Abstracts of the Papers
Presented at the
4th International Conference
on Management, Leadership
and Governance

ICMLG 2016

Hosted by
Saint-Petersburg State
University of Economics
Saint-Petersburg, Russia

14th - 15th April 2016
Copyright © The Authors, 2016. All Rights Reserved.

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

Review Process
Papers submitted to this conference have been double-blind peer reviewed before final acceptance to the conference. Initially, abstracts were reviewed for relevance and accessibility and successful authors were invited to submit full papers. Many thanks to the reviewers who helped ensure the quality of all the submissions.

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.

Author affiliation details in these proceedings have been reproduced as supplied by the authors themselves.

The Electronic version of the Conference Proceedings is available to download from DROPBOX. (http://tinyurl.com/ICMLG2016) 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

Print version ISSN: 2049-6818
E-Book ISSN: 2049-6826

Published by Academic Conferences and Publishing International Limited
Reading, UK. +44-118-972-4148. www.academic-conferences.org
## Contents

<table>
<thead>
<tr>
<th>Paper Title</th>
<th>Author(s)</th>
<th>Guide Page</th>
<th>Page No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preface</td>
<td></td>
<td>viii</td>
<td>iv</td>
</tr>
<tr>
<td>Committee</td>
<td></td>
<td>ix</td>
<td>v</td>
</tr>
<tr>
<td>Biographies</td>
<td></td>
<td>xii</td>
<td>vii</td>
</tr>
<tr>
<td>Research Papers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authentic Leadership in Drastic Times</td>
<td>Caroline Akhras</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Effective Stakeholder Management in International Supply Chain Projects</td>
<td>Andra Angeleanu, Timo Keppler and Thorsten Eidenmüller</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>The Influence of Complex Adaptive Leadership on the Efficiency of Business Management</td>
<td>Svetlana Apenko and Gulnara Chernobaeva</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td>Italian Family Firms Internationalization: An Empirical Analysis</td>
<td>Mariasole Bannò and Sandro Trento</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td>Chameleon Effect of Virtual Enterprises in Challenging Economic Times and Repositioning Economic Pursuits</td>
<td>Bob Barrett</td>
<td>4</td>
<td>35</td>
</tr>
<tr>
<td>Knowledge Sharing Problems from the Viewpoint of Intergeneration Management</td>
<td>Andrea Bencsik and Renata Machova</td>
<td>5</td>
<td>42</td>
</tr>
<tr>
<td>Options of the Sustainability Aspects Implementation into the Balanced Scorecard Concept</td>
<td>Veronika Burešová and Lilia Dvořáková</td>
<td>6</td>
<td>51</td>
</tr>
<tr>
<td>Best Practice in IT Service Management: Experienced Strengths and Weaknesses of Using ITIL</td>
<td>Stefan Cronholm and Linda Persson</td>
<td>7</td>
<td>60</td>
</tr>
<tr>
<td>Local Government Units’ Environmental Governance for Economic Sustainability</td>
<td>Maria Cristina M. De los Santos</td>
<td>8</td>
<td>68</td>
</tr>
<tr>
<td>Situation-dependent Leadership Model and Leadership Styles Expected by Employees: the Polish Case</td>
<td>Rafał Drewniak and Robert Karaszewski</td>
<td>10</td>
<td>76</td>
</tr>
<tr>
<td>Paper Title</td>
<td>Author(s)</td>
<td>Guide Page</td>
<td>Page No</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td>Competencies Measured in Assessment Centers: Predictors of Transformational Leadership and Leader’s Effectiveness</td>
<td>Sona Docekalova, Martin Vaculik and Jakub Prochazka</td>
<td>11</td>
<td>84</td>
</tr>
<tr>
<td>The Influence of Business Process Maturity on Managerial Behaviour: a Web Shop Supply Chain Case Study</td>
<td>Marja Exalto-Sijbrands, Arjen Maris and Pascal Ravesteyn</td>
<td>12</td>
<td>93</td>
</tr>
<tr>
<td>The Relationship Between Organisational Culture and Job Satisfaction: An International Perspective</td>
<td>Hadia FakhrElDin and Hanya ElGhetany</td>
<td>13</td>
<td>101</td>
</tr>
<tr>
<td>Certification of OSH Management Systems in Malaysia: Mandatory, Voluntary or Hybrid Approach?</td>
<td>Ummu Kolsome Farouk</td>
<td>13</td>
<td>110</td>
</tr>
<tr>
<td>A Closer Look at the Dutch Gender Quota from Empirical and Theoretical Perspective</td>
<td>Annika Galle</td>
<td>14</td>
<td>118</td>
</tr>
<tr>
<td>Unlocking the Value of Developing Leaders: Towards Global Leadership</td>
<td>Amruta Gholba and Lata Dyaram</td>
<td>15</td>
<td>129</td>
</tr>
<tr>
<td>Undergraduate Students’ Attitudes towards Their Future jobs in the Tourism Sector: Challenges Facing Educators and Business</td>
<td>Aleksandra Grobelna</td>
<td>16</td>
<td>138</td>
</tr>
<tr>
<td>Future Global Leaders may be Empowered with Ancient Indian Wisdom</td>
<td>Surya Prakash Guda and Sujatha Avadhnam</td>
<td>17</td>
<td>146</td>
</tr>
<tr>
<td>Facing the Dark Side: How Leadership Destroys Organisational Innovation</td>
<td>Paulo Henriques, Carla Curado, Helena Jerónimo, Joana Martins</td>
<td>18</td>
<td>157</td>
</tr>
<tr>
<td>Problems in the Implementation of the Transparency Principle in the Activities of the Public Authority Bodies of Kazakhstan</td>
<td>Alua Ibrayeva, Aigerim Seifullina and Saltanat Yessetova</td>
<td>19</td>
<td>165</td>
</tr>
<tr>
<td>Influence of Stakeholders on Organizational Culture Development</td>
<td>Olga Isopeskul, Marina Shakina, Natalia Georgieva</td>
<td>19</td>
<td>174</td>
</tr>
<tr>
<td>Paper Title</td>
<td>Author(s)</td>
<td>Guide Page</td>
<td>Page No</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td>Evaluating a Quantitative IT Maturity Self-Assessment Approach: Does it</td>
<td>Björn Johansson, Jessica Eckerstein and Jacob Malmros</td>
<td>21</td>
<td>184</td>
</tr>
<tr>
<td>give a good way of the as-is state?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Governance for Sustainable Cruise Tourism Development by</td>
<td>Joanna Kizielewicz</td>
<td>21</td>
<td>193</td>
</tr>
<tr>
<td>Territorial Authorities and Cruise Ship-Owners</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender Diversity in the Management of Hospitals in Czech Republic</td>
<td>Ondrej Leseticky, Tatana Hajdikova, Lenka Komarkova, Petr Pirozek</td>
<td>23</td>
<td>202</td>
</tr>
<tr>
<td>The Relationship among Leadership, Organisation Culture, and Performance:</td>
<td>Tshilidzi Magada and Krishna Govender</td>
<td>24</td>
<td>210</td>
</tr>
<tr>
<td>A South African Public Service Organization Perspective</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Social Responsibility in Kazakhstan: Content Analysis of Annual</td>
<td>Bayanslu Markhayeva</td>
<td>25</td>
<td>217</td>
</tr>
<tr>
<td>Reports of the Listed Oil and Gas Companies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrepreneurial Leadership in Times of Fiscal Austerity: a Case Study of the</td>
<td>Eleni Melissanidou</td>
<td>26</td>
<td>226</td>
</tr>
<tr>
<td>Greek Local Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Riding as a way of Developing Soft Skills in Higher Education</td>
<td>Filipe Oliveira, Carlos Rouc and Tatiana Glad-kikh</td>
<td>27</td>
<td>233</td>
</tr>
<tr>
<td>Using the Critical Incident Technique to Explore Dietrich Bonhoeffer’s</td>
<td>Noel Pearse and Keith du Plessis</td>
<td>28</td>
<td>242</td>
</tr>
<tr>
<td>Leadership Identity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation Management in an Industrial Enterprise with Using Balanced</td>
<td>Jindra Peterková and Ladislav Ludvík</td>
<td>28</td>
<td>249</td>
</tr>
<tr>
<td>Scorecard Method</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional Confidence and Economic Intelligence for the Performance at</td>
<td>Nadezhda Pokrovskaina, Svetlana Snisarenko and Dmitry Golohvastov</td>
<td>29</td>
<td>255</td>
</tr>
<tr>
<td>Macro and Micro Networks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do Female Managers Cultivate More Ethical Leadership Practices? An</td>
<td>John Politis</td>
<td>31</td>
<td>264</td>
</tr>
<tr>
<td>Investigation on Agency Problems</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paper Title</td>
<td>Author(s)</td>
<td>Guide Page</td>
<td>Page No</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------</td>
<td>--------</td>
</tr>
<tr>
<td>Institutional Supporting of Social Innovations</td>
<td>Evgeny Popov, Zhoomart Omonov and Anna Veretennikova</td>
<td>31</td>
<td>271</td>
</tr>
<tr>
<td>Developing Consumer Value Co-creation Strategies for the Online Environment</td>
<td>Sabina Potra</td>
<td>32</td>
<td>280</td>
</tr>
<tr>
<td>Influence of Legal Form and Non-Anonymous Ownership Structure on Corporate Financial Performance</td>
<td>Pavel Pudil, Petr Pirozek, Petr Somol and Lenka Komarkova</td>
<td>33</td>
<td>290</td>
</tr>
<tr>
<td>Intelligent Information Technologies and Systems in the Systemic Research of Marketing Space</td>
<td>Elena Serova and Georgiy Bagiev</td>
<td>34</td>
<td>296</td>
</tr>
<tr>
<td>Strategies of Banks in Batam City to Comply with Corporate Social Responsibility</td>
<td>Rina Shahriyani Shahrullah, Elza Syarief and Nita Chan</td>
<td>35</td>
<td>303</td>
</tr>
<tr>
<td>Maritime Governance – Differences Between Assumptions and Realizations</td>
<td>Katarzyna Skrzeszewska and Ivona Milić Beran</td>
<td>36</td>
<td>312</td>
</tr>
<tr>
<td>Digital Strategy Innovation; Toward Product and Business Model Innovation to Attain E-leadership</td>
<td>Ton Spil, Björn Kijl and Hannu Salmela</td>
<td>37</td>
<td>321</td>
</tr>
<tr>
<td>Criteria Innovations in Evaluation of Transparency and Responsibility in Corporate Governance</td>
<td>Zuzana Stefanovová, Jindra Peterková and Zuzana Wozniaková</td>
<td>38</td>
<td>330</td>
</tr>
<tr>
<td>Knowledge Management in the “Casino Economy”</td>
<td>Eduardo Tomé and Natalia Khazieva</td>
<td>40</td>
<td>345</td>
</tr>
<tr>
<td>Public Private Partnership as a Tool for Sustainable Development of Russian Economy</td>
<td>Marina Utevskajaia, Natalia Burova and Nadezhda Pokrovkskaia</td>
<td>41</td>
<td>354</td>
</tr>
<tr>
<td>Sourcing of Business Information Management</td>
<td>Frank van Outvorst, Ed de Vries and Benny de Waal</td>
<td>42</td>
<td>361</td>
</tr>
<tr>
<td>Paper Title</td>
<td>Author(s)</td>
<td>Guide Page</td>
<td>Page No</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td>State Policy of Innovative Development for Northern Regions: Russian Case</td>
<td>Maxim Vlasov and Svetlana Panikarova</td>
<td>43</td>
<td>370</td>
</tr>
<tr>
<td>Closely Held Family Business Agency Costs Between Owners</td>
<td>Nirosha Wellelage and Stuart Locke</td>
<td>43</td>
<td>377</td>
</tr>
<tr>
<td>Independent Directors: Experience and Value in Contrasting Economic Contexts</td>
<td>Philippa Wells, Abdul Moyeen and Coral Ingley</td>
<td>44</td>
<td>383</td>
</tr>
<tr>
<td>Studying the Relationship Between Management Controls and Job Satisfaction Focusing on Participatory Decision-Making in the Eram Noosh Plant</td>
<td>Ali Zabani and Alireza Soloukdar</td>
<td>45</td>
<td>391</td>
</tr>
<tr>
<td>Corporate Governance and Firm Value of Kazakhstani Companies in the Conditions of Sanctions Against the Russian Federation</td>
<td>Zhanat Zhussupova, Irina Onyusheva, Uldana Baizyldayeva</td>
<td>46</td>
<td>399</td>
</tr>
<tr>
<td>Safety Management System and Leadership in Serbia and Croatia</td>
<td>Snežana Živković, Darko Palačić and Miliša Todorović</td>
<td>46</td>
<td>406</td>
</tr>
<tr>
<td><strong>PHD Research Papers</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Governance Mechanisms and the Financial Reporting: Evidence from Bangladesh Listed Companies</td>
<td>Md Faisul Alam and Lynne Butel</td>
<td>51</td>
<td>417</td>
</tr>
<tr>
<td>Assessing the Impact of Management by Evaluating the Performance of Hospitals</td>
<td>Tatana Hadjikova</td>
<td>52</td>
<td>424</td>
</tr>
<tr>
<td>Study on Integration and Leadership Styles of Management Systems Based on a High Level Structure</td>
<td>Jan Kopia</td>
<td>53</td>
<td>432</td>
</tr>
<tr>
<td>Leadership Styles of Chinese Expats in the Netherlands</td>
<td>Li Lin</td>
<td>54</td>
<td>442</td>
</tr>
<tr>
<td>Research on Increasing Risk Management Efficiency as Support for Corporate Sustainable Development</td>
<td>Maria Mateescu Ruxandra, Marieta Olaru, Alexandra Sârbu and Ioana Surugiu</td>
<td>54</td>
<td>450</td>
</tr>
<tr>
<td>Paper Title</td>
<td>Author(s)</td>
<td>Guide Page</td>
<td>Page No</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td>The Relationship Between Corporate Governance and the Performance of the Firm: a Literature Review With a Focus on the Vietnamses Enterprises</td>
<td>Trang Thi Kieu Pham</td>
<td>55</td>
<td>460</td>
</tr>
<tr>
<td>Governance as a Key Factor for Ensuring the Sustainability of Outsourcing Models</td>
<td>Alexandra Sarbu, Ruxandra Mateescu, Melanie Buchmüller and Vanessa Just</td>
<td>56</td>
<td>466</td>
</tr>
<tr>
<td>The History of Sustainability: A Critical Assessment of Metrics and Their Changes</td>
<td>Stela Stoycheva</td>
<td>57</td>
<td>475</td>
</tr>
<tr>
<td>Masters Papers</td>
<td></td>
<td>59</td>
<td>481</td>
</tr>
<tr>
<td>Evaluation of the Results of the Establishment of Quality Management System by Using the new SBSC in Water and Wastewater Company, District 4, Tehran City</td>
<td>Hossein Adab, Alireza Soloukdar and Mohammad Reza Fahimi</td>
<td>61</td>
<td>483</td>
</tr>
<tr>
<td>Using SRM Principles for SCM Interruption Risks: Case of Importing Food From Greece</td>
<td>Peyman Bashar Doost</td>
<td>62</td>
<td>492</td>
</tr>
<tr>
<td>Non Academic Paper</td>
<td></td>
<td>63</td>
<td>499</td>
</tr>
<tr>
<td>Hidden Failures in Management of Product Development</td>
<td>Ryszard Rohatyński</td>
<td>65</td>
<td>501</td>
</tr>
<tr>
<td>Work In Progress Papers</td>
<td></td>
<td>67</td>
<td>509</td>
</tr>
<tr>
<td>Administrative Mechanisms for the Implementation of Sharing Teaching Experience</td>
<td>Irina Babich and Anastassiya Panevina Nazarbayev</td>
<td>69</td>
<td>511</td>
</tr>
<tr>
<td>Creativity of Company and Creativity of Manager: how to Measure Them?</td>
<td>Yelena Raschshepko</td>
<td>70</td>
<td>516</td>
</tr>
<tr>
<td>Abstracts Only</td>
<td></td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>The Co-Creation-Wheel, Instrument to Transform the Workplace into an Innovative Environment</td>
<td>Corry Ehlen</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>Accelerating Learning and Sharing in Leadership Development Programs by Using Reflective Journals</td>
<td>Hoodsa Ghazvinian, Mohammad Mehdi Hashemi</td>
<td>76</td>
<td></td>
</tr>
<tr>
<td>Paper Title</td>
<td>Author(s)</td>
<td>Guide Page</td>
<td>Page No</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td>New Lamps for old: The Evolution of Leadership Models in an Emerging Economy</td>
<td>Valerie Priscilla Goby, Catherine Nickerson</td>
<td></td>
<td>77</td>
</tr>
<tr>
<td>Agile Entrepreneurship a Model to Improve Start-Up Success Rates</td>
<td>Declan Kavanagh</td>
<td></td>
<td>78</td>
</tr>
<tr>
<td>The Impact on Governance in a Digitally Enabled Collaborative Organisation</td>
<td>Declan Kavanah</td>
<td></td>
<td>80</td>
</tr>
<tr>
<td>Perspectives on Job Satisfaction of Women Leaders in Education</td>
<td>Hasmukhlal Patel</td>
<td></td>
<td>81</td>
</tr>
<tr>
<td>Changing Board Dynamics: The Rise of Board Evaluations</td>
<td>Agota Szabo</td>
<td></td>
<td>82</td>
</tr>
<tr>
<td>Governance Through Tax Concessions</td>
<td>Matthew Turnour</td>
<td></td>
<td>83</td>
</tr>
<tr>
<td><strong>Late Submission paper</strong></td>
<td></td>
<td></td>
<td>85</td>
</tr>
<tr>
<td>The Radial Structure as an Organisational Architecture for a Distributed University</td>
<td>Dumsile Hlengwa</td>
<td></td>
<td>87</td>
</tr>
<tr>
<td><strong>Citation pages</strong></td>
<td></td>
<td></td>
<td>89</td>
</tr>
<tr>
<td>Google Scholar</td>
<td>The Importance of Paper citations and Google Scholar</td>
<td></td>
<td>91</td>
</tr>
<tr>
<td>Jotter Page</td>
<td>Blank Paper for notes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Preface

These proceedings represent the work of researchers participating in the 4th International Conference on Management, Leadership and Governance – ICMLG 2016, which is being hosted by the Saint-Petersburg State University of Economics, Saint-Petersburg, Russia on the 14-15 April 2016.

The conference will be opened with a keynote from Dr Sergei R. Filonovich, Saint-Petersburg State University. The second day of the conference will begin with a presentation by Aleksandr Kovalev from Omsk State University of Finance, Russia on the topic of the Siberian International Marathon: A Successful Story of Emotional Management.

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

Following an initial submission of 168 abstracts, 51 research papers, 8 PhD research papers, 2 Master’s research papers, 2 work-in-progress papers and 1 non-academic paper, all of which have undergone a double blind peer review process, are published in the ICMLG 2016 Conference Proceedings. This represents research results from Australia, Cyprus, Czech Republic, Egypt, India, Indonesia, Iran, Ireland, Italy, Kazakhstan, Lebanon, Malaysia, New Zealand, Norway, Pakistan, Poland, Portugal, Romania, Russian Federation, Serbia, Slovakia, South Africa, South Korea, Sweden, The Netherlands, UK, United Arab Emirates, USA, Vietnam.

