

**3rd European Conference on Intellectual Capital  
18-19 April 2011**

	<b>Sunday 17 April 2011</b>			
<b>18:30</b>	<b>Hilton Hotel</b> Welcome reception and registration (Until 1930)			
	<b>Monday 18 April 2011</b>			
<b>09:00</b>	Registration and coffee			
<b>09:30</b>	<b>Room:</b> Opening of Conference and Welcome from the Conference Chair - Geoff Turner			
<b>09:45</b>	<b>Keynote address:</b> John Girard, Minot State University, USA <b>Social Knowledge: Are we ready for the future?</b>			
<b>10:30</b>	Conference splits into streams			
	<b>Room:</b> <b>Stream A: Case Studies</b> <b>Chair:</b>	<b>Room:</b> <b>Stream B: Mini track on Intellectual Capital, Corporate Performance and Shareholders Value</b> <b>Chair: Santanukumar Ghosh</b>	<b>Room:</b> <b>Stream C: Mini track on Intellectual Capital Dynamics</b> <b>Chair: Constantin Briatanu</b>	<b>Room:</b> <b>Stream D: Global IC Issues</b> <b>Chair:</b>
<b>10:45</b>	Transformational Leadership in Mergers and Acquisition Transactions in Emerging Markets. Case Study of the Bere Mures Acquisition by Heineken Romania <b>Anagnoste Sorin</b> , The Academy of Economic Studies and Gabriela <b>Dumitru</b> , AT Kearney, Bucharest, Romania	Intangible Assets and Value Creation of a Company: Russian and UK Evidence <b>Garanina Tatiana</b> and Yana <b>Pavlova</b> , Saint-Petersburg State University, Russia	In Search of Key Factors for Ideal Research and Education Projects <b>Smits Karen</b> , Ilse <b>Van den Donker</b> and Josephine <b>Lappia</b> , Rotterdam University, The Netherlands	World Atlas of Intellectual Capital: Concept and Methodology <b>Tomé Eduardo</b> , Universidade Lusíada Famalicão, Portugal
<b>11:15</b>	Governance of Networks of Small Enterprises: A Knowledge Perspective - Some Case Studies in the Mechanical Industry in Italy <b>Romiti Anna</b> and Daria <b>Sarti</b> , University of Florence, Italy	Earnings Quality and Other Factors Affecting Intellectual Capital Performance in Banks: The UAE Case <b>El-Bannany Magdi</b> , University of Sharjah, United Arab Emirates	Intellectual Capital and the Romanian Education System <b>Suciu Marta-Christina</b> , Luciana <b>Piciorus</b> , Cosmin Imbrisca, Alexandru <b>Gitiu-Bratescu</b> and Foksha <b>Vitaly</b> , Academy of Economic Studies Bucharest, Romania	The Global Position of the European Patent Office (EPO): Is Europe Capable of Protecting Its Intellectual Capital Effectively? <b>Wisniewski Piotr</b> , Warsaw School of Economics, Poland
<b>11:45</b>	Relation Between Organizational Learning and Organizational Commitment: Case Study of a Private Bank in North Cyprus <b>Berberoglu Aysen</b> and Emine <b>Unar</b> , Cyprus International University, Cyprus	A Critical Review of Business Performance Models and Frameworks and Their Application to Sales Organisations <b>Vouldis Angelos</b> and Angelica <b>Kokkinaki</b> , University of Nicosia, Cyprus	Knowledge Transfer in Romanian Universities <b>Agoston Simona</b> , Ivona Orzea, Alina Mihaela <b>Dima</b> and Simona <b>Vasilache</b> , Academy of Economic Studies of Bucharest, Romania	Relationship Between Product and Hidden Wealth. An International Study <b>Lopez Ruiz Victor Raul</b> , Jose Luis Alfaro <b>Navarro</b> and Domingo Nevado <b>Pena</b> , University of Castilla La Mancha, Spain
