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Presented at the
3rd International Conference on
Management Leadership
and Governance
ICMLG 2015**

**Co-hosted by Massey University
and
Auckland University of Technology
Auckland
New Zealand**

12-13 February 2015

**Edited by
Associate Prof Coral Ingley
And
Dr James Lockhart**

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Preface

These proceedings represent the work of researchers participating in the Third International Conference on Management, Leadership and Governance – ICMLG 2015, which is being jointly hosted by Auckland University of Technology and Massey University, in New Zealand.

The conference will be opened with a keynote from Phil O’Reilly from BusinessNZ who will address the topic *The Research Agenda in Business*. The second day of the conference will begin with a presentation by Andrea Thompson from Catapult in Wellington on the topic of *The Hidden Source of Success*.

The ICMLG Conference constitutes a valuable platform for individuals to present their research findings, display their work in progress and discuss conceptual advances in many different branches of management, leadership and governance. At the same time, it provides an important opportunity for researchers and managers to come together with peers, share knowledge and exchange ideas. ICMLG builds on the now well established European Conference on Management, Leadership and Governance, and allows universities outside the European Boundaries the opportunity to host an academic conference on these important topics.

Following an initial submission of 159 abstracts that have undergone a double blind peer review process, 33 Research papers, 7 PhD Research papers are published in the ICMLG 2015 Conference Proceedings. This represents research results from Australia, China, Colombia, Czech Republic, Estonia, Germany, Hong Kong, Lebanon, Malaysia, New Zealand, Nigeria, Norway, Pakistan, Papua New Guinea, Russia, Saudi Arabia, South Africa, South Korea, Spain, Sweden, Taiwan, United Arab Emirates, UK and the USA.

We hope that you have an enjoyable conference.

Dr Coral Ingley and Dr James Lockhart
Programme Co-Chairs

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Associate Prof Coral Ingley, Auckland University of Technology, New Zealand

Dr James Lockhart, Massey University, New Zealand

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Dr James Lockhart, Massey University, New Zealand

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The conference programme committee consists of key individuals from countries around the world working and researching in the management, leadership and governance fields especially as it relates to information systems. The following have confirmed their participation:

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Biographies

Conference Co-Chairs and Programme Co-Chairs



Dr Coral Ingley is Associate Professor: Management at Auckland University of Technology, New Zealand and holds a PhD in Corporate Governance from RMIT University, Melbourne, Australia. She is a professional member of the Institute of Directors, is Founder and Director of the Corporate Governance Centre in the University's Faculty of Business and Law and teaches corporate governance and responsibility in the MBA programme. Her research focuses on board behaviour, the role of governance in stakeholder engagement and corporate social responsibility, governance in small firms and urban governance, the outputs from which are published regularly in academic journals and presented at refereed conferences. She is also a member on editorial boards of scholarly journals and has been a regular visiting professor and researcher at universities and business schools in France, Italy, Spain and the Netherlands.

Dr James Lockhart is a Senior Lecturer in the College of Business, Massey University, Palmerston North, New Zealand. He has extensive business consulting and executive business development experience in New Zealand and abroad. He has published on doctoral education, strategy, governance, corporate failures, and assessing strategic performance. James has contributed a stream of empirical and conceptual research exploring the 'black box' of governance with a focus on establishing causal links between boards and business performance. James farms north of Feilding, and holds two commercial directorships.



Keynote Speakers



Phil O'Reilly is Chief Executive of BusinessNZ, New Zealand's largest business advocacy group, representing thousands of businesses of all sizes. Phil and his Wellington-based team work with companies, organisations and political and other decision makers, advocating for New Zealand's success through sustainable economic growth. Phil regularly meets with Ministers and Members of Parliament, making submissions to Government and community

groups, and is in daily contact with media representing the goals of business for a more successful New Zealand.

His background includes industrial advocacy and leadership roles in banking, publishing and media. He is Chair of the Board of the Business and Industry Advisory Committee to the OECD and is New Zealand's employer delegate to the International Labour Conference. In New Zealand Phil chaired the Green Growth Advisory Group, and is Chair or Member of several public and private advisory boards in areas as diverse as manufacturing, exports, tertiary education, trade, tax, retirement, R&D, innovation, employment, child poverty, health & safety, skills, government procurement and sustainable business.



Andrea Thompson Coming from a background in law and management consultancy, Andrea runs the Catapult leadership consultancy with partner Nick Sceats. The company provides and delivers leadership programmes and consultancy helping people, organisations and communities to 'unleash brilliance'. Andrea and the Catapult team have designed leadership programmes for large New Zealand corporate clients such as Accident Compensation Corporation, the Ministry of Health and PGG Wrightson. Andrea has worked with over 20,000 people in the leadership programmes over the last two decades. A mother, keen cook and traveller Andrea is also a big fan of jazz, a genre of music she says has a lot to teach us about leadership. www.catapult.co.nz

Mini Track Chairs

Peter Crow is an experienced company director, chairman, and governance researcher from New Zealand. He is currently completing his doctorate, at Massey University, where he is investigating the influence of boards on company performance outcomes.



Dr. Serene Dalati is a senior lecturer at the faculty of Business administration at the Arab International University, Syria. Dr. Dalati obtained a PhD in Leadership, Organizational Culture and Job satisfaction in 2008 which was preceded by a British Chevening scholarship to study for an MBA in Banking and Finance from University of Wales, Bangor in 2002. Dr. Dalati teaches in the areas of organizational

Behaviour, Leadership, Culture and Job satisfaction. Fields of teaching expertise include Strategic Management, International Management, Marketing, and Entrepreneurial small business.



Dr Maria Cristina De los Santos holds a Ph.D. in Behavioral Management and a Bachelor of Law. She teaches corporate social responsibility, good governance and social entrepreneurship. Her latest research is on corporate accountability for the sustainable utilization of resources and proper disposal of waste through educating stakeholders. She is involved in various social enterprise endeavors and her interests are in corporate citizenship, regulations and policies, leadership transparency, social entrepreneurship, accountability and strategic management.



Dr. Robert "Bob" Perkins is Associate Professor in Management at Mercer University, teaching entrepreneurship and leadership to MBAs. His research interests are entrepreneurial leadership, meeting effectiveness, change and turn-arounds, and ethical cultures. His recent study focused on vision, branding and growth among craft distillery founders. Bob earned his PhD. At Colorado State University with a field study of leadership, then headed Applied Behavioral Science at NCR. His 30-year consulting career included Hay Associates, RHR, and his firm, Corporate Psychology, which provides strategic coaching internationally for leaders of start-ups and Fortune 500 companies.

Biographies of Presenting Authors

Moha A. Abdullah, B.A.(Hons-MU), M.A.(Essex), MBA (Univeristy of Ballarat) and Ph.D (London). He is Professor at the IIUM, Malaysia. His specialization is on small business. He has conducted over 25 research projects, published over 15 books, over 30 papers in referred journals and over 50 papers in the international conferences.

Leila Afshari is a PhD candidate in management and organizational behaviour, in the School of Graduate School of Business and Law at the RMIT University of Technology and Design. For more than ten years she had been working in manufacturing organizations. Recently she has worked on the areas of organizational commitment, leadership styles and self-determination theory.

Caroline Akhrasa is an active practitioner-researcher in business management. Focusing her research interests on leadership technology learning and international business across fifteen years. An American who has spent a good

portion of her life in the Middle East and North African region as a University student, lecturer, educator, business-researcher and conference lecturer.

Óscar Arias Londoño is a Business Administrator, at the Universidad Nacional de Colombia. Óscar is a specialist in Teaching of Social Sciences. MSc in Administration, Universidad Eafit Medellín - HEC Montreal. Consultant and full-time researcher professor at the Institución Universitaria de Envigado, Colombia. Director of the research group on management and research in business studies - GICE.

Professor Ruth Alas holds the positions of Head of The Department of Management at Estonian Business School (EBS). Her research involves change management, focusing on employee attitudes, learning abilities, leadership, values and corporate social responsibility. Furthermore, she received the CEEMAN Champions' Award 2011 for Academic Research on the topic "How to prevent Crisis by means of Organisational Change Management".

Dr. Bob Barrett is a full professor for the School of Business at the American Public University in Charles Town, West Virginia, USA. He lectures both nationally and internationally on the topics of Intellectual Capital, Human Capital, Knowledge Management, HRD Forensics, Human Resource Management, Disability in the Workplace, e-Portfolios, and e-Learning.

Svein Bergum is associate professor at Lillehammer University College in Norway, where he teaches organization theory, management and HRM and is also responsible for students' internship activities. His research activities have been around distributed innovation systems, EHRM, and managerial aspects of telework and new organizational work arrangements.

Veronika Buresova is a Ph.D. student on the Faculty of Economics (University of West Bohemia in the Czech Republic). Since 2014 she has been the assistant in the same place. Her topic of the dissertation thesis - Development of the accounting and financial theory and practice from an interdisciplinary perspective. Focusing of publication and research activities – performance management, financial and managerial accounting of enterprises

Monique Cikaliuk is a post-doctoral research fellow with the New Zealand Leadership Institute at the University of Auckland. She earned her PhD in Management Learning from Lancaster University in 2012. Her research interests are in the areas of leadership, governance, and strategy.

Jesper Enbom defended his doctoral thesis regarding news management in the Swedish trade union movement in 2009 and became a senior lecturer in media studies with a focus on strategic communication the year after. Since 2012 I have been working half time in a research project about news management in the public sector funded by The Swedish Research Council.

