

**Abstracts of the Papers
Presented at the
11th European Conference on
Management Leadership and
Governance
ECMLG 2015**

**Military Academy
Lisbon, Portugal**

12-13 November 2015

Copyright The Authors, 2015. All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Papers submitted to this conference have been double-blind peer reviewed before final acceptance to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference. Many thanks to the reviewers who helped ensure the quality of the full papers.

This Booklet of abstracts and other conference materials is provided to conference participants for use at the conference.

Conference Proceedings

The Conference Proceedings is a book published with an ISBN and ISSN. The proceedings have been submitted to a number of accreditation, citation and indexing bodies including Thomson ISI Web of Science and Elsevier Scopus for indexing.

The Electronic version of the Conference Proceedings is available to download from DROPBOX. (<http://tinyurl.com/ECMLG2015>) Select Download and then Direct Download to access the Pdf file. Free download is available for conference participants for a period of 2 weeks after the conference.

The Conference Proceedings for this year and previous years can be purchased from <http://academic-bookshop.com>

E-Book ISBN: 978-1-910810-77-4

E-Book ISSN: 2048-903X

Book version ISBN: 978-1-910810-76-7

Book Version ISSN: 2048-9021

CD Version ISBN: 978-1-910810-78-1

CD Version ISSN: 2048-9048

Published by Academic Conferences and Publishing International Limited
Reading, UK

44-118-972-4148

www.academic-publishing.org

Contents

Paper Title	Author(s)	Page no	Guide Page
Preface		v	x
Committee		vi	xi
Biographies		viii	xv
Research papers			
Mustafa Kemal Atatürk With his Transformational Leadership Features in Performing Organizational Development and its Implications for Military Leaders	Zekeriya Aktaş	1	1
Managerial Work Effectiveness and Organization Culture: Exploratory Study With Russian Banks	Anna Bagirova, and Asya Vavilova	11	2
Studying the Structural Topology of the Knowledge Sharing Network	Madeleine Block' Tatiana Khvatova, Dmitry Zhukov and Sergey Lesko	20	3
University Governance as a Strategic Driving Force	Constantin Bratianu and Florina Pinzaru	28	4
Corporate Performance Measures of Intellectual Property and Innovations	Veronika Burešová and Lilia Dvořáková	36	5
Role of a Manager in Creating Organizational Trust in Small and Medium-Sized Enterprises	Felicjan Bylok, Leszek Cichobłaziński, Arnold Pabian and Marcin Zawada	45	6
Ownership Concentration and Foreign Investment in the Czech Republic: Development and Context	Ondřej Částecký and Lukáš Konečný	53	7

Paper Title	Author(s)	Page no	Guide Page
Research of China's Outward Direct Investment Determinants: The Perspective of Multiple Distances	Yan Chen and Rui-rui Zhai	63	8
Content Analysis for the Value System of Tae-Joon Park: Based on Hermann's Leadership Trait Assessment	Dong Ju Choi and Yunsuk Cha	72	9
Ethical Leadership Based on Organizational Conflict Management in Collective Disputes Resolution	Leszek Cichobłaziński, Arnold Pabian, Felicjan Bylok and Marcin Zawada	81	9
Is Corporate Governance a Structure, A Process, a Group of Policies, or Something Else?	Peter Crow and James Lockhart	89	10
Leadership, Job Satisfaction and Organisational Trust in Non-Profit Organisations: The Case of a Syrian Humanitarian Organisation	Serene Dalati and Tamim Kbarh	96	11
Cavalry Officers' Nonverbal Communication and its Relation to Perceived Leadership and Superior Performance	Gilberto Fernandes, Carlos Rouco and Irina Golovanova	104	12
Workplace Bullying: The Endgame	Susan Fletcher	113	13
Networking Behaviors of Managers and Non-Managers in Public and Private Sectors	Marzena Fryczyńska	120	14
Social Communication in Management: Implications in Recruitment Processes of Latin American Countries	Ginevra Gravili	128	15

Paper Title	Author(s)	Page no	Guide Page
Diagnostic Tool to Identify Emerging Leaders in Military Contexts: Case Study of Group Dynamics	Pedro Guimarães, Carlos Rouco and José Borges	135	16
Sales Leadership in Complex Business Environments	Pia Hautamäki	143	16
What are the Relationships in Human Oriented Performance Management?	Rob ter Hedde and Benny De Waal	150	17
A Complexity Approach to Value Co-Creation Through Business and Sports Cooperation	Harri Jalonen	160	18
Power Shifts and Board Roles in SMEs: A Multiple Case Study	Wafa Khlif, Coral Inglej, Ines Belghith Masmoudi and Lotfi Karoui	167	19
Institutional Transformations and Legitimacy in the Russian Higher Education System: Empirical Evidence From Within Academia	Tatiana Khvatova' Svetlana Dushina and Georgy Nikolaenko	176	20
Ethical Standards for Regional Authorities in the Creation of Strategy for Regional Development	Joanna Kizielewicz	186	21
Personality Traits of Managers and Success of Firms: A Case of Lithuanian SMEs	Renata Korsakiene and Danuta Diskiene	194	22
Servant Leadership and Project Management: Examining the Effects of Leadership Style on Project Success	Camilla Krog and Krishna Govender	201	23
Testing the Effectiveness of Potential Managers' Leadership Styles	Ladislava Kuchynková	211	24

Paper Title	Author(s)	Page no	Guide Page
Explore or Exploit? Board Failure at a State Owned Enterprise	James Lockhart and Ghislaine Cousins	217	24
From Calculator to Computer: A Critical Review of Employment Tribunals and how They Have Evolved Into an Important Dispute Resolution Service	Jonathan Lord	225	26
Family Characteristics as Determinants of Succession Planning	Nadine Lybaert and Tensie Steijvers	234	27
Do job Position Matter in Emotional Labor and in its Relationship With job Performance?	Shaozhuang Ma, Gabriela Silva, Virginia Trigo and Victor Callan	242	28
Leading Change in Management Education in the Department of Management	Ludmila Mádková and David Anthony Procházka	248	29
Intuition in Managerial Decision-Making: Results of an Empirical Study	Kamila Malewska	254	30
Ubuntu, Collective Leadership and Ethics: A South African Case Study	Evangelos Mantzaris and Pregala Pillay	262	31
Ramon's Leadership in the new Israeli Labor Union: The Histadrut	Yaffa Moskovich	270	31
The Role of Intuition in Problem Solving in the Department of Defence of the Czech Republic	Monika Motyčková and Jiří Richter	279	32
The Impact of Employee Engagement on Organisational Change in a Telecommunications Organisation	Zanele Ndaba and Charlotte Anthony	288	33

Paper Title	Author(s)	Page no	Guide Page
The Values That Characterize Portuguese Artillery Officers on Active Duty, Reserve Duty and Retirement	Diogo Neves, Carlos Rouco and José Nascimento	295	34
The Profession of Business Information Management	Frank van Outvorst and Benny De Waal	304	35
Performance Evaluation of Start-Ups by Using BLUES Methodology	Jindra Peterková, Zuzana Wozniaková and Dita Skopalová	314	36
Supply Chain Management and the Fight Against Corruption: a South African Case Study	Pregala Pillay and Evangelos Mantzaris	323	37
Does Firm Leadership Matter for Country Growth?	Joaquim Pina, Virgílio Cruz-Machado and Fernanda Llussá	331	38
Corporate Governance in Emerging Markets. Evidence From Romanian Companies Listed on the Bucharest Stock Exchange	Florina Pînzaru, Lucian Anghel and Alina Mihalcea	336	38
The Relationship Between Servant Leadership and Agency Problems: A Conceptual Model	John Politis	345	39
Leadership Styles and Emotions in the Context of Military Urban Operations	Filipe Portela, Carlos Rouco and Tatiana Gladkikh	351	40
Cooperative Ideals Versus Practice	Anu Puusa and Kirsi Hokkila	360	41
A Competence-Mapping Model and Method for Organizations	Pascal Ravesteyn, Anita Bosman and Joris Mens	369	42
Tacit Knowledge: The way Ahead to Measured Leadership	Palma Rosinha	377	43

Paper Title	Author(s)	Page no	Guide Page
Characterizing Performance Evaluation Systems for Corporate Directors	Marie-Josée Roy	386	44
Governance in Advertisement Regulation Process in United Arab Emirates	Beena Salim Saji, Reshma Das John, Malini Nair and Roudaina Houjeir	394	45
Innovation in Services: The Relationship Between the Innovative Nature of the Organization and the Contractual Relations Established With Workers	Marta Correia Sampaio, Maria Jose Sousa and Isabel Pinto dos Reis	403	46
The Impact of Process and Knowledge Management on Perceived Effectiveness of Reverse Logistics	Radoslav Škapa	412	47
University Role in the use of Graduates in the Creative Industries	Radomila Soukalová	420	47
The Impact of Leadership Behaviors and Communication Styles of Military Leaders on the Performance of Followers	Pedro Sousa, Carlos Rouco , Fernanda Nogueira, Ana Carvalho and Damasceno Dias	429	49
Is Social Responsibility Required in the Cooperation Among Universities, Businesses and Local Government in the Local Environment?	Edyta Spodarczyk and Katarzyna Szelałowska-Rudzka	437	50
Critical Stages of Decision-Making Process by Commanders of the Czech Republic Defence Department	Eva Štěpánková and Jiří Richter	445	51

Paper Title	Author(s)	Page no	Guide Page
The Influence of Customer Satisfaction on Corporate Performance	Petr Suchánek and Maria Králová	454	52
Leadership as a Public Good: Exploring the Wicked Problem/Solution Space	Juliette Summers and Brian Howieson	462	53
Dynamic Simulation as an Alternative Method of Creative Project Management	Eva Svirakova and Radomila Soukalova	470	54
Management Style as Determinant of Employees' Direct Participation in ICT Industry: Case Study	Katarzyna Szelałowska-Rudzka	478	55
Pareto's Principle as a Tool of Transition From Classical to Innovative Models of Education	Gulnura Taikulakova and Gulzhiyan Dussembaeva	487	56
Development of the Sectoral Qualification Framework as an Example of a Knowledge Management Approach	Katarzyna Trawińska-Konador, Agnieszka Chłoń-Domińczak and Łukasz Sienkiewicz	496	56
Significance of Business Continuity in Change Management: Theoretical and Practical Perspective	Asta Valackiene	504	58
Whereto Organisational Design? In Search of Design Criteria for Future-Fit Organisations	Theo Veldsman	513	59
Interlocking Directorships and the Corporate-Community Connection: Evidence From the Antipodes	Philippa Wells and Coral Ingley	523	60
PHD Research Papers		533	61
From Managers to Leaders: The Strategic Management of Talent	Carla Caracol, Patrícia Jardim da Palma and Maria José Sousa	535	63

Paper Title	Author(s)	Page no	Guide Page
MCDM Methods in Practice: Localization of Suitable Places for Company Utilization AHP and WSA, TOPSIS Method	Iveta Dockalikova and Jana Klozikova	543	64
How Leadership Fosters Communication and Impacts Employees Responsibility and Autonomy	João Farinha and Maria José Sousa	553	65
Organizational Justice, Employee Motivation and Performance	Ivana Jašková	560	66
Decision Support in Rating of the Level of Corporate Governance Using the WINGS Methods	Jana Klozikova and Iveta Dockalikova	569	67
The Particularities of the Leadership Styles in Romanian Organisations	Laurențiu Mihai	580	68
Complex Evaluation of Corporate Social Responsibility Using Fuzzy Analytic Hierarchy Process	Stepanka Stankova	588	69
Creating a Meaningful Public Leadership Space	Camilla Valbak Andersen	597	70
Masters Research Papers		605	71
Work Environment Preferences of Generation Y in Relation to Attachment Theory	Barbora Kasalová, Klára Seitlová and Martin Seitl	607	73
Value-Based Healthcare Through a Standardised Process Management Model	Joris Mens, Ben Ahlers Bart van Hattem and Pascal Ravesteyn	616	73
Abstracts Only			75

Paper Title	Author(s)	Page no	Guide Page
Gender and Managerial Leader Competencies in the United Arab Emirates	Abdelrahman Al-hadhrami, Yahya Al Ansari and Valerie Priscilla Goby		77
Enablers and Inhibitors of Service Commercialization by Manufacturers	Yoritoshi Hara and Kobayashi Hajime		78
The Impact of Leadership on Management and Development of Strategic Leadership Capabilities	Vanessa Liu and Paul Yong		79
Generation Z's Influence on Cross-Cultural Leadership	Kristina McGaha		80
Reconstructing the Aggregation of Individual Behavior in Organizations: A Qualitative Empirical Study	Matthias Georg Will and Julia Katharina Mueller		81
Citation Pages			83
Google Scholar	The Importance of Paper citations and Google Scholar		85
Jotter Page	Blank Paper for notes		

Preface

These Proceedings represent the work of contributors to the 11th European Conference on Management Leadership and Governance held this year at the Military Academy, Lisbon, Portugal on the 12-13 November 2015

The Conference Chair is Major-General João Vieira Borges from and the Programme Chair is Lieutenant-Colonel José Carlos Dias Rouco, both from the Military Academy, Lisbon, Portugal. Keynote presentations are given by Colonel Nuno Lemos Pires from the Military Academy and Lt Col Paulo Fernando Viegas Nunes from the National Defence Institute, Lisbon, Portugal.

The Conference offers an opportunity for scholars and practitioners interested in the issues related to Management, Leadership and Governance to share their thinking and research findings. These fields of study are broadly described as including issues related to the management of the organisations' resources, the interface between senior management and the formal governance of the organisation. This Conference provides a forum for discussion, collaboration and intellectual exchange for all those interested in any of these fields of research or practice.

With an initial submission of 163 abstracts, after the double blind, peer review process there are 64 Academic research Papers, 8 PhD Research Papers and 2 Masters research paper in these Conference Proceedings. These papers reflect the truly global nature of research in the area with contributions from Belgium, Canada, China, Colombia, Czech Republic, Denmark, Finland, Germany, Italy, Japan, Kazakhstan, Lithuania, Netherlands, New Zealand, Poland, Portugal, Republic of Korea, Romania, Russia, Scotland, South Africa, Syria, The Netherlands, Turkey, UAE, UK, United Arab Emirates, USA

We wish you a most interesting conference.

José Carlos Dias Rouco
November 2015

Conference Committee

Conference Executive

Major-General João Vieira Borges, Military Academy, Lisbon, Portugal

Lieutenant-Colonel José Carlos Dias Rouco, Military Academy, Lisbon, Portugal

Mini track chairs

Prof Theo H Veldsman, Department of Industrial Psychology and People Management, Faculty of Management, University of Johannesburg, South Africa

Dr. John Politis, Charles Darwin University, Australia

Committee Members

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:

Paul Abbiati (The European Law Institute-ELI, UK); Prof. Rute Abreu (Guarda Polytechnic Institute, Portugal); Dr Mohd Shahril Ahmad Razimi (Northern University of Malaysia, Malaysia); Dr. Mo'taz Amin Al Sa'eed (Al - Balqa' Applied University, Amman, Jordan); Prof. Ruth Alas (Estonian Business School, Tallin, Estonia); Dr. Morariu Alunica ("Stefan cel Mare" University of Suceava, Faculty of Economics and Public Administration, Romania); Sanaullah Ansari (Shaheed Zulfikar Ali Bhutto Institute of Science and Technology , Pakistan); Maria Argyropoulou (Boudewijngebouw 4B , Greece); Dr. Leigh Armistead (Edith Cowan University, Australia); Ahmet Aykac (Theseus Business School, Lyons, France); Dr. Daniel Badulescu (University of Oradea, Romania); Dr. Egon Berghout (University of Groningen, The Netherlands); Svein Bergum (Lillehammer University College, Norway); Prof. Dr. Mihai Berinde (University of Oradea, Romania); Prof. Malcolm Berry (University of Reading, , UK); Prof. Douglas Branson (University of Pittsburgh, PA, USA); Prof. Kiyomet Tunca Caliyurt (Trakya University - Faculty of Business Administration and Economics, Turkey); Dr. Akemi Chatfield (University of Wollongong, New South Wales, Australia); Prof. Prasenjit Chatterjee (MCKV, India); Prof. Eng Chew (University of Technology, Sydney, Australia); Dr. Mei-Tai Chu (La Trobe University, Australia); Dr. Serene Dalati (Arab International University, Syria); Fariba Darabi (Sheffield Business School at Sheffield Hallam University, UK); Dr. Phillip Davidson (University of Phoenix, School of Advanced Studies, Arizona, USA); Dr. Benny M.E. De Waal (University of Applied Sciences Utrecht, The Netherlands); Dr. John Deary (Independent Consultant, UK & Italy); Andrew Deegan (University College Dublin, Ireland, Ireland); Dr. Charles Despres (Skema

Business School, Sophia-Antipolis, Nice,, France); Dr. Mihela Diaconu (The Gheorghhe Asachi Technical University of Iasi, Romania); Dr. Sonia Dias (Faculdade Boa Viagem, Recife, Brazil); Elias Dinenis (Neapolis University Pafos, Cyprus); Dr. Prof. Anca Dodescu (University of Oradea, Romania); Prof. Philip Dover (Babson College, USA); Katarzyna Durniat (Wrocław University, Poland); Dr. Th Economides (Neapolis University Pafos, Cyprus); Dr. David Edgar (Caledonian Business School, Glasgow, UK); Dr Iancu Eugenia (Stefan cel Mare University, Romania); Ass Prof. Nina Evans (UniSA, Australia); Ass Prof. Hossien Fakhari (UMA university, IRAN); Prof. Niculae Feleaga (Academy of Economic Studies, Romania); Prof. Liliana Feleaga (Academy of Economic Studies (ASE), Romania); Dr. Aikyna Finch (Strayer University, Huntsville, USA); Shay Fitzmaurice (Public Sector Times, Ireland); Dr. Silvia Florea (Lucian Blaga University of Sibiu, Romania); Dr Marzena Fryczynska (Warsaw School of Economics, Poland); Dr and Prof Sayalee Gankar (MAEERs MIT School of Management, India); Mr. Shahram Ghahramani (Institute for Management and planning Studies , Iran); Ass.Prof.Dr. Adriana Giurgiu (University of Oradea, Faculty of Economic Sciences, Romania); Dr Tatiana Gladkikh (The University of Winchester, UK); Prof. Ken Grant (Ryerson University, Toronto, Canada); Dr. Paul Griffiths (Director, IBM, Santiago, Chile); Adam Gurba (WSZ Edukacja Management Department, Poland); Prof. Ray Hackney (Brunel Business School , UK); Joe Hair (Louisiana State University, USA); Memiyanty Haji Abdul Rahim (Universiti Teknologi MARA, Malaysia); Dr. Liliana Hawrysz (Opole University of Technology, Poland); Ass.Prof.Dr. Carola Hillenbrand (Henley Business School, UK); Jack Huddleston (Cappella University, USA); Dr. Prof. Eun Hwang (Indiana University of Pennsylvania, USA); Dr. Katarzyna Hys (Opole University of Technology, Poland); Dr Katarzyna Hys (Opole University of Technology, Poland); Dr. Andreea-Oana Iacobuta (Alexandru Ioan Cuza University of Iasi, Romania); Ass.Prof.Dr. Coral Ingley (Faculty of Business and Law, AUT University, New Zealand); Dr Dembińska IZABELA (University of Szczecin, Poland); Martina Jakábová (Visions, s.r.o., Slovakia, Slovakia,); Georgios Kapogiannis (Coventry University, UK); Dr. Husnu Kapu (Kafkas University, Turkey); Dr. Panagiotis Karamelas (Hellenic American University, Athens, Greece); Dr. N.V. Kavitha (St. Ann's College for Women, India); Alicja Keplinger (Institute of Psychology at the University of Wrocław, Poland); Prof Wafa Khelif (Toulouse University, Toulouse Business School Barcelona, Spain); Prof. Zdzisław Knecht (Wrocław College of Management, Poland); Maria Knecht-Tarczewska (Wrocław College of Management “Edukacja”, Poland); Prof. Jesuk Ko (Gwangju University, Korea); Dr. Dimitrios Koufopoulos (Brunel University, UK); Jolanta Kowal (College of Management and Wrocław University,, Poland); Larissa Krainer (Klagenfurt University Biztec, Austria); Prof. Dr. Ibrahim Krasniqi (University for Business and Technology, Kosovo); Aleksandra Kwiatkowska (College of Management and Wrocław University,, Poland); Iwona Lapunka (Opole University

of Technology, Poland); Dean Mieczysław Leniartek (Technical University in Cracow, Poland); Dr. James Lockhart (Massey University, Palmerston North, New Zealand); Prof. Sam Lubbe (NWU, South Africa); Dr. Camelia Iuliana Lungu (Academy Of Economic Studies, Bucharest, Romania, Romania); Ahmad Magad (Marketing Council, Asia, Singapore, Singapore); Dr. Virginia Maracine (Bucharest University of Economic Studies, Romania); Bill Martin (Royal Melbourne Institute of Technology, Australia, Australia); Dr. Aneta Masalkovska-Trpkoski (Faculty of Administration and Information Systems Management, Macedonia); Michael Massey (International Centre for Applied EQ Leadership, UK); Prof. Luis Mendes (Beira Interior University, Portugal); Philip Merry (Global Leadership Academy, Singapore); Dr. Kevin Money (Henley Business School of the University of Reading, UK); Dr Denis Mowbray (Gryphon Management Consultants/ AUT University, New Zealand); Aroop Mukherjee (King Saud University, Saudi Arabia); Dr. Birasnav Muthuraj (New York Institute of Technology, Bahrain); Timothy Nichol (Northumbria University, UK); Dr chetsada Noknoi (Thaksin University, Thailand); Ales Novak (University of Maribor, Slovenia); Maciej Nowak (University of Wrocław, Poland); Ass.Prof.Dr. Birgit Oberer (Kadir Has University, Turkey); Abiola Ogunyemi (Lagos Business School, Nigeria); Ass.Prof.Dr. Abdelnaser Omran (School of Economics, Finance and Banking, Universiti Utara Malaysia, Malaysia); Mr Msc marc oteman (university off applied sciences, netherlands); Dr. Nayantara Padhi (Indira Gandhi National Open University, New Delhi, India); Eleonora Paganelli (University of Camerino, Italy); Dr. Jatin Pancholi (Middlesex University, UK); Christos Papademetriou (Neapolis University, Cyprus); Dr. Stavros Parlalis (Frederick University, Cyprus); Dr H.B. Patel (Grow More group of Institutions, India); Prof. Noel Pearse (Rhodes Business School, South Africa); Dr. John Politis (Charles Darwin University, Australia); Dr. Nataša Pomazalová (FRDIS MENDELU in Brno, Czech Republic); Dr. Dario Pontiggia (Neapolis University Pafos, Cyprus); Adina Simona Popa ("Eftimie Murgu" University of Resita, Romania); David Price (Henley Business School of the University of Reading, UK); Dr. Irina Purcarea (The Bucharest University of Economic Studies, Romania); Dr. Gazmend Qorraj (University of Prishtina, Kosovo); Prof. Dr. Ijaz Qureshi (JFK Institute of Technology and Management, Islamabad, Pakistan); Senthamil Raja (Pondicherry University, India); Dr Pascal Ravesteijn (HU University of Applied Sciences, The Netherlands); Dr. Marcin Relich (University of Zielona Gora, Poland); Dr. George Rideout (Ashford University, USA); Prof. Dr. Vitalija Rudzkiene (Mykolas Romeris University, Lithuania); Mr. Mohd Shamsuri Saad (Universiti Teknikal Malaysia, Malaysia); Prof. Chaudhary Imran Sarwar (Mixed Reality University, Pakistan); Dr. Ousanee Sawagvudcharee (Centre for the Creation of Coherent Change and Knowledge, Liverpool John Moores University, Thailand); Dr. Simone Domenico Scagnelli (University of Torino, Italy); Dr. Elena Seghedin (Alexandru Ioan Cuza University, Romania); Dr.