<b>12:15</b>	Intellectual Capital Management: Case Study Portugal Versus Romania <b>Matos Florinda</b> , ISCTE - Lisbon University Institute, Albino <b>Lopes</b> , ISCSP - Technical University of Lisbon, Portugal, Marta-Christina <b>Suciu</b> and Alex <b>Ghitiu</b> , Academy of Economic Studies, Bucharest, Romania	The Strategies and Tactics of Patent Management and their Importance for Competitive Advantage <b>Fritzsche Albrecht</b> , Darmstadt Technical University and Rebecca <b>Geiger</b> , International Performance Research Institute GmbH, Germany	The Quality of Knowledge Flows and its Impact on the Intellectual Capital Development of a University <b>Pelau Corina</b> , Irina <b>Bena</b> , Anca <b>Daniela</b> Vladoi, Academy of Economic Studies, Bucharest and Dan Cristian <b>Dabija</b> , Babes Bolyai University, Cluj-Napoca and Monica <b>Fufezan</b> , Moda SA, Arad, Romania	Perspectives on the Possibilities Companies Have to Recognise and Measure Intellectual Capital <b>Morariu Maria Cristina</b> , The Academy of Economic Studies, Bucharest, Romania
<b>12:45</b>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>

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<b>Mon PM</b>	<b>Room: Stream A: Models Chair:</b>	<b>Room: Stream B: Mini track on Intellectual Capital, Corporate Performance and Shareholders Value Chair: Santanukumar Ghosh</b>	<b>Room: Stream C: Mini track on Intellectual Capital Dynamics Chair: Constantin Briatanu</b>	<b>Room: Stream E: Higher Education Chair:</b>	<b>Room: Stream D: PhD Colloquium Chair/Discussant:</b>
13:45	Applying the VAIC™ Model to Russian Industrial Enterprises <b>Molodchik</b> Maria and Anna <b>Bykova</b> , State University Higher School of Economics, Perm, Russia	The Influence of Human Capital in Achieving Corporate Performance <b>Mandruleanu</b> Anca, Academy of Economic Studies, Bucharest, Romania	Added Value to Organizational Knowledge by Managing European Projects <b>Atanasiu</b> Gabriela and Florin <b>Leon</b> , Technical University Gheorghe Asachi of Iasi, Romania	Knowledge Sharing Through Communities of Practice <b>Buckley</b> Sheryl and Paul <b>Giannakopoulos</b> , University of Johannesburg, South Africa	13:45-13:55 Measure the Unmeasurable? Intangible Assets as the Major Strategic keys of Enterprises. Their Contribution, Difficulties and Proposals for Reliable Financial Statements <b>Gkinoglou</b> Emmanouil, University of Macedonia, Greece 14:00-14:10 Summary on Intellectual Capital Value Added (VAIC) and Calculated Intangible Value (CIV) all over the World: Lessons to be learnt <b>Titova</b> Nellija, University of Latvia, Riga, Latvia 14:15-14:25 The Investment in Human Capital Development in Public Administration in Latvia <b>Simonova</b> Maria, University of Latvia, Riga, Latvia 14:30-14:40 Intellectual Capital Disclosure Commitment: a Myth or Reality? <b>Branswijck</b> Deborah and Patricia Everraert, Ghent University College, Belgium 14:45-14:55 Integrating Intellectual Capital and Sustainability Management:- Perspectives for the Internal Management and External Reporting in Small and Medium Sized Enterprises <b>Mertins</b> Kai and Ronald <b>Orth</b> , Fraunhofer IPK, Berlin, Germany 15:00-15:10 A Multi-Stakeholder Perspective on the Value Relevance of, Human Capital; Practice of Human Capital Accounting and Human Capital Disclosure: A Review of Existing Literature <b>Vithana</b> Krishanthi Ganga, Riham <b>Rizk</b> and Amir <b>Michael</b> , Durham University, UK 15:10-15:40 Discussion and feedback
