an Enterprise Module within a Student Population (878)
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Gender in Management

SESSION CHAIR: SHARON MAVIN
Women in Management in Saudi Arabia: An Insider Perspective (683)
Abalkhail, Jouharah

Women managers in China: Any progress after the market reform? (821)
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Longarela, Iñaki R.; Foss, Lene

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Gender in Management

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Women’s expatriate careers – a challenge to traditional career path models? (124)
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Aggestam, Maria; Lowegren, Marie

Stammering at work: It’s not man’s talk (159)
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Human Resource Management

SESSION CHAIR: ANN PARKINSON
Drivers of organizational citizenship behaviours: The role of human resource practices, learning orientation and affective commitment (576)
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Human Resource Management

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Mediation effects of career aspiration on the relationships of perceived supervisor supports and mastery motivation among extension agents in Iran (404)
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‘Home or Away’: From Traditional Expatriates to Modern Flexpatriates? (782)
Haji-Ghassemi, Yalda

Anchoring Professional Careers in Shared Service Centres; Drawing Together Research Questions (828)
Lambert, Stephanie Anne

Good Leadership Enhances Performance (367)
Michailidis, Maria P.; Charalambous, Maria

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Organizational identity and ambiguity: A process-based perspective (229)
Spyridonidis, Dimitrios; Hendy, Jane; Barlow, James

Constructing Female Work Identity within a Popular Women’s Magazine (598)
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Innovation

SESSION CHAIR: GEORGE TSEKOURAS

Motivation and Ability Routes for Analyzing the Antecedents of Exploration and Exploitation at the Individual Manager Level (405)
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Wastell, David Graham

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Innovation

SESSION CHAIR: NICK MARSHALL

Practising Social Innovation: The role of social enterprises (462)
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Following a “trajectory of innovation opportunity”: enablers and inhibitors of innovation in UK manufacturing SMEs. (691)
Pilbeam, Colin James

Designing Disruptive Business Models to Transform the Digital Economy (762)
Greenman, Andrew

Organisational Ambidexterity and Innovation in the Virtual Environment- A Case of Hacker Communities (893)
Sarma, Meera; Lam, Alice

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SESSION CHAIR: SIMON COLLINSON

Understanding International Nongovernmental Organisations as a type of Multinational Enterprise (221)
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Nguyen, Quyen T.K.; Rugman, Alan M.

Overcoming institutional barriers to knowledge sharing in IJVs (974)
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The Institutionalisation of Political Risk Assessment in Central and Eastern European International Firms (501)
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The Impact of Multilaterals on Poverty in Ghana (525)
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SESSION CHAIR: TINA BASS

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Maciejovsky, Boris; Budescu, David

Conceptualising the Effect of Education and Training on Individuals’ Competency for Knowledge Management (233)
Alainati, Shaikhah Jaber

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Dada, Lola

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Loewenberger, Pauline Anne; Newton, Mark
Leadership in unstructured teams: Leading by example (349)
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Senior Management Development of Creative and Innovative Capability and Commitment in a public sector organisation (966)
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Sweet, Zoe; Brooks, Simon Bentley

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Alles, Delphine L.; Eabrasu, Marian

Attitudes towards Sustainability in a Developing Country: The Case of Saudi Arabia (658)
Mouzugh, Yusra; Bryde, David

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• encourage best practice through updates, online resources and OER;
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SESSION 7
Thursday 11:00–12:30

FULL PAPERS
CITY HALL, FERRIER HALL
Entrepreneurship

SESSION CHAIR: WILSON NG
Who Makes Money From Entrepreneurship? : Life Course Pathways to Entrepreneur Earnings (448)
Jayawarna, Dilani; Rouse, Julia
Modelling the entrepreneurial process between social networks and firm performance (774)
Li, Pansy Hon Ying; Lo, Carlos Wing-hung
New insights into the process of entrepreneurial embedding: implications for theory and practice (316)
Shaw, Eleanor; Wilson, Juliette; Grant, Ian

DEVELOPMENTAL PAPERS
CITY HALL, SYNDICATE ROOM G
Entrepreneurship

SESSION CHAIR: OSWALD JONES
A Cumulative Capabilities Approach to Developing Entrepreneurial Orientation (534)
Marzec, Peter E; Johnson, Dyneshia; Matthews, Rupert L; Mahon, Christopher
On the way to high performing SMEs – qualitative research on positive leadership, values and KPIs (580)
Zbierowski, Przemyslaw; Bratnicki, Mariusz
A Pragmatist Inspired Ethnography of the Emergence and Development of Micro Enterprise (592)
Greenman, Andrew
Entrepreneurial, Market and Customer Orientation: practical implications for SMMEs in the Transport and Logistics Industry (814)
Botha, Melodi; Antonites, Alex; Nsibande, Leroy

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55
Entrepreneurship

SESSION CHAIR: GARY POWELL
Gender, Class and Dirt: Men doing Gender in Less Skilled Dirty Work (244)
Simpson, Ruth; Slutskaya, Natasha; Hughes, Jason
Culture, Gender and Transformational Leadership (334)
Naser; Suzan; Baldwin, Lynne; Ali, Maged
The cognitions and behaviour of female cabin attendants at Thai Airways (381)
Tungtakanpoung, Monrudee; Altman, Yochanan
Senior Women at Work: Exploring working relationships between women (738)
Mavin, Sharon; Williams, Jannine Catherine; Bryans, Trish

FULL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER
Human Resource Management

SESSION CHAIR: FRANK M. HORWITZ
‘Rank and Yank’: Managerial Job Insecurity in International Perspective (360)
Morris, Jonathan Llewellyn; Farrell, Catherine; Hassard, John
Management development: Is Asia different from Europe? (539)
Than, Swe Swe; Trenberth, Linda; Conway, Neil
Supervisor-subordinate guanxi, job satisfaction and work outcomes in Japanese firms (585)
WU, Wei-ping; Cheung, Millissa

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.80
Human Resource Management

SESSION CHAIR: AHMED MOHAMMED SAYED MOSTAFA
Re ’Train’ or de ’Train’: Impact of training and development on psychological contracts of employees during global economic recession (925)
Shaffakat, Samah
Review on Skill Mix and the need for HRM in healthcare management: A Study on the Extended Roles of Healthcare Assistants (HCA) in Secondary Healthcare. (903)
Omoro, Barbara Jenipher Dola
Norms of exchange and the diversity of work systems within national economies (521)
Marsden, David W
Corporate and Business Strategy Integration with HR policies - Evidence from 5 case-study banks in Pakistan (883)
Zakaria, Nousheen

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.77
Identity

SESSION CHAIR: JULIETTE SUMMERS
Defining myself in terms of the organisation: The interaction between individual identity work and organisational practices in determining organisational identification (760)
Boag-Munroe, Fran; Davis, Ann
Importance of personal failure in investigating identity (856)
Sinha, Shuchi; Jalan, Ishan; Ulus, Eda
Entrepreneurs’ Sensemaking Responses to the Downturn (751)
Beaven, Zuleika; Lawson, Jonathan
Social Media, the Organisation and Me: An Exploration of Identity Work by Employees in the Digital Age (279)
Carter, Chris James; Martin, Lee; O’Malley, Claire
DEVELOPMENTAL PAPERS
CITY HALL, SYNDICATE ROOM I
Inter-Organizational Relations

SESSION CHAIR: TBC
Managerial Networking and Stakeholder Support in Public Service Organizations (622)
Andrews, Rhys; Beynon, Malcolm J
Transient and changing governance practices in a cross-sector collaboration – examples from neighbourhood regeneration (640)
Hayes, John Paul; Cornforth, Chris; Vangen, Siv
Can Preferred Suppliers Control Buyers? (710)
Bignoux, Stephane
Network of different actors influencing the process of Urban Planning and Development: Case of Tallinn City Hall Project (825)
Pulk, Kätlin; Murumägi, Maarja; Koppel, Kadri

FULL PAPERS
CITY HALL, SYNDICATE ROOM I
Innovation

SESSION CHAIR: GEORGE TSEKOURAS
Brazilian Flex Fuel Lessons to Hybrid Vehicles: a Bridge too far? (313)
Amatucci, Marcos
The UK Airship Industry in the 1930s: A Case of Failure of Strategic Foresight followed by successful Exaptation? (503)
Weir, David Thomas; Andriani, Pierpaolo
Are science and engineering PhDs working on projects with industrial involvement more successful in the private sector? Evidence from a UK research-based university (677)
Lee, Hsing-fen; Miozzo, Marcela

FULL PAPERS
CITY HALL, SYNDICATE ROOM I
Knowledge and Learning

SESSION CHAIR: MARK EASTERBY-SMITH
Developing an understanding of managerial capability: A pilot study of top SME managers in the healthcare sector. (331)
Woods, Phillip Stephen; Gapp, Rodney; Fisher, Ron; King, Michelle
IT Competence and the Commercial Success of Innovation (471)
Fernandez-Mesa, Anabel; Ferreras-Mendez, Jose Luis; Alegre, Joaquin; Chiva, Ricardo
The Task Redefinition Process: Exploring the Micro-Foundations of Knowledge Sharing in Organizations (251)
Kou, Chia-yu; Harvey, Sarah

FULL PAPERS
CITY HALL, SYNDICATE ROOM I
Leadership and Leadership Development

SESSION CHAIR: TAMMI SINHA
Moving, leading, working in displacement (599)
Gaggiotti, Hugo; Edwards, Gareth; Jarvis, Carol; McInnes, Janice; Simpson, Peter; Wilkinson, Jennifer; Knights, David

FULL PAPERS
CITY HALL, SYNDICATE ROOM I
Management and Business History

SESSION CHAIR: KEVIN TENNENT
Colombian Railways and National Sovereignty: the Case of the Panama Railroad Co. (1850-1903) (119)
Correa, Juan-Santiago
The demise of a continental icon: The case of Air Afrique, 1961-2002 (149)
Amankwa-Amoah, Joseph; Debrah, Yaw
Cornelius, NE; George, Olusoji; Amujo, Olusanmi
FULL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.62
Marketing and Retail

SESSION CHAIR: CHARLES DENNIS

Come fly with me: how can we understand green consumers who fly? (228)
Oates, Caroline J; McDonald, Seonaidh; Carlile, Claire

Who Is Folding the Package? The Encoding of Sustainability Claims in Greece and in the UK (735)
Alevizou, Panayiota; Oates, Caroline J; McDonald, Seonaidh

Marketing Green Energy (922)
McDonald, Seonaidh; Aitken, Mhairi; Oates, Caroline J.

FULL PAPERS
CITY HALL, SYNDICATE ROOM B
Organizational Transformation, Change and Development

SESSION CHAIR: CHRIS BOND

Vertical and shared leadership in an organizational change project: the case of an Italian public utility (708)
Binci, Daniele; Corrado, Cerruti; Donnarumma, Stefano Antonio; Braganza, Ashley

The impact of CEO Core Self Evaluation on firm’s ambidexterity orientation. (728)
Mazzotta, Vincenzo; Santella, Rosella

When Job Crafting Leads to In Role and Extra Role Performance (794)
Paraskevopoulou, Louiza; Gouras, Athanasios; Vakola, Maria

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.61
Marketing and Retail

SESSION CHAIR: CATHERINE ASHWORTH

A definitional analysis of Web 2.0: a Marketing and IS perspective (538)
Zamani, Farhoodeh; Brady, Mairead

The Transition from Bricks to Clicks: investigation of UK retail sector and its consumer perceptions (614)
Maheshwari, Vish; Dettler, Julia; James, Jon

Offline & Online Media Utilized by Generation Y in Product Information Searching (793)
Marshall, Al. K. W.

Barriers to Internet shopping adoption and motivating factors (968)
Almehmadi, Samia Abdullah

FULL PAPERS
CITY HALL, SYNDICATE ROOM K
Operations, Logistics and Supply Chain Management

SESSION CHAIR: DAVID MENACHOF

Adaptive Performance Measurement System (APMS) for Distribution Centre Benchmarking (393)
Schumann, Christian-Andreas; Hoffmann, Karsten; Schumann, Martin-Andreas

Supply Chain Integration: A Case Study of Wine Supply Chains between Chile and the UK (696)
Talas, Risto; Menachof, David

Qualitative Analysis on Relationship Issues in Maritime Transport: a Korean Freight Forwarder’s Perspective (666)
Jang, Hyun Mi; Mitroussi, Kyriaki; Kim, Sang Youl

FULL PAPERS
CITY HALL, COUNCIL CHAMBER
Organizational Psychology

SESSION CHAIR: BARBARA PLESTER

Clarifying the link between collective organizational commitment and ambidexterity in the R&D-unit context (659)
Polfşak, Petra; Jackson, Paul R.

The Importance of Social Support for Nurses in a General Acute Context (552)
Rodwell, John; Munro, Louise; Gulyas, Andre

Expatriate job performance: The role of acculturation as a mediator between personality and job performance. (882)
Wilson-Evered, Elisabeth; Smit, Isabel

FULL PAPERS
CITY HALL, SYNDICATE ROOM A
Organizational Studies

SESSION CHAIR: DAVID BAMBER

Exploring the Relationship between Human Capital and Organisation Structure Capital in Knowledge Management Context: a review and conceptual framework (607)
Al-Halak, Ahmad; Al-Karaghoul, Wafi; Ghoneim, Ahmad

Understanding valuing in a practitioner guidebook: a framework for interpreting valuing and values, with an illustrative application to a co-housing guidebook. (840)
O’Reilly, Dermot

Cauterizing trial by fire: Observers’ interpretations of organizational failure (161)
Amankwah-Amoah, Joseph; Aryee, Sam
DEVELOPMENTAL PAPERS  
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.60  
Organizational Studies  
SESSiON CHAIR: DAVID WEIR  
Flight and fright! Assessing bullying and negative behaviour at work among cabin crew in the UK airline industry (829)  
Blouisi, Wendy; Neal-Smith, Jane  
Academics and location independent working: Manifestation of, or escape from new managerialism? (373)  
Lee, Amanda  
Does participative management engender competing institutional logics? The case studies of multinational Japanese manufacturers (415)  
Iwashita, Hitoshi  
FULL PAPERS  
CARDIFF UNIVERSITY, COMMITTEE ROOM 2  
Public Management and Governance  
SESSiON CHAIR: MIKE REED  
Strategic plan implementation: The antecedents and outcomes (711)  
Elbanna, Said; Fadal, Yasir  
The Limits to Lean in Public Services: Managing Processes, Work and Teams (739)  
Radnor, Zoe Jane; Procter, Stephen  
Commissioning public services - an organizational learning perspective (433)  
Allen, Barbara Ann Chantal; Rashman, Lyndsay; Hartley, Jean  
DEVELOPMENTAL PAPERS  
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.79  
Public Management and Governance  
SESSiON CHAIR: JILL SCHOFIELD  
Allen, Davina  
Sharable Electronic Health Records and Conflicting Moral Orders in Healthcare: A Comparison of Developments in England and Australia (408)  
Garrety, Karin; Dalley, Andrew; McLoughlin, Ian; Wilson, Robert; Yu, Ping  
Boundary Spanners as Leaders in Managed Healthcare Networks (892)  
Schofield, Jill; Sheaff, Rod; Reeves, David; Charles, Nigel; Mannion, Russell; Benson, Lawrence  
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CITY HALL, SYNDICATE ROOM L  
Research Methodology  
SESSiON CHAIR: BILL LEE  
Tracking and Trawling: theorising ‘participants’ and ‘data’ in qualitative e-research (150)  
Pritchard, Katrina; Whiting, Rebecca  
“What is it that’s going on here?” Goffman’s frame analysis in today’s management research (473)  
Malin, Virpi Orvokki  
Is Generation Y really different? A critical evaluation of the Generation Y literature (742)  
Stewart, Jean-Anne; Thurloway, Lynn  
FULL PAPERS  
CITY HALL, SYNDICATE ROOM E  
Strategic Management  
SESSiON CHAIR: CHARLES DUNCAN THORNTON  
What is in the “mirror”? Reinvestigating the “mirroring hypothesis” and its impact on innovation (363)  
Hao, Bin; Feng, Yanan  
Enter Timing Strategies in the Telecoms: The Impact of Founding CEO Background and Experience (847)  
Weilier, Claire; Pollitt, Michael; Neely, Andy  
Middle Managers as Facilitators in the Development of Dynamic Capabilities (527)  
Christodoulou, Ioannis P; Pouli, Konstantinos; Pouli, Effthimios  
DEVELOPMENTAL PAPERS  
CITY HALL, ASSEMBLY ROOM 1  
Strategic Management  
SESSiON CHAIR: JOHN ANCHOR  
Cognitive strategic groups: Real or artefact? (217)  
Robson, Julie; Van Der heijden, Hans  
Barriers against disruptive strategies: A single case study of a French cider company (425)  
Detchenique, Guillaume  
A multilevel test of the resource based view of the firm. The effects of individual and collective managerial resources on the resource management process and the performance of the firm (581)  
Paredes Izaguirre, Luis Antonio; Meneses, Raquel  
FULL PAPERS  
CITY HALL, COMMITTEE ROOM 100  
Strategy as Practice  
SESSiON CHAIR: REBECCA BEDNAREK  
Facilitating Commitment to Strategy (144)  
Eden, Colin; Ackermann, Fran  
Blue Ocean Strategy: putting ‘flesh on the bones’ (179)  
Ackermann, Fran; Eden, Colin  
Configuration of Practices of the Strategic Process and Content with the Sustainable Creation of Value: a Framework of References and Proposals (132)  
Bulgacev, Sergio; Gomel, Marcia  
FULL PAPERS  
CITY HALL, COMMITTEE ROOM 100  
Sustainable and Responsible Business  
SESSiON CHAIR: PETER STOKES  
Community as Stakeholder: Exploring Corporate Social Responsibility Outcome in Malaysian Community Development (210)  
Ismail, Maimunah; Alias, Siti Noormi; Mohd Rasdi, Roziah  
Sustainable business and export performance in industrial of gems and jewelry (305)  
Palma, Eliete Pozzobon; Gomes, Clandia Maffini; Kruglianskas, Isak; Kneipp, Jordana Marques; Barbieri, Luciana Aparecida  
Explicating Dynamic capabilities for Corporate Sustainability: Evidence from Corporate Social Responsibility Reports (571)  
Wu, Oiang; He, Qile; Duan, Yanqing
SESSION 8  
Thursday 14:00–15:30

DEVELOPMENTAL PAPERS
CITY HALL, SYNDICATE ROOM J
Cultural and Creative Industries

SESSION CHAIR: ANDREW GREENMAN
The identity work and struggles of musicians (325)  
Gilmore, Charlotte; Beech, Nic; Greig, Gail; Hibbert, Paul; Gulledge, Elizabeth

Turner, Sara; Hislop, Donald; Holland, Julie; Cohen, Laurie

Researching Creative Industry: A Developing Country Inquiry (443)  
Rustiad, Sonny

A body of work about the work of the body; a proposed model of advertising creativity process (861)  
Ghaffari, Mahsa

DEVELOPMENTAL PAPERS
CITY HALL, SYNDICATE ROOM G
E-Business and E-Government

SESSION CHAIR: FENG LI
A Review of the Predictors and Linkages in E-Government Adoption Research (134)  
Rana, Nripendra P.; Williams, Michael D.; Dwivedi, Yogesh K.

A Citizen's Perspective of E-Government Adoption and Diffusion (402)  
Rana, Nripendra Pratap; Dwivedi, Yogesh Kumar; Williams, Michael D.