Dr David Harris has management experience spanning over 20 years across a range of industries, including telecommunications, construction, and recruitment. His doctoral research was on the governance of New Zealand rugby, and it was from here that his focus on creating the conditions for high performance teams emerged. He currently facilitates the AUT University MBA High Performance Teams programme.

Jacques Hefti is a senior lecturer at the Zurich University of Applied Science, Switzerland. His previous work experience includes management positions in the furniture, tourism and public transport industries. He successfully co-founded several start-ups. He holds a Master of Business Administration and is currently doing a PhD at the Hunter Centre for Entrepreneurship at Strathclyde University.

Narges Hosseiniyan has a M.Sc. in Accounting obtained from the Azad University of Tehran, Iran, 2005. She is currently a Doctorate candidate of Business Administration (DBA) in Universiti Sains Malaysia, Penang, Malaysia. Her research interests are Related Party Transactions, Corporate Governance and Financial Reporting Quality.

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Amira Kamali is currently pursuing her Doctorate of Business Administration (DBA) at University of Wollongong in Dubai (UOWD). Ms.Kamali has completed her Masters in Strategic Human Resource Management from UOWD and is an HR specialist with a lead role in designing leadership development programs (LDPs) at Dubai Municipality, Dubai, United Arab Emirates.

Jeff Kessler is a 4th year PhD student in the Transportation Technology and Policy program at UC Davis. His research is focused on evaluating the Biofuel Technology

Innovation System and assessing how policies, like the Low Carbon Fuel Standard, may contribute to technology innovation goals.

Vanessa Lellek is a research assistant at the University of Applied Sciences in Muenster, Germany. After her graduation in 2011, she started her PhD concerning the productivity measurement of facility services. She is also giving lectures in the field of strategic management and supervising student projects dealing with different practical problems of Facility Management companies.

Tanha Mahjabeen is a PhD candidate at Curtin University Sustainability Policy (CUSP) Institute, Western Australia. She is working in the area of public participation in combatting corruption. She completed her masters in development studies from University of Dhaka, Bangladesh. Her expertise is in grassroots community development through capacity building and participation.

Tõnis Mets is Marie Curie Research Fellow in the Australian Centre for Entrepreneurship Research at the Queensland University of Technology (Australia) and Professor of Entrepreneurship at the University of Tartu (Estonia). Professor Mets is author and co-author of 15 patents and more than 40 chapters and articles published by international publishers.

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Mustafa Doruk Mutlu completed his undergraduate study in Gazi University, Turkey and master study in Warwick Business School, United Kingdom. He continues his Ph.D. in The University of Sheffield. His current research focuses on knowledge worker team effectiveness and personality composition in R&D context.

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Fadilah Binti Puteh is currently doing full time PhD at University of Nottingham, Malaysia. She is also a senior lecturer at Universiti Teknologi MARA, Malaysia. Her research interests are Human Resource Development, Employee Competency, Knowledge Management and Adult Learning.

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Do Certain Entrepreneurial Practices Contribute to Business Success in SMEs? Exploratory Study on Malaysia

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Abstract: The race for achieving business success is a universal phenomenon for all types of businesses, particularly entrepreneurs of Small and Medium Enterprises (SMEs) which are considered as the nucleus of the competition. Numerous entrepreneurial practices are put forward as the main determinants of business success. Nonetheless, successful SMEs in different regions tend to be influenced by different entrepreneurial practices. It is therefore indispensable to identify the determinants of entrepreneurial practices as a means towards achieving the expected business success. Hence, the present paper is aimed at identifying entrepreneurial practices that essentially determine business success of Malaysian SMEs. In order to realize this, the present study mainly employed quantitative and descriptive approach. As such, a self-administered questionnaire involving a sample of 142 entrepreneurs across Kuala Lumpur, Malaysia was distributed. Based on the exploratory nature of this study, the primary data was mainly used to identify the determining factors of entrepreneurial practices. The data was therefore analysed using descriptive analysis of the demographic profile and company profile, exploratory factor analysis, reliability coefficient with Cronbach's alpha (α) measurement and p-value testing to observe the significance in terms of the linkages among the hypothesized relationships. The findings reveal different fundamental determinants of entrepreneurial practices that are necessary for business success for Malaysian SMEs. The four dimensions that were homogeneously loaded into the different factors are found to be essential. They are entrepreneurial financial knowledge, entrepreneurial financial behaviour, entrepreneurial skill and attribute, business success. Those determining factors identified, however, justifies their inclusion based on the acceptable level of reliability coefficient (α). The assessment of the hypotheses based on p-value results also indicates a significant relationship between the factors of entrepreneurial practices and business success in Malaysian SMEs. The finding of this study would be primarily beneficial for academicians, researchers and policy makers by shedding more light on determining factors of entrepreneurial practices that can facilitate the business success in Malaysia.

Keywords: entrepreneurial practices, business success, exploratory study, small and medium enterprises (SMEs), Kuala Lumpur, Malaysia

Governance in Banks: Does the Role of Monitoring and Control Mechanisms Differ?

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Abstract: Corporate scandals have been identified as one of the major causes for the failures and weak implementation of corporate governance. In-depth explanation is needed by the shareholders and public i.e., stakeholders as the corporate difficulties and failures all over the world indicated that something is wrong with the implementation in terms of the governance aspects. Board of directors (BOD), chief executive officer (CEO) and the management are the key players in the corporation and they are the ones responsible for the failures as they are in the capacity to monitor and control the corporation. Theoretically, governance may provide ways and solutions in minimizing conflict of interest among parties and also in improving corporation performance. Indeed, corporate governance is essential to ensure smooth running of the business. Nevertheless, business difficulties and failures are still happening around the world. Financial industry also cannot escape from this particular problems and challenges. They play a vital role in supporting economic growth in every country. Therefore, the review of corporate governance codes and literatures from corporation as well as Islamic bank will be used as primary sources for discussion. The objective of this paper is first, to highlight the role of monitoring and control mechanisms of governance for corporation as general i.e., the role of board of directors in emphasizing their duties, responsibilities and functions from governance codes and literatures. Secondly, to describe governance requirements for Islamic banks and finally, to highlight the significant differences between the role of monitoring and control mechanisms of governance for Islamic banks as compared to corporations and conventional banks. This review on literatures and governance guidelines (codes, rules, regulations and frameworks) offers significant theoretical contributions. Firstly, the review provides a comprehensive view on corporate and Shari'ah governance requirements for Islamic banks from the perspective of monitoring and control mechanisms. Secondly, this discussion would be able to highlight the additional governance requirements for the key players in the Islamic banks.

Keywords: corporate governance, Shari'ah Governance, banks, monitoring and control mechanisms, Board of Director

Why Culture Matters to Leadership, Motivation, and Willing Organizational Commitment?

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Abstract: Our research explores the relationships between transformational leadership idealized influence, employee motivation levels, and the development of willing organizational commitment. We conduct that exploration within the context of cultural differences that shed light on the importance of national culture as a differentiating shaper of employee perceptions, feelings and behaviours. We focus on two forms of idealized influence that are central to transformational leadership: idealized influence (behaviour) and idealized influence (attributed) to examine the efficacy of transformational leadership on the development of willing organizational commitment. Our interest in the development of willing organizational commitment reflects recent findings which show positive relationships between organizational commitment and desirable organizational outcomes such as an increase in organizational citizenship behaviours. Rather than treating organizational commitment as a unitary phenomenon, we consider a more fruitful approach is to treat it as a formative construct consisting of two importantly different forms: normative and affective. Data was gathered from two manufacturing organizations in two different countries (Iran and Australia) enabling us to explore and articulate the differing impacts of those two national cultures regarding the effect of idealized influence upon the development of willing organizational commitment, taking the mediating role of motivation into account. Partial Least Squares was employed to develop a causal model that measures the mediating effect of motivational levels on the relationships between the two forms of idealized influence and organizational willing commitment. When our findings are broken down further, they indicate that, as expected, idealized influence (behaviour) has a significant effect on the development of willing organizational commitment in both organizations. To our surprise, however, the effect of idealized influence (attributed) on willing organizational commitment is non-significant in the Australian manufacturing organization whereas this relationship is significant in the Iranian organization. That aspect of our findings leads us to discuss the explanatory power of cultural differences, paying particular attention to the notion of high-context and low-context cultures.

Keywords: transformational leadership, idealized influence, identified motivation, organizational commitment, partial least squares, PLS

Is There a Hope Impact in MENA Business? Business Leadership and job Performance

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Abstract: Hope is a critical element in the business environment. This exploratory research study examines the role of hope focusing on leadership, hope, and job performance as hope has established its conceptual independence and measurement discriminant validity. In the developed world, competitive businesses are functional: yet functional managers are business leaders who are most successful when leading and performing with hope. Research has also shown that positive and hopeful leaders cognizant of the organizational resource environments, consistently work side-by-side with their followers in order to create a hopeful and productive context. Even though research studies may have explored the role of hope for leaders and followers in the developed nations, research studies on the role of hope are new in the Middle East and North African Area. An essential component in the competitive business context, hopeful millennial leaders may shape job performance, especially in the Middle East and North African Area (MENA). This case study focuses on the role of hope and job performance inside business self-directed work teams (SDWT). As a research study, the aim of this paper is threefold: (1) whether the leader is perceived as hopeful; (2) whether the followers perceive themselves as hopeful and (3) whether the level of hope is correlated to the level of job performance. In line with this, three research questions were generated. The participants attend a private English speaking university in the Middle East and North African Area (MENA) and belong to the faculty of business administration and economics. Sixty-one business students were selected as participants: 14 females and 47 males. Seventeen of the participants are employed in domestic or foreign companies. The participants, as members in business SDWT, are assigned a business project across six weeks in which all participants play an active role. Data was gathered using a survey. It was found that leaders were perceived as hopeful; moreover, the participants perceived themselves as hopeful. Furthermore, there was a positive correlation between hope and job performance. Based on the results, further research is recommended to better understand the nature of hope found in the local context and its impact on job performance in the MENA workplace.