14:15	Increasing Knowledge Management Maturity in Organisations: A Capabilities-Driven Model <b>Ngosi</b> Theodora, National University of Ireland and Markus <b>Helfert</b> , Dublin City University, Ireland and Ashley <b>Braganza</b> , Brunel University, Uxbridge, UK	Harmonization Process between Individual Performance Appraisal and Business Unit Performance Appraisal without Decreasing Employee Engagement <b>Purwanti</b> Juli, Nelson Rikardo <b>Pasaribu Paul Lumbantobing</b> , PT Telekomunikasi Indonesia, Tbk., Bandung, Indonesia (non-academic)	Human Capital and Relational Capital Dynamics within a University <b>Pop</b> Nicolae Al., Adrian <b>Tantau</b> , Corina Pelau and Irina Bena, Academy of Economic Studies, Bucharest, Romania	Developing and Implementing Strategies to Enhance Intellectual Capital in the Online Learning Environment <b>Barrett</b> , Bob, American Public University, Charles Town, USA	
14:45	A Modeling Approach to Intellectual Capital Advancement <b>Ammann</b> Eckhard, Reutlingen University, Germany	Intellectual Capital and Corporate Performance <b>Maciocha</b> Agnes, Institute of Art Design and Technology, Dublin, Ireland	Knowledge Dynamics in a Chaotic Environment <b>Nestian</b> Stefan Andrei, Alexandru Ioan Cuza University, Romania	Education and Training Practice Strategies in Small and Medium Sized Enterprises <b>Bencsik</b> Andrea, <b>Vendel Lare</b> and <b>Andrea Solyom</b> , Szechenyi Istvan University, Hungary	
15:15	The Structural Model of Intellectual Capital in Higher Education Institutions <b>Nazem</b> Fattah, Islamic Azad University, Roudehen Branch, Tehran, Iran	The Mediating Effects of Sensemaking and Measurement on the Intellectual Capital and Performance Linkage <b>Carrington</b> Donley, University of the West Indies, Barbados and Mike <b>Tayles</b> , University of Hull, UK	An Alternative to the Cristal Ball: Participatory Approaches for Sustainable Management <b>Pook</b> Katja, Pook-Perspectives, Gottingen, Germany an <b>Warden</b> Campbell, Insituto de Astrofisica de Canarias, La Laguna, Tenerife, Spain	Academic Satisfaction as an Amplifier of the Organizational Intellectual Capital <b>de Lourdes Machado</b> Maria and Odilia <b>Gouveia</b> , CIPES - Centre for Research in Higher Education Policies, Matosinhos, Portugal	
15:45	<i>Refreshments</i>	<i>Refreshments</i>	<i>Refreshments</i>	<i>Refreshments</i>	<i>Refreshments</i>
16:00	<b>Room:</b> <b>Knowledge Cafe Facilitated by Helen Paige</b> <b>What Intellectual Capital ideas and developments do you expect to live and see?</b>				
17:30	<i>Close of conference day</i>	<i>Close of conference day</i>	<i>Close of conference day</i>	<i>Close of conference day</i>	<i>Close of conference day</i>
18:30	Buses leave for the conference dinner				
19:15	Conference Dinner at Paradociaki Taverna in Agia Anna				

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	<b>Tuesday 19 April 2011</b>				
09:00	Opening messages				
09:10	<b>Room:</b> <b>Keynote address:</b> Ludo Pyis, AREOPA, Belgium Intellectual Capital Accounting – how to measure the unmeasurable				
09:50	Introduction to ECIC 2012 by Jukka Surakka, Arcada-University of Applied Sciences, Helsinki, Finland				
10:00	<i>Refreshments</i> <i>Poster Contributors will stand by their posters for others to discuss the research</i>				
	<b>Room:</b> <b>Stream A: Social Capital</b> <b>Chair:</b>	<b>Room:</b> <b>Stream C: Innovation</b> <b>Chair:</b>	<b>Room:</b> <b>Stream D: Mini track on Intellectual Capital Dynamics</b> <b>Chair: Constantin Briatanu</b>	<b>Room:</b> <b>Stream E: Mini Track on Intellectual Capital from a Critical Perspective</b> <b>Chair: John Dumay</b>	