Maria Th. Semmelrock-Picej (Alpen-Adria Universität Klagenfurt, Austria); Kakoli Sen (Institute for International Management and Technology (IIMT) Gurgaon, , India); Irma Shyle (Polytechnic University of Tirana, Albania); Samuel Simpson (University of Ghana Business School, Accra, Ghana); Dr. Raj Singh (University of Riverside, USA); Dr. Gregory Skulmoski (Cleveland Clinic Abu Dhabi , United Arab Emirates); Mateusz Sliwa (Wrocław University, Poland); Prof. Peter Smith (University of Sunderland, UK); Dr. Roy Soh (Albukhary International University, Malaysia); John Sullivan (School of Information, University of South Florida, USA); Prof. Reima Suomi (University of Turku , Finland); Dr. Dalia Susniene (Kaunas University of Technology, Lithuania); Ramayah Thurasamy (Universiti Sains Malaysia, Malaysia); Dr. Xuemei Tian (Swinburne University, Australia); Prof. milan todorovic (union nikola tesla university, Serbia); Dr Piotr Tomski (Czestochowa University of Technology, Poland); Dr. Savvas Trichas (Open University Cyprus, Cyprus); Dr Blanka Tundys (University of Szczecin, Poland); Dr Blanka Tundys (University of Szczecin, Poland); Alan Twite (COO Vtesse Networks, UK); Dr. Gerry Urwin (Coventry University, UK); Prof. Dr. Asta Valackiene (Kaunas University of Technology, Lithuania); Prof. Theo Veldsman (University of Johannesburg, South Africa); Dr Hab Mirosława Wawrzak- Chodaczek (Institute of Pedagogy , Wrocław University, Poland); Dr. Lugkana Worasinchai (Bangkok University, Thailand, Thailand); Dr. Zulnaidi Yaacob (Universiti Sains Malaysia, Malaysia); Dr. Monica Zaharie (Babes-Bolyai University, Romania)

Biographies

Conference Chair



Major-General Vieira Borges is the 2nd Commander of the Military Academy and Director of Education; He also holds a PhD in political science from the University of the Azores and master degree in strategy by the Institute of Social and Political Sciences. Among the various courses, which he holds, stand out, the National Defense College of the National Defence College and the "Terrorism and Security Studies" of the Marshall Center; He is a excellent lecturer, adviser of studies, coordinator of research studies and the humanities and director of editions in National Defense Institute; Published over 100 articles and 20 books (seven of which as co-author) about History, Strategy, and Security and Defense.

Programme Chair



Lieutenant-Colonel Dias Rouco is the Chief of the Department of Postgraduate Studies and Chairman of the Assessment and Accreditation of the non Integrated Masters degree in Infantry; He also holds a PhD in Human Resources Management from the University Lusitana and a master degree in Human Motricity by the Faculty of Human Motricity; He is Professor in Ethics and Leadership at Portuguese Military Academy, Soft Skills at Instituto Superior Técnico (Lisbon) and Organizational Leadership at Faculdade de Ciências e Tecnologia/ Universidade Nova (Lisbon). He is also Editor of the Proelium Research Journal and Staff member of the Portuguese Military Academy Research Center.

Keynote Speakers



Nuno Lemos Pires, Army Colonel, PhD, is currently assigned as Commandant of Cadets and Professor at the Portuguese Military Academy in Lisbon/ Portugal. He holds a PhD in History, Defence and International Relations; a Master degree in Military Science, a postgraduate in Military History; BA in Human Resources Management and a War College Diploma. He served in several units including: as Platoon and Company commander in Infantry

School; Military History and Strategy Professor at the PRT War College; as Intel Officer in NATO Rapid Deployable Corps – Spain; as MA to the Commander at Joint Command Lisbon; as Mechanize Battalion Commander in the PRT Mechanized Brigade; as Training Director at the Combined Arms School. During his assignments he participated in mission in Mozambique, Angola, Pakistan, Ethiopia and Afghanistan. With 8 books published, he cooperated in more than 50 books and projects written in Portuguese, Spanish and English, specially related to Military History, Strategy and International Relations. Has published many articles in academic magazines and gave lectures in Portugal, Germany, Bulgaria and Spain. He is Friends of Military Museum of Lisbon's Vice President, Revista Militar's Permanent associate, Larousse encyclopedia's academic reviser for military issues, Portuguese Commission for Military History Scientific Board's member, Foro para el Estudio de la Historia Militar de España's member; British Peninsular War 200 and Waterloo Dispatch member, CINAMIL (Military Academy Research Centre); International Research Centre of ISCTE-IUL researcher; Sociedade de Geografia de Lisboa (at the board of the International Relations Commission and Military Cience section) member.



Lt Col Paulo Nunes is a Signal Corps Army Officer, qualified with the Army Staff Officer's Course. He has a degree and a Master in Electronics and Computer Science from the Instituto Superior Técnico (IST) and a PhD in Information Sciences from the Complutence University of Madrid. He has been involved in several research projects and Cyber related working groups and has

been engaged at Cyber Security and Cyber Defence Capability Development Projects at NATO, EU and National levels. Lt Col Nunes is currently the scientific coordinator of the Information Warfare Master at the Military Academy and an invited Professor at the National Defence Institute, Instituto de Estudos Superiores Militares, Nova University, Minho University and Coimbra University. In 2014 he was appointed Project Manager of the "NATO Smart Defence Multinational Project on Cyber Defence Education and Training (MNCDE&T)" and the National Representative at the European Union CSDP Cyber Defence Discipline Leader Team.

Mini-track Chairs



Prof Theo H Veldsman holds a Doctorate in Industrial and Organisational Psychology. At present he is Professor, and Head of the Department, Department of Industrial Psychology and People Management, University of Johannesburg, South Africa. Theo has extensive research and development, as well as consulting

experience over the past 30 years. With respect to organisational design (OD), Theo has conducted over 50 organisational design assignments across private and public organisations, both locally and internationally; trained up close to 150 OD practitioners; and assisted in organising many organisational design conferences. He has been party to many South African organisations introducing organisational design as a formal area of practice. He is the author of about many reports/articles, including two books and nine book chapters. At present he is preparing a book on organisational design due to be published this year.



Dr John Politis is a Senior Academic of Management, as well as the Academic Director of the Sydney Campus at Charles Darwin University, Australia. He is also a visiting A/Professor of Management at Neapolis University in Cyprus. John holds a Ph.D. in Management from the University of Technology, Sydney; Australia. He also holds a Graduate Certificate in Enterprise Management from Swinburne University of Technology, Australia; a Master in Mechanical Engineering from Aristotle University of Thessaloniki, Greece; and a Bachelor of Mechanical Engineering from the University of Melbourne. He regularly publishes peer reviewed academic papers in quality journals and his research output is presented at refereed conferences. He is currently a member of a number of editorial boards, including The Leadership and Organisational Development Journal and the Knowledge Management Research and Practice Journal. Before taking up this post, John was an Associate Professor of Management at Neapolis University in Cyprus and has served as an Executive MBA faculty for the Centre of Excellence for Applied Research and Training, and a Pioneering Faculty of Business and Engineering Management programs at the Higher Colleges of Technology in the United Arab Emirates. He was also a lecturer and consultant in a number of Australian universities. John has also spent more than 18 years in Australia and Europe in a wide range of managerial roles and has been elected a Fellow of a number of professional associations.



Dr. Serene Dalati is a Head of Management and Marketing Department at the faculty of Business administration at the Arab International University, Syria. Dr. Dalati has obtained a PhD in Leadership, Organizational Culture and Job satisfaction in 2008 which was preceded by an MBA in Banking and Finance from Bangor University in 2002. Serene teaches for areas in organizational Behavior, Organizational Theory, Leadership, Culture and Job satisfaction. Fields of expertise of teaching also include Strategic Management, International Management and Entrepreneurial

Small Business. Currently, Serene is serving as an implementation contact person at an Erasmus Project funded by EU. The purpose of the project is to modernize academic teaching and research environment in Syrian and Lebanese Higher Education Institutions

PhD Colloquium

Dan Remenyi after completing an MBA Dan Remenyi spent 15 years in business as an ICT consultant before undertaking a PhD. Since obtaining his doctorate he has held a variety of visiting professorships in the United Kingdom, the Republic of Ireland and South Africa. He originally researched and taught in the ICT management field, but for the past decade he has increasingly focussed on research methodology and the sociology of research. He has had some 30 text books published. Some of his books have been translated into Chinese, Japanese and Romanian. He holds a B Soc Sc, MBA and PhD.

Biographies of Authors

Abdelrahman Alhadhrami (PhD, Curtin University, Australia) is an assistant professor of Human Resource Management in the College of Business, Zayed University, Dubai, which he joined in 2005. His research interests include leadership, development of national human capital, and the influence of national culture on leadership competencies. He has 17 years' industry experience in management, training and development, and career guidance and planning

Madeleine Block, Associate Professor, Doctor of social sciences – works at Faculty of Sociology, Saint-Petersburg State University (Russia) and as an invited lecturer at Wismar University of Applied Sciences (Germany). Her current academic interests are related to social policy developments in the area of education and knowledge management, in particular issues of understanding, evaluating and improving knowledge sharing. Madeleine teaches Knowledge Management, Quantitative Research Methods.



Constantin Bratianu is professor of Strategic Management and Knowledge Management, UNESCO Department for Business Administration and Director of the Research Center for Intellectual Capital, Bucharest University of Economic Studies, Romania. He is co-founder of the international journal *Management Dynamics in the Knowledge Economy*. His

academic interests are: knowledge dynamics, knowledge management, intellectual capital, and strategic management.

Veronika Burešová has been a Ph.D. student since 2012 on the Faculty of Economics (University of West Bohemia in the Czech Republic). Since 2014 she has been an assistant in the same place. Her topic of the dissertation thesis is Sustainable Performance Management Model of Manufacturing Companies According to Sampled Methods from Performance Management System. Focusing of publication and research activities – performance management, financial and managerial accounting of enterprises

Felicjan Bylok is an Associate Professor of sociology. Felicjan is the director of the Institute of Sociology and Psychology of Management at the Faculty of Management of the Technical University of Częstochowa. His scientific interests are as follows: the sociology of consumption, the sociology of the economy, the sociology of the market, social capital and trust. The educational background of Prof. Bylok is in Sociology. His M.A. degree, PhD degree and post-doctoral degree were acquired at various universities in Poland, namely at the Silesian University and the University of Łódź.

Carla Caracol is a Ph.D. student in Organizational Behaviour (UL-ISCPs), a trainer/consultant in Human Resources and Behaviour domains and also Human Resources Manager at two Portuguese insurance company' s. During her Ph.D. and Masters, the academic research has been in the fields of Talent Management, Leadership, Organizational Commitment and Economic Sociology of Organizations.

Ondrej Castek is assistant professor at the Department of Corporate Economy at Faculty of Economics and Administration, Masaryk University in Brno, Czech Republic. His research interests lie in corporate economics and management, more specifically in searching the factors of corporate competitiveness and in the aspects of this search.

Yunsuk Cha is an Assistant Professor of Business Administration at Dong-A University, Busan, Korea. He earned Ph.D. from Seoul National University in the field of Organizational Behavior and Human Resources. Research interests include positive psychology, positive well-being, and wellness leadership.

Dong Ju Choi is Dean and Professor, Sookmyung Women's University, Korea. His education includes MA in international affairs from the American University and

PhD in political economy from University of London. He was also the Editor of International Journal, APWIN during his mission as Executive Director of Asia-Pacific Women's Information Network Center endowed by UNESCO.

Leszek Cichobłaziński is an Assistant Professor of Human Resources Management and Negotiation at the Management Faculty of the Częstochowa University of Technology, Poland. His main scholarly interests are in human resources management. His research focuses on the anthropology of organization, organizational semiotics, mediation in collective bargaining as well as on organizational conflict management.

Peter Crow is corporate governance and strategy researcher, a board advisor and a company director. He has a particular interest in board practice, performance effectiveness in emerging and more established businesses. His doctorate, to provide an explanation of how boards can influence company performance, is currently being examined.

Benny de Waal is assistant professor of the Research Centre for Innovation and Business at the University of Applied Science Utrecht. His main research areas are user participation and implementation of business process management systems, performance management, business IT alignment, and business information management.

João Farinha is aPh.D student in Management at Universidade Europeia – Laureate International Universities, with a Master in Marketing and a thesis on Brand Management entitled "The Importance of Brand Values: The BMW Case". He also holds an Executive Master in Marketing Management from the same university. His Background is in Accounting and Administration from Instituto Superior Contabilidade Administração Lisboa.

Susan Fletcher draws on her background in science and experience as a corporate lawyer to inform her current research: the use of legal and scientific interventions to promote ethical leadership and facilitate dispute resolution. She is also involved in the creation of a Pan-University Leadership Hub to disseminate good practice and encourage corporate social responsibility.

Marzena Fryczyńska, PhD is an Assistant Professor in Warsaw School of Economics in Department of Human Capital Development. She has developed fields of knowledge management, career management, competences evaluation and development and networking in management since 2001. She has published almost

50 research papers. She teaches students in international environment having a lot of satisfaction.

Bibiana José Clemente Cateco Gomes is a PhD student in European University, Lisbon, in 2015 to 2016. Bibiana is master of Human Resource Management in Higher Institute of Languages and Administration, in 2012. Bibiana has a Degree in Social Work from Catholic University in 2011. Bibiana is a teacher at the Catholic University of Angola in 2015.

Ginevra Gravili graduated in Economic Studies in 1992, and she achieved PHD in Management and Organization in 1996. Since 2002, she is professor of Organization Theory at University of Salento, Department of Economics and Management, Lecce, Italy. She has written numerous books and articles on sme's, knowledge sharing, and social recruitment, HRM of public administration, ICT, social media and organizations.

Pedro Guimarães is a Lieutenant-Colonel of the Portuguese Army and an economist. He has a Master's degree in Leadership, and a degree in Management. Currently he is a trainer on Leadership and Management areas, a financial auditor and a financial analyst.

Kirsi Hokkila is a PhD Student at the University of Eastern Finland. She received her master of Business Administration degree in 2013 and started her doctoral studies in 2014. Her doctoral dissertation topic deals with co-operative entrepreneurship with a special interest in new generation co-operatives.

Brian Howieson is Director of Management Programmes in the Graduate School of Natural Resources Law, Policy, and Management at the University of Dundee. He joined the University of Dundee in 2013 after completing a 4-year Senior Foundation for Management Education/Economic and Social Research Council Fellowship at Stirling Management School, the University of Stirling. Prior to this, he had a 25 year career with the Royal Air Force (UK Ministry of Defence Fellow (2002)) and the Royal College of Physicians and Surgeons. His research interests centre in the field of general leadership. Sectors of interest include health, natural resources, elite professional football, and social & community enterprises.

Coral Ingley is Associate Professor: Management, at Auckland University of Technology, New Zealand. Her research focuses on various aspects of corporate governance. Coral's articles are presented regularly at refereed conferences and pub-

lished in academic journals and books. Her particular focus is on boards of directors, their leadership role, and the strategic dimension of governance.

Harri Jalonen is Research Group Leader and Principal Lecturer at the Turku University of Applied Sciences, Finland. He also holds the position of Adjunct Professor at University of Vaasa. He has long-term research experience dealing with the knowledge and innovation management issues in different organizational contexts.

Ivana Jašková Since 2004 I have been working at the Faculty of Economics and Administration of the Masaryk university in Brno at first as graduate student and than as assistant. I have been taught Human Resources Management and Marketing and my sphere of interest are human resources, work motivation, job satisfaction and their impacts on the performance.

Barbora Kasalova studies psychology at the Department of Psychology of Palacky University in Olomouc, Czech Republic. Se is also involved as an assistant at the Olomouc University Social Health Institute at the same time. Her bachelor thesis deals with the workplace preferences of the Generation Y, which is investigated in the context of Bowlby's Attachment theory.

Tatiana Khvatova, Prof., Dr. of Science in the field of Management, PhD in Applied Science, SPbPU (Peter the Great Saint-Petersburg Polytechnic University, Russia). Tatian is currently employed as a Professor for International Business Department of SPbPU and visiting professor at IDRAC (France), Savonia and Haaga-Helia Universities of Applied Science (Finland). Presently the research is focused on knowledge management, business models in education, innovation policies, and innovation systems. Tatiana teaches Strategic Management, Risk Management and Quantitative Methods.

Joanna Kizielewicz Ph. D. a degree in the field of economy (2001); a lecturer and scientist at Gdynia Maritime University (Poland) at Faculty of Entrepreneurship and Quality Science for 20 years; a member of IAME and Polish Economical Society; coordinator of 10 EU projects; her scientific studies focus on policy and strategy for regional development.

Klozikova Jana is a student of a full time doctoral study at university VŠB-TU in Ostrava. I live in a small town in a family house. My hobbies are travelling with my boyfriend, skiing, reading, riding on roller skates and bicycle, walking with my dog, hiking and meeting new people.

Renata Korsakiene is Associate Professor at the Department of Economics and Management of Enterprises, Vilnius Gediminas Technical University, Lithuania. Dr. Korsakiene is the author and co-author of a monograph and six books, more than 70 scientific papers, published in scientific journals and conference proceedings, indexed and abstracted in numerous international databases. Her research interests involve: strategic management, internationalization and international entrepreneurship, entrepreneurship and human capital

Danuta Diskiene is Doctor of social sciences (HP), works as Professor at the Department of Management, Faculty of Economics, Vilnius University, Lithuania. She authored and co-authored more than 60 scientific publications and two monographs. She participated in national and international projects. Her research interests involve: management, leadership, intercultural management, managerial behavior in different cultures

Ladislava Kuchynková has a Ph.D at the Department of Corporate Economy, Faculty of Economics and Administration, Masaryk University, Brno. Education and Academic Qualifications- Faculty of Economics and Administration, Masaryk university, Brno (Ph.D.) Faculty of International Relations of the University of Economics, Prague (Ing.). Teaching- Management, International Management, International Trade, Marketing

Vanessa Liu is currently Senior Lecturer at the School of Professional Education and Executive Development of The Hong Kong Polytechnic University. She earned her PhD at the City University of Hong Kong before she started her academic career in the US. Her publications have appeared in leading journals including JAIS, EJIS, OMEGA and IJEC.

James Lockhart is a Senior Lecturer at the Massey Business School, Massey University, Palmerston North. James is a Business consulting/executive development experience-Australia, New Zealand & Pacific. He has published a doctoral education, strategy, governance, corporate failures, productivity improvement (kaizen/lean), and strategic performance. Empirical/conceptual research exploring 'black box' of governance produced for academic/practitioners. He is also a chartered Member Institute of Directors, New Zealand; board appointments Farms with family north of Feilding.

Jonathan Lord is a Lecturer in HRM at the University of Salford previously being a HR Director, Manager and Consultant, working across all three sectors. Jonathan is a Chartered Fellow of the CIPD, a Fellow of the Higher Education Academy and a member of the Industrial Law Society as well as the British Academy of Manage-

ment.

Nadine Lybaert is Full Professor of Accountancy at the Faculty of Business Economics at Hasselt University (Belgium). There, she is associated with the Research Center for Entrepreneurship and Innovation (KIZOK). As such, her research interests are situated at the intersection of accountancy and private (family) firms. She is also guest professor at the University of Antwerp (Belgium).

Nadine Lybaert is Full Professor of Accountancy at the Faculty of Business Economics at Hasselt University (Belgium). There, she is associated with the Research Center for Entrepreneurship and Innovation (KIZOK). As such, her research interests are situated at the intersection of accountancy and private (family) firms. She is also guest professor at the University of Antwerp (Belgium).

Kamila Malewska is an assistant professor in the Theory of Organization and Management Department at the Poznan University of Economics (Poland). She defended her PhD dissertation in 2008 (her thesis was related to the resource-based view of strategic management). Currently the subject of her research is the role of intuition in the management, especially in decision-making process.

Evangelos Mantzaris holds a Ph.D. in Sociology from the University of Cape Town and is a Senior Researcher at the Anti-Corruption Centre for Education and Research at Stellenbosch University. He is the author of seven books, over 80 peer reviewed articles and has presented over 60 papers in national and international conferences.

Kristina McGaha is a doctoral student at the University of Phoenix. She holds an MBA in International Business and a BA in Linguistics. Her dissertation and long-term research agenda are centric to generational differences in the workplace, specifically focusing on Generation Z. Her professional background is in executive leadership for the retail industry.

Magdalena Mihai is a Professor Ph.D. from the University of Craiova, Faculty of Economics and Business Administration. She is the head of the Accounting, Economics and International Business Department and her main focus of research is financial accounting and audit.

Alina Mihalcea is a teaching assistant at the Faculty of Management and she has authored academic papers concerning corporate governance, brands and consumer behaviour, European studies.

Alvaro FMoncada, graduated in Systems Engineer from Andes University (Colombia) holds a Ph.D. in Management from CEU San Pablo (Spain). He is full professor in CESA School of Business. His current research interests are in Strategic Management, Management Information Systems and Knowledge Management.

Yaffa Moskovich, Ph.D., is a senior lecturer and head of Behavioral Sciences department at Zefat academic College in Israel. Whose expertise is in the field of political and organizational sociology. Her work involves organizational change, leadership, kibbutz plants and community, unions, civil society organization and multi cultural group relationship.

Malini Nair is a Business Faculty at the Higher Colleges of Technology. She teaches classes in Software Applications, Management and Leadership as well as Economics. She is interested in the use of interventions, technologies, and tools that facilitate group/team processes and lead to better task outcomes. She has developed and taught several innovative courses related to HR, Marketing and Economics to both MBA and undergraduate students.

Zanele Ndaba is a senior lecturer at Wits Business School, University of the Witwatersrand. Her research interests are Gender, Race, and Indigeneity in Organisational Studies.

Jindra Peterkova, Ph.D. is assistant professor at VŠB- Technical University, Faculty of Economics of Ostrava, and department of Business Administration. Her scientific focus includes contemporary concepts of business economics, innovations and management. She guarantees and teaches Management simulation game and Company strategy courses. She is the author and co-author of papers in scientific proceedings and publications focusing on issues of economic enterprise and simulation game. She gained a lot of practical experiences at concrete companies.

Joaquim P. Pina holds a Ph.D. in Economics from Universitat Pompeu Fabra, Barcelona, and is Assistant Professor at Universidade Nova de Lisboa, School of Sciences and Technology, Department of Applied Social Sciences. Previously, he worked at the Banco de Portugal, Research Department. Teaching and publishing activities focus on Entrepreneurship, Business Management and Macroeconomics and Globalization.

Florina Pinzaru is Dean at the Faculty of Management, National University of Political Studies and Public Administration, Bucharest, Romania. Her research inter-

ests are focused on: new trends for marketing communication, branding, new media and management.

Anu Puusa is working as an Associate Professor in the Business School of the University of Eastern Finland. She received her Ph.D. in 2007. Her current research interest areas are cooperatives, organizational change, organizational identity, paradigms and qualitative methodological questions. Puusa has published many journal articles and written four textbooks.

Pascal Ravesteijn PhD is a Professor in Process Innovation and Information Systems. His main research interest is Business Process Management (BPM). He is a member of the board of directors at the International Information Management Association (IIMA) and is the chair of the board of the Dutch BPM-Forum. Furthermore Pascal is editor of the Journal of International Technology Information Management.