Keywords: Hope; Middle East and North Africa; business organizations; job performance; positive leadership; culture

Participation in the Corporate Governance as key Factor for Achieving Institutional Mission

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Abstract: The aim of the paper is to show results of a research conducted at the Instituto de Investigaciones Ambientales del Pacífico *John Von Neumann* -IIAP, government entity located in the region of Chocó, Colombia, responsible for developing scientific and technological research to improve welfare in the region, and conservation and sustainable use of natural resources. The problem analyzed is the impact of corporate governance decisions -CG- on compliance with the institutional mission, which is stated in two questions: What is the connection between the diverse interests of actors in the CG and the dysfunction in the processes of decision making? and, How governance decisions affects the achievement of the mission purposes? The methodology used is the case study, addressed as empirical research of a qualitative-descriptive type, by applying four ethnographic techniques: participant observation, in-depth interviews, document analysis and expert forums. The results obtained are shown through five test groups: a) CG actors; b) limiting aspects to the CG actors; c) issues that limit the direction and control of the Institute; d) factors that limit the effectiveness of the decision making processes; e) effects of corporate decisions on achieving the mission objectives of the Institute. The findings show that the usefulness of the results served to make a proposal for restructuring the CG of the Institute, based on four aspects: a) update the administrative regulations for the levels of the general assembly, board of directors and general management; b) update the statutes as a mechanism to prevent conflicts of interest between the interests of actors in the CG; c) adjust the mechanism of management and control; and d) adjust the strategic planning process. The discussion of the results allows to highlight the importance of the participation in decisions making of the CG, in a government entity that should be socially legitimized strengthening democratic processes to resolve the challenges of the Choco region in Colombia: conservation of the biological and cultural diversity; food security; land ordering; and institutional strengthening.

Keywords: corporate governance, participation, actors, roles and interests, institutional mission

Successful Qualities of Online Education Leaders From Virtual Ground Breaking to Further Exploration

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Abstract: According to the 2012 Forbes.com articles on the “Top 10 Qualities that Make a Great Leader”, they listed honesty, ability to delegate, communications, humor, confidence, commitment, positive attitude, creativity, intuition, and ability to inspire, as the top qualities. While some or all of these qualities can be found in many leaders, there is a certain breed of leader needed in certain start-up operations in particular industries. In fact, over the past two decades, the growing number of online courses, programs, and virtual universities have been increasing at a dramatic rate. While some have rushed in for the goal of “quick profits”, there are others focused on the steady growth of their courses and programs, as well as their intellectual capital. Specifically, certain leaders have been focus on the physical growth of the virtual endeavors, whereas, other leaders have consistently focused on the human capital element and the embodiment of a continuous improvement of their vision for the future. These futuristic leaders were somewhat shunned or questioned in the past with their various ideas and dreams, but they continued to nurture and develop their ideas into reality. In fact, we look at their endeavors in the context of Weisbord’s six-box model (1976), this model can help one to assess how organizations function. While it may be perceived as generic in nature, it has been used by many organizations in order to diagnosis various components of organizational life, as well as serve as a vehicle for analysis. However, since it is based on various assumptions and techniques used in the field of organizational development, it still has a good functionality over the past several decades. While some leaders have used this model in the context of the business sense, we can view both the business side as well as the leadership side to determine if one has impacted each other or strategically control the other.

Keywords: virtual leaders, online education, leadership qualities, Weisbord

Characteristics and Variations in e-Leadership in a Public Organization a Situational Perspective and a Longitudinal Study

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Abstract: The topic of this paper is on how to manage when employees are not co-located (e-leadership) and this is the most common work situation. The literature has been prescribing one particular type of management style (“best practice”). In our study we want to find out how eleaders must adapt to situational factors such as the competence level of remote subordinates, and how the managerial span of control varies among such eleaders. We argue that in a situation with a large diffusion of such a work arrangement, a situational perspective (best fit) on e-leadership is needed. Our paper is based on two studies, and is a longitudinal study, with 15 interviews of eleaders in 2007 and 2013, within Norwegian Public Roads Administration (NPRA). This study shows that many of the characteristics and challenges of e-leadership in NPRA are the same today as five years ago. Informants in the last study describe fewer challenges than in the earlier studies. They focus on the challenge of clear communication and to send signals which are not misinterpreted in electronic media. Generally, managerial span of control has been reduced over time, because of the need to reduce travel and reduce social distance towards employees. Management at a distance is not a homogenous phenomenon, and practices vary according to situational factors such as the competence of subordinates. Managers adjust to this situation through: more control, increased support, modification of jobs or reduction in the managerial span of control. These findings therefore support the theory by Hersey & Blanchard (1977) saying that subordinates with low skills/competence must have more support and governance compared to independent subordinates. There should be more case studies of managers in different distributed work arrangements, to find out more about different ways of managing at a distance.

Keywords: management, e-leadership, distance, situational factors, communication

Governance and Leadership by Board Chairs: Relationships and Their Effects

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Abstract: Governance scholars have asserted that board leadership provides competitive advantage. As interest in board leadership has grown, the ways in which board leadership and governance processes interact to influence board performance and firm effects has captured attention. In this study, we use a comparative case study approach to address the relationship between leadership and governance by exploring how board chair transformational leadership affects board performance and organisational outcomes. Our research reinforces the view that board effectiveness is achieved by successfully adapting the relationship process in favourable ways over time. We present the findings of three case studies of board leadership of organisations operating in the transportation, energy, and financial sectors in New Zealand. Based on our study of leadership by chairs among boards with disparate ownership structures and outcomes, we find that transformational leadership practices influence two distinct but related dimensions in board performance: coordination and engagement. These observations lead us to propose a model that identifies the patterns of transformational board leadership by chairs as well as the challenges that arise among boards with different roles and connections. The model helps explain the relationship between transformational board leadership by chairs and board performance by articulating how coordination and engagement differentially influence board effectiveness and organisational outcomes. Practically, the model suggests a more granular understanding of transformational leadership by board chairs and how their practice impacts the effectiveness of boards.

Keywords: corporate governance, board-chair leadership, transformational leadership, case study, board effectiveness

Waste Entrepreneurial Prospects: An Innovative Corporate Social Responsibility Practice of Business & Industries

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Abstract: This study was made to establish the corporate social responsibility programs of business and industries as a means to identify waste entrepreneurial opportunities to improve the economic condition of its stakeholders. It answered: 1. the waste management practices of business and industries in Camarines Sur; 2. the innovative corporate social responsibility of business and industries to eliminate waste production; 3. the waste entrepreneurial opportunities; 4. the relationship between the innovative corporate social responsibility and waste entrepreneurial prospects to advance the living condition of its stakeholders. This study was conducted in Camarines Sur. Stratified sampling and purposive-convenience were used in the execution of the survey. The data were treated statistically using mean and ranking for problems 1, 2 & 3 and correlation coefficient (PEARSON r) for problem 4. In the course of the study, it was found out that reuse had a mean rating of 2.83; recycle was 3.03, refuse was 3.08 and reduce was 2.96. Corporate Social Responsibility on Waste Education (CSRWE) was 3.07, Corporate Social Responsibility on Waste Attitude Formation (CSRWAF) was 3.27, Corporate Social Responsibility on Waste Safety (CSRWS) was 3.09 and Corporate Social Responsibility on Waste Entrepreneurial Opportunity (CSRWEO) was 3.03. It was concluded that business and industries fairly practiced reuse, recycle, refuse and reduce. Furthermore, it fairly practiced waste education, attitude formation, waste safety and waste entrepreneurial opportunities. There is a significant relationship between reuse and waste attitude formation but with negative relationship between waste education, waste attitude formation and entrepreneurial opportunity. There is significant relationship between recycle and waste attitude formation but there is negative relationship between recycle, waste education and waste safety. There is no significant relationship between refuse and waste education, waste safety and entrepreneurial opportunity but with negative relationship with waste attitude formation. There is a significant relationship between reduce and waste attitude formation but there is negative relationship with waste education. It is recommended that business sector develops a training material to advance the skills of stakeholders to improve their perception on the silver linings of waste. The management improves its environmental governance by using an evaluation proto-type to monitor the compliance and identify interventions. The business sector can advise their stakeholders to integrate waste practices by giving incentives, strengthen partnership with cause-oriented groups to promote formation of attitudes and to engage its stakeholders for a much efficient and effective utilization of resources. **Keywords:** waste entrepreneurial innovative corporate social responsibility

Intersection of West With East: Leadership Theories and Approaches From Turkish Wisdom Literature

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Abstract: This paper presents wisdom in leadership lessons from Turkish literature. The purpose of this study is to understand Turkish leadership style and its connection to western leadership theories. Lessons are derived from wise Turkish people's books, stories or sayings such as those of Yusuf Has Hajib, Nasreddin Hodja, Kinalizade Ali Efendi, and Sheikh Edebali. Advice about effective leadership in the literature extends to a variety of different fields including morality, government, human resource management etc. Furthermore, lessons are related to contemporary leadership theories and concepts, such as traits theory, behavioral theories, servant leadership, ethical leadership, and emotional intelligence.