We hope that you have an enjoyable conference.

Dmitry Vasilenko and Natalia Khazieva
Conference Committee

Dr. Kamarulzaman Ab. Aziz (Multimedia University, Malaysia); Ahmad Abd Rahman (Universiti Tun Hussein Onn Malaysia, Malaysia); Mohd Helmy Abd Wahab (Universiti Tun Hussein Onn Malaysia, Batu Pahat, Malaysia); Ariffin Abdul Mutalib (Universiti Utara Malaysia, Malaysia); Dr. Sitiaishah Abdullah (University Technology Mara, Kelantan, Malaysia); Dr. Hassan Achimugu (Kogi State University, Nigeria); Ass.Prof.Dr. Hamimah Adnan (Universiti Teknologi MARA, Malaysia); Dr. Mo’taz Amin Al Sa’eed (Al - Balqa' Applied University, Amman, Jordan); Prof. Ruth Alas (Estonian Business School, Estonia); Juliette Alban-Metcalfe (Real World Group, UK); Dr. Mohammed Al-haziizi (Arab open university - Oman Branch, Oman); Prof. Dr. Maizam Alias (Universiti Tun Hussein Onn, Malaysia); Dr. Hanadi Al-Mubarak (Kuwait University, Kuwait); Dr. Morariu Alunica (“Stefan cel Mare" University of Suceava, Faculty of Economics and Public Administration, Romania); Dr. Prof. Xiaomi An (Renmin University of China, China); Sanaullah Ansari (Shaheed Zulfikar Ali Bhattu Institute of Science and Technology (SZABIST), Pakistan); Sara Archard (University of Waikato, Hamilton, New Zealand); Dr. Leigh Armistead (Edith Cowan University, Australia); Colin Armstrong (Curtin University, Australia, Australia); Mehdi Asgharkhani (CPIT New Zealand, New Zealand); Dr. Daniel Badulescu (University of Oradea, Romania); Dr. Afsaneh Bagheri (Faculty of Entrepreneurship, University of Tehran, Iran); Dr. Nimalathasan Balasundaram (University of Jaffna, Sri Lanka); Dr. Probir Banerjee (Swinburne University of Technology, Sarawak, Malaysia); Dr. Anna Bocar (La Salle University, Philippines); Prof. Douglas Brandon (university of Pittsburgh, PA, USA); Prof. Kiymet Tunca Caliyurt (Trakya University - Faculty of Business Administration and Economics, Turkey); Prof. Maria Antonia Capili (Trinity University of Asia, Philippines); Dr. Ondrej Castek (Masaryk University, Czech Republic); Dr. Tom Cerni (The Scots College, Sydney/The University of Sydney, Australia); Prof. David Chapinski (Rutgers, The State University of New Jersey: Newark, USA); Dr. Akemi Chatfield (University of Wollongong, New South Wales, Australia); Ms Tan Christine Nya-Ling (Multimedia University, Malaysia); Dr. Mei-Tai Chu (La Trobe University, Australia); Peter Crow (Massey University, New Zealand); Dr. Michael Cummings (Babson College, Wellesley, Massachusetts, USA); Dr. Fengzhi Dai (Tianjin University of Science and Technology, China); Dr. Serene Dalati (Arab International University, Syria); Dr. Susniene Dalia (Kaunas University of Technology, Lithuania); Dr. Manas Das (National Institute of Agricultural Marketing, India); Dr. Phillip Davidson (University of Phoenix,School of Advanced Studies, Arizona, USA); Dr Maria Cristina De los Santos (Hanseo University, South Korea); Dr. Maria Cristina De los Santos (Hanseo University, South Korea); Dr. John Deary (Independent Consultant, UK & Italy); Dr Izabela Dembinska (University of Szczecin, Poland); Dr. Sonia Dias (Faculdade Boa Viagem, Recife, Brazil); Prof. Nirmala Dorasamy (Durban University of Technology, South africa); Prof. Philip Dover (Babson College, USA); Dr. Maria Monica Espinosa (Manila Tytana Colleges - Manila Doctors College of Nursing, Philippines); Dr. Iancu Eugenia (Stefan cel Mare University, Romania); Ass Prof. Hossien Fakhari (UMA university, IRAN); Prof. Liliana Feleaga (Academy of Economic Studies (ASE), Romania); Prof. Nicolae Feleaga (Academy of Economic Studies, Bucharest, Romania); Prof Paula Odete Fernandes (Polytechnic Institute of Bragan a, Portugal); Prof Paula Odete Fernandes (Polytechnic Institute of Bragan a, Portugal); Dr. Aikyna Finch (Strayer University, Huntsville, USA); Dr Silvia Florea (Lucian Blaga University of Sibiu, Romania); Dr Silvia
Florea (Lucian Blaga University of Sibiu, Romania); Dr. Cristeta Gapuz (Don Mariano Marcos Memorial State University-Sericulture Research & Development Institute (DMMMSU-SR, Philippines); Prof. Secundo Giustina (University of Salento, Italy); Dr Amol Gore (University of Mumbai a/f Institute of Management Studies and Research, India); Prof. Ken Grant (Ryerson University, Toronto, Canada); Dr. Mary Griffiths (University of Adelaide, Australia); Dr. Paul Griffiths (Director, IBM, Santiago, Chile); Dr. Rakhi Gupta (Institute of Co-operative & Corporate Management Research & Training (ICCMRT), India); Joe Hair (Louisiana State University, USA); Memiyanty Haji Abdul Rahim (Univesiti Teknologi MARA, Malaysia); Dr. Petri Hallikainen (University of Sydney, Business School, Australia); Dr. Siti Rohimi Hamedon (International Islamic University, Malaysia); Dr. Sahasranam (Sam) Hariharan (Babson College, Wellesley, Massachusetts, USA); Dr Mahmoud Hassanin (Pharos University In Alexandria, Egypt); Jack Huddleston (Cappella University, USA); Dr Katarzyna Hys (Oppole University of Technology, Poland); Dr Katarzyna Hys (Oppole University of Technology, Poland); Dr. Andreea-Oana Iacobuta (Alexandru Ioan Cuza University of Iasi, Romania); Ass.Prof.Dr. Rahinah Ibrahim (Univesiti Putra Malaysia, Malaysia); Prof. Rozhan Idrus (Universiti Sains Malaysia, Malaysia); Ass.Prof.Dr. Coral Ingleby (Faculty of Business and Law, AUT University, New Zealand); Muhammad Ishtiaq Ishaq (Global Institute Lahore, Pakistan); Prof. Konstantinos Kalemis (National Centre of Local Government and Administration, Greece); Yusniza Kamarulzaman (University of Malaya, Kuala Lumpur, Malaysia); Lewis Kaplan (Durban University of Technology, Rep of South Africa); Dr. Husnu Kapu (Kafkas University, Turkey); Dr. N.V. Kavitha (St.Anne’s College for Women, India); Prof Wafa Khalif (Toulouse University, Toulouse Business School Barcelona, Spain); Dr Rouhollah Khodabandelou (Help University, Malaysia); Prof. Habibul Khondker (Zayed University, Abu Dhabi, United Arab Emirates); Prof. Jesuk Ko (Gwangju University, Korea); Dr. Marko Kolakovic (Faculty of Business and Economics, Croatia); Eric Kong (University of Southern Queensland, Australia); Iwona Lapunka (Oppole University of Technology, Poland); Dr. James Lockhart (Massey University, Palmerston North, New Zealand); Angeline Low (University of Technology Sydney, Mosman, Australia); Prof. Sam Lubbe (NWU, South Africa); Carrie Lui (James Cook University, Australia); Ahmad Magad (Marketing Council, Asia, Singapore, Singapore); Dr. Thelma Manansala (Bataan Peninsula State University, Philippines); Bill Martin (Royal Melbourne Institute of Technology, Australia, Australia); Dr. Norazuwa Mat (Universiti Utara Malaysia, Malaysia); Dr. Gordon McConnachie (Asia Pacific IC Centre, Hong Kong, Hong Kong); Mohd Shamsuri Md Saad (Universiti Teknikal Malaysia Melaka (UTeM), Malaysia); Mr Mohd Shamsuri Md Saad (Universiti Teknikal Malaysia Melaka (UTeM), Malaysia); Dr Rezvani Mehran (Faculty of Entrepreneurship, University of Tehran, Iran); Philip Merry (Global Leadership Academy, USA); Muhammad Izwan Mohd Badrillah (UITM, Malaysia); Dr Ukertor Gabriel MOTI (University of Abuja, Nigiria); Jens Mueller (Waikato Management School, New Zealand); daniel mugalu (St. Lawrence university, Entrepreneurship Centre, Uganda); Aroop Mukherjee (King Saud University, Saudi Arabia); Dr. Birasnav Muthuraj (New York Institute of Technology, Bahrain); Desai Narasimhalu (Singapore Management University, Singapore); Dr. Alain Nkojoy (United Nations, Austria); Mr Meiya Nthoesane (University of South Africa, South Africa); Prof. Dr. Celina Olszak (University of Economics in Katowice, Poland); Ass.Prof.Dr. Abdelnaser Omran (School of Economics, Finance and Banking, Universiti Utara Malaysia, Malaysia); Dr. Nayantara Padhi (Indira Gandhi National Open University, New Delhi, India); Dr. Kaushik V. Pandya (Sheffield Hallam University, UK); Prof. Noel Pearse (Rhodes Business School,
South Africa; Dr. Robert Perkins (Mercer University, USA); Dr. John Politis (Charles Darwin University, Australia); Dr. Nata a Pomazalov (Faculty of Regional Development and International Studies, Czech Republic); Prof. Pavel Pudil (Prague University of Economics, Faculty of Management, Czech Republic); Dr. Gazmend Qorraj (University of Prishtina, Kosovo); Senthamil Raja (Pondicherry University, India); Dr. Diana Rajendran (Swinburne University of Technology, Melbourne, Australia); Dr. Pascal Ravesteijn (University of Applied Science Utrecht, The Netherlands); Dr. Vincent Ribiére (IKI-SEA, Bangkok University, Thailand); Shamsul Saifani (Universiti Teknologi Mara, Malaysia); Dr. Pramil Sanjaya (SIDART, India); Dr. Jan Sarpara (University of Balochistan, Qetta, Pakistan); Prof. Chaudhary Imran Sarwar (Mixed Reality University, Pakistan); Dr. Solestan Hashemi Sayed Mahdi (Iranian Research Center for Creanovatology, TRIZ & Innovation Science, Iran); Dr. Simone Domenico Scagnelli (University of Torino, Italy); Roland Schwald (Albstadt-Sigmaringen University, Germany); Zarehan Selamat (Multimedia University, Malaysia); Kakoli Sen (Institute for International Management and Technology (IIIMT) Gurgaon, India); Dr. Nima Shahidi (Islamic Azad University, Noorabad Mamasani Branch, Iran); Dr. Khuram Shahzad (University of Management and Technology, Pakistan); Dr. Mehdi Shariatmadari (Faculty member of Islamic Azad University, Central Tehran Branch, Iran); Dr. Mehdi Shariatmadari (Islamic Azad University, Central Tehran Branch, Iran, Iran); Dr. Anukrati Sharma (University of Ghana Business School, Accra, Ghana); Dr. Raj Singh (University of Riverside, USA); Dr. Gregory Skulmoski (Cleveland Clinic Abu Dhabi, United Arab Emirates); Dr. Roy Soh (Albukhary International University, Malaysia); Dr. Alireza Soloukdar (Islamic Azad University, Central Tehran Branch, Iran); Dr. Alireza Soloukdar (Islamic Azad University, Central Tehran Branch, Iran); Dr. Lisa Soon (Central Queensland University, Australia); Dr. Roy Soy (Albukhary International University, Malaysia); Dr Arun Sukumar (Sheffield Hallam University, UK); John Sullivan (School of Information, University of South Florida, USA); Ramayah Thurasamy (Universiti Sains Malaysia, Malaysia); Dr Piotr Tomski (Czestochowa University of Technology, Faculty of Management, Poland); Dr Blanka Tundys (University of Szczecin, Poland); Huan Vo-Tran (RMIT University, Melbourne, Australia); Dr. Quan Hoang Vuong (Universite Libre de Bruxelles, Belgium); Prof. Fang Wang (Business School of Nankai University, Tianjin, China); Dr. Kenneth Webb (Edith Cowan University, Australia); Associate Prof Philippa Wells (Federation University Australia, Australia); Dr. Santoso Wibowo (Central Queensland University, Australia); Tanakorn Wichaiwong (Kasetsart University, Thailand); Dr. Lugkana Worasinchai (Bangkok University, Thailand, Thailand); Dr. Noeline Wright (University of Waikato, Hamilton, New Zealand); Aziz Yahya (Universiti Teknikal Malaysia Melaka, Malaysia); Professor Mohammad H Yarmohammadian (Health Management and Economics Research Center, Isfahan University of Medical Sciences, Iran); Dr. Omar Zakaria (National Defence University of Malaysia, MALAYSIA); Prof. Ewa Ziemb (University of Economics, Poland);
Biographies

Conference and Programme Chairs

Dr Dmitry Vasilenko is a Professor at the School Of International Economic Relationship; Head of International department of Saint-Petersburg State University of Economics. He is also Head of the Organizational Committee of International Conference “Energy 21st century: economy, politics, ecology”.

Natalia Khazieva is a teacher at High School of Economics, Saint Petersburg, Russia since 2012. Her academic interests are primarily in the field of Intellectual capital, knowledge management, value of business, finance management.

Keynote Speakers

Dr Sergei R. Filonovich is a Professor of Human Resource Management at the National Research University - Higher School of Economics in Moscow and a Dean of its Graduate Management School (Business School). His focus of research is adapting Western behavioral science theories and methods in organization development and comparative management to prepare the new generation to participate in the reforms being undertaken Russia. Dr. Filonovich has served as a management and organization development consultant to Russian and foreign companies. He has conducted organizational studies, training in communication skills, team-building and management seminars for Siemens, Ernst & Young, Coopers & Lybrand, Occidental Petroleum, Novartis, BP and a number of major Russian companies. In addition to his consulting, academic and entrepreneurial experience, Dr. Filonovich has gained an international reputation as author of eight books and over 100 scientific papers.

Dr Alexander Kovalev has had a varied career involving academia, business training and media. A professor since 1998, Alexander has been a dean of a number of faculties, worked with The Association of Business Executives and been a television presenter. His academic and research interests include: strategic management and marketing, innovations in business education, coherent migration processes in higher education and business. He is the
author and co-author of 211 books and articles in these areas of research and is an honoured educationalist of Russian Higher Education as well as an honoured Fellow of the Association of Business Executives /London/. He earned PhD in economics in 2004.

Mini-Track Chairs

Mehdi Asgarkhani is currently the Academic Leader (IT Qualifications) and a principal lecturer in strategic management of IT at CPIT, New Zealand. His background covers both IT and Strategic Management. Previously, he has had various roles within the IT sector including Business Support Services, Business Strategy Analyst/Advisor, Project Director, and IT solutions consultant. He held the position of National Councillor at the institution of IT Professionals NZ for a number of terms. He holds editorial board memberships with two international IT and management journals.

Dr Maria Cristina M. De los Santos is presently a Faculty member of the Department of Business Administration teaching business and management subjects. She holds a Doctor of Philosophy major in Behavioral Management and Bachelor of Laws. She gave lectures on business laws, human rights, corporate social responsibility and strategic management to undergraduate students, and good governance and social entrepreneurship to people’s organizations. Her interests are on business administration, management, organizational behaviour, human resource management, business law, strategic management and corporate social responsibility and governance.

Dr Noriss Kweku Hammah is a strategic planner and development analyst. He works at The University of Western Australia, School of Earth and Environment. He has a Ph.D. in Urban Planning and Design and has a keen interest in urban and strategic planning, workflow improvement, and the impact of organizational factors on the success or failure of planning systems. He has published several research papers in international journals in the area of urban planning.

Dr Rahinah Ibrahim is a Professor and former Dean at the Faculty of Design and Architecture, Universiti Putra Malaysia (UPM). Ibrahim has 7 years’ experience in property development and architectural practice before joining UPM. A trained architect, she received her Ph.D. in Construction Engineering and Manage-
ment from Stanford University. She established the Sustainable Design Informatics Research Group for developing theories and emerging computer-integrated applications in sustainable product innovation. For her research and academic achievements, she was awarded the “Top Research Scientists of Malaysia 2012” and the “National Academic Award (AAN2013)” by the Academy of Sciences Malaysia and the Malaysian Government respectively.

**Associate Professor Coral Ingley** is Associate Professor of Management in the Faculty of Business and Law at the Auckland University of Technology, Auckland, New Zealand. She has published broadly on topics in governance. She has also published across fields of exporting; small, family, new, and entrepreneurial business; management and managerial competencies; marketing and service quality; strategic management; industrial networks; leadership and organisational culture; and business and regional economic growth. In addition, Coral has served as a director and chair on the boards of a range of business-related organisations and continues to hold board director positions. She has supervised doctoral students exploring strategy, board composition, board performance, and the nexus between boards and management. Coral also has a background in the private sector in capacities as varied as consulting, marketing, strategy development, and both hold commercial directorships in New Zealand companies.

**Dr. John Politis** is an Associate Professor in Management at Neapolis University in Cyprus and a Senior Academic of Business at Charles Darwin University, Australia. He is also an Adjunct Virtual Professor associated with the Higher Colleges of Technology in the UAE. Professor Politis holds a Ph.D. in Management from the University of Technology, Sydney, Australia. He regularly publishes peer reviewed academic papers in quality journals and his research output is presented at refereed conferences. He is currently the editor of the Electronic Journal of Management Leadership and Governance (EJMLG) as well as a member of a number of editorial boards, including The Leadership and Organisational Development Journal and the Knowledge Management Research and Practice Journal. 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.
Contributing Authors

Hossein Adab has a PhD, in Industrial Management Tehran- Iran 2006. Thirteen years of academic work at Industrial Management Department (From 2001 to present ) 25 years of experience in Industrial Management Institute ( IMI) in positions of Senior Consultant.

Caroline Akhrsas has lived in the Middle East and North African Region as a university student, educator, practitioner-researcher, and international conference lecturer. She is an active practitioner-researcher in business management focusing her research interests on leadership, technology, organizational behavior, learning, and international business.

Md Faisul Alam is a PhD candidate in Business with Management, in the graduate school of Management at University of Plymouth, UK. He completed his masters in Accounting and Finance from University of Greenwich, UK. Since 2015 he has been a Graduate Teaching Assistant in the same place. His research interests are in Knowledge transfer, entrepreneurship, sustainable development, Supply Chains and Corporate governance.

Andra Angeleanu is a Supply Chain and Logistics professional. She is currently working towards her PhD on the topic of Supply Chain Optimization Possibilities in Global Companies at the Research Center for Business Administration at The Bucharest University of Economic Studies, Romania.

Mariasole Bannò graduated in Industrial Engineering and defended her PhD thesis in Economics in 2009 at the University of Bergamo (Italy). She is a research fellow at the University of Trento where she also teaches. Her work has been published in the journal of Small Business, Management, Journal of Policy Modeling and Applied Economics Letters.