Evaluating the Use of E-Government for the Implementation of Land Administration Systems in Developing Countries: A conceptual framework (889)  
Ashaye, Olusoyi Richard

FULL PAPERS
CITY HALL, FERRIER HALL
Entrepreneurship

SESSION CHAIR: DILANI JAYAWARNA
Revisiting the skills brokerage business model: An application to the Greek Financial Crisis (226)  
Palamida, Ellychia; Papagiannidis, Savvas; Xanthopoulou, Despoina; Stamati, Teta

The impact of founder’s characteristics on CEO-succession in UK IPOs (419)  
Liu, Ying; Plesse, Jennifer; Filatotchev, Igor

The Venture Formation Activities of Technology Entrepreneurs (945)  
Gately, Clare Maria; Cunningham, James

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55
Gender in Management

SESSION CHAIR: SAVITA KUMRA
Women working in a Saudi Hospital: An exploratory case study of women’s work in Saudi Arabia (714)  
MacDonald, Sandra Margaret Mary; AlMuaigeil, Buthaina

In the limelight: Construction of Female Leaders through Media (586)  
Kovalainen, Anne; Jännäri, Jatta Kankaanranta

Exploring the subjective and objective career consequences of a work-family intervention over time: Does gender and parental status make a difference? (842)  
Straub, Caroline; Vinkenburg, Claartje J.; van Kleef, Marko

FULL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER
Human Resource Management

SESSION CHAIR: JOHN NEUGEBAUER
Managerial discretion of the line in rewarding performance (630)  
Wei, Qi

Examining Human Resource Outsourcing in the UK (444)  
Glaister, Alison Jacqueline

Institutional Perspective on Perceptions of Flexible Working Arrangements in Greece (215)  
Bessa, loulia; de Menezes, Lilian

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.79
Human Resource Management

SESSION CHAIR: NOUSHEEN ZAKARIA
We need to talk about HR: the legacy of the past for HR (939)  
Parkinson, Ann

Subsidiary HR Department Role: The Case Study of Three Nordic MNCs in Bangladesh (936)  
Rozalin, Nahid

Quo Vadis HRM: The demise of a profession? (315)  
Bond, Christopher

The Application of the HR Business Partnering Model in the Public Sector: The Case of HR in Universities (492)  
Smith, Paul Edward; Robertson, Kay

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.80
Human Resource Management

SESSION CHAIR: MARGARITA NYFOUDI
Social Capital - An Antecedent of Organisational Socialisation? (301)  
Zigan, Krystin; Fletcher, Luke

Educating Today’s Line Managers to Become Tomorrows Heroes (817)  
Martins, Lola-Peach
The Mediating Effects of Public Service Motivation and Person-Organization Fit on the Relationship between HRM Practices and Employee Attitudes (890)
Mostafa, Ahmed Mohammed Sayed; Gould-Williams, Julian Seymour

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.77
Identity
SESSION CHAIR: PETER MCINNES
Creativity and identity: A look at the social construction of creativity (407)
Round, Heather
Corporate alumni networks: extending subjectivation (596)
Josserand, Emmanuel; Villesèche, Florence; Bardon, Thibaut
Cyborg Identities: The Sociomateriality of Identity Work (715)
Symon, Gillian

DEVELOPMENTAL PAPERS
CITY HALL, SYNDICATE ROOM I
Inter-organizational Relations
SESSION CHAIR: TBC
Making a Difference – Making it Happen: Exploring Business Improvement through a Community of Practice (917)
Welch, Christine Elizabeth; Sinha, Tammi; Ward, Nigel
Supporting delivery of Research Impact: A Role for Non-Researcher Leaders? (697)
Armitage, Graham Vincent R
Experiential Learning in Researching Trust in SME Collaborative Projects: A Researchers Reflections (725)
Bishop, Caroline Ann
Understanding, investigating and theorizing inter-organizational collaborations (265)
Vangen, Siv

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.78
Innovation
SESSION CHAIR: GEORGE TSEKOURAS
Innovation Attributes and Their Role in Contemporary Innovation-Adoption Research (446)
Kapoor, Kawaljeet Kaur; Dwivedi, Yogesh K; Williams, Michael D
Industrial Cluster Formation in the Iranian Context: Case of North East Saffron and Food Clusters in the City of Mashhad (588)
Kharazmi, Amirali; Kharazmi, Omid Ali; Kharazmi, Leila; Khorakian, Ailreza
Evaluating R&D investment efficiency in China's high-tech industry (645)
Han, Chunjia; Thomas, Stephen

FULL PAPERS
CITY HALL, SYNDICATE ROOM C
International Business
SESSION CHAIR: EVA ALFOLDI
Market Entry in Strategic Industries: a Game-theoretic Approach to the Aircraft Industry (114)
Fairchild, Richard John; McGuire, Steven Michael
Revisiting the Competitive Advantage – Performance Relationship in Export Ventures (394)
Kaleka, Anna
Optimism, Vulnerability, and entrepreneurial intent: Occupation change intentions in rural East Africa (290)
George, Gerard; Kotha, Reddi; Parikh, Prit; Al-Nuaimi, Tufool; Bahaj, AbuBakr

FULL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.72
Knowledge and Learning
SESSION CHAIR: DAVID SPICER
Repercussion and Association of Knowledge Transfer (KT) in Turkish SMEs (907)
Chowdhury, Dababrata; Tayauova, Gulzhanat
Knowledge Management Propensities in Small Service Firms (950)
Broderick, Anne J
Approaches to Knowledge Management and the Role of Individuals (214)
Rechberg, Isabel; Syed, Jawad

FULL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85
Leadership and Leadership Development
SESSION CHAIR: JULIA CONNELL
A socio cultural case study of leadership a Sri Lankan educational institution (633)
Pointon, Julia
Decision making profiles of head teachers: Study on secondary school, Sarawak, Malaysia (702)
Ahmad, Rusli bin; Abdullah, Siti Mariam

DEVELOPMENTAL PAPERS
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.59
Leadership and Leadership Development
SESSION CHAIR: CHRIS BOND
Using Coaching to Eliminate ‘Stuckness’ in the Leadership of Change (351)
Collins, Claire Elizabeth
From manager to professor: the leadership development of Belmiro De Azevedo (863)
Graca, Manuel; Costa, Monica
Leadership Development in Middle Managers (755)
Turner, Arthur Frank
SESSION 8  
THURSDAY 14.00-15.30

WORKSHOP  
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.56  
Management and Business History

SESSION CHAIR: ROY EDWARDS  
Specialisation and its Challenges in the Dundee Jute Industry between 1920 and 1970 (190)  
Masrani, Swapnesh; McKiernan, Peter; McKinlay, Alan  
Re-imagining a future for management research by revisiting the past: Scientific rationality under the microscope (284)  
Harney, Brian  
Finance, Financial Entrepreneurship and the British Pub (625)  
Bower, Julie; Richardson, Mark

FULL PAPERS  
CITY HALL, SYNDICATE ROOM E  
Management Consultancy

SESSION CHAIR: TBC  
Coaching: the contemporary professional landscape and key debates (575)  
Cameron, Roslyn Ann; Ebrahimi, Mehdi  
The Environmental Dynamics of Management Innovation: the Case of the UK Consulting Industry (178)  
O’Mahoney, Joe

FULL PAPERS  
CITY HALL, SYNDICATE ROOM E  
Marketing and Retail

SESSION CHAIR: DONNA MCGUINNESS  
The effect of customer satisfaction upon customer retention in the Jordanian Mobile Market: An Empirical Investigation (392)  
Alshurideh, Muhammad Turki; Masa’deh, Ra’ed Moh’d Taisir; Alkurdi, Barween Hekmit  
Consumer Responses to Cause Related Voucher Schemes (169)  
Gorton, Matthew; Angell, Robert Jonathan; White, John Edward  
The effects of framing, stock-up nature and promotion depth on consumers’ evaluation of coupon offers (849)  
Baltas, George; Argousidis, Paraskevas; Painesis, Grigorio

FULL PAPERS  
CITY HALL, SYNDICATE ROOM K  
Operations, Logistics and Supply Chain Management

SESSION CHAIR: BARRY EVANS  
Learning and continuous improvement: is there a link? (295)  
Hu, Qing; Williams, Sharon; Found, Pauline; Mason, Robert; Evans, Barry  
The nature of supply management operational capability and its impact on firm performance (541)  
Day, Marc; Lichtenstein, Scott Samuel; Samouel, Phillip

FULL PAPERS  
CITY HALL, COUNCIL CHAMBER  
Organizational Psychology

SESSION CHAIR: LEE MARTIN  
The fun paradox (400)  
Plester, Barbara Anne  
Positive Organizational Politics? A Qualitative Study (951)  
Landells, Erin Marie; Albrecht, Simon L  
The Meditational Role of Psychological Climate in the Relationship between Values Congruence and Organizational Commitment: A Structural Equation Modelling Study (364)  
Abdelmoteleb, Samir Abdelkader; Higgs, Malcolm; Luke, Michelle A.

FULL PAPERS  
CITY HALL, SYNDICATE ROOM A  
Organizational Studies

SESSION CHAIR: DAVID WEIR  
Women, Beauty, Perception and Consumption Behaviour: Implications for Organisational Studies (862)  
Brimelow, Zoe; Gbadamosi, Ayantunjii; Bamber, David  
Understanding and Managing Generation Y in the Work Place (241)  
Hayes, Tim; Atkinson, David Geoffrey

FULL PAPERS  
CITY HALL, SYNDICATE ROOM B  
Organizational Transformation, Change and Development

SESSION CHAIR: CATHERINE MCCAULEY-SMITH  
Understanding Organizational Transformation: The Contribution of the Organizational Adaptation Literature (366)  
Abatecola, Gianpaolo  
Two Decades Old Suggestions for Implementing Downsizing: are these still relevant? (637)  
Pulk, Kätlin

FULL PAPERS  
CITY HALL, SYNDICATE ROOM D  
Performance Management

SESSION CHAIR: VINH CHAU  
MNE Subsidiaries: Enhancing Shareholder Value (256)  
O’Regan, Nicholas; Ghobadian, Abby; Kling, Gerhard  
Re-examining Performance Management Practices: Evidence from the NGO Sector (933)  
Wadonga, Billy Indeche; Abdel-Kader, Magdy; Etu-Menson, Franc  
New perspectives for Balanced Scorecard (566)  
Hourneaux Junior, Flavio; Correa, Hamilton L.
**FULL PAPERS**
**CARDIFF UNIVERSITY, COMMITTEE ROOM 1**

**Public Management and Governance**

**SESSION CHAIR: RACHEL ASHWORTH**

The Use of Public-Private Partnerships in the UK and USA: A Comparison (121)
Wall, Anthony Paul

Cross Sector Partnerships: Vertical Versus Shared Leadership as Predictors of Effectiveness (531)
Morgan, Richard; Djebarni, Ramdane

Make or Break? Elite Orchestration of Public Service Leadership, Institutional Innovation, and Organizational Hybridization (737)
Wallace, Mike; Reed, Michael

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**FULL PAPERS**
**CARDIFF UNIVERSITY, COMMITTEE ROOM 2**

**Public Management and Governance**

**SESSION CHAIR: TOM ENTWISTLE**

The Various Forms of Primary Health Care Organisations in Australia (332)
Rodwell, John; Gulyas, Andre

A Review of Quality Management Research in Higher Education Institutions (638)
Dick, Gavin; Tari, Juanjo

A National Integrity System Assessment of Georgia (570)
Shacklock, Arthur Henry; Lewis, Melea; Connors, Carmel; Sampford, Charles

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**DEVELOPMENTAL PAPERS**
**CITY HALL, ASSEMBLY ROOM 1**

**Strategic Management**

**SESSION CHAIR: GUILLAUME DETCHENIQUE**

The mediating effect of organization on the strategy-performance relationship: Testing the VRIO approach of RBV. (300)
Theriou, Nikolaos G

The relational sensing of new opportunities in entrepreneurial firms (499)
Giudici, Alessandro; Reinmoeller, Patrick

Confucius, the firm and strategy (623)
Zhu, Zhichang

Political Behaviour And Decision Quality (949)
Elbanna, Said; Gherib, Jouhaina; Di Benedetto, C. Anthony

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**FULL PAPERS**
**CITY HALL, COMMITTEE ROOM 100**

**Strategy as Practice**

**SESSION CHAIR: ANDREA WHITTLE**

Revisiting Structuration and Strategy-as-Practice: Toward a Strong Structuration Theory Approach (173)
Elbasha, Tamim; Wright, Alexis Duncan

Strategising as Bricolage: The Making of The Godfather 1 (775)
Malloch, Hedley; Kleymann, Birgit

Ducking and weaving in Strategy: Metis and the production of space for manoeuvre in a UK public sector organisation (859)
Mackay, David John; Alkiriwi, Mazin; Zundel, Mike

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**DEVELOPMENTAL PAPERS**
**CITY HALL, SYNDICATE ROOM L**

**Research Methodology**

**SESSION CHAIR: STEFANIE REISSNER**

Closing the relevance gap between management theory and management practice: Phenomenology as a method for management research (652)
Anosike, Paschal

Approaches to the relationship between research methods and research practice: Silos and integration? (952)
Lee, Bill; Cassell, Catherine

Virtue and vice in management research (479)
Boak, George; Crabbe, Sarah; Mortimer, Chris

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Corporate Governance

TRACK CHAIR: STEPHEN PERKINS

WED 09:00–10:30
CITY HALL, SYNDICATE ROOM B
FULL PAPERS

SESSION CHAIR: DONALD NORDBERG
Are CEOs Replaced For Poor Performance? Effects of Mergers and Acquisitions on CEO Turnover (238)
HomRoy, Swarnodeep

Are CEOs Paid a Premium for Higher Turnover Risk? (327)
HomRoy, Swarnodeep

The Impact of Acquisitions on CEO Pay (239)
HomRoy, Swarnodeep

The Perceptions of the Effectiveness of current Paradigm of Corporate Governance in Egypt (965)
Kamel, Hany Mohamed Moustafa; Elbanna, Said

WED 11:00–12:30
CITY HALL, SYNDICATE ROOM B
FULL PAPERS

SESSION CHAIR: RUTH MASSIE
Governing the corporation and the news: Murdoch, Foucault and governmentality (242)
Nordberg, Donald

Are CEOs Paid a Premium for Higher Turnover Risk? (327)
HomRoy, Swarnodeep

The existence of blockholders and corporate governance. Empirical evidence from U.S. (481)
Stagliano, Raffaele; Rossetto, Silvia

Top management changes from a different vantage point - In search of a new taxonomy (498)
Tipuric, Darko; Mešin, Marina; Lovrinčević, Marina

WED 14:00–15:30
CITY HALL, SYNDICATE ROOM J
DEVELOPMENTAL PAPERS

SESSION CHAIR: WILLIAM SUN
Corruption, business and management: what we know, what we don’t know and what we need to know. (319)
Goss, David; Carr, Indira

HQ, Hoi Ki Daniel; HQ, Danny; Lau, K L Alex; Young, Angus

Setting the Agenda in the Corporate Governance Debate: An Investigation into the Role of Media Reporting in the Market for Corporate Control (888)
Gorman, Louise; Lynn, Theo; Mulgrew, Mark

Corporate Governance Maturity in Relation to the Organisational Lifecycle (189)
Massie, Ruth

Cultural and Creative Industries

TRACK CHAIR: ANDREW GREENMAN

THURS 09:00–11:00
CITY HALL, COMMITTEE ROOM 100
FULL PAPERS

SESSION CHAIR: ANDREW GREENMAN
Can creativity be managed? (406)
Round, Heather

Social innovation and the designer-the future? (624)
Collins, Hilary

Habitus, Capital and Agency in Brazilian Football (923)
Carmo, Robson M.; Augusto, Paulo M

Critical reflections on performing arts impact evaluations (595)
Skinner, Heather; Williams-Burnett, Nicola

THURS 14:00–15:30
CITY HALL, SYNDICATE ROOM J
DEVELOPMENTAL PAPERS

SESSION CHAIR: ANDREW GREENMAN
The identity work and struggles of musicians (325)
Gilmore, Charlotte; Beech, Nic; Greig, Gail; Hibbert, Paul; Gulledge, Elizabeth

Turner, Sara; Hislop, Donald; Holland, Julie; Cohen, Laura

Researching Creative Industry: A Developing Country Inquiry (443)
Rustiadi, Sonny

A body of work about the work of the body; a proposed model of advertising creativity process (861)
Ghaifari, Mahsa
**eBusiness and eGovernment**

**TRACK CHAIRS: FENG LI AND SAVVAS PAPAGIANNIDIS**

**WED 09:00–10:30**

**CITY HALL, SYNDICATE ROOM I**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: SAVVAS PAPAGIANNIDIS**

*Developing a Digital Ecosystem for Intelligent Transport Systems (ITS) Service Providers (494)*
Giannoutakis, Konstantinos; Li, Feng

*Commercialisation of Assisted Living Technologies and Services: A framework for sustainable business models (772)*
Oderanti, Festus Oluseyi; Li, Feng

*Distributed Artificial Intelligent Systems for Decision Making Support (948)*
Serova, Elena Gennad’evna

**WED 11:00–12:30**

**CITY HALL, SYNDICATE ROOM I**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: FENG LI**

*Customers’ Acceptance of E-Business Services (667)*
Abu Khadegeh, Mohammad AbdulKareem

*‘Four-Closure’: How Amazon, Apple, Facebook & Google are Driving Business Model Innovation (326)*
Walton, Nigel Arthur

*Social Networks and Information Security: Extant Research and Future Perspectives (798)*
Tennakoon, Hemamali; Ezingeard, Jean-Noel; Benson, Vladlena

*Social Media and Politics: Engaging and Influencing voters (175)*
Papagiannidis, Savvas; Stamati, Teta; Behr, Hartmut

**WED 16:00–17:30**

**CITY HALL, SYNDICATE ROOM A**

**FULL PAPERS**

**SESSION CHAIR: SAVVAS PAPAGIANNIDIS**

*Modelling the Impact of Perceived Product Evaluation on the Online Retailers (664)*
Algharabat, Raed Salah; Almagrabi, Talal; Dennis, Charles

*How Word of Mouth affects consumer trust: the case of user generated reviews (426)*
Papadopoulos, Thanos; Stamati, Teta; Wong, Kam-Ting

*Using Quality Dimensions in the Evaluation of a hotel Website (209)*
Maditinou, Dimitrios I.; Triantafyllidi, Xanthoula; Papadopoulos, Dimitrios; Skritsovali, Konstantina

**THURS 09:00–10:30**

**CITY HALL, SYNDICATE ROOM A**

**FULL PAPERS**

**SESSION CHAIR: FENG LI**

*Green Technologies at Home—Empirical Evidence on the Factors Influencing Adoption (517)*
Kranz, Johann; Picot, Arnold

*E-Government in Africa: If you build public e-services will they come? (669)*
Tassabeji, Rana; Bohlin, Anders

*The Re-emergence of Case management in the Knowledge Economy: A Systematic Review of Perspectives and Supporting Information Systems (565)*
Janachkova, Suzana; Li, Feng

*Evaluating the Use of E-Government for the Implementation of Land Administration Systems in Developing Countries: A conceptual framework (889)*
Ashaye, Olusoyi Richard

*How Word of Mouth affects consumer trust: the case of user generated reviews (426)*
Papadopoulos, Thanos; Stamati, Teta; Wong, Kam-Ting

*Using Quality Dimensions in the Evaluation of a hotel Website (209)*
Maditinou, Dimitrios I.; Triantafyllidi, Xanthoula; Papadopoulos, Dimitrios; Skritsovali, Konstantina

*E-Government in Africa: If you build public e-services will they come? (669)*
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Janachkova, Suzana; Li, Feng

*Evaluating the Use of E-Government for the Implementation of Land Administration Systems in Developing Countries: A conceptual framework (889)*
Ashaye, Olusoyi Richard
Entrepreneurship

TRACK CHAIR: WING LAM

WED 09:00–10:30
CITY HALL, FERRIER HALL
FULL PAPERS

SESSION CHAIR: WING LAM
The Interaction between Academic Entrepreneurs and Potential Academic Entrepreneurs: Evidence from The University Of Oxford (232)
Guemuesay, Ali Aslan; Bohne, Thomas Marc
Dominant Designs and New Firms’ Survival (253)
Chen, Tianxu; Narayanan, V.K
Academic Entrepreneurship in a Resource Constrained Environment: Diversification and Synergistic Effects (428)
De Silva, Lasandahasi Ranmuthumalie; Oakey, Ray