Keywords: Turkish leadership, Turkish studies, wisdom, leadership, wisdom literature, leadership theories, interdisciplinary studies

High Performance Teams: Lessons from the Lake

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Abstract: The notion of creating high performance teams holds appeal to workplaces seeking to implement practices that in some way lead to greater organisational performance. In this paper we examine the 'fuzzy notion' of high performance teams through the use of a reflexive case study. We reflect upon the development of an MBA course that uses the sport of rowing and in particular, a 'rowing eight' as a mechanism to facilitate learning about the creation of senior leadership teams. As part of the course participants negotiate what 'high performance', a sport analogy, requires and clarify the role of 'leadership' in the process. The MBA High Performance Teams programme has been running since 2011. There have been eleven courses offered, with each course, seeking to create two 'high performance' teams. Student achievement indicates that by following a 'process', in the case of novice MBA rowers, over 80% of the teams meet the defined criteria of 'high performance'. Overall, the paper seeks to highlight some important and surprising links, between sport, business and leadership.

Keywords: 'high performance teams', 'sport', 'leadership'

Entrepreneurial Leadership - Vision Casting and the Role of Signalling

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Abstract: We employ signalling theory to explore critical features of entrepreneurial leadership. Signalling theory emphasises the importance of transmitting a signal that is credible to the receiver. Entrepreneurial leaders must create and successfully cast a vision (the signal) to three different categories of receiver. The first category is the entrepreneurial leader him- or herself. We call this signal transmission 'entrepreneurial self-leadership'. The second category is the team of founders and team members of the organisation. This signal transmission is 'leading inside the organisation'. The third category is key stakeholders and the institutional context of the organisation. This signal transmission is 'leading beyond the organisation'. A model of entrepreneurial leadership and organisational performance that incorporates the role of entrepreneurial vision is proposed. Implications of this threefold view of entrepreneurial leadership for entrepreneurial leaders, their employees and stakeholders, and for entrepreneurship educators are discussed, and proposals are made for further research.

Keywords: entrepreneurial leadership, signalling theory, vision casting, entrepreneurial leader

Management Challenges for the Financial Services Sector

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Abstract: The last global crisis, the worst economic and financial crisis since the 1930s that erupted in 2007-2008, was a groundbreaking time for the financial services sector. Banking continues to go through tremendous changes influenced by the aftermath of the economic crisis, the development of new regulations and the challenges and opportunities resulting from advances in technology. The financial crisis also had an impact on the behaviour of customers. Customers demand complex solutions through more understandable and secure products and services that match their individual needs. Changing environment creates new challenges. There is only one solution for financial institutions in order to meet these challenges and survive in tough competition. They have to re-invent themselves, with a new vision of how they can best serve the financial needs of cus-

tomers, innovate and offer game-changing technology to retain existing customers and gain a competitive advantage in attracting new ones. This article concentrates on the two main cornerstones of “new normal”: organizational culture – customer-centric attitude, understandable products and user-friendly distribution channels – and technological platform - the flexible, agile and efficient solution.

Keywords: banking, financial services, financial regulation, management

Theoretical Concepts of Good Governance Practices for *Waqf* (Islamic Endowment) Institutions

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Abstract: Financial crises and recent corporate failures call for the urgent need of good corporate governance systems. Good governance should be implemented to maximise the wealth of shareholders while acknowledging the rights of other stakeholders such as employees, creditors and local communities. Such a framework offers a guide to companies for an effective and efficient board, which has the highest authority and position in any corporation. Such a board is responsible to provide the strategic direction to the top management and monitor the compliance of their strategy by the management. As a prominent corporate governance theory, agency theory has hinted to the existence of agency conflict and the need of goal congruence between the board and owners of the corporation. Based on agency theory, many developed and developing countries have introduced corporate governance guidelines with the expectation that best corporate governance practices are implemented. Many studies have been conducted to examine the impact of corporate governance on profitability, efficiency, risk, accounting information disclosure and corporate social responsibility. Almost all such research have concentrated on profit oriented organisations. However, there is limited literature on the governance practices in non-profit organisations, especially in *waqf* (Islamic endowment) institutions. Perhaps this is due, in part, to the absence of governance guidelines for *waqf* institutions. Thus, the objective of this paper is to explore the theoretical concepts on which “Best practices of governance for *waqf* institutions” can be built. The proposed theoretical concepts are amanah (trustee of the God), Islamic accountability (accountability to God and human being), hisbah (avoiding evils and encouraging good deeds) and Taqwa (God consciousness). This paper has added value in literature on governance since it explores the fundamental concepts for governance practices in *waqf* institu-

tions. This paper can be used as a stepping-stone for further development of recommended governance practices for *waqf* institutions.

Keywords: agency theory, governance, *waqf*

The Effects of Human Resource Management Practices on Employee's Motivation and Performance

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Abstract: Today, facing the dynamic and highly competitive environment, enterprises need to have high motivated and skillful employees to serve their customers. Therefore, it is very important for firms to find out what kind of factors that can improve employees work motivation and job performance. This study is a two years long research project. First year this study investigates 269 firms' pay for performance practices. Second year this study surveys 711 employees from previous participated firms to collect individual's information. Findings indicate that individual's intrinsic motivation has stronger impact on job performance than extrinsic motivation. Secondly, individual's intrinsic motivation can increase his/her extrinsic motivation, but extrinsic motivation does not have any influence on intrinsic motivation. Finally, the adoption of pay for performance practices does not have any positive or negative effect on intrinsic motivation. In other words, the argument that external rewards may diminish employee's intrinsic motivation is not true. The managerial implications are discussed.

Keywords: human resource management, pay for performance, motivation, job performance

News Management in the Swedish School Sector

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Abstract: Within the school sector, the development towards market orientation, privatisation, managerialism and mediatisation has put issues of measurement of performance and accountability in a new context. Such reforms have placed an increased stress on performance in school. During the last two decades, this development has been especially apparent in Sweden where substantial reforms have transformed the entire school system. Within a few years, Sweden transitioned from one of the most centralised to one of the most decentralised systems in the Western World and opened up the educational market for profit-maximising organisations and competition between schools. Based on such pre-

ises, it might be argued that impression management strategies – i.e. creating an appealing image to consumers on the educational market – become an important dimension of the management of educational organisations. To the best of our knowledge, empirical research that in detail investigates news management in the school sector has not been carried out before. Therefore, we consider this paper as an important contribution to the global literature on marketisation and public sector communication. The empirical data on which this study is based consists of survey-based interviews with persons responsible for communication/public relations in upper secondary school at the municipal/administrative level and constitutes a national representative sample of local school authorities (n=91) (attrition rate=9%). Topics covered in the interviews were the purpose regarding education in media relations, problems associated with the work of news management, potential conflicts between organisational self-interest and the information displayed to the public, and future concerns regarding news management (5-10 years). The interviews were written down in a narrative form and coded according to the similarities/differences-technique. Based on the results, we point out some inherent paradoxes associated with news management in the Swedish school sector. Firstly, there is an overarching paradox related to the ideal of openness in Swedish public sector organisations and the increasing necessity of providing a positive image of the organisation. Secondly, social media is considered an important tool to use in the future for communicating directly with clients on the educational market, but also seems to encompass the same dilemmas and problems associated with traditional news management. We conclude the paper by arguing that the introduction of market principles within the public sector in Sweden has had a great impact on the need for information control and we point to the necessity of further discussions and explorations of the relation between the marketisation and the question and ideal of organisational transparency in a democratic society.

Keywords: news management, marketisation, mediatisation, public sector organisations, Sweden, upper secondary education

Successful Implementation of Performance Management Systems in Indonesian Local Government

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Abstract: The implementation of performance management systems in Indonesia's local government has not achieved its intended benefits. Hence, understanding of the processes necessary to institutionalize PMS, and the facilitators of, and

impediments to, a successful implementation is needed. As such, this paper evaluates a successful PMS implementation in local government in Indonesia. The findings revealed adoption relied on directives from senior management and overcoming the organisational members' lack of technical skills with training and increased levels of supervisory and monitoring mechanisms. The Mayor played a major role in institutionalizing the PMS, especially in integrating the outcome-based measures into the planning, reporting, monitoring and evaluation and reward systems.

Keywords: integrated performance management system, public sector accounting, local government, Indonesia, developing country, organisational change

Factors Influencing Development Work and Communication in Public Organizations

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Abstract: The challenges to communicate and share knowledge are vital for public and private organizations alike in today's constantly changing environment, in the middle of continuous organizational change. This study focuses on this challenge: how to manage communication and knowledge sharing and what are the key influencing factors. We focus especially on the role of development projects as management tools to create change and as communication platforms for knowledge sharing processes. The theoretical discussion builds from edified aspects influencing knowledge sharing and communication, especially pointing out the role of dominant logic. The paper reports a survey conducted among the employees of a public organization, with 192 respondents. The data were analyzed using cross tabulations, factor analysis and correlation analysis. The analysis points out interestingly that even though the organizational structure can be indicated to be hierarchically structured the organizational culture, namely atmosphere as we looked more into the local level of working climate, was perceived as supporting and positive for development work and change as well as knowledge sharing and communication, rather contradictory to previous studies. The present study contributes to organizational change, learning and knowledge-sharing discussions by identifying the key dimensions for communication in the context of knowledge sharing; F1 Information sources; F2 Information sharing; F3 Word of mouth; F4 External information and meetings; and F5 Intranet/internal platform; in addition the dimensions on the organizational culture focusing more on the local level of work space; F6 Good atmosphere; F7 Mistakes not allowed. The di-

mensions identified do go along previous research, yet shed more light and insight to the understanding of the concepts.