10:30	Social Capital Management in Iranian Knowledge-based SMEs <b>Abili</b> Khodayar, University of Tehran and Mahyar <b>Abili</b> , Badi'a Consulting Firm, Tehran, Iran	Innovation Strategy and Management Control: The link between Knowledge Management and Management Control Systems <b>Massaro</b> Maurizio, Udine University, Italy, Roland <b>Bardy</b> , Florida Gulf Coast University, USA and Filippo <b>Zanin</b> , Udine University, Italy	Knowledge Dynamics Modeling Using Analytic Hierarchy Process (AHP) <b>Bratianu</b> Constantin, Adriana <b>Agapie</b> and Ivona <b>Orzea</b> , Academy of Economic Studies, Bucharest, Romania	Is "If it Can't be Measured it Can't be Managed" Really True? <b>Dumay</b> Johannes and Jim <b>Rooney</b> , University of Sydney, Australia	
11:00	Relational Capital Management of New Ventures through Virtual Embeddedness and Social Media <b>Vasileiadou</b> Eleni Magdalini, Magdalena <b>Missler-Behr</b> , Brandenburg University of Technology, Cottbus and Sebastian <b>Ullrich</b> , SRH Hochschule, Berlin, Germany	Strategic Innovation and Knowledge Management: The Logic of Creativity and Development Institutionalization, Framing and Diffusion <b>Ngwenya</b> Bongani, Solusi University, Zimbabwe	Intellectual Capital Dynamics within the Learning Organization <b>Bejunaru</b> Ruxandra, Steven the Great University of Suceava and Stefan <b>Iordache</b> , Academy of Economic Studies, Bucharest, Romania	The Relationship Between Intellectual Capital and Process and Product Innovation in Banks: An Exploratory Study <b>Eisetouhi</b> Ahmed and Ibrahim <b>Elbeltagi</b> , Plymouth University, UK	
11:30	Organizational Development Activities and Social Capital Accumulation: Exploring Relationships in Canadian Healthcare Organizations <b>Rondeau</b> Kent, University of Alberta and Terry <b>Wagar</b> , St Mary's University, Halifax, Nova Scotia, Canada	Intellectual Capital and a Firm's Innovativeness <b>Santos-Rodrigues</b> Helena, ESTG-IPVC, Portugal, Pedro Figueroa <b>Dorrego</b> and Carlos Maria <b>Jardon</b> , Universidade de Vigo, Pontevedra, Spain		Knowledge Utilization of Women as Intellectual Capital in Iranian Research Institutes (A multiple-case study) <b>Ehrami</b> Marziye, IIES, Khodayar <b>Abili</b> , Tehran University and Mohamad <b>Daneshgar</b> , Parsian Bank, Iran	
12:00	<i>Lunch</i>				

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<b>Tues PM</b>	<b>Room:</b> <b>Stream B: Business and Investment</b> <b>Chair:</b>	<b>Room:</b> <b>Stream C: Knowledge Management</b> <b>Chair:</b>	<b>Room:</b> <b>Stream D: IC and ICT</b> <b>Chair:</b>	<b>Room:</b> <b>Stream E: Tacit Knowledge</b> <b>Chair:</b>	
<b>13:00</b>	The Beehive: A Practitioner's Metaphor for Knowledge Markets <b>Leliaert</b> Philippe, SyntaxisNetworking, Blaasveld, Belgium (non-academic)	Tobing's Knowledge Management Architecture <b>Lumbantobing</b> Paul, Nelson Rikardo <b>Pasaribu</b> and Juli <b>Purwanti</b> , Pt. Telekomunikasi Indonesia Tbk, Bandung, Indonesia (non-academic)	Enhancing IC Formation by Evoking Hidden Potentials – The Case of Smart Textiles <b>Schebesch</b> Klaus Bruno, Vasile Goldis Western University Arad, Romania	Eliciting Tacit Knowledge from a Domain of Physical Skill <b>Marshall</b> Peter and Damian <b>Gordon</b> , Dublin Institute of Technology, Ireland	