WED 09:00–10:30
CITY HALL, SYNDICATE ROOM G
DEVELOPMENTAL PAPERS

SESSION CHAIR: JOHN VEIGA
Discourses on Social Entrepreneurship in Germany–An Ethnographic Encounter with Business in the Social Sphere (299)
Mauksch, Stefanie
Exploring the role of sustainability in social enterprise: Case studies of six social enterprises in Kent (422)
Warden, Katarzyna; Fearon, Colm; Morris, Lynn; McLaughlin, Heather
Resourcing Social Enterprises: A Social Network Perspective (860)
Jayawarna, Dilani; Jones, Oswald; Antcliff, Valerie

WED 11:00–12:30
CITY HALL, FERRIER HALL
FULL PAPERS

SESSION CHAIR: DILANI JAYAWARNA
Social Entrepreneurship and Community Renewal (263)
Maclean, Mairi; Harvey, Charles; Shaw, Eleanor; Gordon, Jillian
Creative disruption: emergence, process and causation in the practices of entrepreneurial innovation (684)
Warren, Lorraine; Fuller, Ted; Argyle, Paul
Dynamic Social Capital and the New Venture Internationalization process: An Evolutionary perspective (718)
Narooz, Rose Ibrahim Iskander; Child, John

WED 11:00–12:30
CITY HALL, SYNDICATE ROOM G
DEVELOPMENTAL PAPERS

SESSION CHAIR: TED FULLER
The Individual and Complementary Effects of Market Knowledge and Technological Knowledge Networks on Corporate Entrepreneurship (506)
Nikiforou, Argyro; Lioukas, Spyros; Voudouris, Irini
Employee responses to corporate entrepreneurship: The mediating role of job stress (533)
Giannikis, Stefanos
Social processes in the development of internal corporate ventures: exploring open innovation at work (874)
Tunstall, Richard; Pittaway, Luke; Brooksbank, David

WED 14:00–15:30
CITY HALL, FERRIER HALL
FULL PAPERS

SESSION CHAIR: ELEANOR SHAW
Corporate Entrepreneurship – a theoretical review. (523)
Lightfoot, Fiona Ruth; Hughes, Mathew; Martin, Lee
Skunkworks in Higher Education–How Corporate Entrepreneurship will steer the University through the Scylla and Charybdes of the Need for Income generation and Greater Bureaucracy (590)
Rees, Patricia Louise; Sheratte, Daniel
Explaining market-driving ability for the South African healthcare industry: Firm-internal factors and healthcare sector specifics (810)
Van Vuuren, Jurie; Woergoeter, Nadin

WED 14:00–15:30
CITY HALL, SYNDICATE ROOM G
DEVELOPMENTAL PAPERS
WED 16:00–17:30
CITY HALL, FERRIER HALL
FULL PAPERS

SESSION CHAIR: ELEANOR SHAW
The Evolution of Learning in Small Firms (141)
Jones, Ossie; Macpherson, Allan
Celebration, Loss and the Formation of Organizational Identity at Small Entrepreneurial Firms (147)
Bock, Adam Jay; Thompson, Alexander

WED 16:00–17:30
CITY HALL, SYNDICATE ROOM G
DEVELOPMENTAL PAPERS

SESSION CHAIR: TED FULLER
Innovation and Value Creation within a Resource Constrained Environment: Insight from UK Manufacturing SMEs (449)
Matthews, Rupert Lawrence; Martin, Lee; Hughes, Mathew
Competency Value Theory of Entrepreneurship: An Analysis of Entrepreneurial Intention and Behaviour (799)
Karim, Mohammed Shamsul
Counterfactual Thinking and Entrepreneurial Intention (815)
Karim, Mohammed Shamsul
Evaluating the General Enterprise Tendency Test as a Viable Instrument for Assessing an Enterprise Module within a Student Population (876)
Lyons, Roisin Marie; Lynn, Theodore; Mac an Bhaird, Ciaran

THURS 09:00–10:30
CITY HALL, FERRIER HALL
FULL PAPERS

SESSION CHAIR: WING LAM
Towards a theory of situated entrepreneurial cognition (318)
Goss, David; Sadler-Smith, Eugene
Strategic orientations, internationalization and business satisfaction in small and medium-sized enterprises (401)
Dada, Lola
Necessity and opportunity driven entrepreneurs: Cases from the UK and China (549)
Tian, Yumiao; Li, Shengxiao

THURS 09:00–10:30
CITY HALL, SYNDICATE ROOM G
DEVELOPMENTAL PAPERS

SESSION CHAIR: OSWALD JONES
Relationship between Owner-Manager Experience and loan default propensity in small businesses (330)
Eresia-Eke, Chukwukadibia Ejerulo
Colouring East Asian sovereign wealth funds with Walter Benjamin: Dialectical images and presence of mind in “building for the future” in China and Singapore (476)
Ng, Wilson; Scully, Declan

Entrepreneurial Value Creation through Network Externalization: the case of transnational entrepreneurs (542)
Stoyanov, Stoyan Petrov
Culture and Female Entrepreneurship in the Turkish Republic of Northern Cyprus (573)
Howells, Karen; Krivokapic-Skoko, Branka

THURS 11:00–12:30
CITY HALL, FERRIER HALL
FULL PAPERS

SESSION CHAIR: WILSON NG
Who Makes Money From Entrepreneurship?: Life Course Pathways to Entrepreneur Earnings (448)
Jayawarna, Dilani; Rouse, Julia
Modelling the entrepreneurial process between social networks and firm performance (774)
Li, Pansy Hon Ying; Lo, Carlos Wing-hung
New insights into the process of entrepreneurial embedding: implications for theory and practice (316)
Shaw, Eleanor; Wilson, Juliette; Grant, Ian

THURS 11:00–12:30
CITY HALL, SYNDICATE ROOM G
DEVELOPMENTAL PAPERS

SESSION CHAIR: OSWALD JONES
A Cumulative Capabilities Approach to Developing Entrepreneurial Orientation (534)
Marzec, Peter E; Johnson, Dyneshia; Matthews, Rupert L; Mahon, Christopher
On the way to high performing SMEs–qualitative research on positive leadership, values and KPIs (580)
Zbierowski, Przemyslaw; Bratnicki, Mariusz
A Pragmatist Inspired Ethnography of the Emergence and Development of Micro Enterprise (592)
Greenman, Andrew
Entrepreneurial, Market and Customer Orientation: practical implications for SMMEs in the Transport and Logistics Industry (814)
Botha, Melodi; Antonites, Alex; Nsibande, Leroy

THURS 14:00–15:30
CITY HALL, FERRIER HALL
FULL PAPERS

SESSION CHAIR: DILANI JAYAWARNA
Revisiting the skills brokerage business model: An application to the Greek Financial Crisis (226)
Palamida, Eftychia; Papagiannidis, Savvas; Xanthopoulou, Despoina; Stamati, Teta
The impact of founder’s characteristics on CEO-succession in UK IPOs (419)
Liu, Ying; Piesse, Jennifer; Filatotchev, Igor
The Venture Formation Activities of Technology Entrepreneurs (945)
Gately, Clare Maria; Cunningham, James
Gender in Management

TRACK CHAIRS: ADELINA BROADBRIIDGE AND SAVITA KUMRA

WED 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.56
FULL PAPERS

SESSION CHAIR: ADELINA BROADBRIIDGE
The academic boys club: homosocial desire at work (248)
Fisher, Virginia Claire; Kinsey, Sue
Glass Ceilings and Glass Escalators: Can the Gaps be Narrowed? (416)
Connell, Julia Anne; Chang, Joshua; Travaglione, Tony; Burgess, John
Potential Managers’ Career Experiences: Men’s expectations and women’s hopes (824)
Linghag, Sophie

WED 11:00–12:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.56
FULL PAPERS

SESSION CHAIR: SAVITA KUMRA
Do High Performance Work Practices Exacerbate or Mitigate the Gender Pay Gap? (631)
Whitfield, Keith Leslie; McNabb, Robert; Davies, Rhys
Multiple Disadvantage and Pay: An Analysis of the Interaction Effect (822)
Woodhams, Carol; Lupton, Ben; Cowling, Marc
“When a woman is good at what she does, she will get promoted”: Gender and Careers within Shipping Companies (935)
Mitroussi, Kyriaki; Davies, Annette; Ioanna, Papazoglou

WED 14:00–15:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.56
FULL PAPERS

SESSION CHAIR: RUTH SIMPSON
Revisiting the Role of Androgyny in Leadership Stereotypes: On the Rise or in Decline? (296)
Powell, Gary N; Butterfield, D. Anthony
Work-life experiences of women of the sandwich generation (613)
Bardoel, Elizabeth Anne; Yousaf, Neelam

WED 16:00–17:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.56
FULL PAPERS

SESSION CHAIR: SHARON MAVIN
Women in Management in Saudi Arabia: An Insider Perspective (683)
Abalkhail, Jouharah
Women managers in China: Any progress after the market reform? (821)
Xian, Huiping; Woodhams, Carol

THURS 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55
DEVELOPMENTAL PAPERS

SESSION CHAIR: JANINE WILLIAMS
Women’s expatriate careers—a challenge to traditional career path models? (124)
Shortland, Susan Margaret
Entrepreneurship education: Facilitator or “doorstop” for female venture creation. Pandragogy and gender perspective (211)
Aggestam, Maria; Lowegren, Marie
Stammering at work: It’s not man’s talk (159)
Butler, Clare
Belonging? Experiencing careers in academia (663)
Broadbridge, Adelina Martine; Moulettes, Agneta

THURS 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55
DEVELOPMENTAL PAPERS

SESSION CHAIR: ADELINA BROADBRIIDGE
The Global Integration of Diversity Management: Cultural Diversity in Western Multinational Companies’ Subsidiaries in China (675)
Fu, Yu
Shifting Discourses of the Business Case for Diversity: Pre- and Post-recession Periods in the UK (876)
Otaye, Lilian Ese; Tatli, Ahu

THURS 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55
DEVELOPMENTAL PAPERS

SESSION CHAIR: CAROL WOODHAMS
How does culture impact doing and undoing gender in an international bank? (273)
Kumra, Savita
The Role of Social Capital in the MD Promotion Process in a Major Investment Bank: Is it Different for Women? (610)
Praye, Patricia
Unmasking the Internet: Implications of an Online Environment for Entrepreneurship by Marginalised Actors (294)
Martinez Dy, Angela; Martin, Lee; Scholes, Louise; Mosey, Simon

THURS 11:00–12:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55
DEVELOPMENTAL PAPERS

SESSION CHAIR: GARY POWELL
Gender, Class and Dirt: Men doing Gender in Less Skilled Dirty Work (244)
Simpson, Ruth; Slutskaya, Natasha; Hughes, Jason

The Norwegian Paradox: A Literature Survey (795)
Longarela, Iñaki R.; Foss, Lene
**THURS 14:00–15:30**  
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55**  
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: SAVITA KUMRA**

Women working in a Saudi hospital: An exploratory case study of women’s work in Saudi Arabia (714)  
MacDonald, Sandra Margaret Mary; AlMuaigel, Buthaina

In the limelight: Construction of Female Leaders through Media (586)  
Kovalainen, Anne; Jännäri, Jatta Kankaanranta

Exploring the subjective and objective career consequences of a work-family intervention over time: Does gender and parental status make a difference? (842)  
Straub, Caroline; Vinkenburg, Claartje J.; van Kleef, Marko

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**WED 09:00–10:30**  
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER**  
**FULL PAPERS**

**SESSION CHAIR: KATE SHACKLOCK**

Employment Relations in the BRICS countries (115)  
Horwitz, Frank Martin

The Impact of Financial Incentives, Acquirer’s Commitment, and Autonomy Removal on Top Management Turnover in International Mergers and Acquisitions (384)  
Ahammad, Mohammad Faisal; Glaister, Keith W; Weber, Yaakov; Tarba, Shlomo Yedidia

Is Japanese shop floor management still unique?: A comparative study between Japanese, British and German plants (219)  
Aoki, Katsuki

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**WED 09:00–10:30**  
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.80**  
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: FRANCES DUNNION**

Consolidation, Conflict and the Congruence of HRM at European Low Fares Airlines (LFAs) (270)  
Harvey, Geraint; Turnbull, Peter

Using Strategic Value Curves to design and implement the Company’s Human Resource Offer: An Action Research Approach (280)  
Gagne, Jean-François

Skills Utilisation and High Performance Working: An analysis of line manager and employee perceptions across Scotland (375)  
Yerby, Elaine; Garvin, Wilma

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**WED 11:00–12:30**  
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER**  
**FULL PAPERS**

**SESSION CHAIR: JUDE EMELIFEONWU**

Tension at the top: HR Professionals and the Top Management Team (203)  
Sheehan, Cathy R; De Cieri, Helen; Greenwood, Michelle R; Van Buren III, Harry J

Managing Human Resources in Retail MNEs in China (339)  
Siebers, Lisa Oxen; Kamoche, Ken

The Impact of Marital Status upon the Retention of Older Workers (157)  
Shacklock, Kate Herring; Brunetto, Yvonne; Nelson, Silvia

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**TUES 15:30–17:00**  
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1**  
**WORKSHOP**

**SESSION CHAIR: TBC**

Age Concern: Employment Relations in an Era of an Ageing Workforce (629)  
Morris, Jonathan Llewellyn; Drew, Hilary

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**WED 09:00–10:30**  
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1**  
**WORKSHOP**

**SESSION CHAIR: TBC**

Careering Where? Future Trajectories of Careers (688)  
Hassard, John; Morris, Jonathan; Farrell, Catherine

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Human Resource Management

**TRACK CHAIRS: PAWAN BUDHWAR AND HELEN SHIPTON**

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**TUES 15:30–17:00**  
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1**  
**WORKSHOP**

**SESSION CHAIR: TBC**

Age Concern: Employment Relations in an Era of an Ageing Workforce (629)  
Morris, Jonathan Llewellyn; Drew, Hilary

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**WED 09:00–10:30**  
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1**  
**WORKSHOP**

**SESSION CHAIR: TBC**

Careering Where? Future Trajectories of Careers (688)  
Hassard, John; Morris, Jonathan; Farrell, Catherine

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**WED 11:00–12:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.79**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: GERAINT HARVEY**

Talent management and talent retention in the Chinese private-owned enterprises (282)
Zhang, Shuai

The Masked Employee: A qualitative investigation of the false performer's unethical behaviour in the workplace (283)
Dunnion, Marie Frances; Gbadamosi, Gbolahan; Francis-Smythe, Jan

The War for Talent in Islamic Financial Industry (788)
Aminudin, Norsiah

The Attitude of Decision Makers towards the Process of Talent Identification (919)
Abunar, Malak Mansour; Ali, Maged

**WED 11:00–12:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.80**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: CAROL ATKINSON**

Human Resource Management and Organizational Performance: Evidence from the Indonesian Banking Industry (536)
Arifin, Rita Nawangsari

Strategic Human Resource Management and Organizational Performance: Evidence from the University-Level Education in Cyprus (442)
Hoppas, Costas A.; Worrall, Les

Similar, but still different: How US-MNCs in Germany and Switzerland use host-country training & skill practices (628)
Kluike, Marlies; Pull, Kerstin

Giving HR the Edge: Building the Four Foundations of Business Savvy (776)
McGurk, John Patrick

**WED 14:00–15:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER**
**FULL PAPERS**

**SESSION CHAIR: LIZA CASTRO CHRISTIANSEN**

Men’s work in their Sheds: An exploratory study of the impact of human resource management on participation in two Men’s Sheds in Australia (145)
Cavanagh, Jillian Maria; Bartram, Timothy; McNeil, Nicola

Employment legislation and SMEs (165)
Atkinson, Carol; Wapshott, Robert

When values don’t fit: how managers deal with conflicts between personal and organisational values (927)
Lee, Sarah; Higgs, Malcolm

**WED 14:00–15:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.80**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: COSTAS HOPPAS**

Work and careers of young scientists in the entrepreneurial university (298)
Lam, Alice; Campos, Andre

Unemployment in Saudi Arabia and Strategies (761)
Nalband, Nisar Ahamad; Alameri, Ahmed S.M

Examining the Factors Affecting the Adoption and Success of Human Resource Information Systems in the Context of the Kingdom of Saudi Arabia (649)
Al-Khowaiter, Wassan A.A.; Dwivedi, Yogesh K.; Williams, Michael D

Increase of ‘service overtime’ compensation claims: young Japanese workers and Japanese HRM (437)
Takeda, Sachiko

**WED 16:00–17:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER**
**FULL PAPERS**

**SESSION CHAIR: ANN PARKINSON**

Drivers of organizational citizenship behaviours: The role of human resource practices, learning orientation and affective commitment (576)
Wilson-Evered, Elisabeth; Last, Carolyn

The Missing Link?: Work Environment, Job Attitudes and Voluntary Employee Turnover (268)
Whitfield, Keith Leslie; Javed, Uzma; Yousafzai, Shumaila

**WED 16:00–17:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.80**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: SACHIKO TAKEDA**

Mediation effects of career aspiration on the relationships of perceived supervisor supports and mastery motivation among extension agents in Iran (404)
Karami, Roya; Ismail, Maimunah; Badsar, Mohammad

‘Home or Away’: From Traditional Expatriates to Modern Flexpatriates? (782)
Haji-Ghassemi, Yalda

Anchoring Professional Careers in Shared Service Centres; Drawing Together Research Questions (828)
Lambert, Stephanie Anne

Good Leadership Enhances Performance (367)
Michailidis, Maria P.; Charalambous, Maria

**THURS 09:00–10:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER**
**FULL PAPERS**

**SESSION CHAIR: MARCO HAUPTMEIER**

The bi-directional and componential nature of work-life balance: An investigation of the concept (240)
Au, Wee Chan; Tee, Ding Ding; Ahmed, Pervaiz Khalid
An Investigation of the domains of Human Resource Management: scale development and validation (258)
De Cieri, Helen; Shea, Tracey

Doing More with Less: Exploring the Effects of HR Practices on Emotional Exhaustion in the Public Service (650)
Conway, Edel; Fu, Na; Monks, Kathy; Truss, Katie; Alves, Kerstin

THURS 09:00-10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.80
DEVELOPMENTAL PAPERS

SESSION CHAIR: DAVID MARSDEN
Coaching in the Workplace: A comprehensive Review (897)
Nyfoudi, Margarita; Shipton, Helen; Theodorakopoulos, Nicholas; Budhwar, Pawan

Examining the impact of management development process on firm performance (846)
Than, Swe Swe

Levels of commitment among the primary teachers in Sarawak, Malaysia (880)
Ahmad, Rusli bin; Abdullah, Dzulkiflee

‘Are we there yet?’ Towards a conceptualisation of organisational creative capital (807)
Straatman, Sean; Veenendaal, Andre; Van Velzen, Martijn

THURS 11:00-12:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER
FULL PAPERS

SESSION CHAIR: FRANK HORWITZ
‘Rank and Yank’: Managerial Job Insecurity in International Perspective (360)
Morris, Jonathan Llewellyn; Farrell, Catherine; Hassard, John

Management development: Is Asia different from Europe? (539)
Than, Swe Swe; Trenberth, Linda; Conway, Neil

Supervisor-subordinate guanxi, job satisfaction and work outcomes in Japanese firms (585)
WU, Wei-ping; Cheung, Millissa

THURS 11:00-12:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.80
DEVELOPMENTAL PAPERS

SESSION CHAIR: AHMED MOHAMMED SAYED MOSTAFA
Re ‘Train’ or De ‘Train’: Impact of training and development on psychological contracts of employees during global economic recession (925)
Shaffakat, Samah

Review on Skill Mix and the need for HRM in healthcare management: A Study on the Extended Roles of Healthcare Assistants (HCA) in Secondary Healthcare. (903)
Omor, Barbara Jenipher Dola

Norms of exchange and the diversity of work systems within national economies (521)
Marsden, David W

Corporate and Business Strategy Integration with HR policies—Evidence from 5 case-study banks in Pakistan (883)
Zakaria, Nousheen
Identity

Track Chairs: Peter McInnes, Sandra Corlett and Christine Coupland

Tuesday 15:30–17:00
City Hall, Committee Room 100

Workshop

Session Chair: TBC

Mistaken Identity: You think I’m this and I think you’re that! Why do we keep missing each other? Misaligned perceptions, their impact on behaviour and the role of the independent mediator (412)
Dunne, Ilka Noelle; Bosch, Anita