Keywords: communications, knowledge sharing, change management, development work, public organization

A Portfolio Concept of Board Roles in SMEs: a case Study Approach

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Abstract: The aim of this paper is to understand the functioning of boards and the roles they play in SME governance. Results from case studies of six small Tunisian firms revealed a range of board functions grouped according to four typical roles of control, strategy, service and mediation. The types of board involvement in firm decision making ranged among the case firms from a passive board as a “legal fiction” to a fully active “pilot” type of board depending on the relationship between the board and the CEO/founder and the firm's circumstances. SME governance under changing circumstances encompassed all four board roles but emphasis was placed on one or two key roles according to the strategic demands of the firm. In this context multiple board roles employed simultaneously are captured as a portfolio of roles and integrated within a contingency framework that aligns board competence with the firm's evolving strategic requirements.

Keywords: SMEs, board role portfolio, contingency, power dynamics

Differences Between Women's and Men's Leadership Style

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Abstract: This article focuses on gender issues in company management. This paper aims to identify the differences in leadership styles that men and women in leadership positions show. In order to fulfil the objectives of the work, empirical research was conducted on a sample of 594 managers using the original methodology of Leader Behavior Analysis developed by Ken Blanchard Companies; the results were statistically analyzed using parametric and non-parametric tests and presented in the form of contingency tables and other illustrative tools (e.g. correspondence maps). The description of the chosen methodology also includes the verification of the gender-impartiality test used. When analyzing the obtained data, a manifestation of identical trends of individual genders to certain styles of

leadership was found, as women tend to use delegating and subsequently coaching, while men prefer directing and subsequently supporting. Regarding the achieved average scores of leadership style flexibility, men showed a higher value of this indicator, but in the case of testing the achieved average efficiency score of a practiced leadership style, women were significantly more successful compared to men. In conclusion of this paper, the results obtained are discussed.

Keywords: leadership, gender, leadership style, efficiency of leadership style, flexibility of leadership style

Health Leadership in the Wellness Industry

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Abstract: This paper reports a study carried out in the Swedish wellness sector. This is an industry that is expanding in most parts of the world. Nevertheless, only limited amounts of research has been carried out in this industry in contrast to the health sector and the wider hospitality sector which both have attracted substantial amounts of research. Since one of the missions of the wellness industry is to improve the health of the customers, it should be vital that the work environment of the employees is conducive for health. In a separate development, quality management practices have been found to be related to better health among the employees. Dimensions of health promoting quality leadership have been defined in previous research. The purpose of the present study was to identify dimensions of workplace health in the wellness industry and relate them to the dimensions of health promoting quality leadership. An empirical study involving seven leading spa-hotels in southern and western Sweden has been carried out. The first part of the study was qualitative and consisted of quality cafés carried out at each of the hotels. The quality café is a novel method which has the world café-method as its basis, combined with quality management techniques. Between 11 and 16 participants participated in the cafés. Based on the findings from the quality cafés, a questionnaire was developed. The questionnaire was returned by 92 employees of the hotels.

The findings from the study include a definition of five major health dimensions for the employees. Happiness, Kinship, Respect, Physical health conditions, Control

In the quantitative phase, the dimensions were found to be statistically consistent and correlated with the self-reported health of the respondents. The findings are related to health promotion theory and the health promoting quality leadership dimensions which previous research has defined as:

Empathy

Presence and communication, Integrity, Continuity.

Based on the comparative analysis of the two sets of dimensions and the theory within health promotion, a framework for health leadership in the wellness industry is proposed.

Keywords: workplace health, leadership, quality management, quality café, wellness

Productivity Measurement of Services – Models and web-based Computer Applications

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Abstract: The economic importance of services is growing and the need for service operations management instruments is becoming more present because of rising competitive constraints in the service sector. However, there is still little research done on production based measurement tools like service productivity measurement. To date, many researchers have already focused on conceptual frameworks for service productivity, which have not been applied in practice so far. These frameworks need to be operationalized and established in information systems for the use in service business. Referring to this, a practical measurement approach for services is presented using the example of real estate-related services (facility services). The paper shows recent results of a research cooperation effort with different universities and Facility Management (FM) companies. Following a quality-based research approach, the developed measurement method is based on theoretical and practical insights. After a qualitative content analysis of recent academic literature on service productivity, experts from the Facility Management service sector have been interviewed to identify their practical requirements for a measurement tool which enables the assessment of service productivity. Firstly, a conceptual model was developed by a focus group of researchers from different areas which are closely related to service productivity. Secondly, this concept was translated into a measurement model, which was also implemented into a Computer-Aided Facility Management (CAFM) system. The

system offers immediate data access and, therefore, the opportunity for a quick and easy assessment of productivity parameters during service operation. It also includes dashboards that represent the development of service productivity over time and provide real-time information for service managers. Additionally, the productivity measurement system was evaluated in practice by using a multiple-case study design. The results show that the developed productivity method is easily applicable to service businesses in Facility Management, and assesses the service productivity consistently during business operation.

Keywords: service productivity, productivity measurement, real estate-related services, facility management

A Review of Research Methodologies in Corporate and Institutional Governance Research: The Burden of Normal Science

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Abstract: Considerable academic effort has been applied to the identification of relationships and to a lesser extent causality between various input and output variables within the context of corporate and institutional governance. Despite that effort little is really known about effective governance (Sonnenfeld, 2004; Carver, 2010) and its relationship with performance. The aim of this paper is to review what governance researchers are publishing as reported in the subject's leading international journal; to develop and apply a classification to the research methodologies; and, to reflect on the value of their aggregate contribution to both the research and practitioner communities. A complete review of governance research published in the leading academic journal, "Corporate Governance: An International Review" was conducted. The review began with Volume 1, Number 1 and continued to the most recent publication, Volume 22, Number 5. Select citations, as a proxy for impact, were recorded from Google Scholar, and subsequent analysis completed on a paper by paper basis using a classificatory research screen (De Bakker, Groenewegen & Den Hond, 2005) modified for the purpose. Contributions to governance research were observed to fall into one of three categories theoretical, a perspective or largely descriptive. Within the theoretical offerings (68.3%) the largest single contribution came from empirical positivist contributions that attempt to explain the relationship between phenomena form of various input output models. Almost without exception this research stream is observed to use large data sets, is readily published, and has high citation rates. A second subcategory of research is observed to employ a broader mix

of quantitative and qualitative techniques, including case study research. Invariably these latter researchers are seeking greater understanding of the phenomena in question but almost always at the expense of generalisability. The third sub-category of theoretical research contribution is by comparison conceptual. Much of this research is informed by empirical enquiry and understanding, therefore, it is not entirely grounded (Glaser & Strauss, 1967). Despite these latter efforts the subject is still widely recognised as lacking a unifying theory (Carver, 2010). The lack of theory, in spite of the vast empirical contribution in this journal appears to be the consequences of normal science (Kuhn, 1977). By comparison contributions offering a perspective (normative in nature) were observed to be relatively rare (9.1%). The descriptive category, by contrast was observed to produce a significant number of the contributions published (22.6%). Dailey, Dalton and Rajapolan's (2004) observation that most governance research is conducted from an agency perspective is no longer upheld. Nor is the view that there are an overwhelming number of governance definitions – both the absence of definitions and the presence of implicit and untested assumptions are found to be commonplace within this body of research. The domain of governance research is observed to suffer from underlying assumptions of which few appear to be recognised, identified or explored by governance researchers. Despite these deficiencies considerable output has been achieved to date. Whether or not the research community can achieve greater impact in the future may require a Kuhnian scientific revolution of some scale.

Keywords: Methodologies, Governance Introduction, Normal Science

Breaking the Mould - New Perspectives on Executive Development in Leadership and Governance Among Irish Executives

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Abstract: Can Executive Development that focuses on Leadership, Governance and Business Ethics have a positive impact on Board performance? Or is this an unrealistic expectation? Mowbray and Ingley (2003) argue that in today's highly competitive, fast paced and challenging context it is just as important for Directors as employees to prioritise and invest in their professional development. This study draws upon the experiences of senior governance specialists and executives in Northern Ireland and the Republic of Ireland (ROI). The executives in the study were participants on an MSc. in Executive Leadership delivered by the Ulster Business School, University of Ulster and Irish Times Training. 20 MSc. participants were surveyed and semi-structured interviews were undertaken with four special-

ists in governance. The research findings have been analysed from a phenomenological perspective. The challenges associated with this research paradigm are noted. The findings generated through the research are helpful in generating a greater understanding of the impact of Executive Development on board effectiveness, impact of gender on board decision making of differences across the sectors and how Business Schools can enhance Executive Development. Regardless of sector and or gender, leadership is identified as the key feature that differentiates effective from ineffective boards. Collaborative leadership was identified as important in terms of board effectiveness. This was reinforced by the views on the need for effective interpersonal relationships to optimise the workings of the board. The findings support using a range of models to understand the complexities of leadership at Board level and the challenges they face today. Benefits have been identified in terms of the impact of Executive Development on board effectiveness, although a difference in emphasis was reported across the sectors. There is a strong belief that gender balance on boards has a positive impact on leadership decision making and future sustainability of organisations. Whilst there is an un-representation of women on the MSc. and on Boards generally this research reinforces the importance of gender diversity, leadership and interpersonal relationships and raises challenges for Business Schools in attracting and recruiting a more reflective pool of applicants.