Jiří Richter is a member of academic staff at the Department of Management at the University of Defence in the Czech Republic. His research and educational activities are focused on management and managerial decision making. He is also involved in business performance research at the Masaryk University in Brno, Czech Republic.

Marie-Josée Roy is a full professor at the Faculty of Business Administration of Université Laval (Canada). Dr. Roy teaches strategic management and her research interests include corporate social responsibility and corporate governance. She has written several articles on these topics, focussing on implementation issues and performance measurement.

Jorge Simões is an Adjunct Professor, Polytechnic Institute of Tomar (IPT), Tomar, Portugal. Academic background includes PhD in Management from University of Beira Interior (UBI) and a Master's degree in Management, Accounting and Administration from the University of Minho (UM). He is Director of Master Program in Health Management Resources and Director of the Bachelor of Management and Administration of Health Services. He is a research fellow in NECE. Expertise: Entrepreneurship, Business Creation, Knowledge Management.

Radoslav Škapa has been focusing on the research of reverse logistics and its managerial problems for nearly 15 years. Due to his publications he is the most cited author dealing with this issue in the Czech Republic.

Maria José Sousa is a researcher from BRU/IUL and Assistant Professor at Universidade Europeia. She received her Ph.D. degree in Management from Aveiro University and her research is in the fields of management and innovation. She has published several research papers and has extensive practical experience in public and private organizations.

Edyta Spodarczyk is an academic teacher in Gdynia Maritime University in Poland, PhD in Economy. Edyta is interested in CSR. I take part in CSR projects. Edyta is one of the founders of the Foundation for Development of CSR HELISA.

Štěpánka Staňková graduated with honours from VŠB – Technical University of Ostrava, Faculty of Economics, in 2013. Since that time she has worked as a post-graduate student at the Department of Management and has participated in scientific activities of the University. She is interested in topics: Corporate Social Responsibility, business ethics, volunteering and community investment.

Petr Suchánek is an associate professor at the Faculty of Economics and Administration of Masaryk University, Department of Corporate Economy. His research is focused on business performance, quality management, and product quality and consumer satisfaction.

Eva Svirakova is a lecturer at the Tomas Bata University in Zlin, Czech Republic. Since 2008 she has been working on projects dealing with systems thinking and system dynamics. Lately she has focused especially on cultural events and creative projects that concentrate on creative industries. Eva has lectured courses in Project Management and Donator Management.

Katarzyna Szelagowska-Rudzka. Is an academic teacher at Gdynia Maritime University in Poland, PhD in Management. Her favourite subject is Human Resource Management and also employees direct participation. She is interested in management style and management, too.

Łukasz Sienkiewicz holds a Ph.D. in human capital management from Warsaw School of Economics, where he is currently employed as an Associate Professor at the Department of Human Capital Development. He specialises in human capital management and labour market issues. He is an expert in European Employment Observatory of the European Commission and national skills forecasting expert at CEDEFOP.

Agnieszka Chlon-Dominczak is an Assistant Professor at Warsaw School of Economics and Educational Research Institute. She was previously a Deputy Minister in the Ministry of Labour and Social Policy. Co-author of the pension reform in Poland introduced in 1999. She is a consultant of World Bank, ILO and the OECD. She also is a researcher and author of publications in demography, pensions, labour markets and education.

Katarzyna Trawińska-Konador graduated with a major in German and Dutch from the University of Warsaw. She studied at the University of Leuven in Belgium, the Freie Universität in Berlin and the University of Vienna. Ms. Trawińska-Konador acquired extensive hands-on professional experience in education working as director for studies at private continuing education institutions. Her main fields of professional interest include vocational education and training, continuing, non-formal and informal education, and distance education.

Asta Valackienė is a full professor at Kaunas University of Technologies, Panevezys Faculty of Technologies and Business, Economics and Business Department, doctor of Social Sciences (Sociology). The areas of scientific interests include Sociology – (05 S) and Management (03 S). Main research areas: Investigation and Analysis of Social Phenomena, Methodology of Social Research, Changes Management, Crisis Management, Public Relations and Corporate Social Responsibility.

Frank van Outvorst holds a bachelor's degree in Business Informatics and a master's degree in Management Science. He is co-author of the BiSL-framework which was published in 2005. Frank is active as an independent consultant on governance of IT associated with The Lifecycle Company and he has an association with the University of Applied Science Utrecht.

Asya Vavilova is an assistant professor of the Economics Department in the New Siberian Institute. She has received her PhD In labour economics in 2013. The sphere of her scientific interest contains points in analysis of administrative work and studying the enterprises' organizational culture.

Theo Veldsman. Work Psychologist. Extensive research and consulting experience over the past 30 years, inter alia in organisational design. Theo is head of the Department of Industrial Psychology and People Management, University of Johannesburg, South Africa. He has published widely. He has chaired the Society of Industrial and Organisational Psychology of SA. He has been President of the SA Psychological Associations twice.

Paul Yong is currently Managing Director of a multinational company specializing in international trade, involving business partners in the US, China, Singapore and Indonesia. He holds an MA in international business and serves as a Program Director for an American public research university, supervising an Asian Business Program that focuses on development of global market entry strategies

Marcin Zawada received his MSc and PhD degrees from Czestochowa University of Technology. His areas of interest include modelling and forecasting of electric energy demand, electric energy exchange, statistics and dynamical econometrics. Currently, he is Lecturer at Department of Econometrics and Statistics and Deputy Dean of Program-Organisation of Faculty of Management.

Mustafa Kemal Atatürk With his Transformational Leadership Features in Performing Organizational Development and its Implications for Military Leaders

Zekeriya Aktaş

War Colleges Command, Army War College, Istanbul, Turkey

Abstract: In a world of rapid change and development, there is nothing constant. So many things have changed from the past to today. It still goes on changing. In order to stay alive and to stand up to time fearlessly, organizations and institutions should renew themselves in these days of rapid change. Successful organizations are always the ones that renew themselves. Healthy development in an organization is only possible with a transformational leader. A transformational leader makes the organization stay alive by moving it forward. The aim of every organization is to stay alive. Many meanings and missions are attributed to the notion of leadership. It branches into many different groups. One of which is transformational leadership. A transformational leader is not only responsible for himself but also for his group and region. A transformational leader is inspirational. One of the features of a transformational leader is to and provides encouragement. He is the kick-starter and self-confident. He is the one who finds practical solutions. The vicious circle of problems these days can only be solved through transformational leadership. In a world of rapid change, innovations occur in the military sphere as well. Wartime strategies changed with the help of developing technology. Commanders also adopted the notion of transformational leadership and they applied it to their institutions and organizations. It has been seen that any commander who adopts and applies transformational leadership is much more successful. When we analyze the historical process, one of the best examples is for transformational leadership is M. Kemal Atatürk. The great leader Atatürk carries all the traces of transformational leadership. Atatürk became successful in his institution and he carried the success of his institution to the future. Within the frame of this study, the developmental process of transformational leadership, the characteristics of transformational leaders, Mustafa Kemal Atatürk's transformational leadership characteristics and implications of transformational leadership in the armed forces as an organization are discussed. As in all areas with this work in the field of military leadership of Mustafa Kemal Atatürk, fulfilling the complete elaborate organizational factor in the understanding of transformational leadership "as a model" aimed. Mustafa Kemal Atatürk through transformational leadership of the organization to adopt factors of the fundamental objectives. This research is a descriptive survey model and Correlation analysis

was used in the content analysis technique. Mustafa Kemal Atatürk practice his uniqueness in the most complicated moments of bravery in all areas to accommodate the vision in the most arduous battle, guided by emotions and mind with a rational solution even managed to overcome all the work and an example for all of these aspects and has inspired us. Mustafa Kemal Ataturk is seen all traces of transformational leadership. Mustafa Kemal Ataturk, these properties will rise to the desired level is reached if the organization applied internalized by all employees and managers.

Keywords: leadership, transformational leadership, organizational development, Mustafa Kemal Ataturk, change

Managerial Work Effectiveness and Organization Culture: Exploratory Study With Russian Banks

Anna Bagirova¹, and Asya Vavilova^{1,2}

¹Ural Federal University, Ekaterinburg, Russia

²Siberian Transport University, Novosibirsk, Russia

Abstract: Negative trends in the Russian economy force to look for the ways to increase effectiveness of human resource involvement. It refers to managerial human resources as well. Nowadays their work has to be aimed, among other things, at development and realization of non-conventional systems of personnel motivation. Controlling corporate culture can become one of the motivation instruments, new to Russia. Despite a large number of theoretical and practical works connected with this phenomenon, some questions nevertheless remain unresolved. The main of them is a role of organization culture in a control system of a company. The article represents the analysis results of organization culture of two banks operating at the Russian market. One of them is Russian, another one is European. There we realised participant observations, time studies, expert survey (the heads and the key staff of Russian consulting agencies, business schools, audit companies and also key heads of the investigated banks' branches were interviewed); analysed internal documents. Our methodology included calculation of three groups of indicators: innovation (progressiveness), administrative stability, costs of ensuring organization culture. For an innovation level assessment we calculated communication level indicators, a proportion of creative operations and intellectual labour in work of the banks' personnel. For an assessment of administrative stability we calculated the level of organization's adaptation to the external environment, types of administrative decisions, the level of employees'

focus on professional development and training. Besides, we analysed structure of the banks' expenses and estimated a proportion of the expenses directly or indirectly connected with organization culture. In the course of the analysis it was established that banks operating at the Russian market have different organization cultures. We revealed a set and a level of company's values typical for each type of organization culture. Furthermore, we found interdependence between components of organization culture and managerial work effectiveness indicators. Within our research such indicators include innovation, productivity, legitimacy, employee loyalty, quality of employee performance, pro-activity. Thus, the conducted research showed that it was possible to increase managerial work effectiveness through organization culture. Basing on our results we offered organization culture adjustment and modernization directions for two Russian banks. During further studying we plan to develop specific instruments and administrative decisions aimed at managerial work effectiveness increase in these banks.

Keywords: organization culture, managerial work effectiveness, bank

Studying the Structural Topology of the Knowledge Sharing Network

Madeleine Block¹, Tatiana Khvatova², Dmitry Zhukov³ and Sergey Lesko³

¹Saint-Petersburg State University, Saint-Petersburg, Russia

²Peter the Great Saint-Petersburg Polytechnic University, Saint-Petersburg, Russia

³State University of Information Technologies, Radio Engineering and Electronics, Russia

Abstract: Nowadays, both the business world and the world of academia strongly consider the ability to manage knowledge efficiently as one of the core competences of an organization. Theorists and practitioners especially recognize the importance of knowledge sharing: it is assumed to be one of the key factors of successful knowledge management. Certainly, knowledge itself is widely dispersed in the organization: it is kept by individuals and groups, embedded in their interdependent networks of collaboration and communication including communities of practice, research team memberships, co-publishing, co-inventing, exchanging thoughts and ideas, etc. Nevertheless, building up the process of knowledge sharing from one individual to another or from one department to

another still remains a challenge for the majority of organisations. The overarching idea of this paper is to contribute to a better understanding of collective action and to foster collaborative activities within organisations. In this research, the focus lies on studying intra-organisational knowledge sharing. In more detail, we investigate the knowledge interaction network. In doing so, the percolation theory is regarded as the theoretical umbrella. In general, percolation processes result from the interaction of two forces – ‘connectivity’ and ‘receptivity’. In this study, the first reflects the number of connections between actors in the interaction network, while the second describes the actors’ ability to absorb knowledge. The latter force of ‘receptivity’ is based on work-related trust among the actors within a given network. This paper refers to leading academic opinions in the literature on Knowledge Management, demonstrating how trust is an essential factor impacting knowledge sharing and that there is a reciprocal effect between social interaction and trust. Following an introduction, this article explores the interrelationship between the concepts of knowledge and trust. The percolation theory is then presented and superimposed onto the knowledge sharing network and a trust-based percolation is modelled. In a further step, using the developed model, a percolation network is built upon empirical data sampled through an email survey completed by the employees and leaders of the financial transaction service departments of an international industry company. We develop our own computer algorithm and calculate the percolation thresholds within the network by combining various characteristics, thereby revealing what influences knowledge sharing. Fundamentally, this paper intends to contribute to the methodology of percolation networks in social sciences, and presents the practical implications of this theory.

Keywords: knowledge sharing, organisation, percolation, empirical research

University Governance as a Strategic Driving Force

Constantin Bratianu¹ and Florina Pinzaru²

¹Bucharest University of Economic Studies, Romania

²National University of Political Sciences and Public Administration, Bucharest, Romania

Abstract: The purpose of this paper is to analyze different models of university governance, considering universities from Europe, USA, Australia, and Japan, and to find out what are the key success factors for university governance to become a strategic driving force. University governance can be defined as the constitu-

tional forms and processes through which universities govern their affairs. From a process point of view, university governance can be seen as extending right through the institution from a governing body, down through senates and academic boards to faculty boards and departmental meetings. The governance has an important role not just in ensuring accountability for funds received from the government, but in opening the university toward the wider needs of society. The university governance model in US is similar in many aspects to the corporate governance, which creates a very good strategic driving force. In UK, the famous Oxbridge model for the university governance is based essentially on academic self-governance because it was derived from the medieval concept of a guild of masters recognized by Pope as an academic corporation of higher learning. In Japan, and Australia universities have been incorporated with a significant impact on their governance. In Central and Eastern European countries, universities have a lower level of autonomies since they are coming from a centralized education system. In some of these countries, university governance has primarily a responsive function and is far from being a strategic driving force. For these universities, a new perspective on university governance is a timing issue to be debated and adopted.

Keywords: collegial governance, corporate governance, governing body, strategic thinking, university governance

Corporate Performance Measures of Intellectual Property and Innovations

Veronika Burešová and Lilia Dvořáková

University of West Bohemia, Pilsen, Czech Republic

Abstract: Enterprise performance and competitiveness can be supported and secured in current social conditions by innovations in the measuring and managing of enterprise performance system. Globalisation and phenomena associated with it lead to changes in conditions in which company meets its key customer segments. It enhances the pressure on business entities, which are forced to reassess their current systems of enterprise performance management. The main aim of the paper is to map, to analyze and based on the acquired results from realised research to evaluate the attitude of enterprises towards quality improving of the human capital, their innovation activities and their performance measurement. It will be determined and presented significant measures which are used (or it is the intention to monitor them soon) within the human resources performance and

innovation performance measurement and management in business practice. Recommendations for business practice – middle-sized manufacturing companies in the Czech Republic in the researched area will be proposed. It would lead this type of companies to the higher level of performance, success and the long-term competitiveness. It is a result of the theoretical approaches evaluation to the enterprise performance measurement and takes into account the empirical findings obtained on the basis of the primary research as well. Data collection within the performed primary quantitative research was done in the period autumn – winter 2014. The group which the research focused on was formed by medium-sized manufacturing companies in the area of pro-export oriented economy. Complete data from questionnaire survey were collected and obtained from 128 companies from Pilsen region and Karlovy Vary region of the Czech Republic. The quantitative research results show that despite the indisputable strong causality among innovation ability, human capital quality and enterprise performance, the business entities in the Czech Republic in practice do not attach too much importance to the measurement and management of the innovation performance of an enterprise and the human capital performance. Although the influence of traditional production factors and sources of wealth for keeping the competition advantage in the current economic environment is getting smaller rapidly. And it is especially innovations and their enforcement on market that can build a significant competition advantage in the world economic competition in the long term. To keep the business growth, enterprises must be managed by the manner which would support intellectual capital growth. Knowledge management (in a form of motivated, well versed employees willing to work as much as possible for the company) becomes still more significant in maintaining and strengthening of corporate competitive ability. The paper was made within the project SGS-2015-021 Development of financial management approaches as a tool of company value growth.

Keywords: innovation, innovation performance measurement, intellectual property, medium-sized manufacturing enterprise, questionnaire survey

Role of a Manager in Creating Organizational Trust in Small and Medium-Sized Enterprises

Felicjan Byłok, Leszek Cichobłaziński, Arnold Pabian and Marcin Zawada

Faculty of Management, Częstochowa University of Technology, Częstochowa, Poland

Abstract: This paper is a theoretical discussion on the role of a manager in building trust in small and medium-sized enterprises and an empirical presentation of the creation of orientations towards trust in SMEs. In the first section of the paper, the authors described the theoretical bases of organizational trust, the issues of creating trust in an organization and presented the state of research on trust in Poland. However, in the second section the results of empirical research have been presented on the chosen aspects of trust in SMEs. The principal aim of empirical research was the search for answers to the following questions: What is the level of trust of managers and employees in the analysed enterprises? What is the scope of the orientation of managers towards the creation of trust and the orientation towards building trust realized in SMEs and does it differ from the fundamentally larger enterprises? In the search for answers to these questions, surveys were carried out in enterprises in the province of Silesia. The results attained during the course of research indicate the differences between the analysed enterprises in the sphere of the occurrence of the orientation towards creating trust. In micro and small scale enterprises, there is a relatively lower tendency of managers to build trust among employees than in larger enterprises. In large enterprises there is a greater degree of conviction of the impact of trust on the improvement of the competitive position on the market.

Keywords: organizational trust, culture of trust, trust management, manager, small and medium-sized enterprises

Ownership Concentration and Foreign Investment in the Czech Republic: Development and Context

Ondřej Částek and Lukáš Konečný

Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic

Abstract: The matter of the optimal ownership structure has been the focus of corporate governance researchers for more than 80 years. There is agreement among academicians that these issues are still an important topic, as they may affect the strategy, performance and competitiveness of a business. The unfamiliarity with these issues is more pronounced in the Czech environment, where there is a lack of up-to-date data. Due to the fact that the effect of ownership concentration and structure is strongly affected by the legal system and other country-level specifics, conclusions of studies from other countries are not fully applicable to the Czech economy. This paper first reviews and synthesises the

results of previous studies on ownership concentration and structure in the Czech Republic. In addition, it brings new empirical evidence about the development of ownership concentration and structure in the Czech Republic between 2004 and 2012 which is based on data from more than 5,700 companies. Moreover, the development of ownership concentration and structure in the Czech Republic is put into the context of the transition of the Czech economy from a centrally planned economy to a free market economy and further significant events such as the monetary crisis in the late 90s, the accession to the EU or the financial crisis in 2008. To meet the length limit, ownership structure is proxied with a share of foreign capital in this paper. According to the results, ownership concentration is very high in the Czech Republic and has grown since 1993 with a few exceptions only. For a better comparison of the results from the different sources, ownership is expressed in several different ways (T_1 to T_5 , T_{10}) for the period for which the primary data is available. The development of shares of foreign direct investment is also analysed. This paper is primarily a review study, but it also fills in gaps in the evidence of ownership concentration and structure of Czech companies. It is often stated that the “Continental Europe” model tends to exhibit higher levels of concentration and more frequent bank ownership, whereas the “Anglo-American model” is characteristic by dispersed ownership with a strong presence of institutional owners. The Czech corporate governance model was two-tiered until the end of 2013 and the typical ownership concentration was said to be higher than in other countries with a two-tiered model. It is important for researchers to be able to quantify this difference. Since the beginning of 2014, Czech companies have been able to choose between two-tiered and single-tiered models. Therefore, a complete and precise quantification put into broad context is important for practitioners too.

Keywords: ownership structure, ownership concentration, FDI, GDP, economic transition, review

Research of China’s Outward Direct Investment Determinants: The Perspective of Multiple Distances

Yan Chen and Rui-rui Zhai

Beijing University of Posts and Telecommunications, Beijing, China

Abstract: This paper examines the role of various distances between home and host countries in shaping the decision of foreign direct investment. Using a panel dataset of Chinese firms which have invested in 43 countries and regions during

2003-2009, we show that institutional distance is favourable to Chinese investment, while economic and cultural distances negatively affect Chinese investment. Further, technology distance displays an inverted-U shape with Chinese investment. These findings point to the importance of going beyond firm boundary to consider various distances between home and host countries in making investment decisions. And these findings are helpful to Chinese business managers to make foreign investment decisions.

Keywords: ODI, location selection, institutional distance, cultural distance, technological distance

Content Analysis for the Value System of Tae-Joon Park: Based on Hermann's Leadership Trait Assessment

Dong Ju Choi¹ and Yunsuk Cha²

¹Sookmyung Women's University, Seoul, Korea

²Dong-A University, Busan, Korea

Abstract: This paper presents two types of content analysis methods to examine the value system of the founder of POSCO, Tae-Joon Park. First of all, this study evaluated the leadership traits of Park through Hermann's Leadership Trait Assessment method. Among the seven leadership traits identified by Hermann, Park scored the highest in 'task orientation' and 'conceptual complexity', whereas his score for 'distrust of others' was close to zero. In order to verify these three traits, an analysis was carried out on the co-occurrences and frequency of the words Park used in speeches, interviews, meeting minutes and others. As a result, Park appeared to be focused on accomplishing in 'education', 'national development' and 'world market'. Since the co-word analysis can suggest how much the speaker emphasized a certain topic, but not define the causal relation between the words, this article refers to case studies and biographies on Park to establish a framework of his value system. In conclusion, this study shows that Park's value system is based on his trust and respect for people, as well as his ability to think under complex circumstances and his capacity to carry out his patriotic service by managing POSCO.

Keywords: cognitive mapping, content analysis, leadership, POSCO, Tae-Jun Park, value system

Ethical Leadership Based on Organizational Conflict Management in Collective Disputes Resolution

Leszek Cichobłaziński, Arnold Pabian, Felicjan Bylok and Marcin Zawada

Faculty of Management, Częstochowa University of Technology, Poland

Abstract: Contemporary organizations operating in a highly turbulent environment have high demands in terms of both technical and social skills towards their employees. Still it is forgotten managers are expected to raise their social competences. Present organizational reality requires a totally new type of leadership, which on one hand is effective in terms of reaching strategic objectives and on the other hand – it meets ethical standards which is about considering the interests of employees in the whole process of organization management. In this context, one may use the term of a ‘sustainable leadership’. Counterproductive behaviour of employees requires a new approach to management in organizations. The role of organizational stress, which often triggers dysfunctional behaviour in organizations should be taken into account in this approach. This is why the problem of ‘organizational justice’ will be raised, as it is a key value in motivating employees and increasing their productivity. The concept of a ‘Self Defeating Organization’ is another theoretical perspective to be applied in the following analysis. Namely this is an organization which developed reaction mechanisms for outer threats, which in consequence, lead to self-destruction. The type of leadership has a decisive meaning for reaching strategic goals in an organization, as its leader is the one who decides about the shape and basic rules of its functioning. In other case, the company will not be able to effectively compete at the contemporary market, as a constant change is one of its distinctive features. Therefore decisions the managers make are loaded with high level of risk. An effective utilization of human potential in organization is indispensable in these highly complex circumstances as it becomes a strategic resource. In order to provide this kind of effectiveness, managers need to present the modern style of leadership, which is far from negative motivating, influencing by fear and ignoring interests of organization members. Development of an organization can be assured by development of human resources, what has a significant meaning in the knowledge-based economy. High qualifications of employees usually go hand in hand with a highly developed need of development and self-realization.

Keywords: ethical leadership, organizational misbehavior, toxic leadership, organizational retaliatory behavior, conflict management

Is Corporate Governance a Structure, A Process, a Group of Policies, or Something Else?