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

Peyman Basher Doorst graduated with a B.Sc. in Industrial Engineering from Iran University of Science and Technology in 2001. He has worked as a project planner and controller on different projects in Iran and Norway. Peyman is currently...
studying for an M.Sc. in Project Management at Salford Business School in Manchester.

**Andrea Bencsik** is a professor at Széchenyi University in Hungary and at Selye University in Slovakia. She is doing research in the fields of knowledge, change, human project management and she also teaches these disciplines. She is the author of a number of scientific publications and a member of some international scientific committees.

**Veronika Borisova** is a Ph.D. student at the Faculty of Economics (University of West Bohemia in the Czech Republic). Since 2014 she has been an assistant at the University. The topic of her dissertation thesis is Sustainable Performance Management Model of Manufacturing Companies According to Sampled Methods from Performance Management System. Her publication and research activities are in the fields of performance management, financial and managerial accounting of enterprises.

**Gulnara Chernobaeva** is an Associate Professor and Post-doctoral Fellow at the Department of Innovation and Project Management, Omsk State University, Russia where she teaches several marketing courses. Her main research interest is marketing communications. Currently, she investigates marketing project support. Gulnara additionally has extensive experience as Head of Marketing at leading Omsk companies.

**Stefan Cronholm** is professor in information systems and is the leader of the research group InnovationLab that consists of 15 researchers. Stefan specializes in service management, business and IT-alignment, development and evaluation of digital artifacts, digital innovation, requirement engineering, design methodology, and qualitative research.

**Carla Curado** is a tenured Assistant Professor of Organizational Behavior and Human Resources Management at ISEG, School Economics & Management at University of Lisbon. Her research in progress and recent publication works cover issues in intellectual capital, knowledge management, training and organizational learning.

**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.
**Rafał Drewniak**, gained his PhD in 2002. His research interests focus on problems of strategic management, enterprise knowledge management, and strategic alliances. He is author of national/international publications (including four books) on topics including business management, strategic alliances, intellectual capital management, knowledge transfer between firms. He is a member of the Polish Association for Knowledge Management. He has worked as a consultant for institutions and government agencies and he teaches enterprises in management, marketing and quality management.

**Corry Ehlen** is a Dutch PhD in Behavioral Sciences, specialising in Change Management and Human Resource Development. She has had an international career at Universities as lecturer, educational designer, director, policy advisor and programme manager of innovation. Her research focuses on Co-Creation between education-business-government. She designed the Co-Creation-Wheel, an inspiring instrument for innovators.

**Hanya El Ghetany** graduated from the British University in Egypt majoring in Human Resources Management in 2013. She was hired as a recruitment specialist at Halliburton for a year before she moved to the leading HR consultancy firm in Egypt; Jobmaster. She is currently pursuing her master’s degree in human resources management and training at Leicester University in the UK.

**Marja Exalto-Sijbrands** works as a research fellow (since August 2013) and teacher at the ‘Hogeschool Utrecht’ University of Applied Sciences. Her research expertise is on Supply Chain Management. Prior to the HU Marja worked as a consultant for over 20 years and she holds a PhD in logistics since May 1993.

**Hadia Fakhreldin** is the Vice Dean for Teaching and Learning at the Faculty of Business Administration, Economics and Political Science at the British University in Egypt. She is an Associate Professor of International Business and has worked as trainer and Organisational Development Consultant in national and international companies. She is member of several international committees.

**Ummu Kolsome Farouk** is a lecturer at Universiti Tunku Abdul Rahman, Malaysia. She lectures and supervises the research of undergraduates and postgraduates in law and management subjects. Her research interest is in the areas of workplace safety and health, work related legislations, gender & technology issues at the workplace, entrepreneurship, and corporate social responsibility.

**Annika Galle** is an assistant professor in Financial Law at the Erasmus School of Law at Erasmus University Rotterdam in The Netherlands. Her research on sub-
jectors regarding corporate governance, company and financial law has been published in diverse Dutch and international journals and books.

Amruta Gholba is currently pursuing a Masters in management (MS by research) at the Department of Management Studies, Indian Institute of Technology, Madras, India. She is working in the area of human resource management and specifically in global leadership. Prior to her Masters, she pursued a Bachelor of Engineering in Industrial Engineering and Management.

Valerie Priscilla Goby (PhD, JCU, Australia) is a professor in the College of Business, Zayed University, Dubai. Her research interests include leadership, communication, and workforce localization and she has published in a wide range of journals including the Journal of Business Ethics, International Journal of Organizational Analysis, and Corporate Communications: An International Journal. She is an editorial board member of several journals including Business and Technical Communication.

Aleksandra Grobelna is an adjunct at the Faculty of Entrepreneurship and Quality Science, Gdynia Maritime University. She is a Doctor of Economic Science specialising in marketing and economics of tourism services. Her research interests include hospitality services, human resource management, and service quality management. She has been involved in academic projects resulting in almost 40 original articles.

Surya Prakash Guda RAO, as a Professor in Management has a PhD in (Principles of Srimad Bhagavad Gita as Tools of Management) and presented research papers in 23 national and international conferences (including China, Canada, Spain and USA). In March 6-8, 2013, he received ‘2nd Best Research Paper Award,’ from Indian Institute of Management Shillong (IIMs), India’s premium institute.

Tatana Hajdikova is an assistant Professor in the department of management at the Faculty of Management, University of Economics in Prague in the Czech Republic. Her research interest is in the area of the financial health of non-profit organizations, mostly in the health-care field. She lectures in accounting, tax and economics. She is completing her doctoral studies on the topic of Managerial decisions to support management in hospitals.

Paulo Lopes Henriques is an Associate Professor of Organizational Behavior and Human Resources Management at the ISEG, School Economics & Management at University of Lisbon. His research and forthcoming publications explores several
themes of organizational behaviour, including ethics, trust, mentoring, knowledge management and human resource practices.

**Dumsile Hlengwa** is a senior lecturer and Head of the Department of Ecotourism at the Durban University of Technology in South Africa. She has been lecturer for Advanced Strategic Management in the Bachelor of Technology Programme for the past eight years. She holds a Doctorate of Technology in Business Administration, Master of Recreation and Tourism, Post-graduate Diploma in Tertiary Education, Honours in Geography and Bachelor of Paedagogics.

**Alua Salamatovna Ibrayeva** Doctor of Laws, Professor at the Law Faculty of Kazakh National University named after Al-Faraby. She is an author of more than 100 scientific works.

**Helena Jerónimo** received her PhD from the University of Cambridge, UK. She is an assistant professor of the School Economics & Management at University of Lisbon (ISEG), University of Lisbon, and researcher at CSG (Research in Social Sciences and Management). Her research interests are science and technology studies, sustainability and environment, and organizational behaviour and human resource management.

**Björn Johansson** holds a PhD in Information Systems Development from the Department of Management & Engineering, Linköping University in Sweden. Currently he works as Associate Professor in the Department of Informatics at Lund University, Sweden. Previously he was a Post Doc at CAICT at Copenhagen Business School. He is a member of IFIP Working Groups IFIP 8.6 and IFIP 8.9.


**Joanna Kizielewicz** gained her Ph.D. degree in economics in 2001. She has been a lecturer and scientist at Gdynia Maritime University (Poland) in the Faculty of Entrepreneurship and Quality Science for 20 years; a member of IAME and Polish Economical Society and coordinator of 10 EU projects. Her scientific studies focus on policy and strategy for regional development.
Jan Kopia is a Phd Student in the Doctoral School of Bucharest University of Economic Studies at the Faculty of Business Administration. Jan has worked as a team leader in the IT-industry and is responsible for IT-Security projects as well as the introduction of management system standards (especially Information security management systems).

Ondrej Leseticky is an assistant professor and research fellow at the Faculty of Management, University of Economics in Prague. His research interests cover mainly the area of healthcare services management, E-health and application of simulation techniques in the field of quality assurance in health care. As a member of multidisciplinary research groups he has contributed to different HTA studies.

Li Linis is currently a PhD candidate at the School of Economics, Utrecht, The Netherlands. Her major interests are in international and cross-cultural issues in leadership and general leadership research. Three of her four papers are now under review in the Journal of Business Research, Journal of Business Ethics, and International Human Resource Management.

Stuart Locke is professor of Finance at the University of Waikato in New Zealand. His research interests, in recent times, have focused on aspects of enterprise performance, including financial and outreach performance, agency costs, sustainability, inclusiveness-formal & informal markets; poverty alleviation impacts of better governance in LICs is recent example.

Barbara Marciszewska: Professor of Economic Science (Faculty of Entrepreneurship and Quality Science Gdynia Maritime University). Her scientific interests: economics and marketing with focus on tourism, recreation, culture. She is an author (or co-author) of around 100 publications. She has experience in education for a tourism industry in Poland and abroad (eg. Belgium, Germany, Italy, Sweden).

Bayanslu Markhayeva is a doctor of economic sciences, professor of Almaty Management University, Kazakhstan. Her scientific interests are management and financial accounting, budgeting, economic analysis in various fields of economy. She is also interested in the fields of agriculture, food security, CSR.

Eleni Melissanidou is in the final year of my PhD studies in Strategic Management and International Business in Newcastle Business School in Northumbria University, UK. I am currently working as an Associate Lecturer in the Business School and my professional background is in local government public services.
Hasmukhlal Patel is Principal and a Director General in the Grow More Group of Institutions, India. His areas of interest are educational management, research, language education and educational event management. He is two times winner of Best Research Paper Awards. He has presented papers in India, Poland, Czech Republic, Spain, Croatia, Romania and Albania. He is a Member of the Board of Studies of HNG University, Patan and Member of the Academic Council. He is also a Peer Team Member of NCTE and observer at NET, UGC.

Noel Pearse is an associate professor in the Rhodes Business School at Rhodes University in South Africa, functioning as the MBA Programme Co-ordinator. He lectures in Leadership, People Management, Strategy Implementation, Change Management and Research Design. His research interests lie mainly in the areas of leadership development, tacit knowledge, voluntary organisations, organisational change and development.

Jindra Peterkova, PhD is an Assistant professor at VŠB Technical University, Faculty of Economics of Ostrava, Department of Business Administration. Research interests include contemporary concepts of business economics, innovation and management and she teaches a Management simulation game and Company strategy courses. Jindra is also author/co-author of papers in scientific proceedings and publications focusing on issues of economic enterprise and simulation games. Jindra has gained practical experience in business.

Trang Thi Kieu Pham, is a PHD student at the National Economics University, Hanoi, Vietnam. Previously he attended Bangor University in Wales, UK where he completed a Masters in Accounting and Finance degree in 2012, following undergraduate study in Hanoi. Currently, she lectures in Tan Trao University, Tuyen Quang. Her current research interests are in corporate governance and the performance of the firm in Vietnamese listed companies.

Nadezhda Nikolaevna Pokrovskaiia is a Master student on the “Taxes and Taxation” program (F-514), at St.Petersburg State University of Economics. She is Deputy director of the International School of Economics and Politics, Saint-Petersburg State University of Economics and Editor-in-chief of analytical review “LiC” (Personality & Culture). She has more than 240 published books and articles. In 2008 she was awarded the Gagarin Medal from the Russia Space Federation.

Sabina Potra is an Assistant Professor at Politehnica University of Timisoara, Romania. She has a double diploma in PR Communication and Public Administration (2008), an MBA (2010) and a PhD in Engineering and Management (2013). She has written several articles in prestigious journals and conferences on prosumer man-
agement, strategic marketing, value co-creation, innovation strategies and quality management.

Evgeny Popov graduated Ural Polytechnic University in 1978. Nowadays, he is chief scientific secretary of the Ural Branch of Russian Academy of Science and a Corresponding Member of the Russian Scientific Academy.

Pavel Pudil, ScD. is Vice-Dean for research and science at the Prague University of Economics, Czech Republic. He spent five years at British universities as a research fellow. His research interests are machine learning, pattern recognition, feature selection, managerial decision-making. In 2000 he was elected IAPR Fellow for his contribution to the field of statistical pattern recognition including the well-known floating search feature selection method (cited more than 1200 times). His citation H-index is 13.

Yelena Raschshepko is the owner of an advertising agency in Kazakhstan. He has been working in advertising and marketing for 15 years. Yelena has a Masters degree in Marketing and is now studying for a DBA. Research interests include marketing and creative management.

Pascal Ravesteijn PhD is a Professor of 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 a board member of the Dutch BPM-Forum. Furthermore Pascal is editor of the Journal of International Technology Information Management and he is a member of the editorial board of the International Journal of Global Management Studies.

Ryszard Rohatynski is a professor of Engineering at the Wroclaw School of Banking, and lecturer at the Poznan University of Technology, Poland. He is also a member of the Mechanical Engineering Committee, at the Polish Academy of Science (Branch Poznań). His research interests are engineering design and project management. He has published more than 170 scientific and technical papers in Poland and abroad.

Elena Serova is an Associate Professor in the International School of Economics and Politics, SPSUE. Her role combines teaching and research in equal measure. Her research interests are related to Business Models, Contemporary Strategy Analysis, Marketing, and Information Management. She has co-authored books and collections of essays and is a regular presenter at national and international conferences.
Rina Shahriyani Shahrullah is the Head of Postgraduate Study, Faculty of Law at Universitas Internasional Batam, Indonesia. She was recognised as one of the 15 Indonesian most outstanding lecturers by the Indonesian Ministry of Education in 2013. She has also been a fellow of the Asian Public Intellectuals (API) July 2007-July 2008.

Marina Shakina is a lecturer at the National Research University Higher School of Economics (Perm) where she has been teaching at for over 15 years. Her research interests include the optimization of corporate structure and business processes; the relationship between corporate structure and organizational culture; and innovative learning technologies. She is the author of more than 10 articles on these issues.

Katarzyna Skrzeszewska gained her in economics in 2001. She is an Assistant Professor at Gdynia Maritime University (Poland) in the Faculty of Entrepreneurship and Quality Science. She is a member of Polish Economical Society and the Polish Nautological Society. Her current research interests focus on policy and strategy for regional development, maritime policy and the maritime labour market.

Alireza Soloukdar is an Assistant Professor of Industrial Management Department at the Central Tehran Branch, Islamic Azad University, Tehran, Iran, where he teaches and conducts research on Operation Research, Managing Complex organizations, Research Methods, and Operation management topics.

Ton Spil teaches Business Information Systems at the University of Twente, The Netherlands. His PhD thesis was on the effectiveness of information strategies and subsequently he has specialized in healthcare and professional organizations. He was track chair for e-health at ECIS, AMCIS and HICSS conferences and has published at ISI A level. He has been guest editor of JSIS and associate editor of several health journals. In 2014 his main topics of research interest were adoption, business modeling, serious gaming and social media strategies applied to (tele) health, music and banking.

Stella Stoycheva is a PhD candidate in Management at Ca' Foscari University of Venice, Italy. She holds an MPhil in Management Studies and Master of Science degree in Tourism Management. She has experience in project management and research activity of EU FP7 projects. Her research interests include decision analytical tools and methods, sustainability assessment, digital marketing.

Elza Syarief is from Indonesia. She is a permanent lecturer of Postgraduate Study of Law at Internasional Batam University. In 1999, she established a Law Firm
named “Elza Syarief & Partner Law Firm”. She is one of the founders of the Indonesian Lawyers Association (PERADI) and Chairman of the Indonesian Advocates and Legal Counsel.

**Agota Szabo** is a business management lecturer at The Hague University in The Netherlands. She gained her International Business Administration degree at Erasmus University and is currently doing research in the field of corporate governance at Amsterdam Business Research Institute. She has been involved in designing executive programs and in different research projects regarding strategy and corporate governance.

**Matthew Turnour** is a lawyer in private practice, an academic and a company director. His law firm in Brisbane Australia is a member of Global Cross Legal. He teaches governance and ethics at Queensland University of Technology. He has a specialist interest in tax concessions, charities and NGOs. He is also the director of a number of companies.

**Philippa Wells**, previously of the University of Waikato and AUT University (both New Zealand) and presently Federation University of Australia, holds qualifications in Law, Accounting, Business and Environmental History, and has research interests in governance and policy. Both alone and with others she has most recently focused on aspects of governance for sustainability.

**Zhanat Zhussupova** is currently a Doctoral student at the University of International Business (Almaty, Kazakhstan) where her field of research is Corporate Governance. She is also a alumna of the Junior Faculty Development Program (USA).

**Snežana Živković** is a Professor at the Faculty of Occupational Safety in Niš, Serbia. She is author of four monographs, two textbooks and over 200 research papers published in scientific journals on SCI and SSCI lists, as well as in the proceedings of international and national scientific and professional conferences. Her areas of research interest include the management of working and living environment and crisis management.
Authentic Leadership in Drastic Times

Dr. Caroline Akhras
Notre Dame University, Zouk Mosbeh, Lebanon

Abstract: This case study focused on leadership in drastic times is addressed to stakeholders in the Middle East and North African area. Challenging times, unique stressors, and radical change may be seen as calling for a renewed focus on authentic leadership. This case study questions whether leadership is perceived as authentic and whether leaders perceive themselves as authentic. As a practitioner researcher, I find that exploring the role of authentic leader in business management is relevant in post-modernity worldwide; however, conducting research on authentic leadership is especially vital given the dynamic and negative downward spiral of economic, demographic, geographic, and political factors in the Middle East and North Africa region across the past decade. As a research study, the aim of this paper is twofold: (1) whether followers perceive their leader as authentic; (2) whether leaders perceive themselves as authentic. 90 participants, as members in business units composed of 15, were assigned a business project across ten weeks. The project required that all members participate in collaborative and individualistic time-defined tasks. Data was gathered using a brief survey and short interview once the project was submitted. It was found that followers perceive their leaders as authentic in the Middle East and North African Region (MENA). Moreover, it was found that leaders “know themselves” and act in accordance with their inner thoughts. These findings may be related to the social and economic culture of the surrounding nations and as such the topic of authentic leadership requires further research.

Keywords: Radical change; self awareness; relational transparency; positive psychological capacities; authenticity; Middle East and North Africa Culture

Effective Stakeholder Management in International Supply Chain Projects

Andra Angeleanu, Timo Keppler and Thorsten Eidenmüller
The Bucharest University of Economic Studies, Bucharest, Romania

Abstract: This paper explores organizational issues associated with conducting supply chain projects in the context of global organizations and remote leadership. Supply chains are the building blocks of global trade, and the globalization and fragmentation of manufacturing and distribution processes has made the world more interdependent than ever. Global companies are required to actively
monitor their supply chains’ capacity, structure and performance, in order to ensure their responsiveness and alignment to corporate strategic growth objectives. Global supply chains are spread across multiple locations and time zones. Successful international project managers possess a wide array of competencies, using project management tools and techniques while also conducting effective communication. Developing relationships both upstream and downstream, managing change and expectations are equally as important as using a structured approach to project management. Building a network of sponsors that support the change and share a common vision can help improve project performance. Understanding the stakeholders’ role, influence and interests early on helps capture the business case, and scope the project accurately since its inception. This is especially important for international supply chain projects, where geographical and cultural distance between the various local entities of a given corporation increase complexity, uncertainty and risk. Organizational cooperation across cultural boundaries is critical also when working in virtual teams. The objective of the research is to determine possibilities of increasing the effectiveness of stakeholder management, planning and communication, in order to improve the performance of international supply chain projects. We conducted an empirical study based on literature, and a comparative study concerning stakeholder management practices used by local affiliated entities of a transnational corporation. The sources of this research are both primary, through direct observation of project management activities in international supply chain projects, and secondary, through literature review. In the project management and stakeholder management literature sections we review the conceptual framework in the field. We research the theoretical aspects of organizational relationships, with an emphasis on stakeholder management in international projects in global supply chains. The comparative study proposes a compare-and-contrast type analysis between two international supply chain projects led by two business entities of the same corporation. In the Results and Discussion section, we propose a framework for reviewing the theoretical knowledge based on findings from the comparative study. This framework will highlight an area where supply chain practitioners can contribute additional knowledge, finding that international supply chain projects can benefit from effective stakeholder management. As a result of this research, we conclude that stakeholder management brings an improvement to the performance of international supply chain projects, through conflict reduction and improved communication. This paper contributes to first-year doctoral research on the current state of knowledge in the field of supply chain management.