Wednesday 14:00–15:30
City Hall, Syndicate Room K

Full Papers

Session Chair: Peter McInnes

Managerial Identity under lock and key: narratives of performance in private and public prisons (781)
Watson, Mairi Nisbet

The role of knowledge workers in modern organizations (587)
Konstantinou, Efron

‘I’m only a project coordinator’: An exploration of project life effects on project manager identity and the implications for identity as process theory. (747)
Cowen, Michael Shanes; Van Der Meer, Robert; MacBryde, Jillian

Wednesday 16:00–17:30
City Hall, Syndicate Room K

Full Papers

Session Chair: Sandra Corlett

Transitional Identity: Some Lessons for Communication in an International Context (627)
Collins, Hilary

Organizational identity and ambiguity: A process-based perspective (229)
Spyridonidis, Dimitrios; Hendy, Jane; Barlow, James

Constructing Female Work Identity within a Popular Women’s Magazine (598)
Summers, Juliette; Eikhof, Doris Ruth; Carter, Sara

Thursday 11:00–12:30
Cardiff University, Glamorgan Building, Room -1.77

Developmental Papers

Session Chair: Juliette Summers

Defining myself in terms of the organisation: The interaction between individual identity work and organisational practices in determining organisational identification (760)
Boag-Munroe, Fran; Davis, Ann

Importance of personal failure in investigating identity (856)
Sinha, Shuchi; Jalan, Ishan; Ulus, Eda

Entrepreneurs’ Sensemaking Responses to the Downturn (751)
Beaven, Zuleika; Lawson, Jonathan

Social Media, the Organisation and Me: An Exploration of Identity Work by Employees in the Digital Age (279)
Carter, Chris James; Martin, Lee; O’Malley, Claire

Thursday 14:00–15:30
Cardiff University, Glamorgan Building, Room -1.77

Developmental Papers

Session Chair: Peter McInnes

Creativity and identity: A look at the social construction of creativity (407)
Round, Heather

Corporate alumni networks: extending subjectivation (596)
Jossersand, Emmanuel; Villesèche, Florence; Bardon, Thibaut

Cyborg Identities: The Sociomateriality of Identity Work (715)
Symon, Gillian
Inter-Organizational Relations

TRACK CHAIRS: COLIN PILBEAM AND LOUISE KNIGHT

WED 09:00–10:30
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FULL PAPERS

SESSION CHAIR: TBC
The Creation, Maintenance and Succession of Buyer-Seller Relationship in the Industrial (B2B) Sector: The Case of Chinese Family Business (918)
Lam, Wing

Developing a Scale for Measuring High Performance Partnerships (429)
de Waal, Andre; Goedegebuure, Robert; Hinfselaar, Eveline

Developing Collaborative Relationships between SMEs and Business School: A need to Build Trust (651)
Darabi, Fariba; Clark, Murray; Doole, Isobel

WED 11:00–12:30
CITY HALL, SYNDICATE ROOM A
FULL PAPERS

SESSION CHAIR: TBC
Conceptualising Trust in Relationships: a Service Dominant Logic, Complex Systems Perspective (195)
Jarratt, Denise Gai; Ceric, Arnela

Modeling the ecosystem: a meta-synthesis of ecosystem and related literatures (689)
Thomas, Llewelyn D W; Autio, Erkko

Culture in inter-organizational collaboration: Paradoxes and management tensions (264)
Vangen, Siv; Winchester, Nik

WED 14:00–15:30
CITY HALL, SYNDICATE ROOM A
FULL PAPERS

SESSION CHAIR: TBC
The Impact of Personality in Inter-Organizational Relationships: Do we need to rethink assumptions about buyer-supplier behavior? (208)
Croom, Simon Robert; Marshall, Donna; Ramsay, John; Fritzon, Katarina

The return of cultural dopes? Cultural explanations and the problem of agency (461)
Winchester, Nik James; Bailey, Nicholas

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CITY HALL, SYNDICATE ROOM I
DEVELOPMENTAL PAPERS

SESSION CHAIR: TBC
Managerial Networking and Stakeholder Support in Public Service Organizations (622)
Andrews, Rhys; Beynon, Malcolm J

Transient and changing governance practices in a cross-sector collaboration—examples from neighbourhood regeneration (640)
Hayes, John Paul; Cornforth, Chris; Vangen, Siv

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Innovation
TRACK CHAIRS: GEORGE TSEKOURAS AND NICK MARSHALL

WED 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.79
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SESSION CHAIR: NICK MARSHALL
Strategic type and knowledge management. (496)
Cretney, James Raisbeck

Business Model Diversity: the case of Electric Vehicles (920)
Weiller, Claire; Neely, Andy

A longitudinal insight into the role innovation plays within the corporate reputation recipes of industries and companies. (455)
Brown, David Michael; Turner, Paul

Understanding Service Industry Innovation: Human Capital and Brand Identity in the Boutique Hotel Business (635)
Lowe, Michelle; Cudworth, Katherine; Wrigley, Neil

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CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.63
SYMPOSIUM

SESSION CHAIR: NICK MARSHALL
User-driven service innovation and Co-creation (973)
Flowers, Stephen; Meyer, Martin

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FULL PAPERS

SESSION CHAIR: NICK MARSHALL
Innovation Characteristics and Innovation Adoption-Implementation: a Systematic Review and Meta-Analysis (261)
Kapoor, Kawaijeet Kaur; Williams, Michael D. Williams; Dwivedi, Yogesh K.

R&D-Related Resources as Predictors of Radical Versus Incremental Innovative Capability (113)
Pichlak, Magdalena; Bratnicki, Mariusz

Innovative Capability in MNC Subsidiaries: Evidence from a Panel Study (841)
Cai, Huifen

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CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.78
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A Framework for Understanding Innovation in Small to Medium Sized Retailing (378)
Quinn, Barry; McKitrick, Lyse; McAdam, Rodney; Brennan, Michael

Technological Innovation Capabilities and SME’s Competitiveness (832)
Mustafia Bakry, Faridah; Acur, Nuran; Mendibil, Kepa

Understanding the Organisational Context and the Impact of Contextual Individual Ambidexterity on Organisational Ambidexterity, Organisational and Marketing Innovations in Nigerian SMEs (513)
Ajayi, Oluseyi Moses; Morton, S. C.

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Motivation and Ability Routes for Analyzing the Antecedents of Exploration and Exploitation at the Individual Manager Level (405)
Tuncdogan, Aybars; van den Bosch, Frans; Volberda, Henk

Innovation by design: rethinking management practice with implications for education and research (477)
Wastell, David Graham

Three Perspectives on Enabling and Facilitating Routes to Open Innovation (543)
Copeland, Matthew Scott; Malmgren, Michael

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Practising Social Innovation: The role of social enterprises (462)
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Following a “trajectory of innovation opportunity”: enablers and inhibitors of innovation in UK manufacturing SMEs. (691)
Pilbeam, Colin James

Designing Disruptive Business Models to Transform the Digital Economy (762)
Greenman, Andrew

Organisational Ambidexterity and Innovation in the Virtual Environment – A Case of Hacker Communities (893)
Sarma, Meera; Lam, Alice
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**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.63**  
**FULL PAPERS**

**SESSION CHAIR: GEORGE TSEKOURAS**  
*Do Inter-Firm Relationships Help SMEs to Survive at the Crisis and to Innovate? Empirical Evidence from Russia (671)*  
Sheresheva, Marina Y  
Empirical research on the policies of SMEs in 1997-2008  
Year in China (480)  
Tang, Xiaoyun; Cai, Huifen

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**SESSION CHAIR: NICK MARSHALL**  
*More is Less OR More is More? Role of Degree of Contribution and Selection in Performance of Open Innovation (804)*  
Oberoi, Poonam; Patel, Chirag  
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Rosli, Ainurul  
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**SESSION CHAIR: GEORGE TSEKOURAS**  
*Brazilian Flex Fuel Lessons to Hybrid Vehicles: a Bridge too far? (313)*  
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Are science and engineering PhDs working on projects with industrial involvement more successful in the private sector? Evidence from a UK research-based university (677)  
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Design and marketing: Insights on determinants of the dynamics of new product development processes (591)  
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*Innovation Attributes and Their Role in Contemporary Innovation-Adoption Research (446)*  
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Evaluating R&D investment efficiency in China’s high-tech Industry (645)  
Han, Chunjia; Thomas, Stephen
**International Business**

**TRACK CHAIR: RUDOLF SINKOVICS**

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**TUES 15:30-17:00**

**CITY HALL, SYNDICATE ROOM C**

**SYMPOSIUM**

**SESSION CHAIR: VOLKER MAHNKE**

The Sociology of International Business—an emerging research agenda? (909)

Shen, Xiaobai; Mahnke, Volker

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**WED 09:00-10:30**

**CITY HALL, SYNDICATE ROOM C**

**WORKSHOP**

**CHAIR: TECK-YONG ECK**

The Mechanisms and Effects of Corruption in International Business (644)

Eng, Teck-Yong; Sena, Vania

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**WED 11:00-12:50**

**CITY HALL, SYNDICATE ROOM C**

**FULL PAPERS**

**SESSION CHAIR: RUDOLF SINKOVICS**

Excuses, excuses! Sunao: some implications for trust development and intercultural communication within subsidiaries of Japanese multinationals in Australia (122)

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A theoretical foray into cross-cultural service encounter: Relating cultural intelligence to service quality (187)

Alshaibani, Elham; Bakir, Ali

Investigating the role of trust on performance of international joint ventures (IJVs) in developing countries: The case of Iran (289)

Mahmoudi Khorsassani, Javad; Al-Karaghouli, Wafi; Ayios, Angela

Cultural Schema Theory: A New Paradigm for Cross-cultural Management Research (577)

Nishida, Hiroko; Smith, Wendy Anne

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**WED 14:00-15:30**

**CITY HALL, SYNDICATE ROOM C**

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Trust and control across three emerging economies (544)

Wittmann, Xinhua; Schenker-Wicki, Andrea

Managerial perspective towards FDI locational determinants in Transition Economies: Evidence from Syria (143)

Alajaty, Mahmoud

National Cultural Equivalences as an Absent Composition of Shared Meaning System in Banking Industry (887)

Chowdhury, Dababrata; Kandil, Tarek

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

**CITY HALL, SYNDICATE ROOM C**

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**SESSION CHAIR: SIMON COLLINSON**

Understanding International Nongovernmental Organisations as a type of Multinational Enterprise (221)

Merlot, Elizabeth S; De Cieri, Helen

Host Country Location, Subsidiary-Level Firm Specific Advantages, and Subsidiary Performance in South East Asia (370)

Nguyen, Quyen T.K.; Rugman, Alan M.

Overcoming institutional barriers to knowledge sharing in IJVs (974)

Park, Jeong-Yang; Harris, Simon

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

**CITY HALL, SYNDICATE ROOM I**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: VANIA SENA**

Exploring Guanxi-Type Relationships in the Arab World: Alakat or Wasta (564)

Shaalan, Ahmed; Reast, Jon; Johnson, Debra; Tourky, Marwa

Foreign Direct Investment in New Zealand: the subsidiary-management perspective (960)

Raziq, Muhammad Mustafa; Perry, Perry

The Institutionalisation of Political Risk Assessment in Central and Eastern European International Firms (501)

Anchor, John R; Benešová, Hana

The Impact of Multilaterals on Poverty in Ghana (525)

Dzidza, Peter
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SESSION CHAIR: RUDOLF SINKOVICS
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Predebon, Eduardo Angonesi; Bulgacov, Sergio

A critical review on Hidden Champions recent literature: preliminary findings on their internationalisation strategies and an emerging agenda. (452)
Witt, Alessa; Carr, Chris

Internationalization of Small and Medium Sized Enterprises (SMEs): a Learning Capability Perspective (690)
Puthusserry, Pushyarag Nellikka; Child, John; Rodrigues, Suzana Braga

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CITY HALL, SYNDICATE ROOM I
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SESSION CHAIR: SURENDER MUNJAL
Alternative approaches to off shoring and global scanning in MNEs: examples from the Bulgarian software industry (520)
Martin, Susan; Dodourova, Mariana

Mapping Tax Strategy on to a Model of Foreign Direct Investment: a Theoretical Perspective (497)
Frecknall-Hughes, Jane; Hong, Jinning; Glaister, Keith

Reconceptualising the internationalisation higher education services (752)
Roberts, Joanne; Li, Xiaoying

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CITY HALL, SYNDICATE ROOM C
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SESSION CHAIR: FRANK MACDONALD
New Issues in International Business Research and Scholarship (508)
McDonald, Frank; Clegg, Jeremy

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FULL PAPERS

SESSION CHAIR: EVA ALFOLDI
Market Entry in Strategic Industries: a Game-theoretic Approach to the Aircraft Industry (114)
Fairchild, Richard John; McGuire, Steven Michael

Revisiting the Competitive Advantage–Performance relationship in Export Ventures (394)
Kaleka, Anna

Optimism, Vulnerability, and entrepreneurial intent: Occupation change intentions in rural East Africa (290)
George, Gerard; Kotha, Reddi; Parikh, Prtit; Al-Nuaimi, Tufool; Bahaj, AbuBakr

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Knowledge and Learning

**TRACK CHAIR: DAVID SPICER**

**WED 09:00–10:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.72**
**FULL PAPERS**

**SESSION CHAIR: DAVID SPICER**

The great divide: Any partner for a tango? Anglo-French Collaboration in MGT publications (109)
Baruch, Yehuda; Pralong, Jean

From Homo Habilis to Information age Hominids: Population as a Proxy for Universal Intellectual Capital (572)
Griffiths, Paul David Richard

Knowledge sharing amongst academics in UK universities (869)
Rowley, Jennifer; Delbridge, Rachel; Fullwood, Roger

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**SESSION CHAIR: TBC**

Mapping the territory of the process, purpose and nature of Reflection for Personal Development in post-experience Management Education (255)
Dalton, Chris

Learning the art of management and developing employability skills (593)
Jewell, Steven Paul; Hardie, Marie; Holland, Jody

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Brannon, David William

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**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.72**
**FULL PAPERS**

**SESSION CHAIR: DAVID SIMS**

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Does Lave and Wenger’s original approach to workplace learning still have relevance? (125)
Bass, Tina

Exploiting opportunities for work place learning: evidence to support the case for Community of Practice in a project environment (223)
Egqinton, Bill; Smith, Clive

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**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55**
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**SESSION CHAIR: TBC**

Reflections on a Case Study of a Business Education Provider in India (276)
Graley, Kathleen Alice

Prospects for Female Expatriates: Exploring Learning Theory and Practice (779)
Rowe, Andrew D; Shaw, Sue

Organisational Structure and Leadership of Satellite University Campuses (932)
Gaskell, Craig

Where have all the management gurus gone? (864)
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**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.72**
**FULL PAPERS**

**SESSION CHAIR: ANTHONY HINES**

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Fear, William James; Travaglia, Joanne

The effectiveness of film in experiential learning: An investigation of university accounting students understanding of key auditing control concepts (382)
Joosub, Tasneem; Maroun, Warren; Coldwell, David; Callaghan, Chris; Papageorgiou, Elmarie

An Investigation of the Exercise of Personal Agency by Mobile Phone in Indian Culture (809)
D’Souza, Darrel; Judge, Miriam; Kumar, Vikas; Kumar, Maneesh

**WED 14:00–15:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: TBC**

Meta-knowledge in Organizations (808)
Pillai, Kishore G; Nair, Smitha R.

Knowledge management for enterprise resource planning system implementation: a conceptual framework (653)
Jayawickrama, Uchitha; Liu, Shao Feng; Hudson Smith, Melanie

How can mobile technologies support learning within and between contexts? Identifying ways to engage scaffold and evaluate learning in executive education both in the classroom and the work place (485)
West, Trudi
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CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.72
FULL PAPERS

SESSION CHAIR: TINA BASS
Lost and Gone Forever? The Retrieval of Complex Knowledge after Spillovers (281)
Alnuaimi, Tufool; George, Gerard

Markets as a Structural Solution to Knowledge-Sharing Dilemmas (362)
Maciejovsky, Boris; Budescu, David

Conceptualising the Effect of Education and Training on Individuals’ Competency for Knowledge Management (233)
Alainati, Shaikhah Jaber

THURS 09:00–10:30
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SESSION CHAIR: YEHUDA BARUCH
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Abbey, Graham Paul; Sims, David

Executive Impression Management: Towards a new understanding of senior managers through the eyes of their co-workers (656)
Sheridan, Terry Ann

Management Matters: Lifting the Veil on Trends, Fads and Fashions (853)
Hines, Tony

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IT Competence and the Commercial Success of Innovation (471)
Fernandez-Mesa, Anabel; Ferreras-Mendez, Jose Luis; Alegre, Joaquin; Chiva, Ricardo

The Task Redefinition Process: Exploring the Micro-Foundations of Knowledge Sharing in Organizations (251)
Kou, Chia-yu; Harvey, Sarah

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SESSION CHAIR: DAVID SPICER
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Chowdhury, Dababrata; Tayauova, Gulzhanat

Knowledge Management Propensities in Small Service Firms (950)
Broderick, Anne J

Approaches to Knowledge Management and the Role of Individuals (214)
Rechberg, Isabel; Syed, Jawad
Leadership and Leadership Development

**TRACK CHAIRS:** JEAN-ANNE STEWART, DAVID BEECH AND STEVEN KEMPSTER

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CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85

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**SESSION CHAIR:** ARTHUR SHACKLOCK
Experiential variety in Leadership Development (756)
Turner, Arthur Frank; Heneberry, Pamela Ann

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CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85

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**SESSION CHAIR:** LOLA MARTINS
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Pathologising The Healthy But Ineffective: Some Ethical Reflections On Using Neuroscience In Leadership Research (450)
Lindebaum, Dirk

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**SESSION CHAIR:** MARIAN ISZATT-WHITE
Stereotypes of women’s leadership in times of crisis: power relations and hierarchies (302)
Elliott, Carole Jane; Stead, Valerie

Leadership as work practice in complex organisational environments: Leadership onboard (759)
Mellou, Elina; Mitroussi, Kyriaki

Action orientations and their implications for managerial leadership (748)
Beech, David H

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Grandy, Gina

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Hanson, Darren; Ward, Cecily; Allen, Chris

**WED 11:00-12:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.59

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR:** RICHARD BOLDEN
Leadership Then At All Events (136)
Wood, Martin; Dibben, Mark

Transactional Leadership in UK Public Sector Networks: a conceptual framework (722)
Jones, Brian Mervyn; Karami, Azhdar; Nikolopoulos, Kostas

The role of project managers’ leadership for performance in virtual projects (741)
Kenda, Renata; Vogel, Bernd; Hillenbrand, Carola

Becoming a leader in higher education: an identity trajectory perspective (857)
Holmes, Leonard Michael

**WED 14:00-15:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85

**WORKSHOP**

**SESSION CHAIR:** PATRICIA HINDI
Leadership across Generations - a facilitated workshop exploring the challenges of developing Generation Y leaders in multi-generational organisations (698)
Stewart, Jean-Anne; Thurloway, Lynn

**WED 14:00-15:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.59

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR:** SARAH HURLOW
Investigating the Antecedents of Authentic Leadership Development (818)
Kilroy, Steven Christopher; Flood, Patrick; Bosak, Janine

Discourses of emotional labour and authenticity in leadership work (314)
Izatt-White, Marian

The role of impression management in audience perceptions of leaders’ authenticity. (833)
Prakasham, Naveena

Revealing the fallacy of neuroscientific leadership research (753)
Zundel, Mike; Lindebaum, Dirk

**WED 16:00-17:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85

**WORKSHOP**

**SESSION CHAIR:** WILLIAM FEAR
Changing Contexts of Academic Leadership and Management: Implications for theory, practice and development (634)
Bolden, Richard; Gosling, Jonathan; O’Brien, Anne
WED 16:00–17:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1
FULL PAPERS

SESSION CHAIR: EMMAUEL MONOD
Executive Impression Climate and Blind Spots Susceptibility: A Social Desirability Perspective (196)
Densten, Iain L