Peter Crow¹ and James Lockhart²

¹Massey University, Palmerston North, New Zealand

²College of Business, Massey University, Palmerston North, New Zealand

Abstract: Over recent decades boards of directors and corporate governance have become the subjects of much research. Many definitions and concepts of corporate governance have appeared in the literature—more so as knowledge about companies; shareholdings; boards; management; board–management interactions; and, control has expanded. However, no singular concept of corporate governance appears to have been universally accepted. This deficiency is most likely because the ontological basis of the phenomenon/field is yet to be resolved. The empiricist concept in the literature, frequently cited in practice holds that corporate governance is a structure, a process, policy framework or some combination of all three. However, boards, board–management interaction and corporate governance seem to be “the product of a plurality of structures” (Bhaskar, 1989, p. 3) that can be associated hierarchically. Thus, the continued pursuit of a single immutable truth about boards; a one-size-fits-all theory of board–management interaction; an optimal board structure; or, a universal market-based or policy-based corporate governance system may be futile. Though the practitioner community has at various times embraced *all* such arguments, the socially dynamic nature of boards and the open system within which they operate must be accounted for if credible explanatory theories are to emerge. This conceptual paper comments on the various concepts/constructs of corporate governance that have been proposed in the literature. Informed by boardroom observations, it seeks to advance the preliminary work of Crow, Lockhart and Lewis (2014), by providing an alternative conceptualisation that seems better suited to corporate governance and how boards actually work.

Keywords: corporate governance, critical realism, mechanism

Leadership, Job Satisfaction and Organisational Trust in Non-Profit Organisations: The Case of a Syrian Humanitarian Organisation

Serene Dalati and Tamim Kbarh

Arab International University, Damascus, Syria

Abstract: The purpose of this research paper is to develop a theoretical framework which examines the relationship between leadership, organisational trust and job satisfaction at a no-profit organisation in Syria. The model investigates functional staff perception of leadership, job satisfaction and organisational trust. The research bares critical significance as the above mentioned dimensions guarantee the existence, survival and sustainability the organisation under study. Leadership behaviours include charismatic, visionary, and servant leadership. A quantitative approach is employed to design a questionnaire survey to identify the appropriate conceptualisation of integrated leadership attributes and behaviour items (Dalati 2015). Organisational trust and job satisfaction scales are adapted from previous studies (Warr et al 1979, Cook and Wall 1980). Back translation from English to Arabic is conducted to improve the validity of the scales. Reliability test is constructed to measure internal consistency of the scales. Descriptive analysis is constructed before correlation analysis can be applied. The paper argues that effective leadership is strongly related to interpersonal trust at work and job satisfaction. There is no prior research on the above mentioned dimensions in Syria. The paper aims to be a pioneer in the field of organisational leadership, job satisfaction and trust in humanitarian organisations in Syria. The application of the research is extremely important.

Keywords: leadership, charisma, non-profit organisations, NGOs, organisational trust, job satisfaction

Cavalry Officers’ Nonverbal Communication and its Relation to Perceived Leadership and Superior Performance

Gilberto Fernandes, Carlos Rouco and Irina Golovanova

Department of Postgraduate Studies, Military Academy, Lisbon, Portugal

Abstract: The present paper focuses on how nonverbal communication elements are correlated with leadership behaviours of military junior leaders and how these constructs affect the superior performance of their followers. Our data show that the facial expression (smile) and the eye behaviour are the ones that have a positive and most pronounced correlation with the subordinate’s perception of self-confidence, self-control, courage, empathy, and influence / reference of their commanders. The factors “extraordinary effort” and “satisfaction” are also posi-

tively related. On the contrary, gestures such as “crossed arms” and “point one’s finger” have a negative correlation with the subordinate’s perception of “self-confidence”, “self-control”, “courage”, “empathy”, and “influence / reference” of their commanders. In this case, the factors “extraordinary effort” and “satisfaction” are also negatively related. We conclude that the use of certain gestures may contribute to a positive or negative perception of a commander by his followers thereby influencing their performance.

Keywords: nonverbal communication, leadership behaviours, superior performance, cavalry junior officers, military context

Workplace Bullying: The Endgame

Susan Fletcher

University of Central Lancashire, Preston, UK

Abstract: Research from around the world indicates that workplace bullying is endemic. Evidence suggests that a significant number of managers intimidate, humiliate, oppress and ostracise their subordinates. Why do they do this and how do they get away with it?! The principal aim of this qualitative research is to find out. After identifying a considerable number of ways in which bullying is manifest, the deleterious health consequences for targets are examined: exposure to excessive, prolonged stress can be lethal. At the very least, bullying undermines employee wellbeing and damages the organisational culture. This, in turn, tends to diminish the productivity of the organisation as well as increasing its exposure to litigation. In order to find solutions, it is necessary to acquire deeper insight into the causes of the abusive behaviour. To this end, one possible explanation is postulated through examination of the personality traits and conditioning associated with authoritarian leadership. The author suggests ways in which callous disregard for others can be mitigated by drawing upon the latest psychological research findings. The author also evaluates the sufficiency of the legal protection of employees from bullying, using the UK as a microcosm. It is evident that not enough is being done in the UK to ensure health and safety compliance with regards to protection from intimidating behaviour, although there are some promising initiatives in Europe and the US. Typical internal workplace 'grievance' procedures are also examined and practices which skew the outcome in favour of the employer are identified. The paper concludes by identifying avenues of further research into recruitment, orientation, training and appraisal strategies which might be usefully implemented to encourage ethical leadership. A key objective of this paper is to provoke discussion about the state of play in other countries and share best practice in promoting healthier workplaces.

Keywords: workplace bullying and harassment, corporate psychopaths, occupational stress, employment law, ethical leadership, employee wellbeing and dignity

Networking Behaviors of Managers and Non-Managers in Public and Private Sectors

Marzena Fryczyńska

Warsaw School of Economics, Warsaw, Poland

Abstract: Networking is not a contemporary phenomenon, it widely affects the functioning of organizations and employees. Networking has been a topic of scientific interest since the 1930's. Research to-date tackles various issues including: work satisfaction (Kilduff and Krackhardt, 1994), positions of all actors in a network (Brass, 1995) and the network positions of managers (Burt, 2004). Related to human capital management issues the analysis in networking perspective covers: work results (Uzzi 1997, Linden et al, 2001), recruitment (Fernandez et al, 2000), employee assessments (Burt, 2005), career development (Higgins and Kram, 2001), promotions (Podolony and Baron, 1997) changes in pay (Burt, 2005, Seidel, Polzer and Stewart, 2000) and labor-market mobility (Granovetter, 1983). Forret and Dougherty (2001) defined employees' networking behaviors as "individual efforts in developing and maintaining relationships with others who have the ability to promote the work and career". It is an interesting perspective for research. The article presents the networking phenomenon as an employee attribute. The corresponding theoretical and empirical research was conducted in order to answer the primary research question: How does networking differ between managers and non-managers in the public and private sectors? The networking behavior questionnaire, based on the Forret and Dougherty Scale (2001) was employed. The survey was conducted among 373 respondents in 2015, in Poland. The sample covered managers (N=75) and non-managers (N=238) employed by either the private (N=190) or public sector (N=148) and within a rather young age range: up to 35 years of age (N=248) and those holding at least a bachelor's degree (N=340). Statistical analyses were conducted to verify the hypotheses. It was confirmed that generally managers engaged in networking behaviors more frequently than non-managers, despite the sector they work for – public or private. Private sector managers more often displayed behaviors such as: maintaining contacts and socializing with others than managers from the public sector. In the case of non-managers, sectors where they are employed in played a significant role. Non-managers from the private sector showed networking behaviors more frequently than those working for the public sector. They behaved as networkers in maintaining contacts, socializing, engaging in professional activities, and increasing internal visibility more often than non-managers of public sector entities. On the other hand non-managers from the public sector more frequently participated in church and community. The research findings are worth considering from a scientific perspective, and by practitioners implementing public management.

Keywords: networking behaviors, managers, non-managers, public sector, private sector, Poland

Social Communication in Management: Implications in Recruitment Processes of Latin American Countries

Ginevra Gravili

Department of Economics, University of Salento, Lecce, Italy

Abstract: Purpose - The landscape of recruitment is changing. The use of social media communication in the recruitment processes chosen by firms allows the selection of active and passive candidates, increasing competition and reducing the costs of recruitment. In this context also Latin American SME's are facing intense efforts to adapt to change by becoming more prompt and efficient in achieving their recruiting goals. Sometimes, however, social media communication could contrast with the established norms and traditions of cultural dimensions of these countries. The purpose of this paper is to examine the relationship between cultural dimensions and social media communication. Focusing on this correlation we can understand the role of new recruitment strategies as social recruitment, in Latin American countries compared to the rest of world. Design/methodology/approach - This paper proposes an empirical analysis that examines the effects of cultural values on social media by considering Hofstede's Cultural Dimensions. In particular, a multiple linear regression model was employed to test the hypotheses on a sample of sixty countries, of which twenty are Latin American countries. Findings - The results show that there is a correlation between cultural dimensions and social media communication. Considering that social media communication have a positive effects on recruitment in these countries, if government implemented effective policies to ensure social media access for all, Latin American small and medium enterprises could select "the best workers". Research limitations/implications -. This work can be useful for managers to understand that the challenge is due and it must be not only organizational but, above all, cultural (Normann, 1996). Originality/value – The study represents an original contribution to understand if social media communication is a change driver strong enough to bring about a radical shift in recruitment processes and if it is able to generate positive effects in the Countries. Moreover, Latin American policy implications are discussed.

Keywords: social media communication, recruitment process, HRM, Latin American countries

Diagnostic Tool to Identify Emerging Leaders in Military Contexts: Case Study of Group Dynamics

Pedro Guimarães, Carlos Rouco and José Borges

Post Graduate Department Studies, Military Academy, Lisbon, Portugal

Abstract: The present paper focuses on improving an existing diagnostic tool to identify emerging leaders in military contexts (military protocols, setting, tools and observers, although most of the sample participants were civilian). The main purposes are to identify and characterize emerging leader factors and to describe potential enhancements to the formal diagnostic tool currently used by the Portuguese Military Academy when assessing emergent patterns in leaders in small and informal groups. The diagnostic tool in use by the Military Academy is based on a questionnaire comprising 21 leadership behaviour items, a tool which was used for assessment in 100 group situation tests over the last decade. Upon analysis of data collected with this tool, we have assessed its efficiency and delivered an optimised tool featuring 11 leadership behaviour items. This revised tool was then used to assess 47 new group situation tests, generating therefore new data. One major outcome from the analysis of the new data is that the optimised tool provided a lower gap between the qualitative and the quantitative assessments (decreasing from 23% to 11%), suggesting an improvement of its accuracy. This observation suggests that a reduced set of leadership behaviour items to watch will enhance the assessment of group situation test, and will contribute to decrease potential observation errors and biases. Another major outcome from the statistical analysis of the data suggests that three leadership behaviours stood out as predictors for emergent leadership: planning and control, ascendancy, and motivation.

Keywords: emerging leaders, informal groups, leadership behaviour, group situation test, observation

Sales Leadership in Complex Business Environments

Pia Hautamäki

Business Programs, Haaga-Helia University of Applied Sciences, Helsinki, Finland

Abstract: The work of salespeople has become increasingly complex. Companies attempt to build long-term relationships with fewer suppliers, and competitive advantages arise from co-creating value with selected suppliers. Business-to-business (b2b) customers have access to a great deal of information and can choose their suppliers from among many sales organisations. Salespeople need the skills to act professionally and relationships in buyer–seller encounters in order to proceed further in customers’ purchasing process. Several people from different business units and from procurement on the buyers’ side often attend to the meetings and the purchasing. This changing, complex working environment has created different demands for leadership and selling which affect how b2b sales managers do their job. Different personality types have distinct leadership styles and abilities to adjust to changing circumstances. Consequently, analysing the Myers-Briggs Type indicator personality types (MBTI®) of salespeople is crucial to understand their leadership expectations. Only a few studies on sales leadership have addressed this complex business environment and b2b service selling, and most leadership literature has focused on managers and their insights into leadership. Therefore, we studied 16 salespeople and their expectations for sales leadership in a mixed-methods research that combined interviews and MBTI’s of salespeople. In the qualitative research, we found that sales leaders often use autocrat/directing style to give orders or simply give salespersons a budget and then let them attempt to survive. Consequently, salespeople desire more coaching, professional support and opportunities for team working and for creating competitive, valuable solutions in collaboration with customers. However, we found that the reward structures in sales organisations do not support team work. The MBTI’s of the salespeople confirmed the needs raised up in the qualitative part of the study. This study reveals that research is needed to develop sales leadership to better fit today’s complex business environment in which salespeople need to be able to add value to their customers and build long-term relationships.

Keywords: sales leadership, complexity, business-to-business environments, selling, personality types, salespeople’s expectations

What are the Relationships in Human Oriented Performance Management?

Rob ter Hedde¹ and Benny De Waal²

¹TWST, Adriaan Dortsmanplein 3, The Netherlands

²University of Applied Sciences Utrecht, The Netherlands

Abstract: For organizations it is important to translate the strategy and goals of the organization in tangible targets for the employees. Therefore, based on previous research into performance management and on theories of organizational behaviour, culture and performance a model was developed to measure human oriented performance management in organizations. This model consists of four dimensions: strategy translation, dialogue and action orientation, continuous improvement and organizational learning, and information and visualization. Strategy translation is about the translation of the objectives and strategy of the organization into a focused, well-balanced set of Key Performance Indicators. Dialogue and action orientation about the involvement of management and employees in dialogues and focused on actions to improve performance. Continuous improvement and organizational learning is about the focus of management and employees on challenging themselves and the current performance of the organization. Information and visualization about the understanding of the information within reports and dashboards. The assumption is that the link between strategy and action within an organization is established by means of initiating and keeping in motion of two continuous learning/improvement loops. In this paper we investigate how these loops occur between the dimensions of human oriented performance management. Survey data was collected among 146 employees of different organizations, and additional 16 interviews. The results show that anchoring the objectives and strategy of an organization in the minds, hearts and hands of people is crucial for performance improvements and only becomes significant within the direct and personal work relationships. Consequences of the findings are discussed in relation to optimize human oriented performance management.

Keywords: human oriented performance management, strategy, dialogue, organizational learning, information, quantitative and qualitative research

A Complexity Approach to Value Co-Creation Through Business and Sports Cooperation

Harri Jalonen

Turku University of Applied Sciences, Finland

Abstract: This conceptual paper increases the understanding of how value can be co-created through sport and business cooperation. Through the lenses of value co-creation and complexity thinking, the paper discusses various manifestations

of value and explores how value is co-created and co-destroyed in business and sport cooperation. Although there are some studies which have adopted the value co-creation approach in the sports context, these studies are, however, mainly focused on the collaboration between sports and fans – not between sports and business. Therefore, the paper contributes to the further understanding of value co-creation by expanding the concept into a relatively new domain. The paper has practical implications for managers who aim to find new ways of using sports in promoting business.

Keywords: value creation, complexity thinking, sport

Power Shifts and Board Roles in SMEs: A Multiple Case Study

Wafa Khlif¹, Coral Ingley², Ines Belghith Masmoudi³ and Lotfi Karoui⁴

¹Toulouse University Business School, Barcelona Campus, Spain

²Auckland University of Technology, Auckland, New Zealand

³Gulf University, Manama, Kingdom of Bahrain

⁴Ecole de Management de Normandie, Le Havre, France

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 classified 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

Institutional Transformations and Legitimacy in the Russian Higher Education System: Empirical Evidence From Within Academia

Tatiana Khvatova¹, Svetlana Dushina² and Georgy Nikolaenko²

¹Peter the Great Saint-Petersburg Polytechnic University, Saint-Petersburg, Russia

²Centre for Sociology of Science and Technology in Saint-Petersburg Branch of the Institute of History of Science and Technology, the Russian Academy of Sciences, Saint-Petersburg, Russia

Abstract: In today's world, institutional changes in Russia's educational landscape are mainly defined by global trends - transforming traditional Humboldt research universities into entrepreneurial universities. The driving forces of these changes are: massification of higher education, changes in state policies, growing multidisciplinary, the high cost of research, and so on. In this paper we investigate the reactions of academics in national research universities (NRUs) in Russia to the new institutional arrangements recently introduced by the state: universities are being transformed into entrepreneurial organisations ruled by new public management principles (NPM). The productivity and efficiency of this new managerial strategy are mainly defined by the attitudes of all actors, or stakeholders. As such, it is very important to investigate local responses on a workplace level, in order to understand how insiders – lecturers and researchers – view the structural changes taking place within Russian universities. In order to do so, an empirical research of lecturers in five NRUs in St. Petersburg has been organized. Using specific examples of institutionalism and questionnaires, we assessed the academic perceptions and evaluations of certain changes which have been taking place in Russian universities over the last five years. The neo-institutional theory, being a legitimate key concept, is taken as an interpretational resource for this research. According to this concept, novelties will take root more easily if they are perceived by relevant actors as being legitimate. Gaining legitimacy requires a process of transversion of novelties into an order, arranged and accepted by the actors. The practices of NPM implementation in Russia, as can be seen from the respondents' answers, are accompanied by an expansion of administrative personnel, along with growing complexity in solving organizational problems, paperwork and reporting. Such excessive regulation of scientific activities and educational processes has never been characteristic of the educational environment or cognitive culture of a university. In our case, it is acknowledged that the introduction of extraneous managerial practices and excessive regulation into the scien-

tific sphere provoke resistance and antagonism among insiders. Based on this study, it should be acknowledged that the process of legitimisation in universities currently causes serious complications: a clash between new managerial approaches and the cognitive culture of universities currently exists. This is one of the major issues to be discussed by all stakeholders.

Keywords: institutional transformations, legitimacy, universities, new public management, empirical research

Ethical Standards for Regional Authorities in Creation of Strategy for Regional Development

Joanna Kizielewicz

Gdynia Maritime University, Gdynia, Poland

Abstract: Citizens expect that politicians, civil servants and public officers will comply with ethical standards of honesty in a more rigorous way than any other professional group. A large number of international institutions have developed Codes of Ethics and Codes of Conduct for public servants, politicians and elected power-holders that should ensure the impartiality, objectivity, balanced ratio between the interest of individuals and society. The temptation to unethical behaviour appears on various stages of public activities. For example, public authorities in sixteen regions in Poland are responsible for development policy and are obliged to prepare Strategies for Regional Development (SRD). This process is time consuming and requires involvement both the representatives of public sector and also different groups of interests. There are two main stages in the process of preparing of SRD in Poland where ethical dilemmas appear. The first stage is connected with public consultation on priorities and activities that should be included in SRD. Various groups of interests solicit turning on their initiatives and investment to SRD. Regional authorities are then subjected to pressure of some parts of those entities and even temptations for corruption. The second stage relates to creation of a document of SRD. Practice in this respect, as it is shown by research, is different. Some regional authorities outsource preparation of this type of document in invitation to tender directed to external entities, independent experts, consulting companies or scientists from universities. Meanwhile, the others decide to prepare SDR by themselves with involvement of workers employed in organizational units of public institutions. The purpose of this article is to assess ethical behaviour of regional authorities in the process of preparing SRD in Poland. The article presents results of surveys carried out in all public regional

institutions responsible for SRD. The results of the study may be an interesting source of information for representatives of public institutions about unethical behaviour that can reveal in the process of creating strategic documents important for sustainable development of regions.

Keywords: codes of ethics, public institutions, ethics

Personality Traits of Managers and Success of Firms: A Case of Lithuanian SMEs

Renata Korsakiene¹ and Danuta Diskiene²

¹Department of Economics and Management of Enterprises, Vilnius Gediminas Technical University, Vilnius, Lithuania

²Department of Management, Vilnius University, Vilnius, Lithuania

Abstract: SMEs are confronted with various problems impacting their performance. Limited resources are seen as the most significant issue, restricting activities and growth of small firms. A number of scientific investigations have identified crucial role of owners/managers in the survival and long-term success of firms. The investigations, related to personality traits and entrepreneurial behavior, demonstrates mixed results. Some studies revealed that the performance of SMEs is determined by the characteristics of owners/managers and different research results highlighted the positive relationship between personality traits and success. Other studies did not disclose such relationship. The paper aims to compare personality traits of owners and managers and investigate the relationships of personality traits and success of small firms. The study attempted to test a set of traits grounded on prevailing literature. Self-efficacy, proactive personality, tenacity, need for achievement, stress tolerance, goal orientation, need for autonomy, innovativeness, endurance, flexibility, passion for work are being analyzed. The data revealed lower perceived traits of owners such as stress tolerance and lower perceived creativity of managers. The study demonstrates positive relationships between a number of personality traits and turnover increase of small firms. The research data enabled to gain insights into personality traits of entrepreneurs and managers and elaborate proposals for future investigations.

Keywords: management personnel, entrepreneurship, individual differences, personality characteristics, success indicators, Lithuania

Servant Leadership and Project Management: Examining the Effects of Leadership Style on Project Success

Camilla Krog and Krishna Govender

Regenesys Business School, Johannesburg, South Africa

Abstract: Most project leadership studies focus on understanding the role and power position of the project manager, with very little research on understanding the effect of leadership style on a project team and the project's success. Although there is no definitive leadership style that is preferred when leading projects, researchers have recognised servant leadership as being a model that may assist in overcoming many of the challenges a project leader may face. More specifically, this study aimed to understand the relationship between a project sponsor's servant leadership traits of altruistic calling, emotional healing, wisdom, persuasive mapping and organisational stewardship and a project team's empowerment, commitment, trust and innovative behaviour. A survey was conducted among a non-probability sample of 48 project team members from among a population of 257, comprising project managers, business analysts, and IT staff of a medium sized fleet management organisation that is in the process of implementing an entirely new Enterprise Resource Planning (ERP) system. Through inferential statistical analysis, using structural equation modelling and path analysis, it was determined that persuasive mapping has the strongest impact on employee innovative behaviour, followed by employee commitment and trust mediated by employee perceived empowerment. However, wisdom and organisational stewardship had a negative impact on employee perceived empowerment. Project sponsors need to exhibit persuasive mapping, altruistic calling and emotional healing traits due to the significant influence that these have on employee innovative behaviour, commitment and trust, albeit through their perceived empowerment. The findings provide fruitful implications to both practitioners and academicians, in that project leaders should adopt and exhibit persuasive mapping and altruistic caring leadership qualities, in order to make their employees feel empowered, and consequently stimulate their innovative behaviour, commitment and trust.

Keywords: leadership, servant leadership, project leadership, project outcomes

Testing the Effectiveness of Potential Managers' Leadership Styles

Ladislava Kuchynková

Masaryk University, Faculty of Economics and Administration, Brno, Czech Republic

Abstract: This paper looks at the effectiveness of leadership style by testing a sample of 413 potential managers made up of senior students from distance-learning courses run by the Department of Corporate Economy at the Economics Faculty. The objective of this paper is to identify the factors which might affect the level of effectiveness of leadership style attained by the respondents. In order to achieve this objective, three hypotheses were verified concerning the assumption that the effectiveness of leadership style is influenced by the manager's gender, his/her personality and the nature of the company's economic activities. In order to determine the level of effectiveness of individual managers, the LBAII® original methodology from Ken Blanchard Companies was used. Given that one of the factors being tested was the manager's personality type, a supporting tool was used to ascertain this in the form of the Myers Briggs Type Indicator (MBTI) questionnaire, one of the most well-known and widely used personality typologies today. The results of the empirical research were analysed using parametric tests and presented in the form of contingency tables. It transpired that out of all the observed variables, the organisation's economic activities had the greatest influence on the effectiveness of leadership style. This suggests that respondents who have no experience of managing staff tend to think about the effect of decisions affecting their subordinates in terms of the company's predominant economic area of operation, a finding that may inspire further research by other research workers.