**Keywords:** project management, stakeholder management, supply chain performance, supply chain project, performance, organizational cooperation
The Influence of Complex Adaptive Leadership on the Efficiency of Business Management

Svetlana Apenko and Gulpnara Chernobaeva
Omsk State University, Omsk, Russia

Abstract: The importance of study is related to the research made by managers to find out what effects can cause their leadership; whether it is possible to ensure the welfare of the company using their leadership. To answer these questions scientific empirical studies that demonstrate the role of leadership as a significant factor in the effectiveness of labor and business management are needed to be realized. The thing that makes our study topical is that we are studying one of the promising and understudied forms of leadership - complex adaptive leadership. Today's organizations and their stuff work in environment with a high level of uncertainty, interdependence, diversity and vagueness of causal relationships between different elements of the organizational system. Most adequately to this environment is complex adaptive leadership, the essence of which is to develop a team of associates considering the fact that this command is valid in the context of complexity. Study relies on the methodology and methods developed by Nick Obolensky, specialist in the field of leadership and strategic management. The purpose is to identify the level of organizational and individual complex adaptive leadership of project managers and to establish the relationship between this level and indicators of labor efficiency and business management in Russian IT companies. The underlying hypothesis is that the more complex adaptive leadership of organization and its project managers are developed, the more high levels of socio-economic efficiency of labor and business management has an IT company. The study is focused on models of organizational leadership and strategy leadership of project managers, relationships between the level of existence of different models and strategies of leadership and indicators of labor efficiency and business management. Study was conducted with the participation in the international research project (Russia, UK), devoted to the efficiency of business management in the IT sector in Russia. Project participants: the Company Complex Adaptive Leadership, companies "Project Business" and "Paleks" with the support of the National Research University "Higher School of Economics", National Research Tomsk Polytechnic University, Dostoevsky Omsk State University". Our team conducted a study in 22 Omsk companies in 2015. Results of the study: 1. Models of organizational leadership and strategies of individual leadership of project managers. 2. A comparative analysis of complex adaptive leadership in IT-companies in Omsk and other Russian regions. 3. Association between the level of leadership and performance indicators labor and business management organizations was found. 4. Programs for complex adaptive leadership were developed.
There is a link between the level of complex adaptive leadership of organizations and project managers, on the one hand, and indicators of socio-economic efficiency of business management on the other. Study is valuable for IT companies, because it provides recommendations for the development of the complex adaptive leadership with the aim of improving business efficiency.

**Keywords:** complex adaptive leadership, IT companies and project managers, the effectiveness of labor and business management

---

**Italian Family Firms Internationalization: An Empirical Analysis**

*Mariasole Banno¹ and Sandro Trento²*

¹University of Brescia, Italy,
²University of Trento, Italy

**Abstract:** This paper provides new evidence on the relationship between Italian family firms features and their international growth. In particular, our aim is to understand how the family impacts on the international expansion of a multinational firm. The sample is composed of 293 Italian companies affiliated with 4,215 foreign firms. Our results show that the dimensions considered to define the family business phenomenon have a different impact on the expansion of a firm abroad. Specifically, the involvement of the family in the ownership and in the board of directors is negatively associated with the level of internationalization of a firm. In contrast, the presence of young successors favors the development of the business abroad.

**Keywords:** family firms, international business, empirical analysis

---

**Chameleon Effect of Virtual Enterprises in Challenging Economic Times and Repositioning Economic Pursuits**

*Bob Barrett*
American Public University, Charles Town, USA

**Abstract:** As more global economies have been expanding and contracting due to economic pressures, societal changes, and leadership in general, more businesses externally have been attempting entry into various economically, challenged markets, but with limited access or success. While there may be a variety of reasons preventing or limiting their success, the logistics of any venture may be one key to understanding why some entities are becoming more successful or creative in their marketing strategies and implement. In particular, as the digital divide be-
comes not only more of a social, but yet business, issue for debate among the various internal and external stakeholders, a certain degree of innovation and creativity has been necessary for various organization to reposition their leadership approach to various markets. Specifically, as more countries consider changes in their business and educational approaches, they are looking towards the best practices of other countries as a way of spearheading changings in their economics, especially in transforming their business and educational endeavors and potential opportunities for their own people. However, this leads to the question of how certain companies are changing their leadership approach and adapting to these various new environments, metaphorically speaking, as well as economic and educationally examining, how this chameleon effect can bring about new partnerships and lasting brand name marketing into new economic markets. In terms of various virtual enterprises, many academic institutions are reaching out to new markets in order to compete with the various competitors in their industry in order to secure a strong foothold the global educational community, develop new markets, and to reposition their leadership image in the educational industry as a more global leader. Consequently, many of these colleges and education are transforming their traditional marketing strategies to the use of a different approach to attract a new breed of adult leaders by offering free Massive Online Open Courses (MOOCs) to entice potential students to try out courses to see if they have an interest and learning potential as a way of beta testing the global waters. Further, if there is sufficient interest in any global local, it is then the role and function of the current virtual leadership to make the necessary contacts and help facilitating the potential partnership between the virtual educational enterprise and new global market. While simplistic in its potential business design and marketing approach, this is only a stepping stone as to the unlimited potential that new virtual leaders can make on the global market, whereas, they may be able to help reposition their organization from not only the traditional way of doing business, but now on a more global scale.

**Keywords:** virtual management, strategic partnership, leadership, virtual learning, marketing

**Knowledge Sharing Problems from the Viewpoint of Intergeneration Management**

**Andrea Bencsik, Dr. Renata Machova**
Janos Selye University, Komarno, Slovakia

**Abstract:** This paper aims to show main problems among different generations at a workplace from the view of knowledge sharing. These problems are in close
connection with the characteristics of generations’ behaviour, lifestyle and trust. A purpose is to give suggestions to HR to handle these problems in order to build and to operate a knowledge management system on the basis of a learning organizational culture. The paper leads the readers’ way of thinking from the features of generations, across the problems of knowledge sharing to the tasks of inter-generation management. The author shows different generational characteristics from a viewpoint of teamwork, trust and knowledge sharing on the basis of earlier literary data, theories and the author applies own experience as well. The author supplemented the previous ideas with the most important characteristics of the learning organisational culture. The paper identifies the most significant differences and generational values which can help to create common thinking, behaviour and dialogue which can bring knowledge sharing closer and facilitate the narrowing of the gap in different generational value systems. The paper formulates related HR tasks on the basis of steps of knowledge management system building and composes challenges of the HR in the light of different generational characteristics. The paper contains new ideas about the comparison of different generational characteristics from the view of knowledge sharing, teamwork and learning organization. It formulates an origin theory about HR tasks to handle these new problems and conflicts in organizations in order to operate knowledge management systems successfully.

**Keywords:** conflict, HR, intergeneration management, knowledge management, knowledge sharing

---

**Options of the Sustainability Aspects Implementation into the Balanced Scorecard Concept**

**Veronika Burešová and Lilia Dvořáková**

University of West Bohemia, Pilsen, Czech Republic

**Abstract:** Neither in the academic sphere nor in professional practice there is a general agreement on the understanding and definition of the terms sustainable development and corporate social responsibility, despite the awareness of the wide range of socially responsible activities both at the microeconomic and macroeconomic level. The reason for this may lie in the fact that socially responsible activities are based on volunteerism. Research exploring the impact of socially responsible activities to the corporate financial performance has been published still more intensively. The ways, how to link up the corporate social responsibility concept effectively to the used performance methods in enterprise practice, are researched as well. The results of the realized quantitative research show that the Balanced Scorecard concept (or similarly the Excellence Model) is so robust that
its use in the Czech enterprise practice is not so common. In a similar way the long-term integration of sustainability aspects into the approaches to the enterprise performance management is not so common. How the data received from the research sample show, Czech manufacturing companies rarely implement the whole complex approach. They often implement only the main ideas of the concepts (Excellence Model, Balanced Scorecard, Total Quality Management, etc) along with a few metrics (key performance indicators, so called KPIs) - to include social and environmental aspects within responsible behaviour (sustainability entrepreneurship). Therefore there are analyzed and evaluated the options how to implement sustainability aspects into the Balanced Scorecard concept. The Balanced Scorecard concept belongs to the most used performance management methods in the current practice of manufacturing companies in the Czech Republic. This paper is based on the desk research scientific method using secondary data in the field of corporate social responsibility and corporate sustainable performance. Empirical research in this paper is conducted in the form of a questionnaire survey. It maps the use of the Balanced Scorecard concept and other concepts for the performance management of medium-sized manufacturing companies with the place of business in two regions of the Czech Republic.

**Keywords:** Corporate social responsibility, economic enterprise performance, sustainability balanced scorecard, sustainable entrepreneurship

---

**Best Practice in IT Service Management: Experienced Strengths and Weaknesses of Using ITIL**

Stefan Cronholm\(^1\) and Linda Persson\(^2\)

\(^1\)University of Borås, Borås, Sweden  
\(^2\)Tregamma, Gothenburg, Sweden

**Abstract:** This paper focuses on the management of IT services and especially on best practices in the IT sector. Successful organizations must continuously improve their business management, including their IT management, in order to retain competitive advantages, and thus they need to reflect upon and improve their ways of working. One important aspect of this is usage of best practices. Best practices are toolsets or frameworks for the management of business and IT alignment, and their purpose is to improve the quality of IT services through delivering superior results compared to other frameworks, time after time. The most cited, globally recognized and adopted best practice is Information Technology Infrastructure Library (ITIL). The problem we address is that there exist contradictory claims concerning the usefulness of best practices. Due to these contradictory claims, the purpose of this paper is to learn more about the strengths and
weaknesses of ITIL. To fulfill the purpose of this paper, we have conducted a qualitative study where we have collected empirical experiences from use of ITIL. We have interviewed 15 IT managers and IT consultants about their experiences of using ITIL. We can conclude that previous findings are fragmented and thus we have presented a coherent and structured collection of empirical experiences categorized as strengths and weaknesses. The identified strengths are: high reliability, improved cost efficiency, a tool for communication and support for structured work. The identified weaknesses are: lack of concretion, adaptation difficulties, being too comprehensive and having high costs. These strengths and weaknesses have to be managed in accordance with the situation at hand. We believe that our findings can contribute in two ways: 1) they consist of a coherent and structured overview informing about both strengths and weaknesses, and 2) the weaknesses can be used as requirements for a redesign of ITIL. Our study has in a cumulative way advanced the state-of-the-art by adding new knowledge based on empirical data.

**Keywords:** IT Management, IT Service Management, Best Practice, ITIL.

**Local Government Units’ Environmental Governance for Economic Sustainability**

**Maria Cristina M. De los Santos**
Kyungdong University-Global Campus, South Korea

**Abstract:** The local government units are political entities authorized by law to implement the waste management program of the government. The law is explicit on the mobilization of its power to reduce the generation of waste in the country. However, the local government sector cannot fully address the environmental problems due to financial limitations, lack of awareness, corruption, lack of political will and environmental governance programs. This research aims to develop environmental governance program to be adopted by local government units to achieve economic sustainability. The purpose of this study is to determine the compliance on the management strategies implemented by the local government units on environmental sustainability, the local governance policies approved for the implementation of waste resource conservation and waste reduction, the sustainability programs implemented by local government units to improve the environmental governance on education; environmental governance on values; environmental governance on health; and environmental governance on economic sufficiency; and to identify the initiatives designed by the local government units to decentralize the leadership on waste sustainability among local government branches. Secondary data was used to determine the compliance of
policies implemented by the local government units. The survey method was employed to gather information from municipalities and cities on environmental governance programs implemented by the local government units. The findings revealed that the local government units designed their own monitoring & evaluation policy on waste disposal and they provided incentives and awards to schools for diligently monitoring waste disposal. The data on the level of implementation of local governance policies for waste resource conservation revealed that Local Government Units fairly implemented (3.03) this program. The level of implementation for local governance policies on waste reduction was fairly implemented (3.01) by the local government units. The local government units had their highest rating (3.23) on providing budget for information campaign. Also, they facilitated trainings to enhance community participation and involvement. The Local Government Units raised the public consciousness on the effects of wastes to the moral life of the community. Local government units practiced sustainability activities through the manufacturing of products from wastes (3.29). The Local Government Units practiced governance to its partner organization by implementing the reduction of waste policy. The Local Government Units’ Environmental Governance Program on Education is focused on providing budget for information campaign (3.23). The Environmental Governance Program on Values was made greatly on lifestyle educational program (3.11). It is the priority of the Local Government Units to conduct ocular inspection through their medical personnel (3.35) as their way of practicing environmental governance on health. The production of goods from wastes (3.29) is the program of the environmental governance for the economic sufficiency of the municipality. The Local Government Units focused on the four areas of governance as they see it as the most important areas to keep the municipality self-sufficient, managed, and free from waste issues. The Local Government Units implemented local policies and alternative programs to improve the management of waste. The development programs of the Local Government Units are linkages and resolution of conflicts to improve the disposal of waste through participatory involvement of the people and partner entities.

Keywords: Environmental, governance, sustainability, economic, local government units, implementation, initiative
Situation-dependent Leadership Model and Leadership Styles Expected by Employees: the Polish Case

Rafał Drewniak and Robert Karaszewski
Department of Management of Organizational Innovations, Faculty of Management, UTP University of Science and Technology, Bydgoszcz, Poland

Abstract: Currently, with companies achieving more ambitious goals than ever, accompanied by rapidly developing technology and high demands from the specialist staff, the role of a good leader becomes crucial in building the social potential of any company. Undeniably, the role of the leader is imperative in building the human factor in any company these days. Leadership is a combination of such skills and traits of character which allow a leader to influence and induce other people to perform effectively according to expectations. It can also be defined as the art of stimulation. The adopted kind of leadership is essential not merely for involving employees but, consequently, for the output and success of the whole organization. The article presents the analysis and evaluation of the Situation Leadership model, while considering employees' expectations at the same time. The article also studies leadership as the relationship between the situation model and the actual techniques applied in practice. The main objective of the paper is also to emphasize those traits of character which should be found in good leaders, as well as the appropriate attitudes and actions taken by them, which are likely to be expected by their employees. We consider that all of these have considerable impact on the style of the Situation Leadership Model. In order to identify the key traits a leader should have, a factual study was conducted among employees working for different businesses. The study included a questionnaire, which was presented to 156 production employees from three separate companies. The results of the study provided a valuable, hands-on feedback regarding the role of leadership in the companies. The researchers who carried out the study were particularly interested in the following subjects: the employer-employee relationship, the role of employees in the decision-making process, their expectations, and the adopted style of leadership in the company.

Keywords: leadership, management style, leadership model
Competencies Measured in Assessment Centers: Predictors of Transformational Leadership and Leader’s Effectiveness

Sona Docekalova¹, Martin Vaculik¹ and Jakub Prochazka¹,²
¹Department of Psychology, Faculty of Social Studies, Masaryk University, Brno, Czech Republic
²Department of Corporate Economy, Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic

Abstract: The objective of this study is to explore which competencies predict leader effectiveness. Based on theory and job analysis, we observed the effects of five leaders’ competencies (achievement orientation, problem analysis and problem solving, social sensitivity, influence, and integrity) on three indicators of effectiveness (perceived leader’s effectiveness, leadership emergence, and team performance). Furthermore, we examined whether transformational leadership mediates these effects. We collected the data during an interuniversity student team competition. A total of 57 team leaders and 364 team members participated in the study. At the beginning of the competition, we measured the leaders’ competencies through assessment centers. Each leader was assessed by 4 trained assessors in a one day long assessment center consisting of multiple individual and group model situations. After 6 months of teamwork, we measured the perceived leaders’ effectiveness, leadership emergence and transformational leadership using questionnaires, and we estimated the teams’ performance based on the ranking of the teams in the competition. The results show that leader achievement orientation is a significant predictor of perceived leader effectiveness, leadership emergence and team performance. The other four competencies do not predict leader effectiveness. There is no relation between competencies and transformational leadership; therefore, transformational leadership does not mediate the relation between competencies and effectiveness. The advantages of this study were that we obtained the data regarding the competencies and effectiveness from three different sources and that we measured competencies before the teamwork began. An average of more than 6 subordinates per leader ensures highly reliable evaluations of leaders’ transformational leadership, perceived effectiveness and leadership emergence. The results can be applied to leader selection for short-term team projects.

Keywords: competencies, achievement orientation, perceived leaders’ effectiveness, leadership emergence, group performance, transformational leadership, assessment center
The Influence of Business Process Maturity on Managerial Behaviour: a Web Shop Supply Chain Case Study

Marja Exalto-Sijbrands, Arjen Maris and Pascal Ravesteyn
HU University of applied sciences, Utrecht, The Netherlands

Abstract: This study presents the influence of Business Process Management (BPM) Maturity study on the managerial approach towards supply chain optimization of a fast growing web shop organization in The Netherlands. Process Maturity as a study object has grown over the years from describing the status at an organization to developing tools for organizations to improve their process maturity level and thereby their performance. With the increase in web shop business in the Netherlands over recent years (CBS, 2015), managers of these young new businesses need to find instruments to increase their level of professionalism to be able to grow their business and survive competition. Due to market pressures there is a strong need to integrate processes between companies within the supply chain in which web shops are active. Therefore the main research question is; What is the effect of gaining insight in BPM maturity on achieving process integration of supply chain partners? A process maturity study was performed from January till June 2015 among 49 companies in The Netherlands using a survey to measure both the Business Process Maturity and Process Performance of companies in a supply chain. The outcomes show a positive influence of insight in the BPM maturity on managerial behaviour related to the studied web shop and its Supply Chain (SC). More specifically management changes their communication and behaviour due to an increase in understanding the maturity and thus abilities of their supply chain partners. The result of this study is food for thought and more follow up studies are considered. If not for the support of management teams, then certainly for the development of the critical success factors that determine the interaction between process management maturity, supply chain maturity and integrated logistic concepts to which this study adds a first step.

Keywords: Business Process Management (BPM), BPM Maturity, Supply Chain(SC) Integration, SC Maturity, Integrated Logistics Concept (ILC)
The Relationship between Organisational Culture and Job Satisfaction: An International Perspective

Hadia FakhrElDin¹ and Hanya ElGhetany²
¹The British University in Egypt, Cairo, Egypt
²Leicester University, Leicester, UK

Abstract: This study examines the relationship between organisational culture and employee satisfaction in international subsidiaries. Mixed research is utilised through combining qualitative and quantitative techniques. The aim is to investigate the type of organisational culture that leads to higher employee job satisfaction levels and to shed more light on the variables (external, organisational and individual employee variables) that affect this relationship. The Competing Value Framework is used to classify the organisational culture types and the 9-facet job satisfaction survey is utilised to measure the level of employee satisfaction. The study confirms that certain types of organisational culture lead to higher job satisfaction levels than others. Within this framework, it examines the effect of national culture, demographic characteristics and employee’s preferred culture on the significance and strength of the relationship. It also identifies the cause(s) of these different relationships and comes up with practical implications for managers and strategy makers.