When I cannot get along with my boss: The role of proactive information acquisition and helping behaviour on newcomer integration (399)
Chen, Jenny; Campbell, Malcolm

Use of Self-leadership strategies: A comparative study of Hong Kong Chinese and Australian students (692)
Ho, Ching Sze Jessie; Nesbit, Paul

THURS 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85
WORKSHOP

SESSION CHAIR: ARTHUR TURNER
Gender, Ethics and Leadership to Come (681)
Pullen, Alison; Gagnon, Suzanne; Knights, David; Rhodes, Carl; Vachhani, Sheena; Ahonen, Pasi

THURS 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1
FULL PAPERS

SESSION CHAIR: MURRAY CLARK
The impact of team design and leadership on team effectiveness in student self-managed teams (594)
Verzat, Caroline; Fayolle, Alain; O’Shea, Noreen; Radu Lefebvre, Miruna; Raucent, Benoît; Bouvy, Thérèse

Senior Management Development of Creative and Innovative Capability and Commitment in a public sector organisation (966)
Loewenberger, Pauline Anne; Newton, Mark

Leadership in unstructured teams: Leading by example (349)
Garikipati, Supriya; Vyrestakova, Jana

THURS 11:00–12:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85
SYMPOSIUM

SESSION CHAIR: TAMMI SINHA
Moving, leading, working in displacement (599)
Gaggiotti, Hugo; Edwards, Gareth; Jarvis, Carol; McInnes, Janice; Simpson, Peter; Wilkinson, Jennifer; Knights, David

THURS 11:00–12:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1
FULL PAPERS

SESSION CHAIR: CLIVE BODDY
Female Change Leadership: Comparing the Behaviours of Female Leaders from Denmark, the Philippines and France During Change (535)
Castro Christiansen, Liza; Higgins, Malcolm

Shifting meanings: The role of metaphors in collective meaning-making in complex project leadership (583)
Hatcher, Caroline A.; Chang, Artemis; Kim, Jai

Culture, Personality, and Leadership in Virtual Teams (468)
Gallenkamp, Julia Valerie; Picot, Arnold; Welpe, Isabelle; Wigand, Rolf; Riedl, Bettina; Korsgaard, Audrey

THURS 14:00–15:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.85
FULL PAPERS

SESSION CHAIR: JULIA CONNELL
A socio cultural case study of leadership a Sri Lankan educational institution (633)
Pointon, Julia

Decision making profiles of head teachers: Study on secondary school, Sarawak, Malaysia (702)
Ahmad, Rusli bin; Abdullah, Siti Mariam

THURS 14:00–15:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.59
DEVELOPMENTAL PAPERS

SESSION CHAIR: CHRIS BOND
Using Coaching to Eliminate ‘Stuckness’ in the Leadership of Change (351)
Collins, Claire Elizabeth

From manager to professor: the leadership development of Belmiro De Azevedo (863)
Graca, Manuel; Costa, Monica

Leadership Development in Middle Managers (755)
Turner, Arthur Frank
**Management and Business History**

**TRACK CHAIR: KEVIN TENNETT**

**TUES 15:30–17:00**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.56
WORKSHOP SESSION

CHAIR: KEVIN TENNETT
Archives and Management History (395)
Edwards, Roy Austin

**WED 09:00–10:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.61
DEVELOPMENTAL PAPERS

SESSION CHAIR: JULIE BOWER
Business Education Accreditation in Middle East and North Africa: An Interview with John Fernandes of AACSB (307)
Hodgson, Sasha
Reversal of fortune? A governance perspective on the troubled history of skills training in the UK (811)
Holmes, Leonard Michael
Trouble from the “Big Five” sovereign wealth funds: Fundamental questions in need of answers (489)
Ng, Wilson; Scully, Declan
Sustaining customer choice at the right price: multiple and discount music, video and computer games retailing in the UK, c. 1950-2000 (616)
Tennent, Kevin D.

**THURS 11:00–12:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.56
FULL PAPERS

SESSION CHAIR: KEVIN TENNETT
Colombian Railways and National Sovereignty: the Case of the Panama Railroad Co. (1850-1903) (119)
Correa, Juan-Santiago
The demise of a continental icon: The case of Air Afrique, 1961-2002 (149)
Amankwah-Amoah, Joseph; Debrah, Yaw
Cornelius, NE; George, Olusoji; Amujo, Olusanmi

**THURS 14:00–15:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.56
FULL PAPERS

SESSION CHAIR: ROY EDWARDS
Specialisation and its Challenges in the Dundee Jute Industry between 1920 and 1970 (190)
Masrani, Swappa; McKiernan, Peter; McKinlay, Alan
Re-imagining a future for management research by revisiting the past: Scientific rationality under the microscope (284)
Harney, Brian
Finance, Financial Entrepreneurship and the British Pub (625)
Bower, Julie; Richardson, Mark

**Management Consultancy**

**TRACK CHAIR: JAMES JOHNSTON**

**WED 11:00–12:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.55
DEVELOPMENTAL PAPERS

JOINT KNOWLEDGE AND LEARNING AND MANAGEMENT CONSULTANCY SESSION

SESSION CHAIR: TBC
Reflections on a Case Study of a Business Education Provider in India (276)
Graley, Kathleen Alice
Prospects for Female Expatriates: Exploring Learning Theory and Practice (779)
Rowe, Andrew D; Shaw, Sue
Organisational Structure and Leadership of Satellite University Campuses (932)
Gaskell, Craig
Where have all the management gurus gone? (864)
Bhatanacharoen, Pojanath; Garnett, Philip; Clark, Timothy; Greatbatch, David

**THURS 14:00–15:30**
CITY HALL, SYNDICATE ROOM E
FULL PAPERS

SESSION CHAIR: TBC
Coaching: the contemporary professional landscape and key debates (575)
Cameron, Roslyn Ann; Ebrahim, Mehdi
The Environmental Dynamics of Management Innovation: the Case of the UK Consulting Industry (178)
O’Mahoney, Joe
Marketing and Retail

TRACK CHAIRS: KARISE HUTCHINSON, CATHERINE ASHWORTH AND CHARLES DENNIS

TUES 15:30–17:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.63
SYMPOSIUM

SESSION CHAIR: KARISE HUTCHINSON
Consumer Behaviour Analysis and the Marketing Firm (346)
Vella, Kevin-James; Foxall, Gordon R; Sigurdsson, Valdimar; Khamseh, Saeed; Gunnarsson, Didrik; Magne Larsen, Nils

WED 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.63
FULL PAPERS

SESSION CHAIR: KARISE HUTCHINSON
Frontline Employees’ Self-perception of Ageism, Sexism, and Appearance Discrimination-comparative analysis in Fashion and Food Retailing (403)
Palmeira, Mirian; Santos, Cassia; Palmeira, Denise
Development of a Cross-Market Scale for Gender Shopping Style (551)
Dennis, Charles Edward; McIntyre, Charles; Brakus, J Josko; Garcia, Gemma Garcia; King, Tamira; Alamanos, Eleftherios
Motivation to attend to a cultural event: Profiling Deauville Asian Film Festival attendees (555)
Trindade Bacellar, Fatima Cristina; Ghazal, Ahmed

WED 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.62
FULL PAPERS

SESSION CHAIR: CHARLES DENNIS
The Impact of Brand Knowledge on Consumer Brand Preferences and Choices of Mobile Phones in Egypt (685)
Ebrahim, Reham Shawky; Irani, Zahir; Fan, Ying
Critical factors in the implementation of CRM process—a comparison between British and Polish electricity companies (802)
Drozdzyk, Piotr; Navare, Jyoti; Jin, Zhongqi
Retail Positioning Strategies from a Customer Perspective: The Case of China (915)
Siebers, Lisa Oixun; Li, Fei

WED 11:00–13:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.62
FULL PAPERS

SESSION CHAIR: TAMIRA KING
Cases Exploring the Value and Impact of Social Media Communication in SME Fashion Retail Marketing (454)
Ashworth, Catherine J
Investigating Website Usability and Its Impact on SME Sub-brand and Corporate Branding Strategy to Build E-commerce Sustainability (792)

Foster, Lucy Margaret Evelyn; Ashworth, Catherine Jane
A Resource Based View of the Independent Retailer: A New Perspective (550)
McGuinness, Donna; Hutchinson, Karise; Ploch, Elke; Boyle, Emily
A Theoretical Model for Testing Music Piracy in a Multi-Channel Environment (750)
Dilmperi, Athina; King, Tamira

WED 11:00–13:00
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.61
DEVELOPMENTAL PAPERS

SESSION CHAIR: MIRIAN PALMEIRA
Understanding the relationship among religious beliefs and Band Personality Management and Development of BPM Scale for an Islamic Context, with specific reference to Saudi Arabia (142)
Al-hajla, Ali Homaid
Advergames & Brand Image: Playing along or strategic game plan? (472)
Punjaisri, Khanyapuss; Dahl, Stephan
Connecting dimensions of co-creation with brand resonance: A world cup event (819)
Klopper, Hendrik Baltus; Niemann-Struweg, Ilse; Meintjes, Corne; Berndt, Adele
An Exploration of The Self-Congruity of Global Consumer Brands and Consumers’ Self-Image Toward Purchase Experience from a Cross-Cultural Perspective: Some Initial Empirical Findings (830)
Li, Longfei; Sanghavi, Nitin; De Mattos, Claudio

WED 14:00–15:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.62
FULL PAPERS

SESSION CHAIR: CATHERINE ASHWORTH
‘Independent Retail Store Survival: To investigate the Perception of Small Family Retailers Customer Relationship Management’ (612)
King, Tamira; Janjuha-Jivraj, Shaheena; Weifeng, Chen; King, Anthony Martin
Re-thinking the store: an agenda for (inter)disciplinary approaches (877)
Kent, Anthony
Drivers and Barriers Affecting the Internationalisation Strategy of German Hidden Champions: An Exploratory Study (937)
Ibrahim, Essam E B; Herz, Simone

WED 14:00–15:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.61
DEVELOPMENTAL PAPERS

SESSION CHAIR: AISLING REID
Exploring the Metrics to Grapple with “Big Data” (912)
Lamest, Markus; Brady, Maread
Relationships causing good disloyalty and bad disloyalty in the Convenience Retail Supply Chain: A Qualitative Study (632)
Jackson, Keith
The Effect of Relationship Investment programmes and Relationship Marketing on Customer Retention: The Mediating Effect of Relationship Quality (569)
Shaalan, Ahmed; Reast, Jon; Johnson, Debra; Tourky, Marwa
Murray, John Patrick

**WED 16:00–17:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.62**
**FULL PAPERS**

**SESSION CHAIR: DONNA MCGUINNESS**
The Grocery Retail Supply Chain: Revisiting Theory in Light of Current Practice (716)
Reid, Aisling; Hutchinson, Karise; Humphreys, Paul; Armstrong, Gillian
Towards a power cognisant understanding of marketing channel disintermediation: the case of pharmaceuticals. (729)
Hopkinson, Gillian; Chakarabarti, Ronika
Beyond Self-Interest: Analyzing Rural Consumers’ Local Food Buying (548)
Megicks, Phil; Angell, Rob; Memery, Juliet

**THURS 11:00–12:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.62**
**FULL PAPERS**

**SESSION CHAIR: CHARLES DENNIS**
Come fly with me: how can we understand green consumers who fly? (228)
Oates, Caroline J; McDonald, Seonaidh; Carlile, Claire
Who Is Folding the Package? The Encoding of Sustainability Claims in Greece and in the UK (735)
Alevizou, Panayiota; Oates, Caroline J; McDonald, Seonaidh
Marketing Green Energy (922)
McDonald, Seonaidh; Aitken, Mhairi; Oates, Caroline J.

**THURS 14:00–15:30**
**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.62**
**FULL PAPERS**

**SESSION CHAIR: DONNA MCGUINNESS**
The effect of customer satisfaction upon customer retention in the Jordanian Mobile Market: An Empirical Investigation (392)
Alshurideh, Muhammad Turki; Masa'deh, Ra'ed Moh'd Taisir; Alkurdi, Barween Hekmit
Consumer Responses to Cause Related Voucher Schemes (169)
Gorton, Matthew; Angell, Robert Jonathan; White, John Edward
The effects of framing, stock-up nature and promotion depth on consumers’ evaluation of coupon offers (849)
Baltas, George; Argouslidis, Paraskevas; Painesis, Grigorios
Operations, Logistics and Supply Chain

**WED 09:00–10:30**
CITY HALL, COMMITTEE ROOM 100
FULL PAPERS

**SESSION CHAIR: DAVID GALLEAR**

Supply Chain Knowledge Transfer and the Role of Power: The Effects of Availability of Alternatives and Restrained Power Use and a Test of Interaction (528)
He, Qile; Ghobadian, Abby; Gallear, David

Achieving Sustainability in Construction: an Integrative Project Management (553)
Bal, Menoka; Bryde, David; Fearon, Damian; Ochieng, Edward

The Concept of Quality: Expectations of the Student Stakeholder Cohort (845)
Anderson, Mary Gifford

**WED 16:00–17:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.59
DEVELOPMENTAL PAPERS

**SESSION CHAIR: LENNY KOH**

Clear About Carbon? Using Lean in Low Carbon Supply Chain Implementation (177)
Howard, Mickey; Correia, Fernando; Pye, Annie; Hawkins, Beverley

Lean thinking in a Scottish NHS Board: The impact of perceptions and knowledge on Lean implementations (504)
Lindsay, Claire Frances

Considering social sustainability factors as a determinant when making supply chain decisions: The difference between theory and practice (453)
Cole, Rosanna; Altken, James

Factors Affecting Transaction Costs in Supply Chain Collaborations: an Empirical Examination in Thai Tourism Supply Chains (843)
Piboonrungroj, Pairach; Buranasiri, Benjenop

**THURS 09:00–10:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.59
DEVELOPMENTAL PAPERS

**SESSION CHAIR: ZOE RADNOR**

Service Recovery: The ‘Cinderella’ Dimension in Operations Management (291)
Kumar, Maneesh; Esain, Ann; Evans, Barry; Williams, Sharon; Radnor, Zoe; Lethbridge, Sarah; Piboonrungroj, Pairach

Piboonrungroj, Pairach; Limpanitgul, Thanawut

The demand and supply synergy: best practice procurement policies and design of supply chains configurations for regional energy efficiency projects (733)
Acquaye, Adolf; Genovese, Andrea; Koh, Lenny

**THURS 11:00–12:30**
CITY HALL, SYNDICATE ROOM K
FULL PAPERS

**SESSION CHAIR: DAVID MENACHOF**

Adaptive Performance Measurement System (APMS) for Distribution Centre Benchmarking (393)
Schumann, Christian-Andreas; Hoffmann, Karsten; Schumann, Martin-Andreas

Supply Chain Integration: A Case Study of Wine Supply Chains between Chile and the UK (696)
Talas, Risto; Menachof, David

Qualitative Analysis on Relationship Issues in Maritime Transport: a Korean Freight Forwarder’s Perspective (666)
Jang, Hyun Mi; Mitroussi, Kyriaki; Kim, Sang Youl

**THURS 14:00–15:30**
CITY HALL, SYNDICATE ROOM K
FULL PAPERS

**SESSION CHAIR: BARRY EVANS**

Learning and continuous improvement: is there a link? (295)
Hu, Qing; Williams, Sharon; Found, Pauline; Mason, Robert; Evans, Barry

The nature of supply management operational capability and its impact on firm performance (541)
Day, Marc; Lichtenstein, Scott Samuel; Samouel, Phillip
Organizational Psychology

**TRACK CHAIR: LEE MARTIN**

**TUES 15:30-17:00**

**CITY HALL, COUNCIL CHAMBER**

**SYMPOSIUM**

**SESSION CHAIR: TBC**

Ensuring Quality and Safety in Healthcare Delivery: The Role of Teamwork and Organisational Climate (441)
Lyubovnikova, Joanne; Carter, Matthew; Dawson, Jeremy; Jerzembek, Gabrielle; MacCurtain, Sarah; McCarthy, Imelda; Topakas, Anna; West, Michael; MacMahon, Juliette

**TUES 15:30-17:00**

**CITY HALL, SYNDICATE ROOM K**

**SYMPOSIUM JOINT WITH ORGANIZATIONAL STUDIES**

**SESSION CHAIRS: DAVID WEIR AND DAVID BAMBER**

A ‘Difficult Conversations’ workshop to improve interpersonal communication at work (964)
Birch, Peter Alexander

**WED 09:00-10:30**

**CITY HALL, COUNCIL CHAMBER**

**FULL PAPERS**

**SESSION CHAIR: LEE MARTIN**

Using On-line Coaching to develop psychological fitness and employability (287)
Hanson, Jill; Lees, Dave; Thandi, Navdish

Rewards and Creativity: Bringing new Actors into the debate (451)
Malik, Muhammad Abdur Rahman; Butt, Arif N.

Organizational Citizenship Behavior, Organizational Entropic Behavior and Organizational Effectiveness: A Conceptual Model (418)
Coldwell, David; Callaghan, Chris

**WED 09:00-10:30**

**CITY HALL, SYNDICATE ROOM L**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: SHAUN GORDON**

Migrant Workers, Cultural Values and the Psychological Contract: A pilot study of the experiences of African Migrant Nurses in the UK (537)
Uwabuike, Chinedu

Control the media control the mind: How media affects the psychological contracts during recession (636)
Shaffakat, Samah; Burgoyne, John; Simm, David

HRM Practices, Psychological Contract and Employee Attitudes and Behaviours: An Empirical Study Conducted in India (655)
Kutaula, Smriti; Gould-Williams, Julian; Bottomley, Paul

**WED 11:00-12:30**

**CITY HALL, COUNCIL CHAMBER**

**FULL PAPERS**

**SESSION CHAIR: JILL HANSEN**

The role of relationships in shaping the Psychological Contract: The case of South African wine farm workers (769)
Ronnie, Linda; Penfold, Ruth

Effective leadership: Task- and people-centred behaviours are still important after all these years (582)
Lindorff, Margaret

Building and utilizing social capital in teams: The role of external leadership and distributed expertise (457)
Edinger, Suzanne Keasey

**WED 11:00-12:30**

**CITY HALL, SYNDICATE ROOM L**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: CHRIS CARTER**

A conceptual model of newcomers’ relationship building strategy and its relationship with perceived career success in early socialization (736)
Batistic, Sasa; King, Zella; Kase, Robert

The Effects of Impression Management on Expatriates’ Wellbeing and their Workplace Adjustment (757)
Kamau, Caroline; Spong, Abigail

Anticipatory organisational identification: An initial exploration of the antecedents and consequences of future members’ identification with an organisation (665)
Boag-Munroe, Fran; Davis, Ann

There is more to Why We Stay Silent… (602)
Junaid, Fatima Ali; Zaffar, Javera

**WED 14:00-15:30**

**CITY HALL, COUNCIL CHAMBER**

**FULL PAPERS**

**SESSION CHAIR: MARGERET LINDORFF**

Towards an eclectic framework of external factors influencing work motivation (118)
Sternad, Dietmar

Workplace aggression and absenteeis (168)
Wood, Stephen; Braeken, John; Niven, Karen

Stimulating employees’ informal workplace learning: The role of motivation and identity (430)
Van Rijn, Monique Bernadette; Yang, Huadong; Sanders, Karin
**WED 14:00–15:30**
**CITY HALL, SYNDICATE ROOM L**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: ANGELA DY**
Social Capital and Job Embeddedness: Unbreakable ties? (526)
de Main, Leanne Karen

Ostracism as an Antecedent to Destructive Leadership (563)
Crellin, Peter; Sprigg, Christine; Patterson, Malcolm

Impact of Interpersonal Processes on Team Effectiveness: A Multi-level Model (579)
Killumets, Elar; Maynard, Travis Michael; Mathieu, John; D’Innocenzo, Lauren

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**WED 16:00–17:30**
**CITY HALL, COUNCIL CHAMBER**
**FULL PAPERS**

**SESSION CHAIR: DIETMAR STERNAD**
Faking emotions in customer interactions and burnout: a cross-validation study of the resources depletion-recovery model (200)
Quinones-Garcia, Cristina; Rodriguez-Carvajal, Raquel; Clarke, Nicholas

Work engagement, burn-out, and alienation: linking new and old concepts of positive and negative work experiences (254)
O’Donohue, Wayne; Nelson, Lindsay

The role of emotional exhaustion and disengagement in predicting organizational outcomes: adapting the conservation of resources theory (398)
Thanacoody, Rani; Fuchs, Sebastian; Newman, Alexander

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**THURS 09:00–10:30**
**CITY HALL, COUNCIL CHAMBER**
**FULL PAPERS**

**SESSION CHAIR: FRANK BEZZINA**
Job Characteristics, Family Support and Wellbeing (292)
Whitfield, Keith Leslie; Javed, Uzma; Yousafzai, Shumaila

Family-work Enhancement, Organizational Commitment and Contextual Performance: A Moderated Mediation Model of Work Engagement & Supportive Supervision (297)
Chu, Chris Wai Lung

Investigating Motivations and Volunteering Outcomes in Local Government: Evidence from Malta (618)
Bezzina, Frank; Azzopardi, Joseph; Mckiernan, Peter

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**THURS 11:00–12:30**
**CITY HALL, COUNCIL CHAMBER**
**FULL PAPERS**

**SESSION CHAIR: BARBARA PLESTER**
Clarifying the link between collective organizational commitment and ambidexterity in the R&D-unit context (659)
Poljak, Petra; Jackson, Paul R.