Keywords: effectiveness of leadership style, LBAII®, MBTI, manager's gender, manager's personality type, character of an enterprise's economic activities

Explore or Exploit? Board Failure at a State Owned Enterprise

James Lockhart and Ghislaine Cousins

Massey University, Palmerston North, New Zealand

Abstract: Much research has been carried out exploring the attributes of, and relationships between directors, boards, governance and business performance. Despite that effort the establishment of relationships between these variables remains elusive. Causality is still yet to be established. This paper presents the results of the detailed analysis of the corporate failure of Solid Energy Limited, a state-owned enterprise in New Zealand, Solid Energy Limited. The research was conducted and is presented as case study in which the strategic decision-making business-performance relationship is explored in detail. Over the last two decades the practitioner community has been productive, both postulating upon and promoting the existence of the board-performance relationship. The collective response to achieving this outcome across the Anglosphere has emerged as either a principled-based approach or a rules-based approach. None of which has prevented the continued failure of high profile businesses. A key theme of these failures has been the concern over the actions, or lack of action of the board of directors. This case adds further support for this latter argument. Publicly accessible failure studies provide a window through which researchers can examine board decision-making, albeit retrospectively. Failure studies *can* provide a rich source of readily accessible data from which board behaviour – as a collective - can be identified. A historical review of the financial and productive performance of Solid Energy, since its inception in 1987 was conducted using the detailed timeline framework developed by Lockhart & Taitoko (2005). All the company's annual reports were analysed; CEO contributions and tenures reviewed; board composition and changes mapped; and, performance outcomes aligned to strategy as best possible using secondary data sources. Sources of failure, notably over-investment due to erroneous decision making were then identified. Those responsible for that decision-making, notably successive boards over a decade-long period are acknowledged as being accountable for the collapse of the company. What emerges from the analysis is something of considerable interest to both the strategy and governance communities: successive boards at Solid Energy are found to have been unable to resolve Benner and Tushman's (2003) productivity dilemma. While their commitments to exploration appear to be entirely admirable it is demonstrated to have come at the cost of their corporate's capacity to exploit. In the case of Solid Energy the boards' sustained conviction that exploration, rather than exploitation would provide a new and viable future for the company appears to have been pursued with scant regard to the company's balance sheet. Namely, the board(s) failed in their endeavour to resolve the productivity dilemma, what is demonstrated to be innovative exploration appears to destroy comparatively simple exploitation. Balance sheet gains were eroded over a sus-

tained period of time bringing the company to near bankruptcy; the board was subsequently 'rolled'; and, multiple efforts to restructure failed to produce the desired turn around. The course for the company's failure resulting in voluntary administration then liquidation emerges over the preceding decade. Successive boards appear unable to create an ambidextrous organisation at Solid Energy: strategic decision-making was flawed.

Keywords: corporate governance, organisational failure, state owned enterprise, productivity dilemma

From Calculator to Computer: A Critical Review of Employment Tribunals and how They Have Evolved Into an Important Dispute Resolution Service

Jonathan Lord

University of Salford, Manchester, UK

Abstract: The Employment Tribunal Service (ETS) is an alternative to internal workplace dispute resolution, which has facilitated a fluctuating increase in claims since the tribunals were established in 1964. Figures from the ETS annual report (2013) show 191,541 cases accepted by the tribunal in 2012 – 2013 and 186,300 cases in 2011- 2012. Research reports from the British Chamber of Commerce (2010) and Chartered Institute of Personnel and Development (2011) state that the Employment Tribunal System is "broken" due to the number of vexatious claims and the abuse of the system by claimants. A report by the Confederation of British Industries (2010) revealed that employers face an average bill of £8,500 to defend employment tribunal claims when those that settle can minimise the cost on average to £5,400. These reports have initiated business groups to successfully lobbying the Government to reform the employment tribunal system through recommendations such as claimants being required to pay a fee or deposit when making a claim. The statements by the two employers' organisations instigated a historical analysis of the ETS, from its foundations in the 1960's through to its widening jurisdiction as a result of the Donovan Commission and its constant modification over the last twenty years. The paper concludes that all stakeholders believe the tribunal system is an important aspect to resolving workplace disputes. In particular claimants and respondents believe that although there are resolvable challenges within the system, it is not a 'barrier to justice' but a system

that needs to be continually modernised to ensure that the service is accessible for people who have a genuine dispute with an organisation.

Keywords: employment tribunal, employment relationship, dispute resolution

Family Characteristics as Determinant of Succession Planning

Nadine Lybaert and Tensie Steijvers

Hasselt University (KIZOK), Diepenbeek, Belgium

Abstract: Even though succession planning ensures continuity of the firm, many family firms leave succession planning to chance. In our study, we investigate the potential drivers of the extent of succession planning based on a wide scale survey conducted at private family firms in Belgium. Contrary to previous studies in the field assuming that succession is largely under control of the incumbent leader of the family firm, we focus on family characteristics as potential drivers of succession planning. Our results indicate that these family characteristics matter: family firms which can rely on a competent family member to become the new CEO and intend to pass the firm to the next generation who is willing to take over the lead will be more likely to engage in succession planning. Family cohesion seems to have no direct effect on succession planning but seems to play an important facilitating role. To investigate this facilitating role, we incorporate moderating effects in our study. Our study reveals two important findings with respect to these moderating effects. First, if the family members/children are able to talk openly about their motivations, unwillingness, to lead the firm, it will still be hard and emotional for the incumbent to plan a succession to a nonfamily member. However, results indicate that the negative effect of the potential sale of the firm to a nonfamily member on succession planning is reduced when family cohesion increases. Second, results suggest that the presence of a competent family successor will increase succession planning if family cohesion is very high. The presence of more than one competent successor or the presence of competent as well as incompetent potential successors can create conflicts within the family. However, family cohesion will facilitate succession planning as it will avoid these conflicts among the family members. High cohesion means that the family can maintain boundaries between the family and the business which makes it easier for the incumbent to plan for succession to the child/family member he/she perceives as being (most) competent. The cohesive environment allows the CEO to discuss his/her choice for the successor openly with the other children/family members.

Keywords: private family firms, succession planning, family characteristics

Do job Positions Matter in Emotional Labor and in its Relationship With job Performance?

Shaozhuang Ma¹, Gabriela Silva¹, Virginia Trigo¹ and Victor Callan²

¹Instituto Universitário de Lisboa (ISCTE – IUL), Business Research Unit (UNIDE-IUL), Lisbon, Portugal

²School of Business, University of Queensland, Brisbane, Australia

Abstract: A central focus of emotional labor research is on the frontline service workers and empirical research on managers has so far been rare (Humphrey 2012). Moreover, only limited research has examined the impact of emotional labor on job performance (Duke et al. 2009) and such paucity is aggravated if we consider samples from China. Considering these gaps in the literature, this study has three research questions. First, do employees at different hierarchical positions report different levels of emotional intelligence or does emotional intelligence increase as the job position increases? Second, do employees at different hierarchical positions report different levels of emotional labour or does emotional labour increase as the job position increases? Third, do levels of emotional labour predict levels of job performance across different positions in organizations? We address the research questions with a sample of 245 managerial professionals from business organizations in mainland China. Significant differences were found on emotional intelligence between those in senior positions (i.e., director or above) and ordinary employees. In addition, the results show that among ordinary employees, emotional intelligence and emotional labor are important predictors of job performance. Moreover, emotional labor has a moderating effect in the association between emotional intelligence and job performance, such that high levels of emotional intelligence were more likely to be associated with high levels of job performance when the demand of emotional labor increased. The relationship does not hold true for the managerial positions in our sample. This study suggests that the interaction effect between emotional intelligence and emotional labor does not hold equally true for employees in different positions.

Keywords: emotional labor, emotional intelligence, job performance, leadership

Leading Change in Management Education in Department of Management

Ludmila Mádková and David Anthony Procházka

University of Economics Prague, Prague, Czech Republic

Abstract: Globalised environment supported by fast ICT development change the rules and ways how business is done. New generation of managers and entrepreneurs needs knowledge on management relevant to these changes. The paper discusses the process of change happening in Department of Management, Faculty of Business Administration, University of Economics, Prague. The goal of the change is to adapt the way management is taught according to stakeholders' needs and in comparison with the standard of teaching the subject abroad. The Department of Management has a new manager (department chair) who initiated all the necessary changes to meet new requirements for modern management education. He assembled new team responsible for management courses and chaperons the change. The change happening in the department is a transitional change and its character comprises both process and product innovation. The product innovation is represented by the change in the syllabi of individual courses, especially in the general management course. The process innovation covers all process changes related to this change. In our paper we are focusing on the way these changes are managed and lead. At the moment we are approximately in the middle of the process of the change and relevant information is at disposal. We are mainly focusing on two views. The first is the view of the head of Department of Management and his perceptions of the changes made. The second is the view of academics who participate in the change. The topic is interesting for academic debate for the sake of several reasons. Firstly, the change is a sensitive change, and not everyone finds it befitting. Secondly, all people who participate in the change are knowledge workers. Some of them are experienced academic staff (used to previous status quo and style of work), some of them are new. We would like to identify tools, ideas and methods, the manager uses in leading this highly specific group of employees through this considerable change. We would also like to find out how academics perceive the change, its individual phases, the impact they have on knowledge, pedagogical process and their own lives and carriers.

The comprehension and argumentation will be based on interviews and analysis of the answers. The findings will be based on research planned for late April 2015 that will take place in University of Economics, Prague while preparing changes in general management course.

Keywords: change, management, leadership, management education, team leading

Intuition in Managerial Decision-Making: The Results of the Empirical Study

Kamila Malewska

Poznan University of Economics, Poznań, Poland

Abstract: The complex and turbulent environments of contemporary organizations make it difficult or even impossible to make decisions in accordance with the rational decision-making model. Changes in the managerial environment, which are taking place at an increasingly fast pace and are becoming less and less predictable, are leading to a situation in which information is becoming quickly outdated and, in some cases, it is not very reliable by the time of its acquisition by managers. Moreover, the amount of information that managers acquire is increasing every year, which means that the level of saturation brings about changes in the decision-making model: from decision-making under conditions of incomplete information towards conditions of information overload (Kowalewski, 2012, p. 504). As a result, managers are forced to rely on their intuitive abilities that allow them to use new perspectives and approaches in problem-solving, and to identify essential information from the perspective of decision-making. The goal of this paper is to present the issue of intuition in both theoretical and practical terms, especially to determine the frequency of the use of managerial intuitive potential and the factors determining its impact on the effectiveness of decision-making processes. The paper consists of two main parts. The first one presents the essence and characteristics of intuition, as well as guidance for its effective use in practical decision-making. Then, the empirical and analytical part attempts to determine the status and determinants of the use of intuition in practical decision-making. The analysis involves a Polish food company "Fawor", which employs more than 300 workers. This study of relevant literature and empirical data in the area of intuition was conducted within the research project "The impact of managerial intuitive potential on the effectiveness of decision making processes", financed by the National Science Centre, Poland (funds allocated on the basis of decision No. DEC-2014/13/D/HS4/01750).

Keywords: intuition, rational analysis, decision-making process

Ubuntu, Collective Leadership and Ethics: A South African Case Study

Evangelos Mantzaris and Pregala Pillay

Anti-Corruption Centre for Education and Research of Stellenbosch University (ACCERUS), Cape Town, South Africa

Abstract: The article will outline the dialectics of the relationships between *Ubuntu* (African Humanism) and collective organisational leadership with the creation and enhancement of ethics. It will be shown that Ubuntu, that equates to "human kindness"/"humanness", when it is transformed into an organisational reality ceases to be a philosophical concept. It ultimately leads to the realisation of "the belief in a common organisational bond of sharing that connects all employees at every level of a private or public entity". It is known that corruption in all its forms and guises has become an international challenge. Thus, in spite of an increasing number of studies on the ethical climate, little is known of the relationship between 'African Humanism' and its effect on both collective leadership and the transition from corruption at individual and group levels to ethical behaviour. It will be shown that the organisational implementation of Ubuntu within public or private entities could pioneer an ethical climate and cement the relationship between ethical climate and work outcomes. It will be shown that Ubuntu will ultimately strengthen and cement, through collective leadership, the relationship between an ethical climate and organisational level collective (OCB) and climate strength. The theoretical /conceptual underpinnings of the article will be empirically tested by the practical implementation of '*ubuntu*' in a South African rural municipality which in two years has achieved a clean audit. The same municipality before the new leadership was assigned was bankrupt and under administration for three years.

Keywords: Ubuntu, leadership, ethics, governance, and organisation

Ramon's Leadership in the new Israeli Labor Union: The Histadrut

Yaffa Moskovich

Zefat Academic College, Israel

Abstract: In Israel, the old Histadrut, or organization of trade unions, was founded as a welfare agency, it employed about one third of the labor force, and it was the dominant health-service provider, primarily funded by insurance premiums. As a socialist entity, the Histadrut was linked politically and economically to the Labor Party, which helped fund it while in power. The old Histadrut was managed on a political basis, and suffered from organizational decline, including huge debts and economic bankruptcy in most of its institutions and assets. In 1994, a new leader, Haim Ramon, was elected to run the organization. Acting against union members, Ramon transformed the Histadrut into a confederation of autonomous labor unions, selling off Histadrut enterprises and assets to private investors, and severing all political ties. This paper demonstrates the unusual union leadership style of Ramon, who downsized, weakened, and destroyed the Israeli union, while most union leaders act to empower their organization.

Keywords: goal transformation, organizational decline, privatization, trade union, leadership

The Role of Intuition in Problem Solving in the Department of Defence of the Czech Republic

Monika Motyčková and Jiří Richter

University of Defence, Faculty of Military Leadership, Department of Management, Brno, Czech Republic

Abstract: The aim of this paper is to introduce partial conclusions of the research "Solving Unstructured Decision-Making Problems in the Department of Defence of the Czech Republic." The research was carried out in 2012 in the Department of Defence of the Czech Republic by a part of the executive team for intention of organizational development. The research method, a questionnaire survey, involved 137 employees of the Department of Defence, working at all of the management levels. The research dealt with questions of the effective problem solving in the Department of Defence of the Czech Republic, and its aim was to identi-

fy the major factors affecting the problem solving, and barriers that enter the decision-making process. This article deals with a question of a use of intuition while solving problems. One of the partial results of the formalized questionnaire survey was the identification of the degree to which intuition is used at different levels of management in the Department of Defence, and consequent division of the respondents into groups according to the degree of the intuition use in decision making. Another result, which is to be presented in the article, is the characteristics of those groups of the Department of Defence employees who use intuition with problem solving to different extents, and identification of common and different features of those groups. The results found by the research are related to problems solved in the Department of Defence, when the respondents gave their opinions on the use of intuition, and the reason for its use based on the agreement or disagreement with the statements formulated by us. The data were evaluated by means of the methods of descriptive statistical analysis. Cluster analysis was employed in order to divide the respondents into the groups according to the degree of the use of intuition. Based on the executed data analysis it can be concluded that there are certain differences among the Department of Defence employees who use intuition to different extents while solving problems in the Department of Defence. These differences refer to the methods of managerial decision making which are used within the decision-making process and evaluation, as the individual decision-making process stages get difficult for commanders to carry them out. The resulting findings can be utilized mainly in the management of the Department of Defence, where the executed research shows to what extent problems are solved by means of intuition in one of the organs of the central state administration, and to what extent this is done on a rational basis, that means based on documentable and standardized methods. Considering the fact that intuition is used also by decision makers in the private sector, the findings can be beneficial also for comparison with the practice of decision making of high and middle management in companies.

Keywords: intuition, decision making, decision making proces, ill-structured problems, problem solving, using methods, rationality, the Department of Defence

The Impact of Employee Engagement on Organisational Change in a Telecommunications Organisation

Zanele Ndaba and Charlotte Anthony

Wits Business School, University of the Witwatersrand, Parktown, South Africa

Abstract: There are limited empirical studies that discuss the role of human resources management in change project. This research contributes to the manner in which projects could be managed in enhancing the engagement of employees, particularly in an emerging economy. Studies on employee engagement indicate that employing engagement strategies, during times of change, can greatly improve the success rate of improvement initiatives. The study objectives were to determine the impact of employee engagement, during implementation of a project. In particular, we examined how employee engagement affects the success of implementing change programmes. The research question is: how does employee engagement influence the success of change management initiatives? The model of Towers Watson was used to establish the engagement levels of respondents. The research methodology selected was qualitative in nature, drawing a sample from an organisation in the telecommunications industry where fourteen employees across different levels were interviewed. The participants comprised individuals who were affected by change, in the Finance Division. Thematic content analysis was used to interpret data. Findings indicated that engagement levels of employees fluctuated during the change implementation process. However, most of the respondents displayed low levels of engagement, suggesting that the change assignment was partially successful. Recommendations based on the findings include the need to improve communication, planning of future ventures, need to support employees, and improve on the reward and recognition practices, during the transition process. These findings may provide useful insights on employee engagement to organisations that are planning and implementing an improvement on their systems, practices, and procedures.

Keywords: employee engagement, change management, human resource management

The Values That Characterize Portuguese Artillery Officers on Active Duty, Reserve Duty and Retirement

Diogo Neves¹, Carlos Rouco¹ and José Nascimento²

¹Portuguese Military Academy, Lisbon and

²Instituto Superior de Ciências Sociais e Políticas, Portugal

Abstract: In the present Applied Research Essay we will survey the values that characterize Artillery officers on active duty, reserve duty and retirement, and also measure how the conscious development of their values toward the exercise

of command is ordered. The objective of this study is to do an integrated approach to the values of the Military in general, and of Artillery officers in particular, so that we can answer the question “Which are the values that Artillery officers consider the most important for the exercise of command” through the identification of the values perceived in the past, present and future and their classification by frequency and importance. Qualitative and quantitative methods were used on both parts of the thesis. On the first part, most of the data were collected using documental analysis to form the literature review, where theoretical questions related to the context and evolution of the concept of value, the importance of values in the Military and their identification were discussed. On the second part, the inductive method was applied to identify the values that characterize Artillery officers. The data was obtained from exploratory interviews with active duty Artillery officers, and from an online survey directed at active duty, reserve duty and retired Artillery officers. The data collected from twelve interviews and from one hundred and twenty six valid answers to the online survey was then analyzed and discussed. The results allowed us to conclude that the values that characterize an Artillery officer are Loyalty, Integrity, Sense of Duty, Discipline, (Leadership by) Example, Honesty, Rigor (Accuracy), Perfectionism and Minutia. These values, while in line with the past, are adapted to modernity and to current technological environment. We expect that an analogous process will occur in order to adapt these values to the Artillery officers of the future.

Keywords: values, military values, artillery officers

The Profession of Business Information Management

Frank van Outvorst^{1,2} and Benny De Waal²

¹The Lifecycle Company / ASL BiSL Foundation, Utrecht, The Netherlands

²HU University of Applied Sciences, Netherlands, The Netherlands

Abstract: The crucial role of information systems and information technology (IS/IT) for organizations is unquestionable. IS/IT is increasingly penetrating into the core of organizational performance, IS/IT usage is still growing and expenditure on IT/IS is high. At the same time, the management of IS/IT is considered pivotal in ensuring successful use of IS/IT in organizations. The scope of IS/IT management deals with a wide range of activities, starting with system initiation, through design, realisation, system implementation and finally to post implementation or system assimilation. To manage these issues, in 2005 the business information services library (BiSL) was published. BiSL is a framework for business

information management. Since then BiSL has developed to an industry standard for business information management in the Netherlands. BiSL was developed for different purposes, such as an instrument for professionalization, establishing a common vocabulary for the field of business information management, and to create a connection between information strategy/governance and operational business information administration. At the end of 2014, a survey was launched to get insights in the profession of operational business information management. The BiSL framework was used to define and formulate (a number of) survey questions. Purpose of this survey was to collect data on people working in business information management at an operational level on the following topics: Background (education, profession, experience) Financial compensation, job description Organizational background (size, IT budget, number of people in IT service management, number of people in business information management, importance of information systems/IT) BIM department (size, kind of activities, relationship with business, size of process portfolio, size of application portfolio, documentation, use of annual information plan) Relationship with end users (user satisfaction, size of user organization, nature of relationship) Relationship with IT service providers (number, size, use of SLA's, role of SLA's) and other stakeholders Content of BIM (activities, results, obstacles, boundaries, relationships with corporate governance of IS/IT policies) Education, tooling and other support (need for education, use of BiSL, necessary adjustments/additions to BiSL, other frameworks/methods, need for tooling) Data was collected among 56 professionals in the field of business information management. To analyse the data quantitative and qualitative techniques are used. The findings of the survey show that the BiSL framework must be adjusted on several issues to be successful. To accomplish this, the paper ends with some recommendations.

Keywords: business information management, profession, BiSL framework, quantitative and qualitative research

Performance Evaluation of Start-Ups by Using BLUES Methodology

Jindra Peterková, Zuzana Wozniaková and Dita Skopalová

VŠB – Technical University of Ostrava, Faculty of Economics, Czech Republic

Abstract: Small and medium-sized enterprises are the engine of growth and innovation in a competitive market economy. Start-ups are small and medium-sized enterprises that are highly innovative, that do not have enough starting capital, and that are expected to earn high profit after barriers are overcome. Start-ups usually appear in high technology and information technology fields and employ inhabitants of local regions. Business incubators provide the necessary background for start-up firms especially discounted office space, consulting, and other services. In spite of the important role of business incubators in regional and the national economy, in the Czech Republic there is no institution that registers business incubators, start-ups and spin-offs. This lack of information results in a situation that makes interdependency and cooperation of incubators is nearly impossible. At the same time the effectiveness of existing start-ups and spin-offs is not evaluated periodically so that needed feedback is missing which makes viability improvement more difficult. The quality and range of services connected with infrastructure will have to be changed to be able to support development of innovative firms, to convey contacts between businesses and institutions of research and development and to provide tools supporting results of research and development in companies. Services should also provide mediation and facilitation of access of firms to applied research. The aim of the paper is to evaluate performance of start-up firms by using methodology BLUES". There have been described a several ways how to evaluate performance of young companies, but there have not been introduced many methods for evaluation of start-ups. Methodology BLUES is one those focused on start-up firms and their evaluation.

Keywords: strategy, enterprise, start-up, business incubator, evaluation.

Supply Chain Management and the Fight Against Corruption: a South African Case Study

Pregala Pillay and Evangelos Mantzaris

Anti-Corruption Centre for Education and Research of Stellenbosch University (ACCERUS), Cape Town, South Africa

Abstract: Since 1994, the South African government has many comprehensive legislative and regulatory frameworks regarding supply chain management principles. However, very few municipalities as well as national and provincial departments and entities have achieved clean audits. All of these laws and regulations relating to public procurement are implemented through a large number of independent statutory instruments with some catering for specific procurement practices and others for par-

ticular sectors of industries. In some respects such division of the rule is unproblematic and even inevitable. In general, however, this fragmentation of public supply Chain management (SCM) law results in a less-than-ideal regulatory regime. The empirical component of the article will compare five local municipalities, guided by a District Municipality and their supply chain policy implementation that have led to different results, showing conclusively that following SCM regulation is only a part of the problem. The difference lies in the details associated with a combination of factors such as the proliferation of suppliers that are not tax compliant failure to use comprehensive processes for quotations and bids, incorrect use of preference points systems, appointment of bid committee members not aligned with policy requirements insufficient motivation for deviations from SCM procedures, inadequate controls and procedures for handling bids and so forth. The comparative empirical example will pinpoint the existence of continuous poor policy implementation and operational flaws in institutional SCM oversight that open the door to corrupt practices as they are rooted in weaknesses such as the inability of employees to interpret and apply SCM policies and standards. On the other hand the reality of the existence that SCM is carried out within a decentralised legal framework at two distinct levels, operational and regulator will be analysed.