Keywords: Organisational culture, national culture, employee satisfaction, international management

Certification of OSH Management Systems in Malaysia: Mandatory, Voluntary or Hybrid Approach?

Ummu Kolsome Farouk
Universiti Tunku Abdul Rahman, Selangor, Malaysia

Abstract: The current approach of 'self-regulation' in the area of OSH in Malaysia has replaced the initial prescriptive or 'command and control' approach as the latter was found wanting in the new industrial based economy. Hence, the purpose of this paper is to discover the state of voluntary certification of OSH management systems (OSHMSs) to OHSAS 18001 or any other safety standards at manufacturing workplaces. 'Self-regulation' in the context of OSH in Malaysia envisions the eventual adoption of a systems based approach that is built upon the foundation of employee involvement via occupational safety and health committees (OSHCs). This foundation and that of specific safety management initiatives
are mandated via legislation, in the hope that these efforts would enable the voluntary adoption of other management initiatives, that would encourage the establishment of a formal OSHMS, lending itself to voluntary certification. Using survey data from 179 manufacturing firms, the study empirically examined the influence of both mandated and voluntary management initiatives on the certification status of OSHMSs to OHSAS 18001 or any other safety standards. Respondents of the survey method, who were members of OSHCs, perceived both types of management initiatives at the medium level, with voluntary management initiative recording a relatively lower mean value. Findings suggest that mandated management initiative has a significant positive influence on voluntary management initiative, with the latter having a full mediating effect on the relationship between mandated management initiative and certification status of OSHMSs. The research is limited by the fact that it is cross sectional in nature. However, it allows for the placement of the findings in the context of past research, but specific to the Malaysian manufacturing sector and its legislative framework. This paper provides suggestions on how the current approach should be modified.

**Keywords:** Safety and health, Management systems, Empowerment, Self-regulation, Laws, Work environment

---

**A Closer Look at the Dutch Gender Quota from Empirical and Theoretical Perspective**

**Annika Galle**  
Erasmus University Rotterdam, Erasmus School of Law, the Netherlands

**Abstract:** The Dutch Civil Code stipulates that, for balanced gender representation, 30% of seats on the boards of large corporations should be occupied by women. If a company does not meet this requirement, the company is compelled to be transparent in its annual report by means of the ‘comply or explain’ principle. This article analyses the application of this rule through content analysis of the annual reports of 52 listed companies in 2012 and 49 in 2013. The article discusses whether this rule has the desired effect of creating transparency on the gender quota. The conclusion is that the comply or explain mechanism is inadequate without further measures, including sanctions. For 2012, 21% of the companies researched made no mention in their annual report of the application of the gender quota. In 2013, 18% of the companies made no mention of it. The companies that did indicate that they did not meet the quota failed to provide the required transparency. The reasons cited for not meeting the quota are nothing more than clichéd phrases, lacking any specificity. If the Netherlands wants to achieve the European and
Dutch targets with the aid of the 'comply or explain' mechanism, the government will have to introduce additional mechanisms, including sanctions - or, alternatively, steer an entirely different course.

**Keywords:** Gender quota, ‘comply or explain’ principle, board of directors, transparency, corporate governance

### Unlocking the Value of Developing Leaders: Towards Global Leadership

**Amruta Gholba and Lata Dyaram**  
Indian Institute of Technology Madras (IIT Madras), Chennai, India

**Abstract:** Several of the world’s top performing organizations have acknowledged the merit in embracing and developing global mind-set to compete successfully in international markets. Towards this end, companies across the globe are not only sweating it out through training their leadership teams and high potential performers but also are committed to achieving multicultural competencies. Focus is not only on developing organizational member’s knowledge and skills to plan, operate and deliver results globally but also to prepare them with right orientation to develop global mind-set. In this paper, we set out to explore global leadership development approaches adopted by multinational companies (MNCs) in India. A qualitative study was carried out involving semi-structured interviews with business and HR leaders from MNCs, with an attempt to understand global leadership development from emerging countries perspective. Findings provide perspectives on current leadership development approaches adopted in the firms contacted for the study purpose. How leadership development practices have evolved in these firms, their driving factors and top management’s role in implementation success is presented. We also discuss limitations in terms of small sample size, potential bias and subjectivity in content analyses and leader’s self reporting and presentation. Paper draws insights from contemporary global leadership approaches and some of the best practices across various companies from different sectors.

**Keywords:** Leadership development, Global leadership, Qualitative, Multinational companies
Undergraduate Students’ Attitudes Towards Their Future jobs in the Tourism Sector: Challenges Facing Educators and Business

Aleksandra Grobelna
Gdynia Maritime University, Poland

Abstract: An appropriate choice of staff appears to be crucial for service organizations and their effectiveness, as employees are integral component of service products that play key role in shaping their quality. Because of the intangible nature of the tourism services, people attitudes and behaviors during the service process strongly influence customer’s service experience and their satisfaction. Therefore attracting and keeping, well-qualified staff who will be able to provide outstanding customer service, should be perceived as of a high priority for every enterprise that aim to operate successfully on the tourism market. As a result much effort should be invested in understanding the potential factors that may influence tourism and hospitality students’ attitudes toward working in the industry, the more that many of them change their career options and leave the industry after graduation. Thus the purpose of the study is to recognize the youth’s attitudes towards their future career in the tourism sector and to identify potential obstacles towards working in the industry after graduation. Context of students’ social backgrounds as well as their current work experience are also analyzed. The research was conducted in all the institutions of higher education in the Tri city in Northern Poland that offered tourism and hospitality courses and had students in their final year of study. A questionnaire survey was conducted to elicit responses concerning both attitudes to work and socio-demographic characteristics. Most of the respondents indicated that they would like to work in the tourism industry after graduation. However main obstacles to working in the sector have been identified. The research findings suggest that the career intentions of young people depend on the working experience of themselves and their families and friends. Additionally understanding of the nature of tourism work was also indentified as an important factor influencing students’ working intentions in tourism. This research aims to fill in the gap in the literature and add a cognitive value to the labor market theory and its application in the tourism sector due to relatively insufficient research on the attitudes of prospective employees of the tourism and hospitality industry.

Keywords: work experience, education, attitudes to work, career in tourism
Future Global Leaders may be Empowered with Ancient Indian Wisdom

Surya Prakash Guda\textsuperscript{1} and Sujatha Avadhanam\textsuperscript{2}

\textsuperscript{1}School of Management Studies, Bharat Group of institutions, Hyderabad, India
\textsuperscript{2}Indira Priyadarshini Government Degree College for Women, Hyderabad, India

Abstract: Be it in Post – Communist countries, Europe, Asia or America success of ‘Future Global Leaders’ at a time when recession is economically troubling the governments, countries, companies, employees compete against each other for growth, increase in cross culture conflicts, corruption is snatching away the daily bread of millions, ethical values at the workplace are eroded, employee-employer relationships are straining, there is a need to nurture new set of ‘leadership traits’. Considering the present turbulent global environment, application of principles in \textit{The Bhagavad Gita}, one of the Indian scriptures among others: Vedas, Upanishads and Bramhasutras, may help a leader to tap the higher consciousness that aids in transformation from ordinary to Wisdom Oriented Leadership, and gain a new-mindset to face the global challenges of the future. This paper takes into account the results of doctoral work on “Principles of Srimad Bhagavad Gita As Tools of Management.” It has been found that with the increase in belief and practice of \textit{The Gita} principle of Sattva Guna- Mode of Goodness a leader develops proper vision and by gaining ‘Inner peace’ (\textit{atma jnana}), a corporate leader builds the organization on strong ethical foundation and by nurturing the principle of ‘ Stable Minded’ one gains calm mind, sticks to ones values during the natural phases of work life and social existence, such as profit/loss, success/failure, victory/defeat and work-life balance. Further, \textit{The Bhagavad Gita} (18.78) offers the success formula: Wisdom (Enlightened Leadership) + Skill (Executives) = Prosperity, victory, glory and sound policy.

Keywords: Stable mind, inner peace, wisdom, enlightened leadership
**Facing the Dark Side: How Leadership Destroys Organisational Innovation**

Paulo Henriques, Carla Curado, Helena Jerónimo and Joana Martins
ISEG - Universidade de Lisboa, Lisboa, Portugal

**Abstract:** Leadership is an essential element for promoting innovation. The literature has focused on the impact of “constructive” leadership over innovation and numerous studies point out that destructive leadership affects organizational performance. However, the relationship between destructive leadership and innovation is understudied. This study tests the effect of destructive leadership over innovation - behavioural innovation and it also considers how ethical climate (caring climate) influences this relationship. It uses an online survey as the data collecting method. Responses to the questionnaire were obtained from 210 employees from 80 Portuguese firms (50 from the services sector, and 30 from industry). Data analysis used multiple linear regressions and the structural equations method. The findings are two folded for academics and practitioners. Academia can benefit from the research outcomes, for although several previous studies have examined the impact of leadership styles on innovation, this is the first project to our knowledge to address the consequences of destructive leadership on innovation in Portuguese firms from different sectors. The study further explores the mediating effect of the caring climate in the relationship, enlarging the knowledge base on destructive leadership. Practical implications can be drawn regarding the recruitment, training and development of leaders. A better understanding of the nature and consequences of destructive leadership may enable organisations to identify this type of behaviour and to intervene as early as possible. Another issue addressed in this study is the nature of the relationship between destructive leadership and a caring climate. Findings reveal that destructive leadership has a negative impact on innovation and also on a caring climate. The results show that a caring climate influences innovation in a positive way. Finally, there is evidence of the partial mediating role of a caring climate in the relationship between destructive leadership and innovation. Although this research contributes to the understanding of some unexplored relationships, some limitations can be pointed out, one being that it uses cross-sectional data that was obtained by self-reporting questionnaires.

**Keywords:** Destructive leadership, organisational innovation, behavioural innovation, organisational climate, caring climate, mediation effects
Problems in the Implementation of the Transparency Principle in the Activities of the Public Authority Bodies of Kazakhstan

Alua Ibrayeva\textsuperscript{1}, Aigerim Seifullina\textsuperscript{2} and Saltanat Yessetova \textsuperscript{3}

\textsuperscript{1}Law Faculty, Kazakh National University named after Al-Faraby, Almaty, Kazakhstan
\textsuperscript{2}Law Faculty, Almaty Management University, Almaty, Kazakhstan
\textsuperscript{3}Faculty of Applied Sciences, New Economic University named after T. Ryskulov, Almaty, Kazakhstan

Abstract: In this article, issues regarding the implementation of the transparency principle in the activity of the state bodies of the Republic of Kazakhstan are considered. It is pointed out that transparency serves as an indicator of high efficiency in the state bodies and their accountability to society. The general provisions of the Russian, American and Kazakh scientific schools related to the understanding of transparency in public administration are analysed. The problems in the fight against corruption are analysed; the importance of the principle of transparency in the fight against corruption is revealed. This article examines the measures taken by the Republic of Kazakhstan for the implementation of the transparency principle. Also, an analysis of the experience of foreign countries in the implementation of the principle of transparency is explored.

Keywords: Transparency, public authorities, availability of information, civil society, right to information, clarity

Influence of Stakeholders on Organizational Culture Development

Olga Isopeskul, Marina Shakina, Natalia Georgieva
National Research University Higher School of Economics, Perm, Russia

Abstract: Current technological innovations and market are increasingly reflected in the internal environment of many organizations. Adaptation of a company's internal aspects to the new market conditions has become the time feature. It should be noted that today's organizations are a complex network of individual and group interests. Organizational culture is the principle feature characterizing any (in our case, private) manufacturing plant. The research shows that organizational culture is conservative; however, it can adjust to changes in the internal
and external environment. This paradox could be explained by the fact that organizational culture may exist in the minds of people who are able to adapt to the new situation but hardly change their beliefs. Analysis of the existing theoretical approaches and management practices in the field of organizational culture has allowed the authors to form a semantic field, which reflects interpretation of organizational culture and defines the purpose, nature and tools of managerial influence. The semantic field has its own specific strengths and limitations which can be used to maximize the company’s profit. Thus, organizational culture of an enterprise is believed to be based on diversity or sometimes discrepancy of stakeholders’ interests, assuming that in the context of organizational culture these interests are interdependent, since meeting one party’s interests cannot be fully achieved when ignoring those of the other party. Hence a group of people expressing certain involvement can affect the balance of power and achieve their goals, pursuing their own interests. Such interdependence, different balance of power in decision-making on the nature and dynamics of organizational culture, availability of potential conflicts of stakeholders’ interests, involved in this process and, finally, scarce resources of an enterprise tend to reinforce this influence on organizational behavior and organizational culture. The authors interpret organizational culture in terms of stakeholder theory and identified the four main positions of the stakeholders in the matrix describing stakeholders’ influence and participation in organizational culture: Constitutive Stakeholders, Key Stakeholders, Adynamic Stakeholders, Extirpated Stakeholders. Besides, Influence, Involvement, Reception were specified as relevant attributes of stakeholders. It enables us to develop the method of detecting critical subjects, whose interests must be respected when forming the content-related configuration of organizational culture; critical issue is not how organizations should be built to maximize efficiency, but rather whose preferences and interests should be served by an organization. In this article the authors examine organizational culture in the context of coincidence or intersection of company stakeholders’ interests. In view of this, the principle theoretical aspects of organizational culture and the stakeholder theory have been studied. The analysis of research into these problems has been used to identify stakeholder groups and develop the methods of their determination.

**Keywords:** Organizational culture, ranking of stakeholders, interdependence, influence, organizational changes
Evaluating a Quantitative IT Maturity Self-Assessment Approach: Does it give a good way of the as-is state?

Björn Johansson, Jessica Eckerstein and Jacob Malmros
Department of Informatics, School of Economics and Management, Lund University, Lund, Sweden

Abstract: It has become increasingly recognized that IT organizations must ensure that IT services are aligned to business needs and actively support them. Therefore, the internal IT service management processes are under constant improvement. Information Technology Infrastructure Library (ITIL) is the most commonly adopted framework for IT service management. The recommendation is to start an ITIL implementation or improvement process by defining a baseline of current state - “where are we today”. This helps identify the gap to a wanted future state and will become the basis for an ITIL implementation or improvement plan. One of the most commonly used methods to define current state is to do a maturity assessment using a quantitative self-assessment approach. The purpose of this research is to empirically understand how well a quantitative self-assessment defines the as-is state and thereby the maturity of an IT organization. The research was carried out by conducting a quantitative self-assessment in an IT organization. To understand if the self-assessment produced viable results a meta-evaluation of the survey was conducted through interviews and a document study. The main conclusion, is that the use of a quantitative self-assessment does not define the as-is state and maturity well enough. To do so, it has to be complemented by for instance interviews or another type of internal knowledge to produce a good enough baseline.

Keywords: Information Technology Infrastructure Library (ITIL), IT maturity, IT Governance, Quantitative self-assessment

Environmental Governance for Sustainable Cruise Tourism Development by Territorial Authorities and Cruise Ship-Owners

Joanna Kizielewicz
Gdynia Maritime University, Gdynia, Poland,

Abstract: Cruise Line International Association reports that over 21 million passengers take part in cruises annually [CLIA 2015 p.13], and it is estimated that the number of cruise passengers will total 36.3 million in 2025 [Chen, 2012]. The development of mass tourism involves on the one hand significant threats to the natural environment and on the other to local communities in cruise destinations.
The issue has been raised by the international maritime organizations, such as: International Maritime Organization (IMO), HELCOM and the European Parliament (EP) or the European Commission (EC) which publish a number of legislative acts related to curbing exhaust fumes emissions and environmental pollution and protecting waters and oceans. Moreover, numerous organizations and associations are being established to protect the marine environment of waters and oceans, and ensure sustainable development. On the other hand, in order to protect cruise destinations, local authorities have also been trying to limit the number of ships received in seaports at the same time. Uncontrolled number of passenger ships calling at seaports results in crowding and makes it impossible to visit cruise destinations. Moreover, masses of tourists disembarking the ship add up to the degradation of the natural and cultural advantages in cruise destinations and adversely affect local communities. Furthermore, cruise owners are forced to obey legal regulations regarding environmental protection and also local regulations established by local and regional authorities, and they themselves establish policies on sustainable development. The aim of research in this study involves identifying instruments used in sustainable development of cruise ship tourism. Furthermore, research questions were formulated: i.e. (1) What are the environmental effects resulting from the development of mass cruise ship tourism?, (2) What is the role of local authorities and cruise ship owners in the sustainable governance for cruise tourism in cruise destinations?, (3) What actions should be taken by local authorities and cruise ship owners aiming at the sustainable governance for cruise ship tourism in cruise destinations? In this study several methods of data collection were applied, i.e. exploratory method, “desk research” method and deductive reasoning. The research is based on the analysis of source materials, statistical reports, normative acts, strategic and planning documents of the analysed entities. The research results may constitute interesting source of information not only for the representatives of local authorities but also for other entities engaged in market service in cruise destinations, and for cruise line owners in the process of governing and establishing new development policies.

**Keywords:** sustainable development, governance of tourism, cruise tourism, governance of regions
Gender Diversity in the Management of Hospitals in Czech Republic

Ondrej Leseticky\textsuperscript{1}, Tatana Hajdikova\textsuperscript{1}, Lenka Komarkova\textsuperscript{1}, Petr Pirozek\textsuperscript{2}

\textsuperscript{1}University of Economics Prague, Faculty of management, Jindrichuv Hradec, Czech Republic
\textsuperscript{2}Masaryk University, Faculty of Economics and Administration, Brno, Czech Republic

\textbf{Abstract:} The position of women has significantly changed in modern Western society over the last few decades. The original struggle focused on the fight for universal, equal and direct suffrage was gradually replaced by other emancipatory processes, largely supported by the feminist movement, which have resulted in a gradual codification of equal rights, access to education and the right to equal pay for women. On the other hand, irrespective of the emancipatory processes, stereotypes have persisted over the long term in the perception of the so-called male and female work roles. Wage discrimination is another significant problem women face coupled with inequality in filling more executive and supervisory positions in non-profit and profit making organizations. Women today commonly hold lower and middle management positions, while more prestigious and lucrative positions in top-management remain reserved predominantly for men. Gender diversity has widely been discussed in some sectors of the CEE countries, while there is a lack of more in-depth knowledge in some areas such as the present-day healthcare sector. It is generally presumed that the number of women in top management roles in companies are on the increase in the Czech Republic; however, at a slower rate than in comparison with the other countries of Western Europe/EU. Moreover, the Czech Republic was one of eight countries who opposed a proposed EU regulation from the European Commission in 2012 that set a 40\% quota on the mandatory representation of women in the management structures of selected companies. Nevertheless, social changes after 1990 and the further transformation processes culminating in the 2005-2006 period, significantly transformed the internal and external environment in the healthcare system in the Czech Republic in particular. The gradual transformation of economic-legal forms of ownership involved most of the 190 Czech hospitals. These changes gradually affected the transition to the new model in terms of efficiency, but also the supervisory authorities of hospitals in the newly created companies. Logically, such changes brought new demands for both qualifications and specific managerial skills. A whole range of evidence supports the claim that the source of these managerial skills is provided by women. Gender diversity in general brings more
openness and trust, empathetic communication and a less competitive atmosphere to a team. Thus, more quality teamwork is provided with women working in executive or supervisory roles of the companies, significantly contributing to the positive performance of the entire company. The aim of this contribution is to map the representation of women in top management of health care facilities in the Czech Republic and verify whether there is a spontaneous growth in their representation. To serve this purpose, the gender composition of executive and supervisory bodies for 89 hospitals in 2006 and for 118 hospitals in 2012 was ascertained. A generalized linear model for repeated measurements was used for the analysis. However, despite the general trend of rising gender diversity, a statistically significant increase in the proportion of women has been demonstrated only in the case of executive directors.