The Importance of Social Support for Nurses in a General Acute Context (552)
Rodwell, John; Munro, Louise; Gulyas, Andre

Expatriate job performance: The role of acculturability as a mediator between personality and job performance. (882)
Wilson-Evered, Elisabeth; Smit, Isabel

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**THURS 14:00–15:30**
**CITY HALL, COUNCIL CHAMBER**
**FULL PAPERS**

**SESSION CHAIR: LEE MARTIN**
The fun paradox (400)
Plester, Barbara Anne

Positive Organizational Politics? A Qualitative Study (951)
Landells, Erin Marie; Albrecht, Simon L

The Meditational role of Psychological Climate in the Relationship between Values Congruence and Organizational Commitment: A Structural Equation Modelling Study (364)
Abdelmoteleb, Samir Abdelkader; Higgs, Malcolm; Luke, Michelle A.
# Organizational Studies

**Track Chairs:** David Bamber, David Weir and Craig Marsh

## TUES 15:30–17:00
**City Hall, Syndicate Room K**  
**Symposium Joint with Organizational Psychology**

**Session Chairs:** David Weir and David Bamber  
A ‘Difficult Conversations’ workshop to improve interpersonal communication at work (964)  
*Birch, Peter Alexander*

## WED 09:00–10:30
**City Hall, Syndicate Room K**  
**Full Papers**

**Session Chair:** David Bamber  
Homogeneity, heterogeneity or fragmentation? A case study exploring the composition of organisational culture in a post-merger higher education institution in Hungary (317)  
*Chandler, Nicholas Guy*

Factors that Influence Trust Conscious Management of Firms in China (805)  
*Yan, Yanni; Xie, Ting Ting*

The Use of Burke’s causal ‘pentad’ to compare attributions made in an interactive coaching exercise dealing with difficult workplace communication (916)  
*Birch, Peter Alexander*

## WED 11:00–12:50
**City Hall, Syndicate Room K**  
**Full Papers**

**Session Chair:** David Bamber  
The Limits of Thick Description: railway work in the 1950s (495)  
*Weir, David Thomas*

Hybridization and the role of values in a high risk organization (383)  
*McGrath, Paul Gregory; O’Toole, Michelle Rose*

“Deep in the forest, something stirred...” Examining the influence of community on the organizing practices of a festival. (617)  
*Lucas, Michael John*

## WED 14:00–15:50
**Cardiff University, Glamorgan Building, Room 1.60**  
**Developmental Papers**

**Session Chair:** David Bamber  
Conceptualizing and Measuring Success in Mission Driven Organizations: What Can We Learn from Churches? (532)  
*Grandy, Gina*

Business / information technology alignment for financial services (293)  
*Miller, Sian; Dwivedi, Yogesh, K.; Williams, Michael, D.*

What is the role of advocacy and its impact on delivery under a service system: Case of the National Health Service (354)  
*Yip, Nick K.T.; Ng, Irene C.L.*

## WED 16:00–17:30
**Cardiff University, Glamorgan Building, Room 1.60**  
**Developmental Papers**

**Session Chair:** David Weir  
From spinning yarns to organizational impact: Storytelling in management practice (277)  
*Reissner, Stefanie; Pagan, Victoria*

Venture Capital + Philanthropy = Venture Philanthropy? Demystifying the conceptual meaning of Venture Philanthropy  
*A Case Study on Inspiring Scotland (561)*  
*WU, Wendy; Osborne, Stephen*

Change in espoused organizational values: An institutional perspective (557)  
*Wen, Sijia; Bourne, Humphrey*

## THURS 11:00–12:30
**City Hall, Syndicate Room A**  
**Full Papers**

**Session Chair:** David Bamber  
Exploring the Relationship between Human Capital and Organisation Structure Capital in Knowledge Management Context: a review and conceptual framework (607)  
*Al-Halak, Ahmad; Al-Karaghouri, Waf; Ghoneim, Ahmad*

Understanding valuing in a practitioner guidebook: a framework for interpreting valuing and values, with an illustrative application to a co-housing guidebook. (840)  
*O’Reilly, Dermot*

Cauterizing trial by fire: Observers’ interpretations of organizational failure (161)  
*Amankwah-Amoah, Joseph; Aryee, Sam*

## THURS 11:00–12:30
**Cardiff University, Glamorgan Building, Room 1.60**  
**Developmental Papers**

**Session Chair:** David Weir  
Flight and fright! Assessing bullying and negative behaviour at work among cabin crew in the UK airline industry (829)  
*Bloisi, Wendy; Neal-Smith, Jane*

Academics and location independent working: Manifestation of, or escape from new managerialism? (373)  
*Lee, Amanda*

Does participative management engender competing institutional logics?: The case studies of multinational Japanese manufacturers (415)  
*Iwashita, Hitoshi*

## THURS 14:00–15:30
**City Hall, Syndicate Room A**  
**Full Papers**

**Session Chair:** David Weir  
Women, Beauty, Perception and Consumption Behaviour: Implications for Organisational Studies (862)  
*Brimelow, Zoe; Gbadamosi, Ayantunji; Bamber, David*

Understanding and Managing Generation Y in the Work Place (241)  
*Hayes, Tim; Atkinson, David Geoffrey*
Organizational Transformation, Change and Development

**TRACK CHAIRS: ASHLEY BRAGANZA AND SHARON WILLIAMS**

**WED 09:00–10:30**
**CITY HALL, SYNDICATE ROOM J**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: STEVE BOWDEN**
Mapping the terrain of change management: Identifying the trends (705)
Williams, Sharon; Braganza, Ashley; Gillon, Anne Clare; McCauley-Smith, Catherine

The Utility of Discourse Theory in Organisational Change (754)
Atkinson, Peter; Braganza, Ashley

Translation of Lean in the National Health Service (NHS) (191)
Sitton-Kent, Lucy Elizabeth

Effectiveness as a management concept (803)
Brunsson, Karin Holmblad

**WED 11:00–12:30**
**CITY HALL, SYNDICATE ROOM J**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: SHARON WILLIAMS**
Rapid Improvement Events and Employee Perceptions: development or dismissal? (700)
Thirkell, Emma; Robinson, Mark

Organisational grief and work engagement: A case study of departmental restructuring in the public sector (436)
Davey, Rachel; Fearon, Colm; Morris, Lynn; McLaughlin, Heather

Lean Leadership for Change (647)
Thirkell, Emma; Ward, Carolyn

Micro-foundations of Dynamic Capabilities: The Influence of Trust and Power (777)
Wohlgemuth, Veit; Burisch, Robert

**WED 14:00–15:30**
**CITY HALL, SYNDICATE ROOM B**
**FULL PAPERS**

**SESSION CHAIR: JOHN MCGURK**
Management or Organization? or Management and Organization? On the Reconstruction of Social Reality (237)
Brunsson, Karin Holmblad

Getting Back On Your Feet Fast: Tales from Ten Businesses Recovering From the 2011 Christchurch Earthquake (801)
Bowden, Stephen Graeme

Achieving continuous Strategic Renewal with the Business Model Portfolio: the case of Dalkia Polska (961)
Ammar, Oussama; Baconin, Stefan

**WED 16:00–17:30**
**CITY HALL, SYNDICATE ROOM B**
**WORKSHOP**

**SESSION CHAIR: KATHLEEN KING**
Action Inquiry, a comprehensive approach to organisational transformation, change and development (713)
King, Kathleen; Critchley, Bill

**THURS 09:00–10:30**
**CITY HALL, SYNDICATE ROOM B**
**FULL PAPERS**

**SESSION CHAIR: IAN ASHMAN**
Managing downsizing change: a comparison of envoys in the public and private sectors (310)
Ashman, Ian

Mutual Co-existing: A ground theory (488)
Green, Jan

Diversity change programmes: in need of alternative conceptual approaches? (322)
Evans, Christina; Glover, Judith

**THURS 11:00–12:30**
**CITY HALL, SYNDICATE ROOM B**
**FULL PAPERS**

**SESSION CHAIR: CHRIS BOND**
Vertical and shared leadership in an organizational change project: the case of an Italian public utility (708)
Binci, Daniele; Cerruti, Donnarumma, Stefano Antonio; Braganza, Ashley

The impact of CEO Core Self Evaluation on firm’s ambidexterity orientation. (728)
Mazzotta, Vincenzo; Santella, Rosella

When Job Crafting Leads to In Role and Extra Role Performance (794)
Paraskevopoulou, Louiza; Gouras, Athanasios; Vakola, Maria

**THURS 11:00–12:30**
**CITY HALL, SYNDICATE ROOM J**
**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: JOANNE MURPHY**
Applying Stakeholder Strategies to Organisational Change Recipients: A Framework Development (727)
Alhezzani, Yazeed Mohammad R; Braganza, Ashley

An action research inquiry organisational development via projects (657)
Fearon, Damian John

**THURS 14:00–15:30**
**CITY HALL, SYNDICATE ROOM B**
**FULL PAPERS**

**SESSION CHAIR: CATHERINE MCCAULEY-SMITH**
Understanding Organizational Transformation: The Contribution of the Organizational Adaptation Literature (366)
Abatecola, Gianpaolo

Two Decades Old Suggestions for Implementing Downsizing: are these still relevant? (637)
Pulk, Källin
Performance Management

TRACK CHAIR: VINH CHAU

TUES 15:30–17:00
CITY HALL, SYNDICATE ROOM B
WORKSHOP

SESSION CHAIRS: ANDREY PAVLOV AND PIETRO MICHELI
Organizational Performance: What is it? (162)
Micheli, Pietro; Pavlov, Andrey

WED 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING,
ROOM -1.78
DEVELOPMENTAL PAPERS

SESSION CHAIR: JACKY HOLLOWAY
Managing through Measures in Higher Education (584)
Abdullah, Nur Anisah

Defining Performance: Interpretations from the Australian
university sector. (578)
Beattie, Claire Hilary

Corporate and operational strategy, resource allocation and the
interface with performance management systems in the UK
University sector (361)
Bridge, Anthony

WED 11:00–12:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING,
ROOM -1.78
DEVELOPMENTAL PAPERS

SESSION CHAIR: LAVINIA BOYCE
Developing Inter-company Performance System in Supply Chain (424)
Kurniawan, Dw; Chau, Vinh Sum

IT & Economic Performance (131)
Vousinas, Georgios Loukas

Strategy Mapping for Behaviour Change With the Public Sector
Scorecard (459)
Moulin, Max; Copeland, Robert

Measuring police performance during austerity; a conceptual
framework (427)
Barton, Harry; Wankhade, Paresh

WED 16:00–17:30
CITY HALL, SYNDICATE ROOM D
FULL PAPERS

SESSION CHAIR: MAX MOULLIN
When guanxi alone is just not enough! The Relationship of Chinese
Cultural Values to Childhood Obesity in Mainland China (388)
Chau, Vinh Sum

The Persistence of Efficiency (227)
Johnes, Jill; Johnes, Geraint

Can the content analysis of a corporate document be used to determine
the performance of the organisation that produced it? (201)
Goodchild, David Joseph

An explanatory study on nature of service quality in technology-
mediated context (872)
Pandey, Pushkal Kumar; McAdam, Rodney; Moffett, Sandra

THURS 11:00–12:30
CITY HALL, SYNDICATE ROOM D
FULL PAPERS

SESSION CHAIR: PARESH WANKHADE
Learning, Performance and Reward; Theory and Practice
Revisited (278)
Rowland, Caroline Ann; Hall, Roger David

Business Value of Information Technology: a unified view (266)
Ramdani, Ben

The development and evaluation of a new generic model of
individual workplace performance (386)
Rojon, Céline; Saunders, Mark N. K.; McDowall, Almuth

THURS 14:00–15:30
CITY HALL, SYNDICATE ROOM D
FULL PAPERS

SESSION CHAIR: VINH CHAU
MNE Subsidiaries: Enhancing Shareholder Value (256)
O’Regan, Nicholas; Ghobadian, Abby; Kling, Gerhard

Re-examining Performance Management Practices: Evidence
from the NGO Sector (933)
Wadongo, Billy Indeche; Abdel-Kader, Magdy; Etu-Menson, Franc

New perspectives for Balanced Scorecard (566)
Hourneaux Junior, Flavio; Correa, Hamilton L.
# Public Management and Governance

**TRACK CHAIRS: RHYS ANDREWS & RACHEL ASHWORTH**

### TUES 15:30-17:00

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, GLAMORGAN COUNCIL CHAMBER SYMPOSIUM**

**SESSION CHAIR: RACHEL ASHWORTH**

Public Management Research: The State of the Field (440)
Andrews, Rhys; Dick, Gavin; Esteve, Marc; Van de Walle, Steven;

### WED 09:00-10:30

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 2 SYMPOSIUM**

**SESSION CHAIR: RHYS ANDREWS**

Emergency Services and Praxis (693)
Wankhade, Paresh; Weir, David; Barton, Harry; Chau, Vinh

### WED 11:00-12:30

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1 FULL PAPERS**

**SESSION CHAIR: PARESH WANKHADE**

Supervisor-Subordinate Relationships, Accountability and Wellbeing (236)
Brunetto, Yvonne; Farr-Wharton, Rodney; Shacklock, Kate

Beyond the Call of Duty: Long Hours and Ill Health of Police Inspectors (309)
Wass, Victoria Jane; Turnbull, Peter John

Changes in Accountability and Governance of the Police Service in England and Wales (434)
Barton, Harry; Valero-Silva, Nestor

### WED 11:00-12:30

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 2 FULL PAPERS**

**SESSION CHAIR: RHYS ANDREWS**

Political Preferences: The Impact of Political Preference Matching on Job Satisfaction in the Public Sector (491)
Tabvuma, Vurain; Bui, Hong; Homberg, Fabian

Leadership, Organizational Commitment and Trust among Chinese Civil Servants (597)
Newman, Alexander; Miao, Qing; Schwarz, Gary; Xu, Lin

The Impact of City Reputation on City Performance. Evidence for Spain (789)
Delgado García, Juan Bautista; de Quevedo Puente, Esther; de la Fuente Sabaté, Juan Manuel

### WED 14:00-15:30

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1 FULL PAPERS**

**SESSION CHAIR: VALERIA GUARNEROS-MEZA**

Keep off the Grass: Stakeholder Consultation in Parks Services (493)
Mador, Martha; Sullivan, Sidney; Springsail, Kent; Gander, Jonathan

Factors Influencing Online One-stop Government to Public Services: The case of a West London borough (894)
Ashaye, Olusoyi Richard

Knowledge management-management model postulated for public administration (547)
Raczkowski, Konrad

### WED 14:00-15:30

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 2 FULL PAPERS**

**SESSION CHAIR: MARTIN KITCHENER**

Workplace Bullying Impacts the Mental Health of Hospital and Aged Care Nurses (333)
Rodwell, John; Demir, Defne; Gulyas, Andre

Patient and Public Involvement: it’s time to think how much we spend and what the benefits are (350)
Pizza, Elena; Barlow, James; Doyle, Cathal; Matthews, Rachel

Factors affecting Habitual Prescribing in General Practice: The Case of the UK Antiulcer Market (353)
Leask, Graham

### WED 14:00-15:30

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.79 DEVELOPMENTAL PAPERS**

**SESSION CHAIR: STEVE MARTIN**

Stories in and around tribunals of inquiry: An narrative case analysis (385)
McGrath, Paul Gregory

Changing Partnership Approaches in Local Governance and Policy Decision Making (514)
Sundaram, Usha; Kasabov, Edward

Self Regulation in Public Services (734)
Downe, James; Martin, Steve

Collaborative Public Services Management: Rhetoric or Reality? (851)
Martin, Steve; Downe, James; Entwistle, Tom; Guarneros-Meza, Valeria

### WED 14:00-15:30

**CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 2 FULL PAPER**

**SESSION CHAIR: AOIFE MCDERMOTT**

Elaborating disruptive institutional work: An analysis of public inquiries in the National Health Service (304)
Herepath, Andrea J; Kitchener, Martin J

New Organisational Forms, Public Reform and the Audit Society: A Hospital Case Study (347)
Morris, Jonathan Llewellyn; Farrell, Catherine; Ezzamel, Mahmoud

Cutting edge? Public reporting of clinical performance as a way of managing the surgical profession (621)
Exworthy, Mark; Gabe, Jon; Jones, Ian Rees; Smith, Glenn
WED 16:00–17:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.79
DEVELOPMENTAL PAPERS

SESSION CHAIR: JAMES DOWNE

Do Outcomes Based Approaches to Service delivery Work? An Evaluation of Local Authority Outcome Agreements in Wales (721)
Law, Jennifer

Leadership and Structure in the Co-production of Public Services (717)
Schlappa, Hans; Imani, Yasmin

Centralised or Decentralised Network Management: Which Works Best? (865)
Entwistle, Tom; Guarneros-Meza, Valeria

Activating the ‘Big Society’ through Individual and Community Co-Production of Public Services and Social Outcomes (962)
Bovaird, Tony; Stokes, Gerry; Jones, Pat

THURS 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 2
FULL PAPERS

SESSION CHAIR: GAVIN DICK

Transforming Professional Work: An Investigation of High and Low Status Academic Organizations in the UK (356)
Racko, Girts; Oborn, Eivor; Barrett, Michael

A new perspective on an old university dilemma: maintaining academic quality in an increasingly competitive environment-managing the tensions. (463)
Pitcher, Graham Simons

When infrastructure transition and service design collide: Challenges of Transformational Change (787)
Tucker, Danielle; Hendy, Jane; Barlow, James

THURS 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.79
DEVELOPMENTAL PAPERS

SESSION CHAIR: MIKE WALLACE

Collaborative innovation in times of increasing competition: The case of the Talent Management Pool in Dutch hospitals (380)
Van Den Broek, Judith; Boselie, Paul; Paauwe, Jaap

The Social Construction of Mental Toughness: An Examination of its Role in Public Service Leadership (896)
Sweet, Zoe; Brooks, Simon Bentley

Trust, performance and academic optimism in schools (934)
Cudd, Joe; Brooks, Simon Bentley

The Law of Diminishing Relevance: can theory still successfully explain management and governance amid rapid change and “crises”? (352)
Shand, Rory; Howell, Kerry E.