Keywords: governance, executive development, board effectiveness and diversity in Northern Ireland and Ireland

Voluntary Disclosure and it's External Influences: A Reflection of the Empirical Literature in Emerging Countries

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Abstract: The purpose of this paper is to explore the approaches used by researchers in examining the influences of external factors towards voluntary disclosure in emerging countries. The data collected in this study were collected through review of empirical literature based on 36 articles published from 1998 to 2013. The result reveals that research in voluntary disclosure practices in emerging countries remain low. The majority of studies employed content analysis on the companies' annual reports to examine the extent of voluntary disclosure practices. Results from studies show that greater regulatory enforcement in the region and increase in stakeholders' comprehension about their rights and choices with regards to business activities can influence the majority of the companies to provide voluntary disclosure. The literature revealed that social responsibility, and environmental information are the popular categories of voluntary disclosure

while risk and human capital/intellectual capital are the least popular categories. Since limited studies exist that examine voluntary disclosure in emerging countries, little is known about the implications of external factors such as a country's policy, regulations, stakeholders and business environment on voluntary disclosure practices. This paper contributes to filling this gap by review of articles of empirical research on voluntary disclosure in emerging countries.

Keywords: voluntary disclosure, external factors, emerging countries

The Role of Leadership in Hi-Tech Born-Globals: Small Emerging Country Cases

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Abstract: Preliminary evaluation of the contribution of technology companies into job creation and welfare in Europe and USA says that technology sector induce more jobs in other sectors. Very little is known how these high potential technology firms are born. The role of the leadership in small technology companies able to globalize from inception or after some critical incident remains shaded. In the literature, these SMEs are called “born global” (BG) and “born again global” (BAGs) sometimes “learned global” companies. The paper aims to study the roles of leadership in different stages of internationalization trajectory of BGs and BAGs. Theoretical approach of the paper includes an overview and analysis of leadership and shared leadership concepts in the entrepreneurial hi-tech business development context of globalizing SMEs. Case studies are used for mapping the leadership roles and functions affecting the entrepreneurial process of internationalization of technology-intensive SMEs in the “knowledge-market” business development framework. The factors leading to early internationalization are (good) role models, new market conditions, technological advantages and entrepreneurial learning, and the capabilities of leaders to implement these factors. Two case studies demonstrate the different globalization trajectories of hi-tech SMEs depending on maturity of the company's product/service, business model and the entrepreneurial ecosystem generally. Both cases also demonstrate that the appearance of the B(A)G phenomenon in company's behaviour presumes the knowledge and experience accumulation period by the leaders – i.e. the period of entrepreneurial learning. Learning can take place before the formal company founding as well as in already functioning company. The paper suggests that shortening of the globalization period of the B(A)Gs and growing intensity of

global activities indicate maturity of the leaders' and their teams' capabilities as well as of the entrepreneurial ecosystem around the global SMEs.

Keywords: leadership; hi-tech start-up; entrepreneurial ecosystem; small and medium-sized enterprise (SME); "born global" (BG); globalization trajectory

Entrepreneurial Leadership Theory: An Exploration of Three Essential Start-Up Task Behaviors

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Abstract: Effective leadership fits specific context requirements. Entrepreneurship research and lifecycle theories have neglected leadership, yet leader behaviors drive start-up development. This paper proposes criteria for identifying critical leader behaviors and argues start-up leaders must successfully accomplish three stage-specific developmental-tasks: a) articulate a clear, compelling vision, b) build brand identity and image, and c) assemble a capable team. Success attracts resources essential for further growth.

Keywords: entrepreneurial leadership, start-up, lifecycle stages, developmental-tasks, vision, branding, human capital, resources

Public Sector Performance and Leadership in the United Arab Emirates

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Abstract: In the past few decades, public sector performance has been one of the major agendas in public management reform globally. The key reason for the policy push towards government performance is public frustration with the gaps between government promises and performance on the one hand and between their expectations and service standards on the other (Bitner and Zeithaml, 2002). The trust in the public sector is still shaky everywhere, and confidence levels are relatively low even in the developed countries where national surveys show results that have not crossed the 50th percentile boundary over the past 30 years according to the "World Values Survey" and the "Eurobarometer Survey" (Bouckaert and Pollitt, 2011). In this global context, the policy interest on public sector performance has been steadily growing in the United Arab Emirates (UAE). In the reform efforts, the role of state leadership was central in inculcating a cul-

ture of measuring efficiency and effectiveness of policy implementation through multiple tools. As early as the 1990s, when the Balanced Scorecard became the star in the private sector internationally (Bovaird and Loffler, 2009), the UAE government was quick to adopt it in parts within its public sector in the early 2000s. Performance management literature in the UAE kept on buzzing with “Total Quality Management, Balanced Scorecards, Business Process Re-engineering” and so did the questions of “doing things right” and “doing the right things” (Salem, 2003). The Executive Council of Dubai locally (i.e. in the Emirate of Dubai) and the Prime Minister’s Office nationally (i.e. across the United Arab Emirates) kept searching better tools to improve service standards of the government entities. The next logical reform move was towards strategic management which was adopted nationwide in 2007. Currently, the UAE measures its government performance by a tool called Adaa 2.0, which is supervised by business units created for strategic planning & performance management at the organizational level in the Emirates, and nationally through the Prime Minister’s Office. The leadership role in reform is again manifested in the latest initiative of the Dubai Government, which launched in July 2014 the ‘star rating system’ for all service delivery channels that came in line with the vision of the President and Vice President of the country. As part of the system, government entities will raise competencies of all service delivery channels and reward individuals who contribute to achieving this strategic goal. It will determine the level of all service delivery channels used by customer assessment based on the guiding principles of ‘Dubai Model’ for government services. However, despite UAE’s skyrocketing journey towards public sector quality and performance, it is imperative to see how these measures incorporated or not the public value creation mechanisms. This paper (a) makes a review of the UAE’s performance management reform journey with a balanced view on the methodologies and models used vis-à-vis the results and values proposed and achieved; (b) looks at the role of leadership in these institutional reform processes; and (c) examines the mechanisms of the new ‘star rating system’ to see its potential to stimulate positive competition between service providers in order to improve public services in the UAE.

Keywords: leadership, performance improvement, quality management, service excellence, public value

Towards a Theory of News Management in Public Sector Organizations

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Abstract: This paper introduces a theoretical model for analyzing institutional conditions for news management in public sector organizations. In the wide body of empirical research covering public relations and news management, the distinction between private and public sector organization is seldom made. There is little theory development that explicitly takes account of the quite different contexts in public vs. private sector organizations. What are the specific circumstances that define news management practice in the public sector? How may such conditions vary between different types of public organizations? In a first part, the paper traces the history of public relations in the public sector, acknowledging that public relations research has some of its deepest roots in political communication but that there has been less interest in the organizations that provide actual services or exercise authority. The paper continues to delineate major themes and approaches within traditional public relations theory, where researchers take the perspective of the agent who wants to promote its own interests. We argue that there is need to discuss this topic in terms of a fundamental contradiction between two rationales: serving the public's interest to learn about all sides of organizational activities (good and bad) on the one hand, and protecting the interest of the organization itself on the other. We propose a typology of three types of institutional conditions that are particularly vital for news management in public sector organizations:

Governance, Public interest, Transparency

Governance conditions relate to the involvement of politicians in executive decision-making; the role played by professionals; the degree of external competition and how organizational activities are monitored and audited. Transparency conditions relate to how clear the mission and activities appear; how visible organizational activities are to the public and the formal possibilities for management to control information. Public interest conditions relate to the general newsworthiness of organizational activities; how broadly organizational activities affect the public; the involvement of interest groups. The impact of these conditions will be illustrated by contrasting different types of public sector organizations in Sweden.

Keywords: public relations, news management, public sector organizations, police, school, social services

Expatriate Control in MNE Subsidiaries – a CEE Country as an Example

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Abstract: Staffing key positions in subsidiary management with expatriates is a common way for multinational enterprises (MNEs) to exercise control over their subsidiaries. The use of this indirect mechanism is to a certain extent idiosyncratic, since it influences subsidiary management to a large degree through corporate governance. Expatriate control is influenced not only by headquarters, its nature, capabilities and experience, but also by the specifics of the target country and the subsidiary. This contribution explores the use of expatriate control in MNE subsidiaries in the Czech Republic, a CEE country. The geographical location of the Czech Republic makes it highly valued as a market for a number of MNEs, facilitating expansion farther east. The present analysis addresses a sample of 330 subsidiaries of MNEs from outside the Czech Republic. Primary data were collected through an electronic questionnaire. By means of descriptive statistics, it seeks to identify variables that influence the MNC decision to use/not use the expatriate control in a subsidiary. Furthermore, it tries to uncover differences between MNCs from different countries. The results indicated positive relationship between subsidiary size and expatriate control. Moreover, predominant use of expatriate control was indicated in Japanese, French, Spanish and Italian subsidiaries.