Keywords: supply chain management, corruption, legal framework, policy requirements, and institutional challenges

Does Firm Leadership Matter for Country Growth?

Joaquim Pina¹, Virgílio Cruz-Machado² and Fernanda Llussá¹

¹Departamento de Ciências Sociais Aplicadas and CEFAGE-FCT/UNL, Faculdade de Ciências e Tecnologia, Universidade Nova de Lisboa, Caparica, Portugal

²Departamento de Engenharia Mecânica e Industrial and UNIDEMI, Faculdade de Ciências e Tecnologia, Universidade Nova de Lisboa, Caparica, Portugal

Abstract: Differences in country economic performance call for explanations that land in the so-called Total Factor Productivity (TFP). The quest for a specification led us to inquire if mode of management is an important driving force. That is, we ask if leadership has countrywide consequences. While addressing this issue, practical implications emerge as to the leadership ingredients that are desirable for high economic performance. Our results point out that different leadership styles affect economic performance depending on the growth quantile.

Keywords: leadership style, growth, convergence, factor analysis, quantile regression

Corporate Governance in Emerging Markets. Evidence From the Romanian Companies Listed at Bucharest Stock Exchange

Florina Pînzaru, Lucian Anghel and Alina Mihalcea

The College of Management, Bucharest, Romania

Abstract: Emerging markets play an increasingly important role in the global economy, given their high economic growth prospects and their improving physical and legal infrastructures (Dallas, 2011). Corporate governance affects firm performance and countries growth and development through several channels such as: increased access to external financing by firms, lower cost of capital, better operational performance and better relationships with all stakeholders (Ararat et al., 2014). In Romania, corporate governance is mostly used as a fashionable term, despite the fact that this strategic instrument used for increasing organisational performance, became a part of the economic life at the beginning of 2000 (Feleagă, 2008, p.9). Our study focuses on identifying the key corporate governance mechanisms implemented by the Romanian companies listed at Bucharest Stock Exchange as means for gaining the credibility of individual and institutional investors, in terms of: disclosure and business ethics, risk management, board composition and corporate performance management. In this regard, we will use a quantitative approach, based upon the Annual Reports from the most traded companies listed at Bucharest Stock Exchange indexed BET-XT, including financial investment companies. The content analysis is divided into two basic sections covering both financial performance aspects and the corporate governance aspects. Content analysis is basically used to assess the level of compliance with corporate governance code of conduct in prior studies. Our grid of analysis comprises 44 items and is based upon the financial, corporate governance and disclosure indicators elaborated by Uwuigbe (2011). The results of our analysis indicate that efficient corporate governance mechanisms don't have a positive impact on the financial performance and stock market valuation of the companies listed at Bucharest Stock Exchange, including those where the state represents an important shareholder (Nuclearelectrica, Transgaz, Transelectrica, Romgaz, SIF Oltenia, SIF Banat Crisana, SIF Muntenia). At this point, the most profitable companies in Romania are the ones that operate in the banking/financial services sec-

tor (Transilvania Bank, SIF Oltenia, SIF Banat Crisana) and oil, gas, petroleum and energy sector (Romgaz, Electrica, Transgaz, Transelectrica).

Keywords: corporate governance, organisational performance, market valuation, emerging markets, Romania

The Relationship Between Servant Leadership and Agency Problems: A Conceptual Model

John Politis

Charles Darwin University, Sydney, Australia

Abstract: Leadership and agency theory research still has to provide a conclusive response to questions “why do so many corporate scandals, budget deficits, and bankruptcies are witnessed in most of the OECD countries?” “Why private, government and even non-profit organisations are not addressing the challenges created from ethical failures”? This paper makes a contribution to this quest by addressing which of the inherent moral leadership components could reduce a potential conflict arising between managers and shareholders, i.e. agency problems. Relating agency problems to ethical leadership styles, such as servant leadership, in itself holds great promise for the development of the leadership and corporate governance fields, an area of inquiry that has not been fully investigated in the literature. This study reviews some of the root causes that contribute to agency problems and identifies theories of leadership that could achieve sustainable moral actions and ethical conduct, which in turn could reduce corporate scandals. The outcome of the paper is a conceptual model, which incorporates elements of ethical leadership and the underlying variables of agency problems. The proposed model is articulated into a research hypothesis, which could be tested empirically in future studies. Important implications for leadership and corporate governance will be discussed in response to the outcome of this study.

Keywords: agent, agency problems, creative accounting, ethical leadership, principal, servant leadership

Leadership Styles and Emotions in the Context of Military Urban Operations

Filipe Portela¹, Carlos Rouco¹ and Tatiana Gladkikh²

¹Department of Military Science and Technology, Military Academy, Lisbon, Portugal

²Winchester Business School, University of Winchester, Winchester, UK

Abstract: This research aims to contribute to our understanding of the role of military leaders in the management of emotions of their subordinates in their attempt to promote extraordinary effort, satisfaction and group effectiveness in military operations in built-up areas (military urban operations). Military urban operations in built-up areas are characterized by highly complex and stressful environments, from a physical and psychological point of view, where often the group operates mostly in small teams independently. In this quantitative study a survey was applied with eleven dimensions associated with emotions, three factors criteria (extraordinary effort, satisfaction and group effectiveness) associated with performance and three leadership styles (directive, participative and by delegation) associated with influence. The survey was applied to a sample of 149 military personnel, which were divided into three categories: 23 officers, 17 sergeants and 109 privates. According to the results of the study, during military urban operations the emotions that influence positively extraordinary effort, satisfaction and effectiveness are as follows: confidence, enthusiasm, flexibility, teamwork, motivation, concentration, vividness and self-control. The emotions that negatively correspond to the criterion factors are the following: stress, anxiety and patience. The paper concludes that the delegation style promotes higher levels of performance, satisfaction and effectiveness of a military group. The directive style should be adopted to the situations of high complexity, uncertainty and risk, when the subordinates need strong "voices of command" to keep the initiative of operations.

Keywords: leadership styles, emotions, extraordinary effort, effectiveness, satisfaction, military urban operations

Cooperative Ideals Versus Practice

Anu Puusa and Kirsi Hokkila

Business School, University of Eastern Finland, Joensuu, Finland

Abstract: The dual nature of cooperatives, their simultaneous business and member community roles, represent the core mission and identity of cooperatives, distinguishing them from other forms of business. However, there are in practice popular doubts about the existence, and particularly the manifestation, of this dual identity of cooperatives. This article focuses on the variety of interpretations and tensions inherent in the perceptions of cooperatives. The research questions are: Why do cooperatives evoke contradictory feelings and perceptions? What

kinds of issues cause these contradictions? Based on the findings of this qualitative case study, we conclude that the basic cooperative premises, values and ideology are considered to be highly positive and appealing, but simultaneously they raise many questions. We identified four “meta-contradictions” from the textual data: 1) While values such as equality and democracy that are built into the unique ownership structure of cooperatives are perceived appealing, they are simultaneously interpreted as negatively affecting the efficiency of a co-op. 2) The action logic of cooperatives is perceived to generate sustainability and stability, but on the other hand suspected of leading to mediocracy in a variety of action dimensions. 3) While the not-for-profit approach was appreciated, it seemed challenging to comprehend the idea of a business that aims to maximize value instead of profit. 4) The ideals of cooperatives seem to have a close fit with the needs and values of modern people, but they are not perceived as fitting into modern business logic. It seems that young people would like to believe in the existence of “a different kind of business”, but it is hard for them to believe in the sincerity of cooperatives’ dual mission. We argue that these contradictions are due to a biased understanding of cooperatives generated by a lack of knowledge and the dominance of the principles of private ownership.

Keywords: cooperative, dual nature, member community role, business role, conflict

A Competence-Mapping Model and Method for Organizations

Pascal Ravesteyn, Anita Bosman and Joris Mens

HU University of Applied Sciences, Utrecht, The Netherlands

Abstract: Our society is in the beginning of a digital transformation. As a consequence organizations need to change from the predominant hierarchical structure to one that is more dynamic and in which both organizational and employee competences are key to the success of the organization. To help organizations with this change we developed a competences-mapping model that consist of competences that each organisation needs, divided into three pillars. The first pillar consists of domain specific competences, the second are the behaviour competences and the third are the IT competences. The three sets of competences can vary between sectors or even organizations. For the behaviour competences research on the 21st century skills or sector specific human resource models can be used and for the IT competences we use the European Competence Framework (e-CF) as developed by the European Union. In this paper we focus on the development of the overall model and specific validation of the IT pillar based on e-CF. The e-CF provides a reference of 40 competences as required and applied within a Information and Communication Technology (ICT) workplace (IT department or company), using a common language for competences, skills and proficiency levels that can be understood across Europe. The research approach consisted of a literature study and one expert workshop with participants from a range of for-profit educational organizations to develop the model. Another two workshops were conducted to validate the overall model and the mapping mechanisms for the IT pillar. As a foundation to our model we used the Human Performance Technology (HPT) theory. HPT proposes the rigorous analysis of present and desired levels of performance in order to achieve transformation. Analysis of general performance was substituted with analysis of competences. The developed model identifies the competences gap between those needed by an organization (based on its vision and strategy) and those currently present in the organization. This information can then be used by management and human resources to improve employee competences (skills, knowledge and behaviour). Based on the validation workshops we conclude that the model has potential to help organizations with staff development and assessing potential staff candidates. Furthermore, the e-CF specific pillar also provides a common language on IT skills and knowledge for all European businesses.

Keywords: competences-oriented organization, domain, behaviour and IT competences, e-CF, competence framework

Tacit Knowledge: The way Ahead to Measured Leadership

Palma Rosinha

Military Academy, Cinamil, Lisboa, Portugal

Abstract: Although some research has focused on the nature of the work of leaders and their personal competence, very seldom its focus stands on what leaders know about commanding or leading. The different leadership models aim at being overarching, including “knowledge”, “aptitude”, “abilities” and “other characteristics” under the label of Competence. They do not, however, identify which specific knowledge and aptitudes that explain the performance and the processes of practical action. This paper addresses the study of tacit knowledge in military context, as an explanatory model of what platoon commanders “know” about commanding and leadership and how, in fact, they translate it while leading or commanding. Our approach is based on the Sternberg’s and colleagues theoretical model on tacit knowledge (1993,1995,1999), which allows for the analysis of the explaining factors/knowledge of platoon command. This model is explored in the analysis of command practice. For this endeavor, a sample of 80 lieutenant-specialist was selected for an exploratory study of psychometric characteristics of Tacit Knowledge Questionnaire. Further 401 students of the Military Academy participated in the Confirmatory Study. The Research results (Rosinha, 2009) show that tacit knowledge is a second order unidimensional construct, represented by four first order factors: (1) to motivate and care about subordinates; (2) to lobby and cope with the hierarchical superior; (3) to manage one’s “self” in front of subordinates; and (4) to manage one’s “self” in front of the hierarchical superior. In general, these results have clarified the influence of tacit knowledge in leadership styles and the importance of these variables in the promotion and development of command competences. The proposed model allows for the positioning of an individual in face of a spectrum of challenges and situations, and to analyze which specific behaviors are in the origin and subsequent application of a specific dimension or competency.

Keywords: practical intelligence, tacit knowledge, leadership and military command

Characterizing Performance Evaluation Systems for Corporate Directors

Marie-Josée Roy

University Laval, Québec, Canada

Abstract: Demands for increased involvement in corporate oversight have forced companies and boards to evaluate whether directors have the necessary skills and knowledge to participate fully in this process. Key stakeholders have emphasized specific policies and processes that must be implemented so the board can effectively discharge its responsibilities. Among these processes, performance evaluation systems (PES) have been identified as essential for superior board performance. Many have argued that, just as corporate performance evaluations provide feedback to improve performance, board and board members' evaluations represent a valuable opportunity to carefully assess both strengths and weaknesses and evaluate the board's role and contribution in creating and protecting shareholder value. Amid ongoing pressure to improve the effectiveness of corporate directors, this study explicitly examines how a performance evaluation system (PES) can influence key aspects of board performance. This study is based on the results of a survey of 89 leading Canadian companies. It focuses on three research questions: (1) What types of performance systems corporate boards have been implementing? (2) Are these specific types associated with particular company and board characteristics? (3) Are these specific types associated with differing benefits? A cluster analysis first led to the identification of three distinct types of PES (Exemplar, formal, and minimalist) based on their scope (number of elements covered by the PES) and their level of formalization. Second, we examined whether these three groups were associated with differing demographic and outcome variables. Results show significant differences between the three groups. Particularly, results demonstrate that "Exemplar" PES are positively associated with outcomes such as board effectiveness and greater involvement in critical board roles (strategy and monitoring). An examination of these issues should make a contribution to the literature on governance by providing much-needed empirical evidence on this topic. Further, we hope to provide practical guidance to companies and their board currently implementing processes aimed at improving the overall performance of their boards.

Keywords: performance evaluation systems, board of directors, board appraisal, board performance.

Governance in Advertisement Regulation Process in United Arab Emirates

Beena Salim Saji, Reshma Das John, Malini Nair and Roudaina Houjeir

Business faculty at Abu Dhabi Men's College, United Arab Emirates

Abstract: The United Arab Emirates has grown in great leaps as a country which can boast of very high achievements in different sectors of economy such as real estate, education, banking, retail, trading, telecommunications, airline and tourism, as well as in many other spheres. Complementing these developments, is a surge of advertisement activities which are aimed at attracting and retaining customers who are very diverse in nature. The advertisement industry hence is booming as the competition between companies are getting more and more aggressive. It is safe to conclude that with so many advertisements competing for the attention of the young Emirati population as well as the working expat community, there is significant pressure on advertisement agencies to make their advertisements more memorable. This may be leading to an exaggeration of values that the organization can give through their products and services, and may use language that may become just more memorable than accurate (Al Tamimi, 2013). As in the other countries, there is self-regulation for advertising in UAE, but there is a complex set of regulations that follow different laws. This paper is an attempt to explore the methods and processes that advertising agencies or organizations that create advertisements follow, to ensure compliance with these laws. The study used interviews with the advertising agency officials and government offices which control advertisements, such as the ministry of information and municipality sections dealing with advertisements, to understand the processes and methods of ensuring governance in advertising. The study adds value to the existing knowledge of advertisement governance and gives insights into the UAE perspective.

Keywords: advertising, governance, advertising governance, self-regulation

Innovation in Services: The Relationship Between the Innovative Nature of the Organization and the Contractual Relations Established With Workers

Marta Correia Sampaio, Maria Jose Sousa and Isabel Pinto dos Reis
Universidade Europeia, Lisbon, Portugal

Abstract: This study aims to determine if the focus on innovation is reflected on the work contracts established with the employees, in services sector companies. In recent years we are witnessing constant changes: the globalization of the economy, the emergence of new markets including the consumers' needs and preferences and these changes also influence the organizations, especially in the contexts of instability. They need to be different and create value for itself and for its employees and consumers. Innovation emerges as one of the main tools to achieve these objectives. In this context was defined the following research question "Do the Portuguese innovative companies from services sector have a pattern in the contracts established with the workers from the innovation area?" The workers of one organization are the main drivers of innovation: they investigate, learn, teach and share knowledge. It is their ability to find solutions and to be competitive that keeps and develop the innovative genes of the organization. The hiring of new workers entails a review of the industrial relations. According to Starzynski and Gibson (2008) "new blood is essential for new thinking" and the arrival of this "new blood" can bring to the organization a diversity of ideas and thoughts crucial for Innovation. If from one side new employees provides companies the flexibility and competitiveness needed, on the other companies search for the best way to have the worker the time is strictly necessary to answer the need but want at the same time motivated teams to accomplish the projects in course. To accomplish companies goals the employers uses either atypical or flexible labour relations - the employment contract term, "as well as the continued use of non-standard forms of contract: temporary work, part-time work, Job Sharing, work on call, work at home or telecommuting." (Vincente, 2008: 20), but it has negative aspects, especially at the level of confidence with new workers in their employment relations: these workers do not feel part of the company, carry out their duties with less motivation and commitment and this may be reflected in their productivity, implying costs for the company. To study this problem the research methodology used was quantitative and its operationalization was achieved through the application of a questionnaire to a sample composed by thirty innovative companies from COTEC database. For data analysis was used the SPSS software and the main techniques were descriptive and inductive statistical

analysis. This is a research paper that reflects the results of a study performed using a sample of innovative companies in the services sector, analysing the labour relations of the companies with its employees at the level of contractual relations established and the main results were: that the hiring style that innovative companies carry out is quite traditional, despite its innovative DNA doesn't stand out any innovative behaviour at the level of contractual relationships establish with their humans resources. On the other side this study gave us the evidence that there are no workers allocated to innovation in the Human Resources departments of our sample which could explain the traditional options about labour relations.

Keywords: innovation, labour relations, contractual commitments, skills

The Impact of Process and Knowledge Management on Perceived Effectiveness of Reverse Logistics

Radoslav Škapa

Masaryk University, Faculty of Economics and Administration, Brno, Czech Republic

Abstract: The main aim of reverse logistics is to retrieve the value from returned products, packaging, waste etc. by activities such as recycling or remanufacturing. For certain companies, reverse logistics can affect corporate profitability considerably. Previous research demonstrated that there are many factors of reverse logistics performance. The paper explores the link between effectiveness of reverse logistics (as perceived by managers) and two specific management domains: process and knowledge management. The multiple regression analysis on data collected from 144 companies confirmed that more effective reverse logistics is present in companies that dispose of more advanced knowledge and process management systems.

Keywords: reverse logistics, reverse flows, effectiveness, process management, knowledge management, multiple regression

University Role in the use of Graduates in the Creative Industries

Radomila Soukalová

Tomas Bata University in Zlin, Czech Republic

Abstract: Perspectives of growth of current global and European economies are nowadays often conditioned also by successful development and building creative industries. Creativity and creative class growth are currently considered to be one of the main prerequisites of sustainable business and successful development at both, level of individual nations and regions. However, not every region has the conditions for existence and growth of creative class. The ambition of this study is to demonstrate a way how to gradually find and identify these conditions. The introductory part of this study presents brief research of theoretical terms defining the areas of creative industries, creative class and the creative areas, and their impact on the state economy. Then the study, using the collection of secondary information, analyzes the aspects, which positively affect the creative class growth in various European countries, and explores the perspectives of creative class growth in the Czech Republic and its selected region. Given that the study deals with the identification of creative class growth, the main aspects at the regional level, the current situation was investigated by collecting primary information. The objective of the research carried out, was to define possibilities of the region's development by higher concentration of creative class and creative city image creation, and also to find an answer for the research question „What is or may be the importance of the university in supporting the graduates as freelancers“. Discussion and conclusion, on the basis of the results of research investigations and using referrals from other EU states, identifying conditions supporting the creative class growth at a regional level and defining the role of the university in supporting the graduates as freelancers in the area of creative industry. A comparison of the results led to designing the model „creative co-working center“, with characteristics of the activities identified by the analysis of research investigations. The model can then be used by the university in the implementation of supporting activities to enhance the employability of graduates – freelancers.

Keywords: co-owner, freelancer, creative industry, university role, creative class, university support

The Impact of Leadership Behaviors and Communication Styles of Military Leaders on the Performance of Followers

Pedro Sousa¹, Carlos Rouco¹, Fernanda Nogueira², Ana Carvalho³ and Damasceno Dias⁴

¹Department of Military Science and Technology, Military Academy, Lisbon, Portugal

²School of Social and Political Sciences, Lisbon University, Lisbon, Portugal

³Instituto Politécnico de Viseu – ESTGL, Viseu, Portugal

⁴Instituto Superior de Gestão, Lisbon, Portugal

Abstract: The aim of this research is to analyze and relate the leadership behaviors and communication styles required by Infantry junior officers in their daily command tasks, in order to influence their subordinates to achieve extraordinary effort, group effectiveness and satisfaction. For this study, the quantitative method used for obtain information was a survey. This was created comprising three questionnaires: one focused on leadership competences, another on communication styles, and the last one about three criterion factors (extraordinary effort, group effectiveness and satisfaction). The survey was conducted using a sample of 804 soldiers (30 Junior Officers, 81 Sergeants and 693 privates). The analysis of the data revealed that subordinates perceive that their commanders (junior officers) practice task oriented leadership behaviors, particularly on “mission orientation” and “decision making”. The behaviors exhibited by the officers strongly and positively relate with the assertive communication. Moreover, all leadership behaviors practiced by the officers are strongly associated to the criteria factors, with the exception of the leadership dimension “vision”, which presents weaker correlations. The leader dimensions that junior officers can conduct, to promote satisfaction, are interpersonal “conflict management” and “participative leadership”.

Keywords: leadership behaviors, communication style, criteria factors, military context, infantry

Is Social Responsibility Required in the Cooperation Among Universities, Businesses and Local Government in the Local Environment?

Edyta Spodarczyk and Katarzyna Szelałowska-Rudzka

Gdynia Maritime University, Gdynia, Poland

Abstract: The concept of Corporate Social Responsibility has been gaining popularity in Poland over the last decade. Enterprises are invited to actively engage in it by the European Union, which carries out its Horizon 2020 strategy for intelligent and balanced development promoting social inclusion, with its associated programmes and activities. State and local governments include the CSR issue in their regional development programmes. Numerous public bodies and NGOs also promote the CSR concept among enterprises present in the Polish market. Entrepreneurs can attend training sessions in CSR, receive grants to develop their CSR strategy or best practices to be later implemented in their companies. Universities carry out research dedicated to CSR and balanced development. As a result of the above, annual "responsible company" contests are held and reports summing up best practices in CSR are published. It may seem, that in Poland the concept of Corporate Social Responsibility is dynamically developing, and the CSR awareness of enterprises and involvement of government bodies and universities are growing. Thanks to cooperation based on the principles of social responsibility, various organisations should act according to the rule: "shared problem, shared benefit, shared responsibility. However, is social responsibility truly employed in practice by organisations, or does it remain just a declaration? To find the answer to this question, authors conducted empirical, qualitative research in the Tricity agglomeration (the Pomeranian Region of Poland), using individual in-depth interviews and in-depth focus interviews. The study was supposed to show, whether among the enterprises, local authorities and universities of the Tricity agglomeration, there were sufficient foundations, conditions and willingness to build mutual relationships based on the CSR principles – which could later strengthen collaboration and contribute to local development. Research was carried out in two stages. First, deepened individual interviews were conducted with representatives of those three circles. It followed from the interviews, that the development of collaboration between enterprises, universities and local authorities was perceived as not satisfactory. It encounters numerous limitations, barriers and negative experiences. However, there is no shortage of willingness to search for platforms of mutual understanding, to develop joint activities and to tighten the collaboration

of the three circles. According to the interviewees, such collaboration could give support to innovativeness, improve the situation and competitive position of each of the parties, and in result, raise the competitive position of the region, with benefits to its inhabitants.