THURS 11:00–12:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 2
FULL PAPERS

SESSION CHAIR: MIKE REED

Strategic plan implementation: The antecedents and outcomes (711)
Elbanna, Said; Fadol, Yasir

The Limits to Lean in Public Services: Managing Processes, Work and Teams (739)
Radnor, Zoe Jane; Procter, Stephen

Commissioning public services – an organizational learning perspective (433)
Allen, Barbara Ann Chantal; Rashman, Lyndsay; Hartley, Jean

THURS 11:00–12:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.79
DEVELOPMENTAL PAPERS

SESSION CHAIR: JILL SCHOFIELD

Allen, Davina

Sharable Electronic Health Records and Conflicting Moral Orders in Healthcare: A Comparison of Developments in England and Australia (408)
Garrety, Karin; Dalley, Andrew; McLoughlin, Ian; Wilson, Robert; Yu, Ping

Boundary Spanners as Leaders in Managed Healthcare Networks (892)
Schofield, Jill; Sheaff, Rod; Reeves, David; Charles, Nigel; Mannion, Russell; Benson, Lawrence

THURS 14:00–15:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 1
FULL PAPERS

SESSION CHAIR: RACHEL ASHWORTH

The Use of Public-Private Partnerships in the UK and USA: A Comparison (121)
Wall, Anthony Paul

Cross Sector Partnerships: Vertical Versus Shared Leadership as Predictors of Effectiveness (531)
Morgan, Richard; Djebarni, Ramdane

Make or Break? Elite Orchestration of Public Service Leadership, Institutional Innovation, and Organizational Hybridization (737)
Wallace, Mike; Reed, Michael

THURS 14:00–15:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, COMMITTEE ROOM 2
FULL PAPERS

SESSION CHAIR: TOM ENTWISTLE

The Various Forms of Primary Health Care Organisations in Australia (332)
Rodwell, John; Gulyas, Andre

A Review of Quality Management Research in Higher Education Institutions (638)
Dick, Gavin; Tari, Juanjo

A National Integrity System Assessment of Georgia (570)
Shacklock, Arthur Henry; Lewis, Melea; Connors, Carmel; Sampford, Charles
Research Methodology

**TRACK CHAIR: VINH CHAU**

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**TUES 15:30-17:00**

**CITY HALL, SYNDICATE ROOM D**

**SYMPOSIUM**

**SESSION CHAIR: BILL FEAR**

Challenges in Qualitative Research in Management (414)
Fear, William James; Stierand, Marc; Dörfler, Viktor; Eden, Colin; Green, Jan; Symon, Gillian; Johnson, Phil; Cassel, Catherine; Vadanke, Narayanan; Gera, Azi; Stoyneva, Irina

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**WED 09:00-10:30**

**CITY HALL, SYNDICATE ROOM D**

**WORKSHOP**

**SESSION CHAIR: AL K.W. MARSHALL**

Ethnography & Modern Business: Finding the Competitive Edge (947)
Marshall, Al. K. W.

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**WED 11:00-12:30**

**CITY HALL, SYNDICATE ROOM D**

**FULL PAPERS**

**SESSION CHAIR: JULIE GORE**

Exploring dignity at work using three types of qualitative data analysis: themes, metaphors and stories (267)
Cassell, Catherine

A Reflective Approach to Corporate Identity in the UK Food & Beverage Industry (908)
Tourky, Marwa; Kitchen, Philip; Dean, Dianne; Shaalan, Ahmed

Towards a rhetorical understanding of technology in organisations (431)
Shepherd, Craig

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**WED 14:00-15:30**

**CITY HALL, SYNDICATE ROOM D**

**FULL PAPERS**

**SESSION CHAIR: LYNN THURLOWAY**

Applying the newly developed Extended Mixed Methods Research (MMR) Notation System (409)
Cameron, Reslyn Ann

Is a nomothetic science of strategy possible? The question of kinds. (529)
O’Keefe, Michael John

Post Hoc, Ergo Propter Hoc (464)
Eabrasu, Marian

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

**CITY HALL, SYNDICATE ROOM L**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: MARK SAUNDERS**

The Use of the Leeds Attributional Coding System as a Method of Comparative Analysis (910)
Birch, Peter Alexander

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**On the methodological and philosophical challenges associated with researching emotion and critical reflection in Doctor of Business Administration (DBA) students (719)**
Mills, Sophie

**Case study (CS) research design and Qualitative Content Analysis (QCA): Application and justification (545)**
Inugba, Bethel

**Iterative Learning: A Way of Achieving Generalizability in Idiographic Research? (212)**
Stierand, Marc Benjamin; Dörfler, Viktor

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**THURS 09:00-10:30**

**CITY HALL, SYNDICATE ROOM D**

**FULL PAPERS**

**SESSION CHAIR: CATHERINE CASSELL**

Accelerating scholar-practitioner collaborative research through speed consortium benchmarking: Using the world café as a form of academic enquiry (432)
Schiele, Holger; Krummaker, Stefan; Rita, Kowalski; Petra, Hoffmann

Organisational capability in the public sector: a set-theoretic approach (891)
Andrews, Rhys; Beynon, Malcolm J; McDermott, Aoife

Judging the ethics of ethnographic work: an ethnography of ethics, organisation and legitimation in healthcare (906)
White, P.J

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**THURS 11:00-12:30**

**CITY HALL, SYNDICATE ROOM L**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: BILL LEE**

Tracking and Trawling: theorising ‘participants’ and ‘data’ in qualitative e-research (150)
Pritchard, Katrina; Whiting, Rebecca

“What is it that’s going on here?” Goffman’s frame analysis in today’s management research (473)
Malin, Virpi Orvokki

Is Generation Y really different? A critical evaluation of the Generation Y literature (742)
Stewart, Jean-Anne; Thurloway, Lynn

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**THURS 14:00-15:30**

**CITY HALL, SYNDICATE ROOM L**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: STEFANIE REISSNER**

Closing the relevance gap between management theory and management practice: Phenomenology as a method for management research (652)
Anosike, Paschal

Approaches to the relationship between research methods and research practice: Silos and integration? (952)
Lee, Bill; Cassell, Catherine

Virtue and vice in management research (479)
Boak, George; Crabbe, Sarah; Mortimer, Chris

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Strategic Foresight

**TRACK CHAIR: GEORGE BURT**

**WED 09:00–10:30**

**CITY HALL, ASSEMBLY ROOM 1**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: TBC**

- Understanding Path Dependence. A Decision Making Perspective (371)
  Abatocela, Gianpaolo

- Integrating foresight methodologies in form of a web-based platform (679)
  Kroehl, Rixa; Markmann, Christoph; Keller, Jonas; von der Gracht, Heiko

- Technology Roadmapping: The Under-representation of SMes (838)
  Arshed, Norin; Finch, John; Bunduchi, Raluca

**WED 11:00–12:30**

**CITY HALL, ASSEMBLY ROOM 1**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: TBC**

- The impact of expert panel composition on Delphi-based scenarios (336)
  Förster, Bernadette; von der Gracht, Heiko A.

- Future orientation through a narrative lens (930)
  Holopainen, Mari Emilia

**WED 14:00–15:30**

**CITY HALL, SYNDICATE ROOM E**

**FULL PAPERS**

**SESSION CHAIR: TBC**

- Cultivating Strategic Foresight: A Relational Perspective (110)
  Sarpong, David; Maclean, Mairi

- Sensemaking, organizational identity and the relationship with scenario planning (486)
  Burt, George

- On China’s Stratagem Culture (704)
  Liu, Hong

**WED 16:00–17:30**

**CITY HALL, SYNDICATE ROOM E**

**FULL PAPERS**

**SESSION CHAIR: TBC**

- Using Scenario Thinking at Business Unit level: an unconventional method (899)
  Tapinos, Efstatios

- A Review of Imagination and Implications for Strategy Research (731)
  Frederiks, Arjan J.; Ehrenhard, Michiel L.; Groen, Aard J.

- Scenario Planning, Strategic Practice and Top Management
  Team Hyperopia (884)
  Mackay, David John; Burt, George; Perchard, Andrew

Strategic Management

**TRACK CHAIRS: NICHOLAS O’REGAN AND EFTHIMIOS POU LIS**

**WED 09:00–10:30**

**CITY HALL, SYNDICATE ROOM E**

**FULL PAPERS**

**SESSION CHAIR: WILLIAM HUW WILLIAMS**

- Social Capital Unpacked: The Mediating Role of Acquired Social Capital (670)
  Moran, Peter; Ozdemir, Salih Zeki

- Does Top Management Team heterogeneity influence the diversification-performance relationship? Evidences from Italy (487)
  Poggesi, Sara; Delbufalo, Emanuela

**WED 11:00–12:30**

**CITY HALL, SYNDICATE ROOM E**

**FULL PAPERS**

**SESSION CHAIR: SARA POGGESI**

- Strategic Decision-Making in an Emerging Nation: An Exploratory Assessment of Iranian Manufacturing Firms (112)
  Zamani, Somaieh; Parnell, John; Labbaf, Hassan; O’Regan, Nicholas

- Strategists: Identifying Characteristics (250)
  Williams, William Huw

- Diversification Strategy: A Three-Dimension Model (389)
  Huang, Kuo-Feng; Lin, Wen-Ting

**WED 14:00–15:30**

**CITY HALL, ASSEMBLY ROOM 1**

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: COLIN HASLAM**

- Recovering music industry revenues: legislative and business model approaches (172)
  Vendrell-Herrero, Ferran; Parry, Glenn Charles; Bustinza, Oscar F; O’Regan, Nicholas

- The role of trust in the contracting of construction projects: a case study of the private and government sector contractors in Khyber Pakhtunkhwa, Pakistan. (589)
  Khan, Shahnawaz; Gul, Saleem

- Balancing competition and collaboration between sub-units of a MNC: a review of the literature (707)
  Chambers, Morgan Carmel; Pilbeam, Colin J

- Funders, strategies and control systems: Empirical evidence from two chamber orchestras (785)
  Nilsson, Fredrik; Stockenstrand, Anna-Karin
WED 16:00–17:30
CITY HALL, ASSEMBLY ROOM 1
DEVELOPMENTAL PAPERS
SESSION CHAIR: FERRAN VENDRELL-HERRERO
Business Models Redefined: Strategy in a Financialized World (192)
Haslam, Colin; Tord, Andersson; Tsitsianis, Nick; Yin, Ya Ping
A Comparative Study of Strategy Implementation Models (218)
Aboutaleb, Reza; Tan, Hui
Adoption of Focus Group and Policy Delphi to Blue Ocean Strategy: Towards a Conceptual Model (222)
Ng, Alex Hong Hong; Lau, Dominic Hoe Chai; Wan Ismail, Wan Khairuzzaman

THURS 09:00–10:30
CITY HALL, SYNDICATE ROOM E
FULL PAPERS
SESSION CHAIR: IOANNIS CHRISTODOULOU
Mobile Technology Capabilities in Creative Service Firms: A Resource-based Perspective (337)
Bolat, Elvira; Apostolakis, Christos
An Operations Management Framework for Resource Identification (745)
Thorton, Charles Duncan; Hudson Smith, Mel; Howcroft, Barry
Trapped by their own success/failure? The influence of learning traps on dynamic capabilities in UK hi-tech SMES (913)
Senaratne, Chaminda; Wang, Catherine L.

THURS 09:00–10:30
CITY HALL, ASSEMBLY ROOM 1
DEVELOPMENTAL PAPERS
SESSION CHAIR: JULIE ROBSON
Strategy Implementation In Jordanian Hotels (194)
Anchor, John R; Aldenhayyat, Jehad S
Strategic Planning and Performance-The Moderating Effect of Structure (740)
Nandakumar, M.K.; Ghobadian, Abby; O'Regan, Nicholas
The theoretical underpinnings of network rivalry (902)
Galvin, Peter

THURS 11:00–12:30
CITY HALL, ASSEMBLY ROOM 1
DEVELOPMENTAL PAPERS
SESSION CHAIR: GUILLAUME DETCHENIQUE
The mediating effect of organization on the strategy-performance relationship: Testing the VRIO approach of RBV. (300)
Theriou, Nikolaos G
The relational sensing of new opportunities in entrepreneurial firms (499)
Giudici, Alessandro; Reimmoeller, Patrick
Confucius, the firm and strategy (623)
Zhu, Zhichang
Political Behaviour and Decision Quality (949)
Elbanna, Said; Gherib, Jouhaina; Di Benedetto, C. Anthony

THURS 14:00–15:30
CITY HALL, ASSEMBLY ROOM 1
DEVELOPMENTAL PAPERS
SESSION CHAIR: CHARLES DUNCAN THORNTON
What is in the "mirror"? Reinvestigating the "mirroring hypothesis" and its impact on innovation (363)
Hao, Bin; Feng, Yanan
Entry Timing Strategies in the Telecoms: The Impact of Founding CEO Background and Experience (847)
Weiller, Claire; Pollitt, Michael; Neely, Andy
Middle Managers as Facilitators in the Development of Dynamic Capabilities (527)
Christodoulou, Ioannis P.; Poulios, Konstantinos; Poulios, Efthimios
Strategy as Practice

**Track Chair: Mike Zundel**

**WED 09:00-10:30**
**Cardiff University, Glamorgan Building, Room -1.60**
**Developmental Papers**

**Session Chair: Jørgen GuldaHL Rasmussen**
How collaboration with practitioners can facilitate identifying a theoretical gap and the elaboration of conceptual knowledge relevant for theory and practice: the constitution of a core competence about product registration (540)
Parmentier Cajaiba, Aura; Avenier, Marie-José

Can SAP be Savvy? How can Strategy as Practice contribute to effective organisational learning? (475)
Carty, Robert; Day, Lisa

Outsiders and insiders: A conceptual framework for understanding organizational emergency management strategies-as-practice (854)
Hassan Ibrahim, Nurain

**WED 11:00-12:30**
**Cardiff University, Glamorgan Building, Room -1.60**
**Developmental Paper**

**Session Chair: David Mackay**
How middle manager practices shape umbrella strategy outcomes (898)
Keenan, Peter James

How legitimacy is constructed for the strategic practice of corporate entrepreneurship—a ‘strategy as practice’ perspective on the Entrepreneurial University (483)
Holstein, Jeannie

The middle manager as boundary spanner in linking financial and organisational logics over time (790)
Stockenstrand, Anna-Karin; Nilsson, Fredrik

**WED 14:00-15:30**
**City Hall, Committee Room 100**
**Full Papers**

**Session Chair: Andrea Herepath**
Do as I say and (sometimes) as I do: Exploring the impact of situational leadership practice on strategic change outcomes (940)
Mackay, David John; Ahmad, Shakeel

Exploring Failure in Strategizing: The Impact of Organizational Change Cynicism on Middle Manager Strategy Commitment (271)
Barton, Lisa Ceinwen; Ambrosini, Veronique

Creative possibilities amidst pluralism: Combinatorial approaches to legitimation (800)
Bednarek, Rebecca; Daellenbach, Urs; Davenport, Sally

**THURS 09:00-10:30**
**Cardiff University, Glamorgan Building, Room -1.60**
**Developmental Papers**

**Session Chair: Tamim Elbasha**
The Discourse of Power: How do strategists talk about power and why does it matter? (117)
Whittle, Andrea; Mueller, Frank; Lenney, Peter; Gilchrist, Alan

The interplay of subject position and discursive space in strategizing (311)
Herepath, Andrea J

Middle level managers as strategy ‘bricoleurs’ (460)
Allen, Barbara Ann Chantal; Currie, Graeme; Lockett, Andy

**THURS 11:00-12:30**
**City Hall, Committee Room 100**
**Full Papers**

**Session Chair: Rebecca Bednarek**
Facilitating Commitment to Strategy (144)
Eden, Colin; Ackermann, Fran

Blue Ocean Strategy: putting ‘flesh on the bones’ (179)
Ackermann, Fran; Eden, Colin

Configuration of Practices of the Strategic Process and Content with the Sustainable Creation of Value: a Framework of References and Proposals (132)
Bulgacov, Sergio; Gomez, Marcia

**THURS 14:00-15:30**
**City Hall, Committee Room 100**
**Full Papers**

**Session Chair: Andrea Whittle**
Revisiting Structuration and Strategy-as-Practice: Toward a Strong Structuration Theory Approach (173)
Elbasha, Tamim; Wright, Alexis Duncan

Strategising as Bricolage: The Making of The Godfather I (775)
Malloch, Hedley; Kleymann, Birgit

Ducking and weaving in Strategy: Metis and the production of space for manoeuvre in a UK public sector organisation (859)
Mackay, David John; Alkiriwi, Mazin; Zundel, Mike
Sustainable and Responsible Business

**Track Chair: Peter Stokes**

**TUES 15:30–17:00**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.86

**WORKSHOP**

**SESSION CHAIR: PETER STOKES**
Comparative Perspectives in Sustainable and Responsible Business: Insights from the U.K., the U.S., Australia and Germany (870)
Herzig, Christian; Schaltegger, Stefan; Burritt, Roger L.

**WED 09:00–10:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.86

**FULL PAPERS**

**SESSION CHAIR: PETER STOKES**
Corporate Sustainability: A Critical Review (245)
Ivory, Sarah; MacKay, Brad

A comparison of positive and negative role models in business ethics education (285)
Baden, Denise; Francis, Margo

Global Interpretations of Sustainability - Enabling Sustainability through Action Research (ESTAR) (672)
Hind, Patricia Anne; Smit, Arnold; Page, Nadine

**WED 09:00–10:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.77

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: SIMON BROOKS**
Approaches to innovation for sustainability in the Malaysian palm oil industry: the case of small and medium enterprises in Sabah (186)
Martin, Susan; Chang, Jane; Rieple, Alison; Ahmed, Amran; Boniface, Bonaventure

Community cooperatives as a sustainable and responsible business model. The case of ULCC in India. (303)
George, Suresh; Paladini, Stefania

Institutional Influences in the British Social Entrepreneurship sector (611)
Kadjar, Claire

**WED 11:00–12:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.86

**FULL PAPERS**

**SESSION CHAIR: PETER STOKES**
Varieties of Capitalism and CSR: A Comparative Study of Controversial and Non-Controversial Industries (153)
Cheah, Jeremy Eng Tuck; Wood, Geoffrey; O’Sullivan, Noel

Remuneration of Management in the Financial Crisis—A Study among the Annual Reports 2009 of the Euro Stoxx 50 Companies (148)
Britzelmaier, Bernd J; Kraus, Patrick; Hăberle, Michael; Doll, Andreas

Building a Reputation as a Socially Responsible Company: The Effects on Financial Performance (827)
Brammer, Stephen John; Taffier, Richard; Agarwal, Vineet; Brown, Mike

**WED 11:00–12:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.77

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: SIMON BROOKS**
Institutionalising Corporate Social Responsibility? The Case of Public CSR Policies (956)
Schaefer, Anja

Business Involvement in Sustainable Social Innovation: Multiple Case Studies (467)
Ciesielska, Malgorzata; Iskoujina, Zilia

Reshaping International Oil Companies’ Response Mechanism to Deal with the Spectre of Resource Nationalism (687)
Jasimuddin, Sajjad M.; Maniruzzaman, Abul (Munir)

**WED 14:00–15:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM 0.86

**FULL PAPERS**

**SESSION CHAIR: PETER STOKES**
Lessons learned from past incidents and accidents: an analysis of three major oil spills (619)
Warther, Johannes

The Influence of Environmental Paradigms on Corporate Sustainability Performance: A model explaining “environmental conservatism” (780)
Vazquez-Brust, Diego Alfonso; Liston-Heyes, Catherine

Who’s influencing whom? A case-study in sustainable business partnerships (764)
Adderley, Simon David; Elliott, Alice Rose

**WED 14:00–15:30**
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.77

**DEVELOPMENTAL PAPERS**

**SESSION CHAIR: SIMON BROOKS**
Implementing sustainable and responsible business. Sustainability management tools and their dissemination in German companies (609)
Schaltegger, Stefan; Windolph, Sarah Elena; Herzig, Christian

Organisational Sustainability and the SME; an Examination of Irish Owner/Managers’ Attitudes (510)
Darcy, Colette; McGovern, Philip; McCabe, Thomas

An evolutionary perspective of management orientations in the nonprofit literature—towards a more sustainable approach (605)
Malhotra, Aastha; Verreyinne, Martie-Louise; Zammuto, Raymond
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FULL PAPERS

SESSION CHAIR: PETER STOKES

The social construction of ‘the big society’ (848)
Kent, Wahida Shah; Brooks, Simon Bentley

Perceptions of How Regulators Respond to Environmental Performance (931)
Vazquez-Brust, Diego Alfonso; Liston-heyes, Catherine