**Keywords:** management, gender, health care sector, hospitals, affirmative action

The Relationship among Leadership, Organisation Culture, and Performance: A South African Public Service Organization Perspective

Tshilidzi Magada¹ and Krishna K Govender²
¹Regenesys Business School, Johannesburg, South Africa
²University of KwaZulu-Natal, and Academic Director: AAA School of Advertising South Africa

**Abstract:** This paper reports in a quantitative study conducted among a sample of senior managers from specific government departments using validated questionnaires, but whose validity and reliability were nevertheless reconfirmed. Through inferential statistical analysis, it was ascertained that leadership style influenced the organizational culture, which in turn influenced the individual work performance. Thus, the study confirms what has been extensively researched in the business sector. If the same principles are applied to the public sector, as per the ‘New Public Management,’ the level of service delivery is likely to improve.

**Keywords:** Leadership; Organisation Culture; Performance; Public Sector
Corporate Social Responsibility in Kazakhstan: Content Analysis of Annual Reports of the Listed Oil and Gas Companies

Bayanslu Markhayeva,
Almaty Management University, Almaty, Kazakhstan

Abstract: In 2013 Eurasia Foundation of Central Asia carried out a survey of 189 entrepreneurs in the framework of the project Development of Corporate Social Responsibility in Kazakhstan: Situation, Problems and Prospects. While noting the weak involvement of civil society, in the recommendatory part of the report it is indicated that the main initiators which promote CSR in Kazakhstan should be the country's government (72%), business owners (52%) and local authorities (46%). Successful promotion of CSR will depend on these stakeholders who led the first three lines of the survey. The aim of our study is to analyze the causes of the contradiction described below. On the one hand, Kazakhstan takes the 8th place in the world on proven oil reserves, and in 2013 it took the 17th place in the world in terms of oil and gas condensate. Standard & Poor's points out that share of oil sector accounts for 25% of GDP. On the other hand, Kazakhstan takes only the 84th place in the ranking of the Environmental Performance Index 2014 and it has 137th place, according to the Life Expectancy Index 2014. This contradiction has encouraged to study reports of some oil and gas companies in terms of corporate social responsibility for the results of their activity. They are the listed companies of Kazakhstan Stock Exchange that had submitted the annual reports for 2014. Since the non-financial accounts of these companies were not represented on the site of the Exchange, a content analysis of their annual reports for 2014 has been made in the part concerning CSR activities. The sole shareholder in KazMunayGaz JSC is the government. The company is engaged in exploration, production, refining and transportation of oil. Moreover, it is the only company which is guided by the principles of the UN Global Compact when carrying out activities in the field of sustainable development and interaction with stakeholders. The rest of 13 listed companies with the same type of activity are mainly foreign and joint ventures. The content analysis of these companies’ reports shows that the concept of CSR includes, first of all, improvement of labor organization (implementation of social packages / programs and improvement of working conditions, development and training), responsibility in the field of ecology, environmental policy, participation in charitable and social projects, as well as development programs in their regions. The content analysis is complemented by an analysis of the relationship between CSR and such indicators as stockholders’ composition and their shares, the total assets, the long-term assets, Return on Assets, Return on Fixed Assets.
Keywords: Corporate Social Responsibility, Oil and Gas Company, Listed Company, Content Analysis

Entrepreneurial Leadership in Times of Fiscal Austerity: a Case Study of the Greek Local Government

Eleni Melissanidou
Newcastle Business School, Northumbria University, UK

Abstract: Entrepreneurship in local government under conditions of increased fiscal pressure is essential for creatively coping with financial and societal challenges within a complex and dynamic context that demands to achieve more with less. This paper sets out to explore entrepreneurial leadership in the Greek local government that has been recently subject to a radical fiscal austerity policy reform agenda. While entrepreneurial leadership has emerged as critical to enhancing creativity and innovation in the private sector, the concept and functions of entrepreneurial leadership in the public sector rarely have they been explored at organizational level, especially in local government organizations. This paper investigates how entrepreneurial leadership can be enacted within the context of Greek fiscally stressed local government, from an organizational perspective. This research was conducted through a case study involving a Greek local government organization. It draws on data collected through 26 in-depth semi-structured interviews with public servants from top, middle and front-line levels of management, documentary, archival evidence and field notes. An exploratory and inductive approach allowed gathering rich and insightful data on the context and processes of entrepreneurial leadership enactment. The study contributes to entrepreneurship scholarship from methodological perspective because of continued lack of qualitative entrepreneurship scholarship, including case-based research, although entrepreneurship is considered to be directly related to its context. The research findings demonstrate that public servants operating at all levels of the organizational hierarchy have a positive attitude towards entrepreneurship that is manifested though the identification of entrepreneurial opportunities for improving performance and achieving public value outcomes. Moreover, the study finds evidence that entrepreneurial leadership is enacted and distributed internally throughout the organization; however, it is the intervention of local political authorizing environment that challenges the implementation of these opportunities. Moreover, the findings also reveal that the enactment of entrepreneurial leadership converges with requirements for more open and democratic governance, which becomes more complicated under the fiscal austerity conditions. The research findings are original and unique drawing on insights from public entrepreneurship, public value management and public administration literatures. The
findings are based on a case study research approach bringing a multi-level perspective from public servants across top, middle and front-line management of the complexity of enactment of entrepreneurial activity in local government within the fiscal austerity context of Greece. This is important for theory because it helps deeper understanding of public entrepreneurship and the conditions of enactment of entrepreneurial leadership in this particular context. The research findings are also useful to policy makers interested in fostering entrepreneurial activity in local government under fiscal austerity conditions.

**Keywords:** Entrepreneurial leadership, fiscal austerity, Greece

**Riding as a way of Developing Soft Skills in Higher Education**

*Filipe Oliveira*¹, *Carlos Rouco*¹ and *Tatiana Gladkikh*²

¹Department of Post-Graduate Studies, Military Academy, Lisbon, Portugal
²Business School, the University of Winchester, Winchester, UK

**Abstract:** It is generally agreed that hard skills, such as practical skills and theoretical knowledge, are extremely important for the execution of professional tasks. However, soft skills make a difference between the simple “job well done” and the ability to obtain superior performance in teams and the integration in each organization and society in general. In recent years higher education institutions throughout the world have started offering training programs for developing soft skills. However, the most effective ways to improve such skills are yet to be identified. Examination of training programs of development of soft skills in Higher Education institutions demonstrates that such skills are very diverse. Therefore, in order to establish a framework of soft skills and a way to improve them, this study aims to verify if the practice of riding in educational establishments is a useful educational tool for developing soft skills. To achieve the objectives of the study, the research uses a quantitative method through the application of a questionnaire with 23 soft skills (Rouco, 2012). A sample of 180 individuals (90 riding students and 90 non-riders) from three Portuguese Institutions (Military Academy, Évora University and Military College) was used in the research. The analysis concludes that there are differences in average values of the level of proficiency of soft skills between riding students and non-riders in the Military Academy, Évora University and Military College. Riding students show a higher level of proficiency in soft skills under study, demonstrated in the following: participative leadership, leadership by delegation, consideration, self-control and promoting development. The study concludes that the riding students develop soft skills proficiency levels
significantly different from non-riders in all skills under study, except the self-confidence and decision-making.

Keywords: Higher education, soft skills, horse riding, action learning

Using the Critical Incident Technique to Explore Dietrich Bonhoeffer’s Leadership Identity

Noel Pearse and Keith du Plessis
Rhodes Business School, Rhodes University, Grahamstown, South Africa

Abstract: Role identity theory serves as the basis for conceptualising leadership identity, exploring the various leadership roles that were activated by Dietrich Bonhoeffer. This paper examines his leadership identity from the perspective of Burke’s identity theory, with its emphasis on roles and their activation. The critical incident technique is used to structure the analysis of critical life events that are recorded in the personal writings of Bonhoeffer, and biographical works written about him. Four themes related to Bonhoeffer’s ethical leadership identity emerged, namely his personal Christian foundation; changing from academic to pastor; his emergence as a moral leader; and becoming an activist. The paper contributes to the nascent literature on leadership identity theory on several fronts by: deploying the critical incident technique to this area of leadership research, investigating leadership in the context of church and society, and investigating contradictory role identities in leader formation. Implications for contemporary management practice are considered and recommendations for further research are offered.

Keywords: Role identity theory, Leadership identity, Moral leadership, Critical incident technique, Dietrich, Bonhoeffer

Innovation Management in an Industrial Enterprise with using Balanced Scorecard Method

Jindra Peterková and Ladislav Ludvík
VŠB – Technical University of Ostrava, Faculty of Economics, Czech Republic

Abstract: Repeated innovations are becoming a competitive necessity. What distinguishes the true innovators from other companies is the ability to create an enterprise management system that supports the realization of innovations. One of the most effective approach to innovation management that has been imple-
mented in business practice is system of strategic management using Balanced Scorecard method. Despite its considerable advantages that this management system provides to the managers, it has its drawbacks too. While implementing Balanced Scorecard managers face the drawbacks and have to deal with them. It is obvious, that Balanced Scorecard method is primarily suitable for running large enterprises and represents a significant tool for transferring business strategy to operational level. It means determination of the strategic objectives set out on the basis of given perspectives, establishing relationships among objectives, setting standards and a description of the strategic actions to achieve specific goals. On one hand managers have an effective tool for strategic management and enterprise effectiveness measurement in monitored perspectives, but on the other hand managers encounter the complexity and time-consuming application of this method. Sometimes even employees are not willing to accept newly designed management system. In using balanced scorecard method for strategic management, innovation management is a part of internal process perspective, where value chain enables to determine innovation, operational and after-sales process. In the framework of innovation process, managers focus on determining contemporary as well as future need of the customers and on development of solutions leading to customers satisfying. In context with this level of innovation management managers try to answer following questions: What are the appropriate tools to apply in managing the innovation process? What indicators should be established for measuring the innovative effects?. Aim of the paper is to point out possible approaches to innovations management in the framework of implemented method BSC under the conditions of two enterprises.

**Keywords:** Innovations, balanced scorecard method, strategic management system, value chain, internal process perspective

**Institutional Confidence and Economic Intelligence for the Performance at Macro and Micro Networks**

**Nadezhda Pokrovskaja**\(^1\), **Svetlana Snisarenko**\(^1\) and **Dmitry Golohvastov**\(^2\)

\(^1\)St. Petersburg State University of Economics, St. Petersburg, Russia, 
\(^2\)National Humanitarian University of Russia, St. Petersburg, Russia

**Abstract:** The information society and knowledge economy represent specific environment for entrepreneurship. In traditional and modern societies the business is considered as particular societal function to satisfy human needs with raising efficiency. The mass industrial production assures the saturation of the existing needs and accelerates the constant shifts of innovative technologies in the
form of the cyclic recurring economic seeking for the more efficient ways to satisfy the needs, and the appearance of the new preferences, evolved by marketing tools. Accelerated change as a fundamental feature of the post-modern universe concerns the basic elements of the human psychology (basic trust–mistrust crisis) and the essential phenomena of building economic networks. This evolution of the world volatile requires new effort of governance entailing more confidence. These concerns are on both macro and micro levels of activity. The institutional background for any economic activity includes the basic rules (such as property, money, contracts) and externalities (i.e., education, defense, justice). The last 5 years gave many examples of the search for new economic solutions, among them the “de-offshoring” money flows from Cyprus to other European countries (due to debt crisis) and mistrust to the changing legislation that provokes the capital flight from a country (financial consequences of the decrees to raise social spending in Russian budget and followed reforms in Russian taxation). The micro-level social capital of any individual previously was based on the physical personal experience in small groups (family, closest friends) or middle communities (such as class-mates at school, colleagues from the first jobs). The shared past of physicist reality is now substituted with the instantaneous acquaintances and short moments of comments and pictures in the virtual social places (Facebook, etc.). The traditional process of building trust and beliefs as result of shared experience is illustrated with quantitative analysis of the inter-personal situational relationship in the activity of trade-unions. This survey is based on the questionnaire in a ship-building corporation, where the extreme conditions of hand physical toil of high-skilled workers produce a strong intra-group and intra-organizational confidence and produces specific communications with the organizational environment. The new volatile social universe of corporate units was examined with the qualitative research based on interviews concerned the internal models of socio-cultural system of myths and legends inside organization. The company searches new combination of informal procedures with legal framework, compounding special organizational culture, behavioral stereotypes and posture. The special case of use of the trust-intensive activity is analyzed in a real-estate agency, where the trust is the essential asset in the situation of asymmetry of information: any deal is made only on the basis of the strong confidence towards the competences of an agent. The trust-building process is assessed with a quantitative survey and correlation and regression analysis, carried out after the qualitative focus-groups for evaluations the mechanisms of creating the special trustful organizational climate inside the agency. The results led to conclude on the further perspective of analyzing the trust in virtual universe within the myths as an essential confidence building mechanism.

**Keywords:** confidence, trust, regulation, emerging markets, economic intelligence, institutional background
Do Female Managers Cultivate More Ethical Leadership Practices? An Investigation on Agency Problems

John Politis
Neapolis University, Cyprus

Abstract: Considering the implications of moral leadership on corporate accounting practices and agency problems in male dominated financial services, we tested relations between ethical leadership behaviours and agency problems and examined the role played by gender. The literature generally supports that the relationship between ethical leadership and agency problems is negative. This relationship however may vary due to stereotypes and different expectations of female and male leaders. Data was collected from 119 full-time employees of Cyprus’ financial services for six female and thirteen male managers/supervisors. The findings indicated that the agency problems – ethical leadership relationship depends significantly on the gender of the managers/supervisors. Specifically, female leaders exercise more ethical leadership and self-regulation, compared to their male counterparts. Implications for theory and practice are discussed.

Keywords: Agency problems, authentic leadership, gender, principal-agent relationship, servant leadership

Institutional Supporting of Social Innovations

Evgeny Popov, Zhoomart Omonov and Anna Veretennikova
Ural Federal University named after the First President of Russia B.N Yeltsin; Yekaterinburg, Russia

Abstract: The article examines the institutional environment of social innovations that is one of the most significant factor of social innovations’ development. The study makes recommendations on how to improve the efficiency of the institutional management of social innovations. In order to achieve the aim of our research, it has been developed the definition, typology and analytical review of practices of social innovations in Russia and the rest of the world. In addition, it has been proposed a methodological approach to the systematisation of social innovation, including the institutions of production, distribution, regulation and consumption.

Keywords: Social innovation, institutional environment, typology of innovation, public sector, innovation practice
Developing Consumer Value Co-creation Strategies for the Online Environment

Sabina Potra
Politehnica University Timisoara, Timisoara, Romania

Abstract: Due to the Internet and the Web 2.0 technology enabling information access and content contribution without precedent in history, a new consumer co-creation philosophy emerged. Today’s marketing services have witnessed an increased collaboration between empowered consumers and organizations on different levels in the online environment. In the tough battle for market success, smart service providers of the 21st century envision a solution, to harness creative potential and contribute new value to their services by involving consumers in a collaborative service development process, reinforcing the idea that customer experience is central to enterprise value creation and innovation. The co-creation approach is extremely promising even if it is not enough explored at a conceptual level. Thus, service companies face uncertainty when deciding which co-creation strategy to use because there are no guidelines for possible outputs. The present paper aims to examine the co-creation concept with its value perspectives, from which to determine potential co-creation strategies to use. Through a literature review the authors delineate the role of the consumer in value creation and appropriation regarding the co-creation approach. Based on two variables, organizational orientation and consumer subjective culture, they classify four main co-creation strategies for services in the online world: service customization, crowd-sourcing, co-production and creative commons. These strategies are furthermore discussed based on relevant examples and explored from a value creation possible output point of view. In this way managers will have all the information available for successful decision making when designing a co-creation initiative. The purpose of the current research is to contribute to the development of a more pulsating service culture, always on alert regarding consumer needs and co-creation opportunities.

Keywords: service personalization, crowd-sourcing, co-production, co-creation, relationship marketing, brand equity
Influence of Legal Form and Non-Anonymous Ownership Structure on Corporate Financial Performance

Pavel Pudil¹, Petr Pirozek², Petr Somol¹ and Lenka Komarkova¹
¹Faculty of Management in Jindrichuv Hradec, University of Economics, Prague, Czech Republic
²Faculty of Economics and Administration, Masaryk University, Brno, Czech Republic

Abstract: The paper represents a continuation of our previous results, which were closely linked to the topic of automated search for factors of corporate competitiveness and financial performance. As opposed to the results presented at ICMLG 2014 and ECMLG 2014, the current research deals with other characteristics of organizations not investigated before and related to Corporate Governance, like their legal form, the international diversity of top management (domestic only or also foreign) and particularly the non-anonymity of the ownership structure. The data were gathered in the period 2011 to 2013 from 222 companies with various legal forms. The main purpose of our research was to investigate which of these characteristics have an impact on corporate financial performance that has been assessed by the Return on Assets (ROA) index. The paper attempts to answer the research question of whether the ownership structure, particularly the fact whether the organization or enterprise owners are or are not anonymous, has a major influence on corporate financial performance. The methodology used in analysing and processing the data had to respect the fact that the characteristics (variables) of the companies which were individually investigated are not mutually independent, thus multidimensional methods have to be used. Therefore, we used here our non-linear kernel regression model which had already been successfully verified, having been developed in the field of statistical pattern recognition. Prediction error of the proposed model is then used as a feature selection criterion in the process of identifying factors that affect Corporate Governance and the financial performance the most. The actual feature selection algorithm applied is the recent Dependency-Aware Feature Selection algorithm due to its good performance on low-sample high-dimensional data and its suitability for use with the regression model. The results presented in the paper demonstrate that the type of ownership structure (anonymous or non-anonymous) has a dominant influence on the financial performance among the investigated characteristics. The target audience includes researchers in the fields of management and business science.