Keywords: CSR concept, stakeholders, enterprise, university, local government, cross-sector cooperation

Critical Stages of Decision-Making Process by Commanders of the Czech Republic Defence Department

Eva Štěpánková and Jiří Richter

University of Defence, Faculty of Military Leadership, Department of Management, Brno, Czech Republic

Abstract: The article summarizes partial outputs of the research Solving Unstructured Decision-Making Problems in the Department of Defence of the Czech Republic. The research is focused on data acquisition and evaluation in relation to the use of methods of decision making and problem solving within the Defence Department. The principal aim is to identify the key characteristics of managerial decision making in the Department of Defence of the Czech Republic. The article deals with evaluation to what degree the problem-solving methods are used in commander's decision-making process. The main aim of the article is mapping the process of executing the managerial decision-making process in a selected organisation, particularly by the commanders of the Department of Defence of the Czech Republic. The next aim is to compare the course of decision-making process at the individual hierarchical levels of the aforementioned organisation. The following key research questions are explored: Which stages of decision-making process are considered the most problematic by the commanders, and why? Which stages of decision-making process do not the commanders execute at all, and why? Are there any differences in viewing the critical decision-making process stages at the different hierarchical levels? The conclusions indicate that the individual steps of the decision-making process cannot be unequivocally categorized, in other words divided into those that are in practice positively considered as problematic, or on the contrary as simple. Assessing the individual steps as problematic or simple to be carried out is notably balanced within the researched sample. Therefore it cannot be observed that the employees, who solve the decision-making problems in their everyday routines, would unanimously consider

some steps as demanding, while others positively indicating as unproblematic. The presented findings are particularly useful for managers working in organisations of the state and public sector. Such organisations show similar characteristics and specifics, and therefore it can be assumed that the employees of the given institutions perceive the decision-making processes similarly. The results can be also useful for managers in the private sector, optimizing the everyday decision-making processes, realising the necessity to carry out all the decision-making steps in sufficient quality and quantity.

Keywords: decision making, the Department of Defence, decision-making process, critical factors of decision making

The Influence of Customer Satisfaction on Corporate Performance

Petr Suchánek¹ and Maria Králová²

¹Department of Corporate Economy, Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic

²Department of Applied Mathematics and Computer Science, Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic

Abstract: The subject of this article is research into the influence of customer satisfaction on corporate performance. The research is based on the proposition that customer satisfaction affects corporate performance and that this is a positive influence. However, the question arises as to what (which factors) produces customer satisfaction, and in particular, which satisfaction factors have a significant influence on corporate performance. At the same time, there is the question of how strong an influence these factors have and what their measurement of satisfaction on corporate performance is. Financial performance can be examined from several perspectives and the authors found that there was a lack of research into the relationship between customer satisfaction and a company's efficiency measured by the indicator for asset turnover (ATO). If corporate management is aware of significant satisfaction factors and the extent of their effect, they can set out new policies affecting not only customer satisfaction but consequently corporate financial performance and sales. This research was conducted on the basis of two associated samples; on a sample of 182 food-industry companies and a sample of 4,255 customers of these companies. Financial performance is evaluated on the basis of the financial ratio ATO derived from accounting data. Customer satisfaction is evaluated using several satisfaction factors divided into four categories

related to intrinsic customer satisfaction, product quality perception, the competitiveness of the company and the characteristics of customer purchasing behaviour, which were represented by 31 quality-related factors in total. It was demonstrated that nine of them have a significant effect on ATO ratio. However, an interpretation of their effect on ATO was not straightforward and, in the case of some factors, was surprising. This was seen with product price in terms of its quality, product tradition compared to competitors, product flexibility compared to competitors and payment terms, which all affected the financial performance in a way which was contrary to what had been expected. On the other hand, frequency of purchase, willingness to pay the set price, product quality compared to competitors, price compared to competitors and product availability compared to competitors, all affected the ATO in the expected way. The research confirmed that customer satisfaction was reflected in the interest in the product, which led to an increased interest in the product, which was reflected in the income from the product. Income directly affected the company's efficiency and the assets turnover indicator which measures it.

Keywords: corporate performance, financial analysis, quality management, product quality, customer satisfaction

Leadership as a Public Good: Exploring the Wicked Problem/Solution Space

Juliette Summers¹ and Brian Howieson²

¹School of Management, The University of St Andrews, UK

²School of Social Science, The University of Dundee, UK

Abstract: This paper incorporates the work of John Dewey into a developing concept of *wicked leadership*. We suggest that *wicked leadership* is essential for the public good. We focus on Dewey's concepts of publics, where for Dewey (1927), the consequences of an act might impact significantly not only on the interests of those directly participating in the act but also on others affected by the act. The interests of the direct participants are said to be private, whereas those of the others are public, and these publics, therefore, have a shared concern with an act's consequences. As wicked problems have no uni-linear end solution, we argue that they do not require an 'an outcome-based private interest leadership approach.' Rather, wicked, and all post-normal, problems will require 'public interest leadership.' The paper will suggest that in dealing with wicked problems, rather than a leader creating a space that allows them (the leader) to 'ask the

right questions' (Grint, 2005), it is the organisation — embodying multiple public interests, some known to the organisation and others unrecognised — that becomes the problem-setting space. In viewing the organisation as comprised of a problem-setting space (or spaces), *wicked leadership* may then be about disempowering private interest leadership and embracing the absence left. Drawing on examples from post-normal science and post-normal healthcare, the paper concludes by suggesting that the issue becomes the reconceptualization of organisation using the concept of wicked leadership to become a space(s) within which a problem(s) can reside. It follows, then, that in wicked leadership, an absence or 'lack' must be embraced no matter how uncomfortable for some, since therein may reside public good.

Keywords: Dewey, public good, wicked problems, leadership absence

Dynamic Simulation as an Alternative Method of Creative Projects Management

Eva Svirakova and Radomila Soukalova

Tomas Bata University in Zlín, Czech Republic

Abstract: Earned Value Management method enables managers to carry out a complex analysis, not only in the planning phase, but also during its implementation. This method is correct and reliable, however too complicated and hence inapplicable in cultural and creative industry. The aim of the article is to introduce a new method, which fits the needs of a specific type of project with prevailing mental work. The article offers a solution which is in accordance with project management principles pursuant to international standards. This new resolution is enriched not only with managers' decision making elements, but also impacts such decisions on further development of creative projects. The main research method to achieve the objective of the article is the system dynamics (Forrester 1994, Sterman 2000), which comes out of a system thinking concept (Bertalanffy 1976, Senge 2007). The goal of the research is a creation of methodics for formation of a dynamic simulation model of the project and verification of its usability when managing creative projects in practice. An alternative method enables preparation of the project plan which compares the real course of the project to the plan without considerable administrative strains. There were three culture projects case studies chosen to prove suitability and relevancy of the method for project management, which were planned and implemented in the period from May 2013 to April 2015. Usability of the method was verified by using qualitative research, interviews with creative project managers and members of their teams. This method is focused on the planning and management of time, costs and scope

within the project. This article shows how system dynamics modelling may be suitably used as an intermediary between theory and practice. The research is aimed at creating a simulation of the implemented project in order to improve teaching project management in Higher Education.

Keywords: culture and creative industries, project management, system dynamics, system thinking

Management Style as Determinant of Employees' Direct Participation in ICT Industry: Case Study

Katarzyna Szelałowska-Rudzka

Gdynia Maritime University, Gdynia, Poland

Abstract: Employees' direct participation – understood as individual and group participation of employees in all stages of the decision-making process regarding the enterprise and their situation in it – can bring a number of benefits to the enterprise. Those include, among others, the development of human capital, which contributes to company's position in the competitive environment. These benefits would not be incurred, if employees do not participate in the managerial process, and if they do not feel the associated work satisfaction and motivation increase. Among a host of determinants of direct participation, the style of management draws special attention. The extent of direct participation of employees in the managerial process depends on how the superior treats his/her subordinates, builds relationships with them, shares his/her authority. The management style of the direct superior (in middle-management) is in turn influenced by the management style of his/her superior (member of the board, owner). It can therefore be put forward, that the scope and forms of operational employees' direct participation may be a related consequence of the influence of the management style of top managers on the choice of management style by the middle-management. To explore these relationships, appropriate empirical research was carried out in a company in the ICT industry. Companies in that industry require knowledge workers, who require in turn effective motivation and stimulation of their involvement. This requirement can be facilitated by varied forms of direct participation, and by adopting a style of management favourable to direct participation. The research objectives included: to diagnose the management styles of the members of top management (owners), of the members of middle management, to diagnose relationships between them, and to demonstrate, how these management styles influenced the scope and forms of employee direct participation in that company.

The study carried out in the chosen company was qualitative, based on a case study method. The study consisted of two stages which included focus group interview, in-depth individual interviews (first stage) and filling in of electronic questionnaire (second stage). The paper presents results and conclusions of this research.

Keywords: employee direct participation, scope of participation, forms of participation, management style, decision-making process, ICT industry

Pareto's Principle as a Tool of Transition From Classical to Innovative Models of Education

Gulnura Taikulakova and Gulzhiyan Dussembaeva

Almaty Management University, Almaty, Kazakhstan

Abstract: This article focuses on the issues regarding education quality and developing innovational education model in the Republic of Kazakhstan. Observations were aimed at improving the existing education model to a higher level of development, and its high-quality updating by means of the tools that Pareto's Principle offers. Thus, we carried out comparative analysis on formation criteria of the students contingent in the higher education institutions of Almaty; and applied results of monitoring of teaching quality in Almaty Management University (AlmaU). The authors concluded that the applying the Pareto's principle innovation model of education can be developed.

Keywords: innovational education model, monitoring of teaching quality, qualitative education, professor, researcher, salary level, scientific input

Development of the Sectoral Qualification Framework as an Example of a Knowledge Management Approach

Katarzyna Trawińska-Konador¹, Agnieszka Chłoń-Domińczak² and Łukasz Sienkiewicz²

¹Educational Research Institute, Warsaw, Poland

²Educational Research Institute and Institute for Statistics and Demography SGH, Warsaw, Poland

Abstract: The aim of this paper is to present the methodology of the development of the Sectoral Qualifications Framework based on the Polish Qualifications

Framework. This methodology serves as an example of a knowledge management tool to be used in various sectors of Polish economy. Sectoral Qualifications Frameworks are aimed to organize the area of qualifications and competences in a given industry, enable better understanding and comparability of qualifications, create better conditions for occupational mobility both locally and internationally, familiarize both employers and employees with a conscious and individualized approach towards career development. Sectoral Qualifications Frameworks can also serve as a more adequate basis for potential certification of qualifications acquired through informal and non-formal education. The development of pilot Sectoral Qualifications Frameworks started in 2011, on the basis of the character of work performed it can be divided into two stages. During the first stage that lasted until autumn 2013, a broad empirical study has been conducted. The study comprised two parts – a desk research analysis and a qualitative study in the form of individual in-depth interviews in five different industries: IT, telecommunications, banking, health care and pharmaceutical. The qualitative study aimed to analyze supply and demand for competences and qualifications in aforementioned industries. In order to perform this task, interviewees were chosen among representatives from leading companies in abovementioned sectors, representatives of business-oriented institutions, professionals that hold a specific position analyzed in the study, representatives of educational institutions that provide study programmes relevant to the needs of selected business sectors. Thanks to such a large scale of the study, it was possible to gather information about specific (sectoral) competences and qualifications that are present in respective industries and about existing demand for these competences in the labor-market. As a result of the study and a foreign case study analysis, it was decided that in the next stage, the Sectoral Qualifications Frameworks should be developed by expert groups consisting of representatives from a fairly large group of institutions and companies from a given industry. As a result, conditions will be created, within which the Sectoral Qualifications Frameworks will be a product which will be designed and approved by various industries, and in effect, a product that will be actually used and further developed by them. On the basis of these assumptions and the results of the empirical study conducted during the first stage, in December 2013 a project of a Sectoral Qualifications Framework for the banking sector was created. The project was created by the Warsaw Institute of Banking in cooperation with a team of industry experts co-ordinated by the Institute, consisting of representatives from key institutions from the banking sector (i.a. commercial and cooperative banks). On the basis of the methodology developed for the banking sector, by March 2015 SQF projects have been created for additional four sectors: IT, telecommunications, sport and tourism.

Keywords: knowledge management, sectoral qualifications frameworks, specific competences and qualifications

Significance of Business Continuity in Change Management: Theoretical and Practical Perspective

Asta Valackiene

Kaunas University of Technology, Panevezys Faculty of Technologies and Business, Lithuania

Abstract: The paper moderates an in-depth scientific discussion, as a response to the epoch-shaped business environment and managerial challenges in Change Management. The author constructs new methodological insights of the social phenomenon under discussion. A qualitative research as a sample of leadership Lithuanian production companies is represented in the article. A performed qualitative research is forced with a conceptual matter, based on theoretical perception, which helped to clear out the criteria's of the research and dimensions. An ensure strategy of Business Continuity is created by aiming a performed qualitative research, case studies at the companies and methods of intense interview. *Scientific result was achieved:* 1. A theoretical perception of change management was concept by identifying a role of the changes in business development and ensures continuity of the activity. 2. A design of an analyzed social expression of the research was based on methodology matter, reasoned on methodology paradigm of qualitative research and strategies of qualitative research. 3. Scientifically based and verified qualitative research dimensions, that describes a change management at the company for prepare of an ensure strategy of business continuity for the company. *A practical apply of research results:* an effective Change Management is obtained by realizing an ensure strategy of Business Continuity in the company's activity, that is allowing to take right decisions within minimal period of time, decrease an idle-time and financial loss, to decrease duration of occurred accident and consider the aims of interesting parts. A process of decision making may speed up, when strategic goals in achieve are based by on particular indicators and means and becomes a strategic guidelines of company's activity and a part of newly created inner culture. A realize of the ensuring strategies of Business Continuity may give a competitive advantage by taking new challenges and availability to adjust activity goals and process with micro and macro surroundings.

Keywords: business continuity management (BCM), strategy, change management, research design

Whereto Organisational Design? In Search of Design Criteria for Future-Fit Organisations

Theo Veldsman

University of Johannesburg, Johannesburg, South Africa

Abstract: Organisational design (or architecture) — the organisation’s operating model — pertains to the ‘delivery logic’ set up by organisation to establish, unlock, and deliver ongoing value for its stakeholders. It is widely recognised that the way organisations is designed has a profound effect, not only on an organisation’s ability to execute its strategy successfully, but also on optimal resource deployment and utilisation; the efficiency of its mode of working; the optimal flow of people energy; the level of people’s engagement; the healthiness of an organisation’s culture and dynamics; and overall organisational performance. These ultimately affect an organisation’s continued sustainability — an organisation can indeed compete by design. Some of the critical indicators of a fit-for-purpose design are: it ensures a best fit between the organisation and its context; it mobilises the organisation in a focused manner to meet market/customer needs in a value-adding manner and a more responsive way, creating a greater customer experience; it translates the organisation’s strategic intent, strategic initiatives, and goals into clearly demarcated work units, day-to-day work flows, and modes of working, the requisite levels of work and well-defined work roles; it moulds the organisation’s strategic intent, leadership, people, culture, resources, and performance into a coherent, synergetic whole; it builds, enhances, and protects in-depth core capabilities, organisational and people-wise, putting the organisation on a hard-to-beat trajectory; and it directs and shapes effort and performance in the appropriate direction. The purpose of my theory-based and practice-informed paper is to propose at least seven possible design criteria for future-fit organisations, enabling them to use their organisational designs as a competitive edge. These design criteria are: *organisational coherence and synergy*: viewing the organisational landscape as a contextually embedded, dynamically, interconnected, systemic whole; *multiple purposes*: serving multiple stakeholders simultaneously; *partnering*: joint value unlocking and wealth creation; *innovativeness*: ongoing creative self-destruction, informed by action learning; *‘And’ designs*, instead of *‘Either-Or’* designs; *global/local integration and responsiveness*: finding the right balance between acting in concert as a total organisation *and* addressing client/customer needs at the coal face of daily delivery; and *virtuality*: delivering anywhere, anytime, anyhow, for anyone, on an ongoing basis.

Keywords: organisational design, future-fit organisations, futuristic organisational design criteria

Interlocking Directorships and the Corporate-Community Connection: Evidence From the Antipodes

Philippa Wells¹ and Coral Ingley²

¹Federation University, Australia, ²Auckland University of Technology, New Zealand

Abstract: Interlocking directorships (where the directors of any one board of directors sit on two or more other boards – with such directors being defined as multiple directors) have been regarded as both potentially desirable (in providing such additional resources as market insight, expertise and wisdom that can assist boards in formulating strategy and in improving corporate performance) and potentially undesirable (in allowing covert passing of sensitive information, encouraging concentration of interests and priorities and raising the spectre of self-interest and conflicts of interest) (e.g. Webb, 2004). Literature has focused on the philosophical issues, frequency and issues associated with them. Writers have also concluded that board diversity can moderate the potentially problematic aspects of interlocks. Building on previous, related research into independent directors and their potential influence on corporate social responsibility (CSR) and sustainability policies, this paper explores a particular aspect of board composition – that of interlocking directorships – in seeking an answer to the question: Does the participation of independent multiple directors on company boards have an impact on the extent and focus of CSR and sustainability reporting or information provision, as reflected particularly in common themes, foci or levels of such reporting or information? If so, how does this impact play out? One argument is that where firms are members of major sustainability indices, director interlocks on their boards contribute social capital that is important in addressing sustainability, generating valuable resources that have a positive influence on the sustainability performance of the firm. A possible reason for this is the value attunement (regarding personal and stakeholder values) of these directors. Organisational culture could also be a major moderator of board and social value regarding attitudes toward CSR and sustainability, as could incentives (financial and non-financial) although financial incentives are thought unlikely to be a significant constructive influencing factor. The population selected for the study is the top 50 companies listed on the Australian ASX and New Zealand NZX indices. This choice not only permits insights into the nature and extent of the impacts of director networks in this particular context, but also compares such impacts between those in a developed economy with a small concentrated capital market and director pool (New Zealand) and those in a larger more dispersed economy (Australia). The paper has implications for director selection and ap-

pointment as well as adding to emerging theory on board capital and its effects on firms.

Keywords: interlocking directors, non-financial reporting, social capital, value attunement, CSR, sustainability

PHD Research Papers

From Managers to Leaders: The Strategic Management of Talent

Carla Caracol¹, Patrícia Jardim da Palma¹ and Maria José Sousa²

¹ISCSP – Universidade de Lisboa, Lisboa, Portugal

²Universidade Europeia – Laureate International Universities

Abstract: As a result of some legal and financial constraints in attracting new workers, it is crucial for organizations to obtain the best from their best, optimizing their held human capital, in a “new organizational Career” (NOC) era (Clarke, 2013), characterized by the shared responsibility between employees and the organization, which implies the fit between expectations and needs of both (Ulrich, 2007). In that purpose, the human resources management (HRM) has the responsibility to promote opportunities for showing personal talent and employees must want to work hard in the development of their skills, mobilizing them for the organizational profit (Lewis and Heckman, 2006), assuming a strategic purpose (Collins and Mellahi, 2009). This process becomes more critical in the functional class of management because this is key for the organization due to its responsibility in the decision making process and also through the influence of others in their own attitude, behaviours and outputs. For that achieve, managers have to be committed with the organization (Meyer and Allen, 1991), acting like effective leaders, assuming their organizational actor role. In this context, this theoretical essay argues the relation between two main contemporaneous issues in the academies and organizations that, although are considered critical, are not consensual on its definition and also on its management practices: Talent and Leadership. Looking for an answer to our research question “ how does the strategic management of talent can promote the alignment between the performance of managers and the organizational performance?”, we present a conceptual framework, based in intensive literature research, using an inductive method, qualitative, with an exploratory goal, through the presentation of proposals that allows us to reflect, critically, on the policies, processes and practices that HRM uses to identify, develop and retain this internal leadership talent, introducing a new indicator to the identification of hidden talent – the positive crafter behaviour (Wrzesniewski and Dutton, 2001). We also analyse this conceptual framework in EDP, an electricity company in Portugal, that was considered, in 2013, the 3rd best Corporate University in the world by the Global Council of Corporate Universities (Global CCU), trying to verify if the presented propositions are valid in this organization context. This essay has practical implications suggesting ways to the necessary process of improvement in order to achieve the strategic organizational goals, through the increasing proficiency of their leader talent pool,

through a transformational talent profile (Bass and Avolio, 1993), allowing the empirical verification of the success or the failure of the best practices reflected in the actual state of the art.

Keywords: New organizational career, strategic talent management, talent identification, positive crafter behaviour, talent development, talent retention, transformational leadership, organizational commitment

MCDM Methods in Practice: Localization Suitable Places for Company by the Utilization of AHP and WSA, TOPSIS Method

Iveta Dockalikova and Jana Klozikova

VSB-Technical University, Department of Economics and Management, Ostrava, Czech Republic

Abstract: Dominant attribute of long term worldwide economy development is the globalization, which without a doubt, significantly influences the competition. Character of the 21st century and continuous changes, in micro and macro environment of the enterprise therefore create the necessity for the enterprises to continuously look for ways how to succeed on the market. Economical performance of company is very important for reach the profit. It is influenced by companies position at the market, ensuring stability, prosperity and by getting to good companies reputation at the market. Influences of localization are constituent of primary decision making process in company, on which basis is making decision about localization of the company. Important factors are the geographic conditions, state legislation, employment and qualified workforce in the region and so on. So, we can say that, factors of localization affect management of the company. Therefore importance of these factors have to be allowed in the decision making process. The aim of this paper is to analyze the factors of localization and to suggest a requisite alternative of location of the company in the field of telecommunications services. Analysis of the set factors will be made by the AHP method, which will identify the key criteria and sub-criteria. Then by using the Saaty method the weights and order of importance of each criteria will be determined. Results of the importance of individual localization criteria's will be compared by using TOPSIS and WSA. The environment in which the enterprise operates is characteristics by its substantial uncertainty. Based on this findings it is necessary to come to accepting many risk decisions because if it is not going to be like this the

decision's consequences can have a significant impact on an enterprise's long term prosperity.

Keywords: location, company, AHP, TOPSIS, WSA, selection

How Leadership Fosters Communication and Impacts Employees Responsibility and Autonomy

João Farinha and Maria José Sousa

Universidade Europeia | Laureate International Universities, Lisbon, Portugal

Abstract: This study explores the communication, autonomy and responsibility concepts, which can generate organizational success. The purpose of the paper is to discuss how communication about autonomy and responsibility leads to a better performance both personal and organizational, from employees and also how communication can be performed by leaders to be effective on the organizational success. The research question is "How Leadership fosters Communication and impacts Employees Responsibility and Autonomy?" And it will lead us to test and validate the impact of communication on performance through organizations structures. Is necessary to gather the right people with certain behaviors and with the right information for better decision making and consequently better and faster business results can be achieved. Communication is the main factor for information to flow within the organization hierarchies or teams and departments. Employees transform that information into knowledge, thus their perception capacity and performance, being knowledge defined as "understood information" or information as "organized facts", applying it to their activities. In this context it's possible to say that knowledge workers and organizations are those, which use knowledge intensively Reinforcing the main purpose of this research mentioning that "effective leadership is still largely a matter of communication. An effective leader thinks about what he says, carefully working out every expression of any significance". The central idea here is that for a system to have the freedom to self-organize, it must have some degree of "space" or autonomy for the occurrence of the relevant innovation. The idea of integrating the needs of individuals and organizations became a powerful force. Alternatives to the bureaucratic organization have begun to emerge as the research showed how bureaucratic structures, leadership styles and the general work of organizations could be modified to create "richer" jobs and motivators that would encourage people to exercise their capacities and creativity This is a conceptual paper, which explores the concepts of communication, autonomy and responsibility, framed by

leadership models. The methodology used to was documentary analysis, including papers from the main scientific databases: Scopus and WOS, using the keywords communication, autonomy, responsibility and leadership. In the near future the field methodology will be "Action Research" to study methods, contents and ways of communication from leaders to their teams. The study is going to be performed during 2015/2016 in a specific company environment, using several techniques to collect data: observation and the register of evidences in loco. Data collected will be analyzed and preliminary conclusions will lead to new researches and analysis and a cycle will be done until the end of the study. As expected results we hope to prove that Communication within organization hierarchies will generate more autonomy and better performance from employees which will originate better results from their tasks and thus more efficiency which in turn will lead to high organizational performance.