Keywords: expatriate control, corporate governance, subsidiary corporations, Central Europe

Spending Without Speaking: China's Middle Class, Conspicuous Consumption and Governmentality

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Abstract: This paper explores why the younger generation of the current Chinese emergent middle class engages in conspicuous consumption. It advances an argument that such collective behavior is not only attributable to the quest for social recognition and status, whereby they want to display their new social status by flaunting their wealth visibly, but also to the ruling Communist party's logic of governing. Using the Foucauldian concept of 'governmentality', this paper posits that consumerism is tacitly utilized by the authoritarian Chinese regime as a form

of calculated 'pastoral' control to guide, from a distance without directly confronting this growing social force, the behaviour of the middle class away from citizen activism. It is premised on a socialist governmentality that stipulates that it is in the interest of the Chinese Party-state to exercise control and power over the people *from within* the individuals. Consequently, the emergent middle class is confronted with the pressure to navigate their own consumption patterns to align with the government's quasi-veiled preferences that citizenry should engage with materialist consumption rather than politics.

Keywords: Chinese middle class, consumer culture, conspicuous consumption, governmentality

Developing Leadership Skills in Undergraduate Students

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Abstract: Leadership and management skills are essential for graduates entering careers in the health disciplines. It is well established that having dynamic leadership skills can lead to better outcomes for graduating students in terms of finding fulfilling careers and career progression. Most of the evidence for this comes from studies conducted in universities in countries such as the USA. There are still many programs offered in many universities around the world including Australia that do not offer many opportunities for students to develop their leadership skills. However, increasingly universities are starting to recognise the importance of providing leadership development opportunities to their students, with some universities developing specific leadership development programs. This paper examines key issues in the development and implementation of leadership development opportunities for undergraduate students aimed to build their leadership skills within health discipline related program curricula. Various strategies adopted in successful undergraduate leadership development programs offered by some universities are described. This paper also describes how some of these strategies could be incorporated into existing undergraduate programs to enhance student leadership and management skills. The Bachelor of Medical Science program at Charles Sturt University is used as one example to demonstrate how leadership development opportunities can be incorporated into a health related program to enable students to gain important skills in leadership and management.

Keywords: leadership, management, undergraduate leadership, leadership skills, leadership in the health professions

Why and how do Australian Corporates Support Conservation Bodies? Implications for Governance

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Abstract: There is growing interest in how and why business organisations are becoming directly or indirectly involved in environmental campaigns, issues and projects, and increasing social and legal expectations that such organisations should account transparently and consistently for their use of environmental resources. There is also growth in the extent to which conservation bodies are calling on business to provide support for their work and in some instances are formalising such support via partnerships and/or sponsorship programs. As well as having implications for the conservation bodies, their societal reputation and direction, such relationships have future significance for businesses; raising questions around whether and how such relationships should be managed, what are or should be their foci and nature, and how they do or may shape governance. This paper explores some of these questions with a focus on three organisations: World Wildlife Fund, Australian Conservation Foundation and the Australian arm of Conservation Volunteers, and on their named business supporters (some 38 in total). This paper uses relevant information available on business and conservation body websites and analyses it within the explanatory framework offered by the emergent concept of social license to operate (SLO), a term used to describe and evaluate the means that can be used by business to identify and address the expectations of society where a failure to address those expectations can threaten its legitimate operation (so moving beyond legal compliance to something broader). The paper provides evidence that this framework helps explain the moves by business to support conservation bodies through partnerships and similar arrangements, and that they differ markedly between industry sector and conservation body focus. It also sets the context for pending empirical research involving questionnaires and interviews of those involved in such arrangements to obtain further insight into the nature, motivation and outcomes of such arrangements.

Keywords: social license to operate, conservation, business partnerships, governance, Australia

PHD Research Papers

The Reference Model of Corporate Performance Management in the Sustainability Context

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Abstract: The paper presents the results of made qualitative research carried out in the period 2012 - 2014 in the field of corporate performance management. The authors propose the research model of corporate performance management and its theoretical framework. It is the primary research output and an innovative contribution to the development of the corporate performance theory as well. The model is intended for medium-sized enterprises established since 1989 and operating in Central Europe region and their large enterprises counterparts across the sectors in which these enterprises operate and across culture promoted by these entities. The proposed model is based on the integration of five elements (components) - management, controlling activities, financial (economic) performance, social and environmental aspects. All these components are described and their roles in the contemporary concept of corporate governance are analyzed. Mutual relations are mapped and causality of these subsystems of corporate governance is demonstrated. The authors design the model by the manner that would reflect the presented theoretical bases and also direct the focus group of enterprises to create such an effective, easy practicable corporate management system which would help to form, strengthen and keep enterprise long-term competitiveness. Theoretical research is based on the literature review of resources available to the investigated problem. Especially authors proceed from scientific studies and articles published to the problems associated with Corporate Social Responsibility and Corporate Performance Management in professional journals, as well as monographs and proceedings of international conferences. The results presented in the paper can be useful in the academic sphere and also in enterprise practice - especially for the middle and senior management of companies and professionals of the enterprise controlling department. The paper was made within the project SGS-2013-40 Paradigm of Development in the 21st Century and its Impact on the Behaviour of Economic Entities.

Keywords: reference model of corporate performance, component of performance model, environmental aspect of corporate performance, social aspect of corporate performance, corporate sustainability

The Role of Corporate Governance on the Relationship Between Related Party Transaction and Firm Value

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Abstract: The aim of this study is to explore the effect of related parties' transactions (RPTs) on firm value, and to investigate the moderating effect of corporate governance on the relationship between related party transaction and firm value after financial crises. The study applies the fixed effect model on a sample of 386 companies listed on the Malaysia Stock Exchange (Bursa Malaysia) from 2010 to 2012. The results indicate that only sales or purchases of good through RPTs have a significantly negative relationship with firm value. This study also discovered that CEO duality plays a moderating role on the relationship between RPTs and firm value. In contrast, institutional ownership does not moderate the relationship between RPTs and firm value. The results of this study indicate that the frequency of RPTs can be detrimental to companies by negatively affecting firm value. This finding is consistent with prior studies on RPT. In summary, the results support the view of RPTs being conflict of interest between controlling shareholders and minority shareholders, rather than efficient transactions. In general, this study adds to the mixed empirical evidence of related party transactions. In future studies, it is suggested that the impact of the amount of related party transactions on the value of a firm should be evaluated.

Keywords: related party transaction, corporate governance, firm value

Leadership Development Programs (LDPs): Investigating the Importance of Contextual and Cultural Factors on LDP Effectiveness in United Arab Emirates (UAE)

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Abstract: Leadership development is identified as a critical element for an organization's long term success (Collins and Horton, 2004). The impetus for this study comes from the context of the United Arab Emirates (UAE), where substantial investments are being made to provide Leadership Development Programs (LDPs) to develop leadership skills in the local population of Emiratis working in the public sector, in accordance with the Dubai Strategic Plan 2015 (Dubai Strategic Plan, 2015). However, these programs predominantly utilize Western leadership development approaches, and tend not to consider the influence of national culture,

especially high-context culture. This is a preliminary study designed to identify leadership conceptualizations among Emirati leaders and to examine the factors that have the potential to impact on LDPs. Semi-structured interviews were conducted with ten senior leaders from Dubai government organizations, which formed the context of the study. Drawing from major themes identified in literature, questions were designed to identify the cultural conceptualization of leadership, and to identify the key factors that impact leadership within the context of UAE. Data were analyzed by using the qualitative data analysis NVivo 10 software. Several factors emerged as important to leadership enactment, Among them: Inspiring others and communication were considered among the most important leadership skills. Furthermore, mentoring and coaching were noted to be among the best mechanisms for leadership development. Leadership challenges included selection criteria for LDPs, and building and retention of leaders. The study provides a unique and significant contextual contribution highlighting improvement opportunities for leadership development programs in the UAE government sector.

Keywords: leadership development programs (LDPs), LDP design, LDP effectiveness, cross cultural understanding, high-context culture

Green Technology Innovation: What is the Role of Government?

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Abstract: Advocates of technology innovation often invoke rhetoric associated with “riding down the technology cost curve,” in which technology costs fall as technology deployment increases. These assumed cost reductions, however, require a number of necessary developments to take place within a technology’s innovation system. This research looks at shifts in the biofuel technology innovation system over time, and discusses the role that key government policies may have had in promoting successful technology innovation. Through the use of Natural Language Processing alongside machine learning algorithms, we assess shifts in biofuel technology innovation across several hundred firms. The full background text of over 755,000 patents from the U.S. Patent and Trademark Office patent database has been analyzed and classified using the Stanford NLP Classifier. For the case of biofuels, there have been two periods of innovation; one associated with a strong coalition of agricultural firms, and a second period marked by disparate biotechnology firms working to secure a poorly defined niche market. Data show that government policy may have encouraged and facilitated innovation activity for 1st generation biofuels, but may have been largely ineffective at

encouraging knowledge development and diffusion for 2nd generation technologies. Our data indicate that 2nd generation biofuels are far from market maturity compared to 1st generation biofuels, and that new government policy approaches may be necessary to better promote knowledge development and diffusion, or use of these 2nd generation biofuels may remain limited.