Keywords: anonymous ownership, legal form of companies, enterprises performance, machine learning approach, pattern recognition, feature selection
Intelligent Information Technologies and Systems in the Systemic Research of Marketing Space

Elena Serova and Georgiy Bagiev
St. Petersburg State University of Economics, St. Petersburg, Russian Federation

Abstract: Spatial science, as an area of interdisciplinary scientific research, has become especially popular in the last decades. Nowadays spatial aspects are one of the very well-known objects of analysis of the different knowledge fields. The use of spatial systemic paradigm in the context of market relations in Russia presupposes complex research of how the subjects of marketing space interact with each other. This paper deals with the issues of Russian and international researches in the field of intelligent information systems applications for systemic marketing research and how it can be properly supported by contemporary information communication technologies. The class of intelligent information technologies (IIT) and systems, including neural network (NN), fuzzy logic (FL), multi-agent systems (MAS), belonging to the class of expert systems, continue to improve. The main goal of this paper is consideration of the issues of soft computing and agent based modeling implementation for spatiotemporal analysis, and the main domains or areas of their applying in the context of spatial economics. The objective of this research is characterization of qualitative and quantitative parameters that impact on equilibrium of operation and development of spatial marketing systems and formation of conditions for maximizing its effectiveness. It is empirical and theoretical research in equal measure. The study is based on literature review, analysis of large volumes of information, and findings of investigations in this field. The research problem is focused on the applying of modeling for analysis of spatial marketing systems. The original contribution of the work is describing the hybrid intelligent model, which contains all three elements - optimization, simulation and fuzzy inference system. Research methodology is methods and procedures of modeling. The paper also contains theoretical foundations and brief comparative analysis of different modeling methods and systems (including soft computing and agent based approach) and quantitative results obtained through the experimental model.

Keywords: Global Economy, Marketing, Marketing Space, Spatial Marketing System, Intelligent Information Technologies and Systems, Hybrid Intelligent Model
Strategies of Banks in Batam City to Comply with Corporate Social Responsibility

Rina Shahriyani Shahrullah, Elza Syarief and Nita Chan
Universitas Internasional Batam, Batam, Indonesia

Abstract: Corporate Social Responsibility (CSR) in Indonesia is governed by Article 74 of Law Number 40 of 2007 on Limited Liability Companies and Article 15 letter (b) of Law Number 25 of 2007 on Capital Investment. To implement the provisions of these laws, the Indonesian Government issued Government Regulation Number 47 of 2012 on Social and Environmental Responsibility of Limited Liability Companies. At the regional level, the Batam City Government issued Government Regulation No. 2 of 2012 on the Corporate Social Responsibility of Limited Liability Companies (“Batam CSR Regulation”). Since this Regulation imposes CSR on limited liability companies in Batam City, 74 banks operating in Batam City are consequently not excluded from this particular obligation. This research purports to analyze what approaches and strategies have been carried out by banks in Batam City to comply with the Batam CSR Regulation. To obtain actual and concrete analysis, this research adopts the socio-legal research method by using interviews for data collection. The research finds that most if not all banks in Batam City have carried out CSR because they adopt the concept of “Triple Bottom Line” comprised of “economic prosperity, environmental quality and social justice”. The Triple Bottom Line is commonly referred to as “profit, planet and people”. The research also finds that most of the banks focus on the “people” approach to comply with the Batam CSR Regulation. As a result, most of the CSR activities are similar, such as giving donations, financial assistance or scholarships to poor communities. This research concludes that the CSR activities of banks in Batam City have been used as a direct means of improving their corporate image. Thus, they enjoy “free marketing” through their CSR activities. However, up to the present time most banks in Batam City have no CSR monitoring and evaluation mechanisms, hence their CSR activities remain sporadic, irregular and unsustainable. As a result, the banks’ CSR activities have not had significant impact on community development in Batam City. It is then suggested by this research that a CSR Forum should be established because one of the functions of the forum, as mandated by the Batam CSR Regulation, is to monitor and evaluate the implementation of CSR to ensure that both the banks and the community enjoy the benefits of CSR.

Keywords: Corporate Social Responsibility, Batam Regional Regulation, banking
Maritime Governance – Differences Between Assumptions and Realizations

Katarzyna Skrzeszewska\(^1\) and Ivona Milić Beran\(^2\)

\(^1\)Gdynia Maritime University, Gdynia, Poland
\(^2\)University of Dubrovnik, Dubrovnik, Croatia

Abstract: The goal for Europe 2020 is smart, sustainable, and inclusive growth. The source of such growth is inter alia and maritime economy. Although maritime transport is the largest portion of the maritime economy, other sectors are favoured more in the pursuit of sustainable growth. The aforementioned sectors consist of: aquaculture, coastal tourism, marine biotechnology, ocean energy, and seabed mining. All of the activities listed above demand one key driver: human resources accompanied by proper marine experience. Unfortunately the shortage of maritime officers which began a few years ago has been steadily worsening. Many organizers (e.g. International Maritime Organization), institutions (e.g. the European Union) and governments have taken actions to reduce the scale of the shortage but the results up to this point have been unsatisfactory. This paper refers to the governance and the ideas created on the international, regional, and national levels in light of the actions taken by maritime training institutions (especially universities). The authors studied documents prepared by various institutions on different levels devoted to solving the shortage of human resources. They also checked what level of involvement the university educated officers had in the process. The first part of research focused on the official documents, the second one – on the survey. The research was undertaken in Poland at the Gdynia Maritime University (GMU) and at the Croatian University of Dubrovnik (UD). They were based on a survey with closed and semi-closed questions. The main questions were:

- How do young people find out about maritime studies?
- Who inspired them to take maritime studies?
- Are maritime studies their first choice?
- What do they know about the work and living on the sea?

The results show that the goals of governance institutions and expectations of universities are divergent. Realization of Blue Growth and Europe 2020 Strategies demand well-educated, highly qualified human resources. The maritime universities need just students. The results of research show that:

- Less than 10% respondents decided to study at GMU and at UD due to promotional activities undertaken by both universities.
- 34% of Polish and 23% of Croatian students chose their studies under influence of their family or friends.
- For 16% of students (both nationalities) maritime studies weren’t the first choice of studies.
- The image that students had of their future work in the maritime field was far off from reality.

The research findings reveal the differences between the goals of governance and the institution which should be engagement in realization of the strategies. Without goal alignment between European governance and the entities involved in Europe 2020 - smart and sustainable development will be impossible.

**Keywords:** Integrated Maritime Policy, shortage of seafarers, maritime education

**Digital Strategy Innovation; Toward Product and Business Model Innovation to Attain E-leadership**

**Ton Spil**¹, **Björn Kijl**¹ and **Hannu TT Salmela**²

¹University of Twente, Enschede, Netherlands
²University of Turku, Turku, Finland

**Abstract:** New technological trends like services, big data, and mobile clouds increase the complexity of decision making on information strategy. This paper investigates whether a shift is visible from process-oriented digital technology utilization in digital strategies towards a more balanced and integrated constellation of product, process, and business model innovation. In seven organizations interviews and workshops were held to create a digital strategy. Three focus groups evaluated these digital strategies by applying a digital strategy evaluation model which ties theory and practice into a so-called digital strategy pyramid. The focus groups confirmed that the three contextual IT-trends - services, big data and mobile clouds - can be identified in more than half of the cases. The main observation of this paper is that digital strategies are still mainly process-oriented. The digital strategy pyramid may increase awareness among managers and support them in developing a more holistic and integrated digital strategy. Such strategy would encompass not only process innovations but also product and business model innovations to attain e-leadership. Future research is needed to increase our understanding of how networks of organizations can move from process to product innovation supported by new channelling and business models.

**Keywords:** Digital strategy, information strategy, business model innovation, services, big data and mobile cloud
Criteria Innovations in Evaluation of Transparency and Responsibility in Corporate Governance

Zuzana Stefanovová, Jindra Peterková and Zuzana Wozniaková
VŠB – Technical University of Ostrava, Faculty of Economics, Czech Republic

Abstract: Considering corporate governance, contemporary business entities are seen as more complex structures and it can lead to various kinds of dishonesty and abuses. Today more than earlier transparency and responsibility is desired feature of corporate governance. Nowadays in the Czech Republic number of market failures in the sphere of corporate governance increases and it has a negative impact not only on the state economy but generally on society. Regarding mentioned situation new innovations of the criteria used for transparency and responsibility evaluation started to appear. In corporate governance and management, which are based on team work of many persons, a lot of variables determining the results appear. A man should accept a principle of responsibility not only for himself but also for entrusted activities and things as self-evident claim for himself, so that the others can rely on him. That is why responsibility is so sought-after characteristic of managers at the top of the companies as well as on the lower positions. Innovative criteria should be a part of corporate social responsibility of business entities participating in the whole state society functioning. The paper brings a holistic view of the question of innovativeness of criteria while evaluating transparency and responsibility in the chosen Czech companies. In the current stage of development of human society characteristics of transparency and responsibility should be a matter of course due to economic and moral benefits. The criteria will be empirically examined, method of abstraction will be also used in order to analyse the data that will enable to penetrate into phenomenon and determine its main characteristics. At the same time on the basis of literature review and business practice from the Czech companies criteria for companies’ transparency and responsibility evaluation in corporate governance will be proposed. The proposed criteria will be applied in chosen enterprise.

Keywords: Transparency, responsibility, corporate governance, corporate social responsibility.
Personal Life Impact on Leadership Styles: Empirical Evidence from Serbian Organizations

Vesna Stojanović-Aleksić, Milan Stamenković and Jelena Erić Nielsen
Faculty of Economics, University of Kragujevac, Kragujevac, Serbia

Abstract: Leadership, as a process of influencing others, individuals or groups in the organization, in order to engage them to fulfil business objectives, is a multi-disciplinary and complex concept. Its complexity is primarily due to the fact that preference for a particular leadership style is influenced by a number of employees’ personal circumstances, as well as their skills, social characteristics and environment. Therefore, the issue of dominant leadership styles in different contexts became research topic of numerous studies conducted in order to shed more light on leaders’ behaviour and to identify the key factors determining the adoption of a specific style. Research purpose of this paper is to investigate the role and relevance of leaders’ personal life, more specifically their marital status, in adoption of dominant leadership style in Serbian companies and institutions. The categories we use in our study follow the two most popular classifications of leadership styles, established in Iowa studies (which distinguish between authoritarian, democratic and laissez-faire style) and Michigan studies (which recognize task-oriented and relationship-oriented leadership style). The data was collected through a 32-statement questionnaire based on Northouse’s models (Task and relationship questionnaire & leadership styles questionnaire), using the method of disproportionate stratified random sampling. Our sample comprises responses of 79 randomly selected respondents (leaders) employed in randomly selected organizations in Serbia. We applied Chi-square test of independence as a quantitative statistical method to determine whether there is statistically significant interdependence between the identified, dominant leadership styles and leaders’ personal life. Our empirical findings confirmed statistically significant interdependence between the observed pairs of categorical variables. More precisely, they indicate that single or divorced leaders incline towards task-oriented and authoritarian leadership styles, while married or widowed leaders prefer relationship-oriented and democratic or laissez-faire styles. The results presented in this paper contribute to widening the scope of this field of research, as our evidence establishes that personal life influences managers’ behaviour and practice.

Keywords: leadership, leadership styles, personal life, marital status, organizational behaviour
Knowledge Management in the “Casino Economy”

Eduardo Tomé\textsuperscript{1} and Natalia Khazieva\textsuperscript{2}
\textsuperscript{1} Universidade Europeia, Lisboa, Portugal
\textsuperscript{2} National Research University Higher School of Economics, St Petersburg, Russia

\textbf{Abstract} In this paper analyse the evolution of the world economy, and namely of the financial economy from the point of view of Knowledge Management (KM). It is an interesting and important question because we believe that the transactions which generated the crisis were a form of KM. It is also a neglected question and this happens because KM we don’t know any study about KM and the financial crisis of 2007 and its consequences. We use a conceptual study with applications methodology, divided in two parts; in the first part we review the economic and financial theories that may be applied to the analysis of the financial crisis as a KM topic, dealing with bonds, assets, shares and derivatives, and rationality and its limits; In the second we compare the KM and the economic theories and analyse in theory and in practice the growing complexity and the increased problems of the financial world from a point of view of KM. We conclude that in the end the crisis was created by a failure in the standards of KM and by the increase in practices with increasingly high KM needs and shortages. As a practical consequence we believe that KM has been seen as a tool for managing companies but it is much more than that. Therefore we suggest that KM should be applied to the managing of the financial markets in the near future. For scholars we believe that this paper opens a new avenue for research and a very important one. The paper’s strength is also its big limitation – given the importance of the “Casino Economy” this one is only a very modest and first try in what we believe can be a new branch in KM analysis. The paper is divided in four sections. In the first section we do a literature review. In the second section we analyse the years 1990-2015 based on the main hypothesis derived from the literature review. In the third section we discuss the results, considering the paper’s limitations and implications. In the fourth section we summarize the conclusions and present ideas to future research.

\textbf{Keywords:} Knowledge Management, finance sector, financial crisis.
Public Private Partnership as a Tool for Sustainable Development of Russian Economy

Marina Utevskaya, Natalia Burova and Nadezhda Pokrovskaya
Saint-Petersburg State University of Economics, Saint-Petersburg, Russia

Abstract: Public Private Partnership is very powerful tool for realization of infrastructure projects that are extremely important for sustainable development of the country, especially, in unstable economic situation while the private companies are not willing to take completely all investment risks. As it is known, the Russian economy is greatly weakened in recent years. According to Russian Business Consulting Service its growth rate in 2017 will be 2 times lower than in developed countries. At the moment Russia faced with the economic sanctions and lost the cooperation with the European countries and the United States that makes the country more attentively treat to the development of Public Private Partnership. Firstly, Public Private Partnership programs could solve the problem of lack of budget funding for the large number of socially significant projects. Secondly, they allow creation of new working places that is crucial on the background of optimizations and reductions in the commercial sector. Moreover, they could support local private business involved in these projects to reduce the outflow of capital from the country, offering profitable investment opportunities. And, finally, Public Private Partnership programs improve the socio-political and economic situation in the country by creating necessary new infrastructure. Although discussions of the advantages of Public Private Partnership are becoming more commonplace in business, academic and government circles, Public Private Partnership still develops slowly in Russia. The purpose of this article is to gain in depth understanding of exactly what role Public Private Partnership plays in the sustainable development of Russian economy and what problems this tool faces with in Russia. In order to more seriously focus on the topic the authors proved that it is possible to consider Public Private Partnership as a new efficient combination of the market competition as a tool to seek for efficiency and of the State regulation as a tool to build the institutional background. Furthermore, based on the statistics and official materials the main peculiarities of Public Private Partnership in Russia were analyzed. The authors underline the barriers for the implementation of this tool and identify the possible areas of development of Public Private Partnership.

Keywords: Public private partnership, sustainable development, financing of the projects, infrastructure projects.
Sourcing of Business Information Management

Frank van Outvorst¹, Ed de Vries² and Benny de Waal²
¹The Lifecycle Company / ASL BiSL Foundation, Utrecht, the Netherlands
²University of Applied Sciences Utrecht, Utrecht, the Netherlands

Abstract: How many people does an organization need to fulfil the role of business information management? Many organizations struggle with this question. The aim of this paper is to determine the factors that influence the size of business information management. Business information management is intended to bridge the gap between business and IT. The business function and the IT department (or external IT services provider) have their specific roles and responsibilities and seem to have difficulty in communicating and understanding each other. To manage this, IT governance is an integral part of the total corporate governance to optimize the use of IS/IT within organizations. Realizing the business information management department depends on a large number of situational factors. Based on literature research 20 factors were found which are important for the sourcing of the business information management department. It was found out that these factors were part of three dimensions: the complexity of the information systems landscape, the complexity of the user organization, and the complexity of the business information management department. A survey was conducted among five universities of applied sciences. Of each university, the twelve business domains were questioned about these three dimensions and the sourcing of twenty five roles within business information management. Correlation analysis show that the number of users, the costs of licenses and support, and the number of calls have a significant relation with the number of business information managers. The results support the relevance of the three defined dimensions and provide opportunities for the development of a sourcing model for business information management.

Keywords: Sourcing, business information management, IT governance, enterprise architecture, quantitative research.
State Policy of Innovative Development for Northern Regions: Russian Case

Maxim Vlasov $^{1}$ and Svetlana Panikarova$^{2}$

$^{1}$Ural Federal University named after the first President of Russia B.N.Yeltsin, Ekaterinburg and Institute of Economics, Ural Branch of the Russian Academy of Sciences, Ekaterinburg, Russia

$^{2}$Ural Federal University named after the first President of Russia B.N.Yeltsin, Ekaterinburg, Russia

Abstract: The authors look into different approaches to evaluating innovation development of the northern regions of Russia. The aim of the research is an analysis of innovation environment of the northern regions and using it as the basis for identifying factors hindering innovation activities of the northern regions, as well as formulating ways of speeding up innovation development of the northern regions of Russia. Methodological basis of the research is built on the algorithm of the knowledge index evaluation suggested by the World Bank; innovation development rating of the Russian Federation regions compiled by the Russian Academy of Public Economy and state service of the Government of the Russian Federation; Higher School of Economics, National Association of Innovations and Information Technology Development. Comparative evaluation of the level of innovation activity development in the northern regions of Russia was conducted, challenging points in the innovation development of the northern regions were identified, recommendations on improving efficacy of innovation activities of the northern regions of Russia.

Keywords: northern regions, innovation development, knowledge index

Closely Held Family Business Agency Costs Between Owners

Nirosha Wellalage and Stuart Locke

Waikato Management School, Hamilton, New Zealand

Abstract: The relationship between principal-principal (PP) agency cost (AC) and corporate governance (CG) is analysed in this paper. A dynamic modelling framework, which controls for potential endogeneity, is used to investigate 120 family firms and 90 non family firms from 2006-2014. The results indicate that traditional corporate governance mechanisms cannot mitigate PP agency conflict in
family firms in emerging markets. There is strong evidence supporting a need for promulgating and streamlining of corporate laws, in emerging markets, to reduce the possibility of expropriation of minority shareholders by owners of politically powered family firms.

**Keywords:** Principal-principal agency costs, corporate governance, family firms, emerging market

---

**Independent Directors: Experience and Value in Contrasting Economic Contexts**

**Philippa Wells¹, Abdul Moyeen¹ and Coral Ingley²**

¹Federation Business School, Federation University Australia  
²Faculty of Business, AUT University, Auckland, New Zealand

**Abstract:** The OECD Principles of Corporate Governance embed an emphasis on independent directors as a mechanism for encouraging broad expertise, experience and diversity on boards. This principle has become de rigueur for large public companies in many developed economies, including Australia although tending to be reflected in listing requirements rather than in law, and leaving it to the companies to determine whether appointees meet the criteria of independence. Emerging economies have been less likely to adopt such requirements but it is now apparent that at least some are moving to do so. Research suggests that unlike developed countries, there is an insignificant relationship between independent directors and financial performance of large businesses in developing countries such as Bangladesh. This raises interesting questions: do the differences in performance reflect differences in understanding and expectations of the role, appointment and participation of such directors? This paper is an attempt to explore and answer these questions via a comparison between the Australian and Bangladeshi approaches. Findings in both locations are inconsistent and, it appears, requirements and guidelines for independent directors’ appointment tend to be in reaction to specific issues and ideologies.