Keywords: leadership, communication, autonomy, responsibility, performance

Organizational Justice, Employee Motivation and Performance

Ivana Jašková

Masaryk University, Faculty of Economics and Administration, Department of Corporate Economy, Brno, Czech Republic

Abstract: Four dimensions of organizational justice are examined in this article, namely in connection with employee motivation and company performance. Organizational justice is a concept from behavioural science which refers to how dealing with employees within a company is perceived by those employees. Amongst other things, organizational justice has the potential to increase trust and commitment, improve job performance, citizenship behaviour, customer satisfaction and reduce conflict. Motivation in this article is understood as an employee's voluntary willingness to do extra work and to work overtime, and to put effort into their work. It is assumed that individual motivation leads to individual performance, and that individual performance is related to the performance of the whole organization. The main research question is whether an employee who perceives fair treatment within an organization is motivated to do some extra work for that organization and if this is connected with the organization's performance. Standardized questionnaires were used to determine the level of organizational justice and employee motivation. Corporate performance was evaluated using a financial performance indicator - specifically return on assets (ROA). The respondents to the questionnaires were employees of Fiat dealers, who had been

selected for reasons of comparability (unified processes and procedures, but different, independent management styles and leadership). In accordance with the literature, the relationship between procedural, interpersonal and informative justice and motivation was demonstrated. However, the relationship between distributive justice and motivation was not shown. Distributive justice and two facets of work motivation (intensity and persistence) correlated with the return on assets. The results of the research can be useful especially for the organizations looking for ways to increase performance by using human resource management.

Keywords: organizational justice, voluntary willingness, effort, motivation, performance

Decision Support in Rating of the Level of Corporate Governance by Using Method WINGS

Jana Klozikova and Iveta Dockalikova

VSB-Technical University, Department of Economics and Management,
Ostrava, Czech Republic

Abstract: Decision making is a purposeful activity, which can have a fundamental impact. This impact can be positive or negative, but it depends on the quality of our decision making process. We have to make decision – in which of the rating groups of the level of the corporate governance (next only CG) will be company include. The level of the CG has predictive value. We can say that, it's indicator how will be company successful. Nowadays, when the business environment is so turbulent, only one bad decision leads to bankruptcy of any company. We can use the models GAMMA or ICRA'S during rating process of the level of the CG. Those models are created by the most famous rating companies. When we make decisions, we must take into account a number of criteria, because of that we are talking about multiple attribute decision making. The question is how to evaluate the criteria by using weight? In the current time there is a variety of methods of qualitative or quantitative nature for supporting decision-making processes. Subject of this article are the multiple attribute decision making method (MADM). Main aim of this article is to apply Method WINGS (Weighted Influence Non-linear Gauge System) on the rating model ICRA'S mentioned above. This method has been derived from method DEMATEL (Decision Making Trial and Evaluation Laboratory Method). The WINGS proposes solution to complicated problems of interrelated factors. WINGS use graphical tool which is instrumental in the problem of structuring, it leads to better comprehension. WINGS method enables to do

capture the importance and impact of the system components based on a simple mathematical mechanism. For evaluation of criteria of ICRA'S model was used pair wise comparison, realized by group of six experts. Those experts are professors at universities, which are interested in these issues and they are authors of a lot of publications too. This method allows not only quantitative evaluating the weight criteria but also determining the effects of the criteria. In this article will be evaluated criteria by weight and subsequently sorted from the most to least important and influential, including economic interpretation thanks to this innovation in the field of weight evaluation. Methods of quantitative nature are used minimally in the CG. Current time offers a new method of mainly quantitative nature. They are more accurate than previous methods, which can give precision output of rating of the level of CG.

Keyword: WINGS, MADM, corporate governance, rating

The Particularities of the Leadership Styles in Romanian Organisations

Laurențiu Mihai

University of Craiova, Faculty of Economics and Business Administration,
Craiova, Romania

Abstract: The article aims to put forward the leadership styles characteristic to the SMEs' leaders from a developing country in the post-recession period and how had these styles contributed to their efforts in overcoming the economic recession. An overview of the leadership styles was realized in order to establish a relationship between the entrepreneurial activities and the leadership styles practiced in the Romanian organisations. Moreover, taking into account the fact that the economic recession has left a strong, negative mark upon the national economy of Romania, one of the most affected groups of entities were the entrepreneurial organisations themselves. Therefore, we underline the importance of the leadership style as a mechanism that can make the difference between the successful organisations and those who fail. The study has revealed the leadership styles characteristic to the Romanian entrepreneurs and based on the identified weaknesses, we have made recommendations in order to help the leaders to improve their behaviour. Thus, the relationship between the leadership style and the values of the organisations is very sensitive, because it is difficult to motivate your employees without carrying out positive actions and thus, leading by example. As a results, a certain aspect has arisen: the leader's impact upon his subordi-

nates is stronger, especially when he or she is confronted with a difficult situation in which he has the chance to demonstrate his abilities in front of his employees, thus motivating them to copy his behaviour and actions. This impact can be measured by the level of the employees' affective commitment and by their trust in the leader's decision-making abilities. The theoretical and practical implications of my research consisted in analysing the leadership styles as they relate to the organisational framework and how the leaders adapt their style in order to overcome difficult situations (e.g. financial crisis and economic recession).

Keywords: leadership styles, economic recession, autocratic style, democratic style, laissez-faire style, small business

Complex Evaluation of Corporate Social Responsibility Using Fuzzy Analytic Hierarchy Process

Stepanka Stankova

VSB – Technical University of Ostrava, Faculty of Economics, Sokolska 33, Ostrava 701 21, Czech Republic

Abstract: Generally, the Corporate Social Responsibility concept (in short CSR) could be perceived as a voluntary commitment of various organizations to follow principles of an overall sustainability and a social engagement. A broad thematic range of CSR integrating a large quantity of scientific fields and expert opinions leads to a terminological disunity resulting in many various definitions and characteristics. Nowadays, an exact measurement is a very questionable and difficult task, however, it is considered to be crucial for managerial decision making and consequent company prosperity, as well. Organizations could choose varied evaluation tools and procedures with different methodologies, complexity and scopes of their appropriate application in various business sectors. Another possibility to assess CSR performance of a selected sample of organizations is connected with a usage of multiple attribute decision making methods (MADM methods) and fuzzy logic together with a content analysis of existing CSR reports, internet presentations and CSR publications monitoring CSR approaches of chosen organizations. The main goal of this paper is connected with the application of the Fuzzy Analytic Hierarchy Process method (FAHP) in a complex CSR assessment of three major electricity suppliers operating in the Czech Republic (*ČEZ, a.s.*, *RWE Czech Republic, a.s.* and *Pražská energetika, a.s.*). This paper proposes a systematic approach to evaluate CSR using linguistic scales that enable a decision maker to express his/her uncertainty and ambiguity in decision-making processes. According to

computed fuzzy mean values, *ČEZ, a.s.* (Organization A) achieved the best scores and it represents a firm promoting a successful CSR approach within the sample. *RWE Czech Republic, a.s.* (Organization B) took a second place. Finally, *Pražská energetika, a.s.* (Organization C) was placed in the third position. It is shown how the fuzzy AHP could be used as a helpful tool providing reliable sources for a suitable CSR assessment.

Keywords: corporate social responsibility, business ethics, multiple-criteria decision making, fuzzy analytic hierarchy process

Creating a Meaningful Public Leadership Space

Camilla Valbak-Andersen

Centre for Dialogue and Organisation, Aalborg University, Denmark

Abstract: This paper reflects an interest in investigating forms of meaning, or sense-making (Weick 1995), in public leadership, with a municipal department in Denmark. The project is still in progress, and collaboration will continue throughout the duration of the period. In this paper, I want to show how a perception of leadership as a social process, consisting of communication and relying on trust, entails challenges on becoming clear about what this understanding implies for a formation of strategy, structure and leadership practice. The approach requires contemplation on how leaders' and employees' individual capabilities and mutual relations must be underpinned in order to be ethically valid and socially responsible. Specifically, I will describe and discuss an example of how we work with these issues in the action rooms.

Keywords: public leadership space, leadership as a social process, leadership language, meaning, sense-making

Master's Research Papers

Work Environment Preferences of Generation Y in Relation to Attachment Theory

Barbora Kasalová, Klára Seitlová and Martin Seitl

Palacky University Olomouc, Faculty of Arts, Department of Psychology, Czech Republic

Abstract: Recently, there has been an increase in interest of the application of Attachment Theory in work and organizational psychology. Numerous studies (eg. Mikulincer and Shaver, 2007; Harms, 2011; Richards and Schat, 2011; Liguori, 2013) have produced evidence of the transmission of the Attachment style developed in the early childhood to workplace relationships. Simultaneously, following Generation X, Generation Y begins to dominate the labor market. Generation Y is the population born during the 2nd half of 1970s to early 1990s; it is an economically active generation, requiring a higher standard of living and putting a strong emphasis on personal life. As interest in Generation Y and Attachment theory is growing, when describing and interpreting interpersonal and group phenomena in the work environment, we focus on the application of the attachment styles in the leadership of Generation Y employees and in the processes of human resource management. The aim of the research is to describe the work environment preferences of the young Generation Y in relation to the attachment styles. Self-reporting data was collected from more than 350 students of the Faculty of Arts at Palacky University in Olomouc. The research was conducted online during winter 2014/2015 using a test battery which included a work environment preferences questionnaire and the Czech version of the ECR questionnaire (The Experiences in Close Relationships Questionnaire). The research output are proposals useful in the field of management and work, as well as organizational psychology related to Generation Y in the Czech environment.

Keywords: attachment theory, work environment, Generation Y

Value-Based Healthcare Through a Standardised Process Management Model

Joris Mens¹, Ben Ahlers², Bart van Hattem² and Pascal Ravesteyn¹

¹HU University of Applied Sciences, Utrecht, The Netherlands

²Rivierenland Ziekenhuis, The Netherlands

Abstract: Hospitals worldwide are facing challenges to transform into process-driven organisations. This transformation is necessary for a number of reasons: (1) the patient population is ageing and their needs are becoming more complex, requiring larger and more diverse teams of healthcare professionals. (2) The hand-off of patient information in care pathways with many specialists involved is challenging. (3) More attention is needed for the coordination and governance of the entire healthcare process. To facilitate process-driven healthcare, so-called 'care pathways' are used increasingly, including all activities from diagnosis to recovery for specific patient groups. Another driving force in the transformation of healthcare in The Netherlands is the demand of more transparency into hospitals' quality management structure by the government, insurers and accreditation bodies. This requires hospitals to register more measurement information, creating an administrative burden that does not necessarily lead to an improved quality of care. Standardisation of healthcare processes is needed to achieve both efficiency and quality of healthcare. At the hospital studied in this paper, a standardised process management model was developed to achieve value-based healthcare, wherein the value of each step in the healthcare process is clearly defined. Within this new model, healthcare activities are divided into three main processes: case management, ordering and services. Case management helps to govern and coordinate complex and changing care pathways. Each patient is assigned a case manager, who establishes the care needs and evaluates progress. Using the ordering process, the case manager requests standardised services such as consultation, treatment and care. The standardised process management model was developed after the Domain Reference Model for Hospitals (DRH) was first studied and found to be lacking a process perspective. Focus group sessions were held at a Dutch hospital to establish elements of a healthcare process necessary for the model. The model was then applied within some of the hospital's clinics to standardise their healthcare process and test the model's efficacy. Various process bottlenecks were identified and healthcare activities were standardised into services. By directly linking services to performance goals, the concept of value-based healthcare is established. This introduces a new way of thinking in which each step in the healthcare process is assessed in terms of its value towards reaching the end result. This facilitates the governance of increasingly complex care pathways while providing insight into the level of quality delivered.

Keywords: healthcare, process management, standardisation, reference model

Abstracts Only

Gender and Managerial Leader Competencies in the United Arab Emirates

Abdelrahman Alhadhrami, Yahya Al Ansari and Valerie Priscilla Goby

Zayed University, Dubai, UAE

Abstract: The impact of gender on managerial leadership roles has been much debated in the academic literature. While some scholars have identified considerable variation in the skills displayed by women versus men, other researchers conclude that we cannot account for differences in competencies in gender terms. Most of this research has been conducted in Western contexts and investigation of the case of female leaders in other contexts needs to be considered. This paper will describe a substantial empirical research project undertaken with the intention of contributing to the literature in the field of gender and leadership in an Arab context. The study explores the construction of identity among female Emirati managerial leaders in the United Arab Emirates (UAE), a wealthy, Islamic country in the Arabian Gulf. While gender roles are heavily differentiated, the government is committed to a policy of female empowerment and UAE women exceed their male counterparts in terms of educational achievement and many are assuming managerial leadership roles in all areas within the public and private sectors. To explore perceptions of their performance, we designed questionnaires based on the Competing Value Framework developed by Quinn et al. (2003) and these were administered to samples of managers and employees. Complete responses were returned by 145 managers and 365 employees. We analysed our data using SPSS, Version 19, and conducted follow-up semi-structured interviews with 22 individuals (nine managers and 13 employees), which were analyzed using thematic analysis. Our findings revealed no difference in how male and female managerial leaders were rated in terms of any of the eight competencies identified in the Competing Value Framework with the exception of the competency of broker in which females were rated as more skillful than their male counterparts. We provide some probable explanations of our findings in terms of the country's socio-cultural norms and discuss these in relation to the literature on feminine leadership and the non-applicability of this in a heavily gender-marked society. The value of this research is that it contributes to the scholarship stream of Eveline (2005) and Linstead and Thomas (2002) who interpret managerial leadership competencies as deriving from individuals developing identities as they navigate their own individual organizational, social, and cultural contexts. The practical value of our research is that it can feed in to the government-developed train-

ing that is offered to UAE women to empower them to assume roles of greater influence within the country's business development initiatives.

Keywords: Arab women managerial leaders, leadership identity construction, gender-marked society, feminine leadership

Enablers and Inhibitors of Service Commercialization by Manufacturers

Yoritoshi Hara and Kobayashi Hajime

Meiji University, Tokyo, Japan

Abstract: This conceptual paper examines the managerial challenges manufacturers are facing in order to fight product commoditization, which lead to unprofitability. Competitive focus in modern market is shifting from product to service offerings. The concept of servitisation is now widely recognized as the phenomenon in which services are occupying a larger part of the added value in customer offerings. It is a means to create value-added capabilities that are distinctive and sustainable over competitors. However, the servitization strategy does not always work. Substantial investment in extending the service business leads to increased service offering but higher costs. Therefore, it does not always generate the correspondingly higher returns. The phenomenon is called the service paradox. While servitization is thought to deliver higher profit to firms, there is mixed evidence on the impact of servitization on their financial performance. Our research aims at explicating a kind of service paradox manufacturers are facing while trying to adopt a servitization strategy. The study shows that whether the adoption process of servitization succeeds or fails depended on the relative influences of enablers and inhibitors (Edvardsson et al. 2008). From the seller's point of view, three key factors that act as enablers seem to be the seller's capability to handle the time factor (path dependences), the trust in the seller company (competence base, hostage base affection base), and the service offering (the bundle of competence and skill as product-service system). Meanwhile, there are some factors that prevent successful servitization. We label these factors inhibitors. The key factors as inhibitors are social bonds as structural and psychological lock-ins and risks caused by behavioral uncertainty. It seems possible to argue that there are connections between the enabler categories and the inhibitor categories. For example, the more the service is related to the trust in personal competence and skill, the more the behavioral risk in the collaboration as contact personnel might be replaced. We will examine servitization as a business model innovation in

terms of the dynamic interaction between enablers and inhibitors. **Keywords:** servitization, commoditization, manufacturers, service offerings, service paradox

The Impact of Leadership on Management and Development of Strategic Leadership Capabilities

Vanessa Liu¹ and Paul Yong²

¹The Hong Kong Polytechnic University, Hong Kong, China

²Verdenbridge Internaional and The State University of New York at Buffalo, USA

Abstract: With its increasing impact on firm competitiveness, leadership has been gaining vast interest from scholars for decades (Yukl, 2008). Most studies, however, focused on large corporations in the West. The findings may not be fully applicable to other contexts, such as Asian companies and the small-medium-enterprises (SMEs), which are characterized with very distinct attributes (Alimo-Metcalfe et al., 2005). Hence, many leadership issues in these other contexts remain unaddressed (Wrightand Stigliani, 2013). One major challenge faced by the business owners, managers and supervisors of SMEs is the leadership effectiveness of their managers at various levels. These managers may not necessarily have the leadership capabilities to lead effectively or they may even be reluctant to lead. It is also not uncommon that the business owners or the top management themselves do not have leadership capabilities either (Littrell, 2002). This problem indeed exists in many Chinese enterprises. The key question is therefore how these leadership capabilities could be acquired through learning. Various leadership capabilities have been identified by prior studies as critical for leadership effectiveness (e.g., Yeung and Ready, 1995). Requirements for capabilities may however be diverse across different managerial levels and different companies (Koryak et al., 2015; Bolden, 2007; Kotter, 1991). For example, it may be more crucial for junior managers to develop competence than strategic vision. The ability to inspire may be a salient capability in the creative media industry but it may be less essential for accounting managers. It is therefore important to determine which capabilities should be developed and the priorities attached to each capability. Another key issue is the selection of appropriate capabilities development approaches. Major approaches include experience-based learning (McCall et al., 1988), performance management (McCauley et al., 1998), and classroom education (Ready, 1992). These approaches, however, may not be readily applicable to the SMEs (Perren and Grant, 2001). Furthermore, the effectiveness of these approaches varies significantly (Collins and Holton III, 2004). In this study, we aim to

address these issues by suggesting practical solutions on the development of strategic leadership capabilities. Specifically, we propose design guidelines of leadership development on i) how to identify the appropriate capabilities to be developed among managers; and ii) how to properly prioritize the development of different capabilities. We also suggest how self-development of leadership capabilities by business owners could be achieved. This should be of particular importance in cases where the business owners/ top management lack the capabilities to lead. Our proposed solutions are illustrated by case studies of two SME-manufacturers in China. Our findings should be of value to SME practitioners with needs to enhance leadership effectiveness. External consultancy services, which large corporations typically hire for leadership development, are often costly to SMEs. Our design guidelines enable business owners to operate their own development programs. We have also tailored our proposed solutions to fit the specific operational nature of SMEs, taking into account the preferences for delivery styles and flexibility. This should mitigate the potential issues that are likely to arise in the adoption of leadership development programs.

Keywords: strategic leadership capabilities, Chinese manufacturing industry, development of leadership capabilities, SMEs

Generation Z's Influence on Cross-Cultural Leadership

Kristina McGaha

University of Phoenix, Marana, USA

Abstract: Generation Z, individuals born after 2000, are beginning to enter the workforce on a massive scale. In the United States, these individuals will replace the numbers lost to retiring Baby Boomers. As the workforce backfills the leadership vacancies across all markets, Generation Z will be primed to inherit roles and responsibilities they may have fundamentally different views of from their predecessors. In addition, it is likely that Generation Z will enter these roles with less experience than their predecessors. This scenario is not unique to the United States; due to increased globalization of business and social networking, there seems to be a generational torch being passed on a global scale. However, there have been little to no discussions about the cross-cultural implications of Generation Z's emergence into the workforce – a topic that will be most beneficial to long-term talent management and strategy. An added level of complexity to this issue is that generations are defined as cohorts contextually and socially specific to having a shared set of values, historic experiences, and points of view. This is

usually delineated by chronological age, but more accurately, the Generation Z of the United States would not exactly compare to a similar cohort in the any of the countries of Europe, Africa, or Asia. What defines this generation globally versus regionally has also yet to be discussed fully in the literature. The proposed Round Table Discussion will explore the generational trends of many countries, in particular the countries of origin for the participants. Concerns and predictions for this generation will also be discussed in regard to leadership strategy and organizational cultural. The benefits and challenges to defining a generation and the significance of cross-culturally defining these cohorts will be explored as well.

Keywords: generational differences studies, cross-cultural leadership, generation z, long-term talent strategy, talent management, organizational design

Reconstructing the Aggregation of Individual Behavior in Organizations: A Qualitative Empirical Study

Matthias Georg Will and Julia Katharina Mueller

Martin-Luther-University Halle-Wittenberg, Halle, Germany

Abstract: As in any other management discipline, knowledge management faces the problem that strategies are formulated on the macro level, implemented on the micro level, and measured again on the macro level. Despite this problem, knowledge management research has mainly concentrated separately on the organizational macro-level (e.g., the firm level), the micro-level (e.g., the individual level), or the links from the macro to the micro level (for example the field of strategy implementation). As the emerging field of micro-foundations argues, these management disciplines lack an understanding of the micro to macro link within organizations (e.g. the aggregation of individual behavior). This can be a reason why even well-intended and elaborated management concepts might fail. We present a qualitative empirical study from the field of knowledge management. The study analysis a knowledge management strategy implementation and shows how the micro-to-macro link can be reconstructed in different ways: (1) An additive aggregation of the staff's intended behavior and (2) an aggregation of the not-intended consequences of intentional behavior. In addition, our empirical study highlights that the aggregation of the not-intended consequences can be differentiated further into the systematic and the unsystematic aggregation of the not-intended consequences. Our empirical study reveals that understanding the links between the organizational micro and macro level contributes to the organizational resilience. Knowledge managers and leaders can assess in a more efficient and effective way the impact of their knowledge management strategy on

employees and, thus, the whole organization. Finally, we draw implications for the field of (knowledge) management.

Keywords: aggregation, qualitative empirical study, knowledge management, strategic management, microfoundations

Citation Pages

The importance of paper citations and Google Scholar

As an academic researcher you will know the importance of having access to the work of other researchers in your field as well as making your own work available to others. In the area of academic publishing this is achieved through citation indexing. There are a number of bodies that undertake this task including Thompson ISI, Elsevier Scopus and Google Scholar – to name just a few.

At ACPI we do all we can to ensure that the conference proceedings and the journals that we publish are made available to the major citation bodies and you can see a list relevant to this conference on the home page of the conference website.

However, it is also important for you, the author, to make sure that you have made your work available for citation – particularly with organizations such as Google Scholar. We are providing you here with the simple steps you need to take to do this and we would ask you to take the time to upload your paper as soon as you can.

Step one: Extract your paper from the full proceedings that you have downloaded from the Dropbox link provided to you.

Step two: Upload your paper to your own website, e.g.,

www.university.edu/~professor/jpdr2009.pdf ; and add a link to it on your publications page, such as www.university.edu/~professor/publications.html.

Make sure that the full text of your paper is in a PDF file that ends with ".pdf",

The Google Scholar search robots should normally find your paper and include it in Google Scholar within several weeks. If this doesn't work, you could check if your local institutional repository is already configured for indexing in Google Scholar, and upload your papers there.

More information is available from <http://scholar.google.com.au/intl/en/scholar/inclusion.html>

We will separately upload the proceedings to Google Books which is also searched – but evidence has shown that individual upload results in quicker indexing by Google Scholar.

Your own institution may also subscribe to an institutional repository such as

<http://digitalcommons.bepress.com/> or

<http://dspace.org/>

Providing the original reference of your paper is included you have our permission as publishers to have your paper uploaded to these repositories.

Sue Nugus ACPIIL

Research Jotter

Research ideas can happen at any time –
catch them in writing when they first occur