Keywords: government regulation; innovation policy; low-carbon technology; natural language processing; big data

Generating Leadership Through Anti-Corruption Social Movement: The Case of Transparency International Bangladesh

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Abstract: The lack of true leadership in developing nations has been identified as one of the major hindrances towards their progress. This issue of improper leadership has been long prevailing but the search for innovative and alternative ways is rather new. The focus of this paper is on social movements as incidences which have a close relationship with leadership – in most cases creating new leaders. This research aims to investigate the influence of Transparency International Bangladesh (TIB) in engendering leadership among the underutilized population resources of the country. As development organization in Bangladesh, TIB strives to create a social movement against corruption by engaging and empowering the individuals within the society. In addition to reviewing existing literature and documents, the study uses primary data collected through interviews with different stakeholders of TIB and a public survey in 60 places of Bangladesh. In the process of creating an anti-corruption demand in the country, the participants in the social movement are supported by TIB and inspired with the qualities of a good leader, including sacrifice, integrity, generosity and modesty. Along with other population groups, the TIB case study identifies positive changes specifically in two groups – women and the youth. Given that women remain in a more vulnerable position in Bangladesh, the study reveals that with the movement they distinctly develop organisational, motivational and reliability skills that help them lead the campaign against corruption. While there remains a scarcity of proper guidelines and anti-corruption activities in the Bangladeshi society, such movements inspire the youth to think beyond their own benefits and take responsibilities for the future of the nation. Mainstreaming these two groups in the leadership quest is particularly important as they represent a significant portion of the population and no development process can be effective and long lasting without their active participation. The paper also analyses some gaps, especially the absence of proper orientation and lack of follow-up programs in the current TIB

strategies. It concludes with recommendations for a more comprehensive way of engaging women and the youth in the campaign for alternative leadership.

Keywords: alternative leadership, social movement, youth, women, Transparency International Bangladesh (TIB)

Strategic Professional Development: Does it Conform to Adult Learning Perspective?

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Abstract: Professional development (PD) is an important organization critical element in today's business environment. Human Resource Development (HRD) approach focuses on developing employee knowledge, skills, and abilities (KSA) which play a pivotal role in achieving organizational goals. HRD addresses the importance of managing highly skilled and talented employees in an organization. In view of PD, both organizations and their professional members are required to learn continuously, thus Continued Professional Development (CPD) activities in the organization are crucial. Literatures on CPD suggested that learning can take place in three dimensions namely formal, non-formal and informal learning. Given that professional or skilled workers are experienced individuals, therefore their learning needs and situations differ from conventional learners. The theory of adult learning (ALT) suggests that adult learners or working persons have certain characteristics that differentiate them from traditional learners. Adult learners are found to be highly motivated; self-directed; highly aware of their personal strengths; tend to choose knowledge that is meaningful to them; and relate that with their experiences. However, several studies revealed that learning for adult professionals did not conform to adult learning principles and mostly treated them no differently from conventional learners; hence knowledge transfer did not reach its optimal expectations. One major short-coming in the learning literatures is the lack of attention paid to experiences which is highly tacit in nature. In fact, this is one of the major elements that differentiate the adult learners from the conventional learners. This article discusses learning for PD via CPD activities from adult learning perspective. First, the paper explains the importance of learning for PD. Second, the paper analyses to what extent CPD activities conform to adult learning perspective. Lastly, this paper proposes feasible strategic PD framework for future research.

Keywords: human resource development; continued professional development; adult learning theory

Leadership for Sustainability Through Support and Sponsorship-Related Innovative Initiatives

Gregor Weber

Bucharest University of Economic Studies, Bucharest, Romania

Renervis-consulting, Germany

Abstract: This paper explores the potential of supporting and funding innovative initiatives/activities for sustainability as an option for leadership for sustainability and social entrepreneurship. It feeds into first-year doctoral research on the current state of knowledge in energy economics and its impacts on enterprises, aiming to develop alternatives and strategies to cope successfully with ongoing changes in energy economics. Global warming is proceeding, changes in energy economics are commonly known and the political debate not only in Europe is currently focussed on the recent developments of the *Energiewende* (energy transition) in Germany, but also in other countries. Changing political mindsets and directions are confusing consumers, ending up in more questions rather than complete and neutral answers. In that context the promotion of so-called “lighthouse projects” (best practice projects presenting a positive contribution to energy transition and sustainability) through a newly founded initiative was started in Germany in April 2014, opting for an expansion throughout other countries after a positive implementation phase. It intends to promote the aforementioned lighthouse projects, to provide a platform to the public for answers to questions on the changes in energy economics and in parallel to inform about the background and consequences of climate change and the importance of sustainability. The project was affiliated by the UNESCO as a UN World Decade project (2014) for “education for sustainable development” and nominated for the RENERGY AWARD 2014 in Stuttgart (Germany) already before its official start; in addition, Dr. Franz Alt and Hans-Josef Fell (both internationally known and respected experts and speakers, not only on sustainability) assumed the patronage of this initiative. The first section of the paper provides some background on global warming, its consequences and the requirements for sustainable behaviour. Besides that, the leader’s role in promoting innovation as well as managing the change process are also covered and explained. The second part summarises the background of sponsorship of such initiatives, going through intense literature research. This is complemented by field research surveying potential sponsors in Germany, namely analysing two different methodologies to approach them. The third section combines theory and practice, outlining what has been learnt during the first implementation phase of the project. Concluding, section four will provide proof of the hypothesis that social entrepreneurship and leadership for sustainability are valid options to promote projects and initiatives on sustainability.

Tough financial surroundings and different approaches and sponsorship strategies are identified as key challenges.

Keywords: leadership for sustainability, energy economics, social entrepreneurship, sponsoring, change, energy efficiency

Abstract Only Papers

Contribution the School Administration in Promoting the Culture of Dialogue in Public Education Institutions

Abdullah Al Fantoukh

University of Imam Muhammad bin Saud Islamic University

Abstract: The public education institutions seeking to build the educational system , which requires the search for the elements of connectivity and interaction between the device and the institutional community in all its diversity, contribution to building advanced society. This Touchstone requires that these institutions create dialogue system in the first place, and then work on the diffusion between individuals, and through the school administration in promoting the culture of dialogue in public education institutions.

Questions of the study:

1-What is the role of school management in promoting the culture of dialogue in public education institutions through:

A) Teaching Methods

B) Diverse activities

V) the role of teachers in promoting a culture of dialogue

D) the role of the manager in the dissemination of a culture of dialogue

C) the role of the educational supervisor in the dissemination of a culture of dialogue

H) the school radio

X) journalism school

D) radio and television programs

2- What are the recommendations proposed to highlight the role of school management in promoting the culture of dialogue in the institutions of public education?

Keywords: school administration, culture of dialogue

Corporate Governance and Ethics

Patricia Grant
AUT, New Zealand

Abstract: Management, leadership and governance. This paper is based on a study which seeks to understand the corporate governance-ethics interface from the perspective of directors and specifically the role of ethics in corporate governance. The project explored how directors understand and practise ethics in their task of corporate governance. Semi-structured interviews were conducted with thirty four directors from a wide range of entities and industries. It was found that: Directors professional and personal ethics are one and the same; directors personal ethics are pivotal to effective compliance with codes of ethics and adherence to the director s own personal code is connected with their happiness. This study is a response to recent calls for more qualitative studies on the behavioural aspects of corporate governance and provides empirical support for a growing body of literature urging reformers to focus on the personal ethics and character of directors. This study offers insights to policy makers interested in improving the approach to corporate governance reform. Up until now they have adopted a structural approach but this study provides material which justifies the consideration of other options which although relate to behavioural aspects

Keywords: ethics corporate governance qualitative research

Extra Pages

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ICMLG 2015

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- Is there too much/too little text and information?
- How well does the poster owner present their poster (e.g. answering questions or offering extra details)?

1	<p>Contribution the School Administration in Promoting the Culture of Dialogue in Public Education Institutions Abdullah Al Fantoukh, Imam Muhammad bin Saud Islamic University, Saudi Arabia</p>	
2	<p>Influence of Senior Leadership Style on Labor Initiative of Administrative Staff. Óscar Arias Londoño, Institución Universitaria de Envigado and Natalia González Sánchez, Universidad de Medellín, Colombia</p>	
3	<p>Corporate Governance and Ethics Patricia Grant, Aukland University of Technology, New Zealand</p>	
4	<p>Entrepreneurial Growth: An empirical approach towards the scalability of business models Jacques Hefti, University of Applied Sciences, Switzerland and University of Strathclyde, UK</p>	
5	<p>Theoretical framework for studying Psychological Contracts, Values and Commitment of Volunteers in the Estonian Defence League Silva Kiili and Ruth Alas, Estonian Business School, Estonia</p>	

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Final author registration and payment date:	9 October 2014



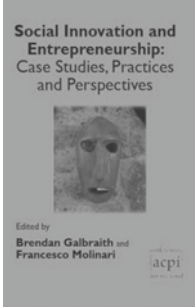
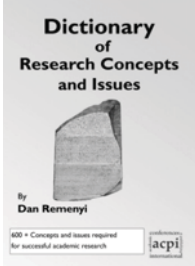
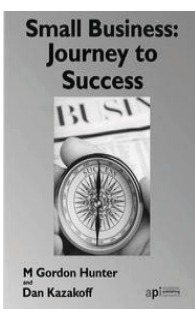
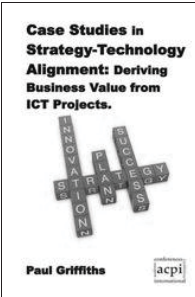
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