Towards Transformative and Sustainable Services in the Energy Sector–How Can Regulation Level the Playing-field for New Services in Smart Grids? (502)
Kranz, Johann; Picot, Arnold

Work-related travel and climate change: the low carbon career perspective (929)
Blenkinsopp, John; Scurr, Tracy

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DEVELOPMENTAL PAPERS

SESSION CHAIR: TBC

The campus as an extended classroom: The case of Green Impact and the students working as eco-auditors. (726)
Acevedo, Beatriz; Benton, Helen; Frary, Laura; Malevicius, Romas; Martins, Luis; Oyawale, Souvenir; Rust, Francesca; Willis, Rob; Bonner, Charlotte

From grounded theory to castles in the air: the emergent agenda for academic research and sustainable business (345)
Wells, Peter Erskine; Zapata, Clovis; Orsato, Renato

Corporate Social Responsibility: Is it a Competitive Advantage or a Public Relation Exercise to improve Corporate Reputation for the major companies in United Kingdom? (328)
Jacob, Saly; Koufopoulos, Dimitrios

THURS 09:00–10:30
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FULL PAPERS

SESSION CHAIR: PETER STOKES

Community as Stakeholder: Exploring Corporate Social Responsibility Outcome in Malaysian Community Development (210)
Ismail, Maimunah; Alias, Siti Noormi; Mohd Rasdi, Roziah

Sustainable business and export performance in industrial of gems and jewelry (305)
Palma, Eliete Pozzobon; Gomes, Clandia Maffini; Kruglianskas, Isak; Kneipp, Jordana Marques; Barbieri, Luciana Aparecida

Explicating Dynamic capabilities for Corporate Sustainability: Evidence from Corporate Social Responsibility Reports (571)
Wu, Qiang; He, Qile; Duan, Yanqing

THURS 09:00–10:30
CARDIFF UNIVERSITY, GLAMORGAN BUILDING, ROOM -1.77
DEVELOPMENTAL PAPERS

SESSION CHAIR: SIMON BROOKS

CSR and institutional logics: A reconceptualisation and recontextualisation of sustainable and responsible organization and management. (490)
Wallis, Matthew Shane

Betting on Floods: The Case of KPSSM, an Innovative Index-Based Microinsurance Scheme (465)
Alles, Delphine L.; Eabrasu, Marian

Attitudes towards Sustainability in a Developing Country: The Case of Saudi Arabia (658)
Mouzugh, Yusra; Bryde, David

THURS 11:00–12:30
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FULL PAPERS

SESSION CHAIR: PETER STOKES

The Business Legacy: reinterpreting and translating management for a sustainable future (895)
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The use of environmental performance indicators (EPIs) and size effect: the case of industrial companies in Brazil (567)
Hourneaux Junior, Flavio; Hrdlicka, Hermann A; Gomes, Clandia M.; Kruglianskas, Isak

Reducing social vulnerability and environmental deterioration through market mechanisms? The case of Petrobras and small-scale farmers in Brazil (881)
Vazquez-Brust, Diego Alfonso; Zapata, Clovis; Plaza-Ubeda, Jose
About BAM

The British Academy of Management (BAM) was founded in 1986. Its mission is to develop the community of management academics for the benefit of members, practising managers, management education and society. This will be achieved by fostering the networks which connect members to each other and to external stakeholders and by encouraging research and scholarship of high academic quality and of value to practice.

VISION
To be leading the development of capacity for management academe and an advocate of management academics, and to shape the debate about management issues within society.

INSTRUMENTAL AIMS
• to sustain the academy through increasing membership and developing other income streams
• to maintain and, where necessary, further develop an infrastructure of premises, staff and systems appropriate for meeting the vision and aspirational aims

ASPIRATIONAL AIMS
• to provide excellent services to members, including training, networking opportunities and access to journals and other sources of information;
• to be the leading advocate for the views and contribution of the membership to external bodies;
• to engage with other learned societies, national and international, for the benefit of the business and management academic community;
• to facilitate the progression and development of the careers of business and management academics;
• to promote scholarship in the study of business and management;
• to promote the reciprocal dependency of theory and practice, by encouraging research questions which are grounded in the needs of practitioners, and outputs which inform practice;
• to disseminate the outputs of research to the community as a whole, business and management academics around the world, policy makers, practising managers and students;
• to support the publications of BAM – badged high quality journals for the benefit of the membership and the wider community.
### Previous BAM Conferences

<table>
<thead>
<tr>
<th>Year</th>
<th>Conference Details</th>
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| 2011 | ASTON UNIVERSITY  
Birmingham  
*Building and Sustaining High Performance Organisations in a Challenging Environment* |
| 2010 | UNIVERSITY OF SHEFFIELD  
Sheffield  
*Management Research in a Changing Climate* |
| 2009 | BRIGHTON CENTRE, BRIGHTON  
Brighton  
*The End of the Pier? Competing perspectives on the challenges facing business and management* |
| 2008 | LEEDS BUSINESS SCHOOL  
Harrogate  
*The Academy goes Relevant* |
| 2007 | WARWICK BUSINESS SCHOOL  
Warwick  
*Management Research, Education and Business Success: Is the future as clear as the past* |
| 2006 | UNIVERSITY OF ULSTER AND QUEEN’S UNIVERSITY BELFAST  
Belfast  
*Building International Communities through Collaboration* |
| 2005 | UNIVERSITY OF OXFORD, SAID BUSINESS SCHOOL  
Oxford  
*Challenges of Organizations in Global Markets* |
| 2004 | UNIVERSITY OF ST ANDREWS  
St Andrews  
*Management Futures* |
| 2003 | LEEDS BUSINESS SCHOOL  
Harrogate  
*Knowledge into Practice* |
| 2002 | MIDDLESEX UNIVERSITY BUSINESS SCHOOL  
London  
*Fast-Tracking Performance Through Partnerships* |
| 2001 | CARDIFF BUSINESS SCHOOL  
Cardiff  
*BAM 2001* |
| 2000 | UNIVERSITY OF EDINBURGH, SCHOOL OF MANAGEMENT  
Edinburgh  
*Managing Across Boundaries* |
| 1999 | MANCHESTER METROPOLITAN UNIVERSITY  
Manchester  
*Managing Diversity* |
| 1998 | UNIVERSITY OF NOTTINGHAM  
Nottingham  
*Corporate Transformation* |
| 1997 | LONDON BUSINESS SCHOOL  
London  
*BAM 1997* |
| 1996 | ASTON UNIVERSITY  
Aston  
*30 Years on; What Have We Learned?* |
| 1995 | SHEFFIELD UNIVERSITY  
Sheffield  
*Revitalising Organizations - the Academic Contribution* |
| 1994 | LANCASHIRE UNIVERSITY  
Lancaster  
*The Impact of Management Research: A Critical Approach* |
| 1993 | CRANFIELD UNIVERSITY  
Milton Keynes  
*The Crafting of Management Research* |
| 1992 | UNIVERSITY OF BRADFORD  
Bradford  
*Management into the 21st Century* |
| 1991 | UNIVERSITY OF BATH  
Bath  
*BAM 1991* |
| 1990 | GLASGOW BUSINESS SCHOOL  
Glasgow  
*BAM 1990* |
| 1989 | MANCHESTER SCHOOL OF MANAGEMENT  
Manchester  
*BAM 1989* |
| 1988 | CARDIFF BUSINESS SCHOOL  
Cardiff  
*BAM 1988* |
| 1987 | WARWICK BUSINESS SCHOOL  
Warwick  
*BAM 1987* |
# Council Roles 2012

## Executive Council

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<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>University</th>
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<tbody>
<tr>
<td>President</td>
<td>Professor Marie McHugh</td>
<td>University of Ulster</td>
</tr>
<tr>
<td>Vice President</td>
<td>Professor Abby Ghobadian</td>
<td>University of Reading</td>
</tr>
<tr>
<td>Chair</td>
<td>Dr. Jacky Holloway</td>
<td>Open University</td>
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<tr>
<td>Deputy Chair</td>
<td>Professor Zoe Radnor</td>
<td>Cardiff University</td>
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<tr>
<td>Vice Chair</td>
<td>Professor Nic Beech</td>
<td>University of St Andrews</td>
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<tr>
<td>Treasurer</td>
<td>James Johnston</td>
<td>University of the West of Scotland</td>
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## Council

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<tr>
<th>Name</th>
<th>University</th>
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<tbody>
<tr>
<td>Professor Fran Ackermann</td>
<td>University of Strathclyde</td>
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<td>Dr. Rachel Ashworth</td>
<td>Cardiff University</td>
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<tr>
<td>Professor Pawan Budhwar</td>
<td>Aston University</td>
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<tr>
<td>Professor Susan Cartwright</td>
<td>Lancaster University</td>
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<tr>
<td>Mr Paul Caulfield</td>
<td>University of Bath</td>
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<td>Professor Simon Collinson</td>
<td>University of Warwick</td>
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<tr>
<td>Dr. Nelarine Cornelius</td>
<td>University of Bradford</td>
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<td>Dr. Gareth Edwards</td>
<td>University of the West of England</td>
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<tr>
<td>Ms AnneClare Gillon</td>
<td>University of the West of Scotland</td>
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<tr>
<td>Professor Keith Glaister</td>
<td>University of Sheffield</td>
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<tr>
<td>Dr. Julie Gore</td>
<td>University of Surrey</td>
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<td>Professor Ossie Jones</td>
<td>University of Liverpool</td>
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<tr>
<td>Dr. Allan Macpherson</td>
<td>De Montfort University</td>
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<tr>
<td>Ms Margarita Nfoudi</td>
<td>Aston University</td>
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<tr>
<td>Professor Nicholas O'Regan</td>
<td>University of the West of England</td>
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<tr>
<td>Professor Mustafa Özbilgin</td>
<td>Brunel University</td>
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<td>Professor Mike Pidd</td>
<td>Lancaster University</td>
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<td>Professor Mark Saunders</td>
<td>University of Surrey</td>
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<td>Professor Richard Thorpe</td>
<td>University of Leeds</td>
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BAM Fellows 2012

BAM established a Fellows College quite early in its development to honour senior academics who had given strong and sustained service to business and management studies. The College has a Dean and two Vice Deans who are strengthened by the BAM President during his/her period of office. This group is tasked with organising Fellow’s activities and progressing nominations to Fellowship.

Becoming a BAM Fellow is an honour. It reflects the attainment of academic leadership coupled with a significant contribution to the development of BAM. It is not a long service medal! With the distinction comes a reciprocal duty to support BAM further. Working alongside BAM Council, the Fellows College helps to resource the Doctoral Symposium at the annual conference together with various Academy workshops and events; it seeks to welcome new members at their annual breakfast meeting; it acts as a sounding board on policy and governance issues for the BAM Executive; it acts as a political presence on key committees, for example, ESRC, EPSRC and AcSS; and provides guest speakers for BAM events. It acts as a political presence on key committees, for example, ESRC, EPSRC and AcSS; and provides guest speakers for BAM events.

A list of Fellows is displayed below. If you feel that any of them could be of help to you within the Academy or more widely, please contact them personally or through the Dean’s Office.

Kind Regards,
Professor Susan Cartwright, Lancaster University

DEAN’S GROUP
Cartwright, Susan, Dean
Eden, Colin, Deputy Dean
Francis, Arthur, Vice Dean
McHugh, Marie, BAM President

FELLOWS
Argyris, Chris, Retired
Bamber, Greg, Monash University Department of Management
Bessant, John, Imperial College London
Buchanan, David, Cranfield School of Management
Buckley, Peter, Leeds University Business School
Burgoyne, John, Lancaster University Management School
Cassell, Catherine, Manchester Business School
Clark, Timothy, Durham Business School
Chell, Elizabeth, Retired
Child, John, Birmingham University Business School
Cooper, Cary, Lancaster University Management School
Cox, Sue, Lancaster University Management School
Curran, James, Retired
Diamantopoulos, Adamantios, University of Vienna
Eden, Colin, University of Strathclyde, Graduate School of Business
Foss, Gordon, Cardiff University Business School
Francis, Arthur, Bradford University School of Management
Ghobadian, Abby, Henley Management College
Glister, Keith, The Management School, University of Sheffield
Greenley, Gordon, Aston Business School
Hartley, Jean, Warwick Business School
Hickson, David, Retired
Hodgkinson, Gerard, Leeds University Business School
Hooley, Graham, Aston Business School
Huxham, Chris, Strathclyde Business School
Jackson, Susan, Rutgers, State University of New Jersey
Johnson, Gerry, Retired
Kakabadse, Andrew, Cranfield University Management School
Lawler III, Edward, Marshall University
McKiernan, Peter, University of St Andrews School of Management
Neely, Andrew, Cranfield University Management School
Nicholson, Nigel, London Business School
Ottley, David, Lancaster University Management School
Parker, David, Cranfield University Management School
Pettigrew, Andrew, University of Bath, School of Management
Pidd, Mike, Lancaster University Management School
Powell, Gary, University of Connecticut School of Business
Pugh, Derek, Retired
Robertson, Ivan, Robertson Cooper Ltd
Rousseau, Denise, Carnegie Mellon University
Saunders, John, Aston Business School
Schuler, Randall, Rutgers, State University of New Jersey
Starbuck, William
Starkey, Ken, University of Nottingham Business School
Storey, John, Open University Business School
Thomas, Howard, Warwick Business School
Tranfield, David, Retired
Tung, Rosalie, Simon Fraser University
Voss, Chris, London Business School
Weick, Karl, University of Michigan
Wensley, Robin, University of Warwick Business School
West, Michael, Aston Business School
Whittington, Richard, Said Business School
Wilkinson, Adrian, Griffith University
Williams, Alan, Retired
Wilson, David, Warwick Business School
Wright, Mike, University of Nottingham Business School
**Track Chairs 2012**

**Corporate Governance**  
*Stephen Perkins, London Metropolitan University*

**Cultural and Creative Industries**  
*Andrew Greenman, University of Nottingham*

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

**Entrepreneurship**  
*Wing Lam, Durham University*

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

**Human Resource Management**  
*Pawan Budhwar, Aston University*  
*Helen Shipton, Aston University*

**Identity**  
*Peter McInnes, University of Strathclyde*  
*Chris Coupland, University of Nottingham*  
*Sandra Corlett, Northumbria University*

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

**International Business**  
*Rudolf Sinkovics, University of Manchester*

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

**Knowledge and Learning**  
*David Spicer, University of Bradford*

**Leadership and Leadership Development**  
*Jean-Anne Stewart, University of Reading*  
*David Beech, University of Sussex*  
*Steve Kempster, University of Birmingham*

**Management and Business History**  
*Kevin Tennent, University of York*

**Management Consultancy**  
*James Johnston, University of West of Scotland*

**Operations, Logistics and Supply Chain Management**  
*Lenny Koh, University of Sheffield*

**Organizational Psychology**  
*Lee Martin, University of Nottingham*

**Organizational Studies**  
*Craig Marsh, Lancaster University*  
*David Weir, Liverpool Hope University*  
*David Bamber, Liverpool Hope University*

**Organizational Transformation, Change and Development**  
*Ashley Braganza, Brunel University*  
*Sharon Williams, Cardiff University*

**Performance Management**  
*Vinh Chau, University of East Anglia*

**Public Management and Governance**  
*Rhys Andrews, Cardiff University*  
*Rachel Ashworth, Cardiff University*

**Research Methodology**  
*Bill Lee, University of Sheffield*

**Marketing and Retail**  
*Karise Hutchinson, University of Ulster*  
*Catherine Ashworth, Manchester Metropolitan University*  
*Charles Dennis, University of Lincoln*

**Strategic Foresight**  
*George Burt, University of Strathclyde*  
*Swapnesh Masrani, University of Stirling*

**Strategic Management**  
*Nicholas O’Regan, University of the West of England*  
*Efthimios Poulis, University of East Anglia*

**Strategy as Practice**  
*Mike Zundel, University of Liverpool*

**Sustainable and Responsible Business**  
*Peter Stokes, University of Chester*
AUTHOR LISTING

Crellin, Peter Organizational Psychology WED 14:00 – 15:30
Cowling, Marc Gender in Management WED 11:00 – 12:30
Cretney, James Sustainable and Responsible Business WED 11:00 – 12:30
Correia, Fernando Operations, Logistics and Supply Chain Management WED 16:00 – 17:30
Corney, Jonathan Innovation THURS 09:00 – 10:30
Cuddy, Laura Strategy as Practice WED 16:00 - 17:30
Cudworth, Katherine Innovation WED 09:00 – 10:30
Cunningham, James Entrepreneurship THURS 14:00 - 15:30

D
D’Innocenzo, Lauren Organizational Psychology WED 14:00 – 15:30
Dada, Laila Entrepreneurship THURS 09:00 – 10:30
Duellenbach, Urs Strategy as Practice WED 14:00 – 15:30
Dahi, Stephan Marketing and Retail WED 11:00 – 12:30
Dalley, Andrew Public Management and Governance THURS 11:00 – 12:30
Dalton, Chris Knowledge and Learning WED 09:00 – 10:30
Darab, Fariba Inter-Organizational Relations WED 09:00 – 10:30
Davies, Catherine Sustainable and Responsible Business WED 14:00 – 15:30
Daventry, Setty Strategy as Practice WED 14:00 – 15:30
Davies, Rachel Organizational Transformation, Change and Development WED 11:00 – 12:30
Davies, Annette Gender in Management WED 11:00 – 12:30
Davies, Rhys Gender in Management WED 11:00 – 12:30
Davies, Ann Identity THURS 11:00 – 12:30
Davies, Ann Organizational Psychology WED 11:00 – 12:30
Dawson, Jeremy Organizational Psychology TUES 15:00 – 17:00
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De Cieri, Helen Human Resource Management THURS 09:00 – 10:30
De Cieri, Helen International Business WED 16:00 – 17:30
de la Fuente Sabaté, Juan Manuel Public Management and Governance THURS 11:00 – 12:30
de Mai, Leanne Karen Organizational Psychology WED 14:00 – 15:30
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THANK YOU!
The management of private and public institutions affects almost every aspect of our lives. However, narrowly defined conceptions of management place a premium on the rational pursuit of measurable, financial returns with limited amounts of regulation. Consequently, the dysfunctional effects of mainstream management are ignored and innovative forms of economic activity undertaken in pursuit of broader social goals are neglected.

Private sector scandals in banking and the media as well as high-profile public sector failings in social services and hospitals have highlighted limitations associated with current management practices. Members of the Academy will be aware of the problems associated with a narrow focus on rational managerial solutions whether applied to research, teaching or engagement with business and other stakeholders. Therefore, based on the theme of ‘managing to make a difference’ the BAM community is invited to consider the wider implications of management. The BAM 2013 conference with a range of sub-themes and a strong multi-disciplinary spirit provides an excellent opportunity to consider various facets of management beyond ‘manageable’ means-ends explanations.

Liverpool represents a stimulating venue for extending debates about managing. As a major port Liverpool has evolved with inward and outward flows of people, ideas, knowledge and practices. At the beginning of the nineteenth century almost half of the world’s trade moved through Liverpool and it was described as the ‘second city of Empire’ by Benjamin Disraeli. From the era of mercantile splendour, Liverpool fell into serious social and economic decline during the 1970s and 1980s. Regeneration was confirmed in 2008 when Liverpool became the European Capital of Culture. The Albert Dock contains the largest collection of listed buildings in the UK and houses Tate Liverpool, the Maritime Museum and the recently opened International Slavery Museum. Liverpool is also making a significant contribution to the renaissance in UK manufacturing with two major car plants based in Greater Merseyside. The enduring legacy of The Beatles means that Liverpool remains a major cultural centre and a popular tourist destination.

Liverpool, ‘the original redbrick University’, makes a significant contribution to the changing fortunes of the City with 27,000 students and 5,000 staff including 1400 academics and 800 researchers. The University of Liverpool Management School invites you to join an open and stimulating debate on the theme of ‘managing to make a difference’. Management School staff are excited by the prospect of hosting the BAM conference in 2013 and will ensure that it reflects the vibrancy, passion and good humour for which the City of Liverpool is famous.