<b>13:30</b>	ICBS Intellectual Capital Benchmarking System. A Practical Methodology for Successful Strategy Formulation in the Knowledge Economy <b>Viedma Marti</b> José María, Politechnic University of Catalonia, Barcelona, Spain	Knowledge Management for Knowledge Workers <b>Mládková</b> Ludmila, University of Economics, Prague, Czech Republic	Information and Communication Technology in Bilingual Societies in Finland <b>Surakka</b> Jukka, Arcada-University of Applied Sciences, Pertti <b>Saariluoma</b> , Pertti Jokivuori, Marjo <b>Silvennoinen</b> and <b>Helena Suvinen</b> , Jyväskylä University and M T <b>Hyppa</b> , National Institute of Health and Welfare, Finland	Hierarchy and Tacit Knowledge in the Swedish Armed Forces: an Organisational Approach <b>Pettersson</b> Ulrica, Lund University, Sweden and James M <b>Nyce</b> , Ball State University, USA	
<b>14:00</b>	Impact of Investment on Human Capital on the Business Value <b>García-Zambrano</b> Lidia, Arturo <b>Rodríguez-Castellano</b> and Jose Domingo <b>García-Merino</b> , University of Basque Country, Spain	Knowledge Cities: A Portuguese Case <b>Rodrigues</b> Katia and Eduardo <b>Tomé</b> , Universidade Lusitana Famacião, Portugal	Personal Knowledge Management (PKM) and Personal Employability Management (PEM) – Concepts Based on Competences <b>Swigon</b> Marzena, University of Warmia and Mazury, Olsztyn, Poland	Intellectual Capital Management and Food Control <b>Matos</b> Florinda, Susana <b>Rodrigues</b> , STG - CRSPD - Polytechnic Institute of Leiria, Albino <b>Lopes</b> , ISCSP-CAPP-Technical University of Lisbon and Rui <b>Coutinho</b> , ESAS - Polytechnic Institute of Santarém and Nuno <b>Matos</b> , PME Consult, Santarem, Portugal	
<b>14:30</b>	<b>Room:</b> <b>A summary of issues raised during the conference</b> <b>Led by Geoff Turner</b> <b>Prize-Giving for Best Poster and best PhD Paper</b>				
<b>15:00</b>	<i>Close of Conference</i>	<i>Close of Conference</i>	<i>Close of Conference</i>	<i>Close of Conference</i>	
	<b>POSTERS and Work in Progress</b>				
	Building an IC Based Model for the Evaluation of the Innovation Capacity of KIBS <b>Sánchez</b> Paloma and Oihana <b>Basilio</b> , Universidad Autónoma de Madrid, Spain	Evaluating Intellectual Capital Using DEA Envelopment Techniques <b>Stancu</b> Stelian and Anca Domnica <b>Lupu</b> , Academy of European Studies, Romania	Intellectual Capital in a Seaport Context <b>Vale</b> José, Institute of Accounting and Administration of Porto (ISCAP), João <b>Ribeiro</b> and Manuel <b>Branco</b> , University of Porto, Portugal	The Intellectual Capital of Individuals – Describing and Tracking the Growth of Business and Knowledge Capabilities <b>Bedford</b> Denise, Kent State University, USA (WIP/Poster, Critical perspective IC-128)	
	Diagnostic Analysis of Human Capital in the University - The Premise of Organizational Development <b>Feraru</b> Andreea and Nicoleta <b>Ciucescu</b> , Vasile Alecsandri University of Bacau, Romania	The Contribution of the Organizational Culture for the Development of Human Capital in Non-profit Systems <b>Mironescu</b> Roxana, Vasile Alecsandri University of Bacau, Romania	Theoretical and Practical aspects of Implementation of Intellectual Capital Approaches for Sustainable Economic Development <b>Abdullaeva</b> Nargiza, The University of World Economy and Diplomacy, Tashkent, Uzbekistan and Campbell <b>Warden</b> , Instituto de Astrofisica de Canarias, Spain	Tools for Knowledge Sharing in Cultures with High Power Distance <b>Sanchez Bengoa</b> Dolores, Leeds Metropolitan University, UK	