**Keywords:** Corporate governance; independent directors; monitoring and performance; Australia; Bangladesh
Studying the Relationship Between Management Controls and Job Satisfaction Focusing on Participatory Decision-Making in the Eram Noosh Plant

Ali Zabani\(^1\) and Alireza Soloukdar\(^2\)

\(^1\)Master in Executive Management, Department of Executive Management, Islamic Azad University, Electronic Branch, Tehran, Iran
\(^2\)Assistant Professor, Department of Industrial Management, Islamic Azad University, Central Tehran Branch, Tehran, Iran

Abstract: This current research aims to study the relationship between management controls and job satisfaction focusing on participatory decision-making in the Eram Noosh Plant in Tabriz. In this regard a descriptive survey is used. Statistical population includes all staff members at development teams of new products in the Eram Noosh Company in Tabriz (N=280) and in accordance with the Cochran formula and the simple random method, 162 staff members from the development teams of new products in the Eram Noosh Company in Tabriz were chosen as the sample. The data gathering was done by standard questionnaires on job satisfaction made by Smith, Kendal and Halin and a researcher-made questionnaire for dimensions of management control and participatory decision-making. In this research, the data analysis was done via descriptive and inferential statistics in SPSS (22.0) and LISREL (8.8). The data analysis finally showed that there is a positive and significant relationship between the output control and job satisfaction, process control and job satisfaction and professional control and job satisfaction. Meanwhile results of structural equations showed that participatory decision-making modifies the relationship between output control and job satisfaction, process control and job satisfaction and professional control and job satisfaction and increasing participatory decision-making grows up the job satisfaction of personnel.

Keywords: Participatory decision-making, output control, professional control, job satisfaction
Corporate Governance and Firm Value of Kazakhstani Companies in the Conditions of Sanctions Against the Russian Federation

Zhanat Zhussupova, Irina Onyusheva, Uldana Baizyldayeva
University of International Business, Almaty, Republic of Kazakhstan

Abstract: The main goal of this paper is to evaluate the effects of corporate governance system on Kazakhstani companies’ economic and financial performances following the ongoing economic sanctions against the Russian Federation. With the empirical study of the Corporate Governance disclosures of large Kazakhstani listed firms, we tested the hypothesized causal relationship between management ownership and other corporate governance variables and corporate financial performance indicators, such as ROA, ROE, ROS, and others. Based on correlation and regression analysis, we found that there is no reason to presume the strong relations between the analyzed variables. Moreover, we come to a conclusion that the sanctions only have an indirect influence at the Kazakhstani companies. Our findings indicate that the firms’ financial conditions might be mostly affected by other factors, such as the low oil and gas prices in world market.

Keywords: Corporate governance, company, ROA, ROE, ROS, economic and financial performance, Kazakhstan

Safety Management System and Leadership in Serbia and Croatia

Snežana Živković¹, Darko Palačić² and Miliša Todorović³
¹Faculty of occupational safety in Niš, Niš, Serbia
²College of Applied Sciences in Safety in Zagreb, Zagreb, Croatia
³Logos centar College in Mostar, Mostar, Bosnia and Herzegovina

Abstract: This paper presents the comparative analysis of research viewpoints in leadership in the safety management system, which was conducted in Serbia and Croatia. The research was conducted by descriptive - analytical survey using a written questionnaire. For the research, a random sample of business organizations was selected. The research included 164 participants from Serbia and 153 respondents from Croatia. The aim of the analysis and comparison of research results is to determine similarities and differences in leadership in safety management system in these countries. The goal of the research is to determine current knowledge and attitudes about leadership in safety management systems in
Serbia and Croatia. The results indicate that there is a great similarity in the leadership in the safety management in Serbia and Croatia. The research results open up the possibility of creating a unique training program for safety managers in the field of leadership. To continue the research it is proposed to initiate similar studies in other countries in the region.

**Keywords:** comparative analysis, Croatia, leadership, safety management, Serbia.
PHD Research Papers
Corporate Governance Mechanisms and the Financial Reporting: Evidence from Bangladesh Listed Companies

Md Faisul Alam and Lynne Butel
University of Plymouth, Graduate School of Management, Plymouth, UK

Abstract: Effective corporate governance is the main requirement of corporate business in all over the world. It is the system by which companies are directed and controlled. The board of directors consists of the people who are responsible for directing the company towards success keeping in mind various factors such as financial and human resources, shareholder values, risk management, business ethics. The board of directors should include a minimum of three non-executive directors who are able to influence the board's decision. It is predetermined that non-executive directors can provide their independent view regarding business strategies, performances, appointments, resources and standard of conduct. Non-executive directors are the core of good governance. It creates the relationship among shareholders, stakeholders and the corporations as a whole, the relationship between corporations and markets and the relationship between the corporations and employees. Bangladesh shows that the corporate governance is mixtures of the property right system, separation of ownership structure. This paper aims to explore the empirical evidence whether corporate governance tools (Board of directors, ownership structure, and Audit committee and remuneration committee characteristics) affect the disclosure of financial reporting. The research sample collected from 239 Bangladesh listed companies in the Chittagong Stock Exchange (CSE) in the period of 2014. The sample used in a random sampling method and used regression analysis. Bangladesh listed companies are compliant with corporate governance disclosure requirements. Most of the corporate governance measurement elements are positive and statistically significant.

Keywords: Corporate governance, financial reporting, audit committee, independent directors, ownership
Assessing the Impact of Management by Evaluating the Performance of Hospitals

Tatana Hadjikova
Faculty of Management, University of Economic, Prague, Czech Republic

Abstract: Financial analysis is a common method of providing an assessment of the financial health of the company. Its results can help the financial growth. The results from the financial sector together with the instrument dealing with the customer's perspective, internal processes and growth of the company, are one of the 4 quadrants. The Balanced Scorecard model is a tool used to evaluate the performance of a company. Its formation is the responsibility of individual managers and senior management. A higher level of financial analysis is represented by models. With respect to their explanatory power these are divided to creditworthiness and bankruptcy models (further referred to as b/b models). Bankruptcy models are used to predict impending bankruptcy of the company. Economists worldwide dedicate their work to create them. Even though many of these models have been created between the years 1932-2001, the most famous is the Altman Z-Score from 1968. Credibility models reveal whether the financial management is good or bad. The most famous one is used primarily in German-speaking countries and was published in 1993 under the name Creditworthiness index (Bonitätisindex). The calculation itself of b/b models is used to evaluate financial condition. Because it is used widely, it can be used to compare values with other companies. Throughout the world there are many health systems common to several countries and different for some individual countries. The basis for the emergence of these health systems are models of health care. Health care can be ensured for all citizens and financed from the national budget or the public funds are made up of compulsory contributions. Another model counts with patients taking care of their health themselves and with the application of market principles. Or, conversely, health care is a sector of the national economy. There are differences in the financial situation of the hospital due to a number of both quantitative and qualitative factors given by the health care system. Data from hospitals in 2012-2013 have been used to compare the b/b models. Results of observed hospitals can be categorized according to defined scales of b/b models and according to established criteria. Hospitals with good financial health will then be separated from hospitals approaching the border of bankruptcy. The aim of this paper is to determine whether the discovered group of hospitals is being effected by the selected factors and whether the hospital’s performance depends on the degree and type of education and the age of the senior management of the hospital.

Keywords: Hospital, performance, model of financial health, top management
Study on Integration and Leadership Styles of Management Systems Based on a High Level Structure

Jan Kopia
The Bucharest University of Economic Studies, Bucharest, Romania

Abstract: ISO International standards ensure that products and services are safe, reliable and of exceptional quality. Standards are also developed for standardized management systems to help organizations fulfill the necessary requirements needed to improve their operating processes. Beginning in 2012 the International Organization for Standardization began developing a new structure called the Annex SL, for management system standards. This structure suggests a new approach designed with the intent to harmonize management system standards in order to integrate multiple standards more easily. This new structure also emphasizes leadership aspects in management system standards. The main objective of this paper is firstly to find proof within organizations that the high level structure leads to an easier integration of management systems, and secondly to identify leadership styles in that context which are more favorable than others. The results of this research are based on an exploratory study conducted at fifteen different German organizations that have previously adopted or were certified on the basis of a new ISO management system standard. The authors identified the positive influences of an affiliative leadership style in the context of emotional intelligence as well as the benefits of a transformational leadership style. It can be shown that Annex SL has a positive effect on the integration of management systems. This research is one of the first studies to take into consideration the effects of Annex SL. The results, when utilized properly by companies, could conceivably lead to the identification of solutions for common problems related to management system standards within organizations. The authors experienced difficulties at the time of writing the paper because there were only a small number of companies with experience in Annex SL. ISO 27001:2013 is the only standard with high level structure that has been available for the past two years. ISO 14001:2015 and ISO 9001:2015 were just published several months ago. Other standards will follow. The results of this exploratory study will therefore be applied further on a larger scale. In the future, more research will be attainable because there will be more organizations available with experience in Annex SL-based ISO standards.

Keywords: Management systems integration, management system standards, leadership, ISO 9001, ISO 27001, annex SL
Leadership Styles of Chinese Expats in the Netherlands

Li Lin
School of Economics, Utrecht University, the Netherlands

Abstract: To achieve aggressive expansion goals, many Chinese companies are seeking resources and market around the world. To an increasing extent, Chinese enterprises recognized the Netherlands as their gateway to Europe Market. Yet, large cultural gaps (e.g. individualism/collectivism, power distance) may influence expat leaders’ influencing process, in turn affect intercultural teamwork. Lessons and suggestions from Chinese expat leaders could provide profound knowledge for managerial practice and future research. The current research focuses on cultural difference between China and the Netherlands, along with leadership tactics for coping and handling differences occurring in the international business work. Exclusive 47 in-depth interviews with Chinese expat leaders were conducted. Within each interview, respondents were asked what were the main issues when working with Dutch employees, and what they believed as the keys to successful leadership in Dutch-Chinese cross-cultural workplaces. Consistent with previous research, the findings highlight the need to consider the cultural context within which leadership adapts. In addition, the findings indicated the importance of recognizing and applying the cultural advantages from which leadership originates. The implications for further research are also presented in this article. It is hoped that results presented in this paper can trigger more thoughts and further research in intercultural/international context.

Keyword: Cross-cultural; Expat; Leadership; China; Netherlands

Research on Increasing Risk Management Efficiency as Support for Corporate Sustainable Development

Maria, Mateescu Ruxandra, Marieta Olaru, Alexandra Sârbu and Ioana Surugiu (Farcas)
The Bucharest University of Economic Studies, Romania

Abstract: Changes in the economic climate have determined companies to focus on survival strategies involving cost reductions and innovation but also finding new development opportunities. While understanding that company viability is threatened by a new set of risks, managers have been facing important challenges in redefining objectives and balancing risk-taking decisions in order to preserve resources but also to increase performance. In order to determine the current status of risk management in companies, the authors target to establish a com-
Comparison between integration and development of risk management in small to medium-sized companies (SMEs) and large enterprises. The main objective of the research is to determine possibilities of increasing risk management efficiency in order to ensure sustainable development in corporations. Sources for this research are specialized literature and also the results of interviews with 23 managers and specialists from the fast moving commercial goods (FMCG), construction and healthcare industries conducted by the authors in 2015 on improving the risk management process and corporate reactivity to risks. Attitude on risk can be highly dependent on risk tolerance, therefore the authors have considered risk-related researches separately by company size. Risk management experts and specialized literature indicate the necessity of perceiving risks not only as threats, but also opportunities that have to be tackled during the risk assessment process. The study also shows that risk-taking depends on companies’ attitude when confronted with risky situations and also their interest in risk management. A proactive risk management process strategically oriented on both opportunities and threats can be mandatory for company survival. Although the economical context has been weakening the organizations’ risk tolerance, this paper is value-adding by showing that measuring risks and maintaining a defensive strategy cannot ensure success for the up till now most sustainable companies. Also, the research highlights a connection between risk attitude and company size and underlines that risk-taking decisions require extensive analyses in order to identify all possible effects and to transform risk handling plans into strategic pillars.

**Keywords:** risk management, risk management efficiency, corporate sustainable development, opportunity and threat, process integration, strategic decisions

**The Relationship Between Corporate Governance and the Performance of the Firm: a Literature Review With a Focus on the Vietnamses Enterprises**

**Trang Thi Kieu Pham**
National Economics University, Ha Noi, and Tan Trao University, Tuyen Quang, Vietnam

**Abstract:** The issue of corporate governance has become familiar and progressively common over the last two decades. Good corporate governance plays an important role in creating a good relationship among board members, managers, stockholders and stakeholders. This results in well controlled and oriented business development for the company. Good corporate governance will not only promote the firm’s activities and increase the firm’s abilities to access the external sources of capital but it will also encourage the firm to create business values
and control systems consistent with the risks involved. It seems that good corporate governance is crucial to the success of almost any company all over the world. However, in the context of Vietnam, the effect of corporate governance has only recently received just a little recognition. This is because most Vietnamese firms have a very basic knowledge of corporate governance at the moment. Corporate governance is usually referred to as a main driver of a firm’s performance, especially listed firms that belong to an Index. However, previous research often brings to light many controversial findings about the impact of corporate governance on firm performance. This study makes an attempt to review the literature of corporate governance and its impact on the performance of firms, with a focus on Vietnamese companies. This is useful due to the rarity of studies about relationships between corporate governance and firm performance in the context of Vietnam. In this study, a range of elements that contribute to corporate governance will be identified, namely, the duality of the CEO (the Chief Executive Officer holds the position of the Chairman of the Board); independence of Audit Committee members; stock ownership of institutional investors; and, the use of stock options for executive compensation. The findings of this study will give suggestions for future empirical research on the relationship between corporate governance and a firm’s performance in the context of Vietnam.

**Keywords:** Corporate governance, firm performance, CEO duality, independent audit, institutional stock ownership, executive compensation, Vietnamese companies.

**Governance as a Key Factor for Ensuring the Sustainability of Outsourcing Models**

**Alexandra Sarbu, Ruxandra Mateescu, Melanie Buchmüller and Vanessa Just**  
University of Economic Studies, Bucharest, Romania

**Abstract:** Corporate governance is a mechanism that helps each company to achieve its goals on short and long term, by providing different guidelines to the stakeholders on how to manage the business at an optimum level. During the past ten years, more and more companies especially the large sized ones have decided to outsource part of their business processes, in order to stay relevant on the market and focus on the core competitive functions. When a company starts the collaboration with an external partner, several factors will play a critical role in the success or failure of the future business model. After a certain service is outsourced, the company must ensure the proper functioning of the organizational, political and legal requirements by being able to control and monitor the activities
of the new business partner. The governance model quality drives accountability within the management teams and at the same time helps bringing additional value to the organization. If the outsourcing model is performant, then it will allow the company to grow and to further reinvest the profit in research, innovation or acquisition of new products or services. Purpose: The objective of this study is to determine the main dependencies between the corporate governance framework and the sustainability of an outsourcing model within the services industry. Methodology: This paper highlights a part of the results of a doctoral research based on specialized literature review regarding corporate governance models. A comparative analysis was conducted by the authors on several international companies from the services industry in order to assess the governance factors that have a significant influence on the business process outsourcing models integration. Also the research will emphasize the importance of long term governance planning, especially in the context that the benefits of an outsourcing model usually start to appear after the first or second year of collaboration with the external supplier. Results: The outcome of the research shows that in order for a company to have a sustainable outsourcing strategy this needs to be linked with governance processes that take into account different variables like the legal, economic and social environment of each country. In addition it can be observed within the analysis that the international companies allocate specialized resources for monitoring and controlling the governance systems. Value: The research results of this study can be used by companies when deciding to outsource a part of their processes to an external partner in order to assess the main factors of corporate governance that can positively influence the long term business sustainability.

Keywords: Corporate governance, business process, outsourcing model, sustainability, performance.

The History of Sustainability: A Critical Assessment of Metrics and Their Changes

Stela Stoycheva
Ca’ Foscari University of Venice, Italy

Abstract: The notion of sustainability from 1970s on has been overwhelmingly used in the academic literature, the corporate sector and by the actors of the civil society. Yet the field of sustainability assessment is quite fragmented because of the various disciplines that have been investigating it and no consensus about its progress and ways of operationalization has been achieved among the environmental, management and accounting disciplines. Earlier reviews of sus-
tainty assessment methods/tools/indicators have categorized approaches based on various factors and dimensions, however none of them has embraced the question of assessing the changing definition of sustainability following a systematic approach aimed at tracing the evolution of the related body of knowledge and study the history and the theoretical foundation behind the developed methods and metrics. Therefore, the purpose of this study is twofold: to follow and analyse the evolution of the existing body of literature tackling sustainability assessment through a combination of a content analysis and bibliometric mapping and to critically assess the metrics and their changes though a qualitative historical analysis. The study’s results attempt to contribute to the field of sustainability assessment by establishing its underlying structure and opening the “black boxes” of the sustainability metrics.

**Keywords:** Sustainability assessment, sustainability indicators, historical perspective, systematic review, bibliometric mapping
Masters Papers
Evaluation of the Results of the Establishment of Quality Management System by Using the new SBSC in Water and Wastewater Company, District 4, Tehran City

Hossein Adab, Alireza Soloukdar and Mohammad Reza Fahimi
Islamic Azad University Central Tehran Branch (IAUCTB), Tehran, Iran

Abstract: The final purpose of the plan and creation of the standards of ISO 9000 series is a help to the organizations for success in competition and effective orientation of an organization. this research Using the new method based on measurements relying on the latest studies of BSC under the title of New SBSC , deals with the results of the establishment quality management system ( implemented based on ISO 9001:2008) from the viewpoint of experts and managers of design and its implementation in Water and Wastewater Company at Region 4, Tehran City. In this model , evaluation is made based on 7 perspectives which includes four main perspectives of BSC ( financial , customer, growth and learning and local processes) , two added perspectives in SBSC ( social and environmental) and a perspective introduced in New SBSC model ( future forecasting ) . In this research, using the library and field studies , measurements and indicators have been collected for different perspectives of research model and finally the effective indicators and those proportional with the organization have been determined in order to evaluate the statistical population of the research under the supervision of experts . In the continuation of the research concerning the population under study and the impact of establishment of quality management system within the framework of the perspectives of research model, the indicators determined by the experts in the questionnaire have been given certain values. The results of the questionnaire of each perspective has been tested by using the T-sudent test . Also weighting the perspectives of research model has been made by using the experts’ views and Analytic Hierarchy Process (AHP) method. The study of the hypotheses of the research shows that the implementation of the quality management system based on ISO 9001:2008 have been effective on all perspectives of research model . The inclusion of the weights resulting from the experts’ views on the results obtained from the questionnaire also shows that the hypothesis under consideration on each of the perspectives of the model is in general confirmed. Identify indicators for evaluating the performance of quality management systems based on this model in any business similar studies will help to better implementation. Based on the results of this study suggested that the ISO 9000 Technical Committee to strengthen the sustainability aspects in future versions effort.

Keywords: Balanced scorecard card (BSC), quality system management, sustainable balanced scorecard card (SBSC) , analytic hierarchy process (AHP)
Using SRM Principles for SCM Interruption Risks: Case of Importing Food From Greece

Peyman Bashar Doost
Salford Business School, University of Salford, Manchester, UK

Abstract: Crisis in Greece had major impacts to economy of other countries. Many companies have lost their money because of inability of their suppliers in Greece. In this situation, having a good Supplier Relationship Management and also taking into account SCM Risk management will help companies to avoid failure. This paper is aimed to go through the supply chain interruption risks. Supply chain could be very risky especially when the suppliers of main components of your business are located abroad. If most of the suppliers are located in a country or region, then disasters like earthquake, fluid, terrorism, economic or political crisis could easily break the SCM flow and threaten your business seriously. SRM implies to management of relationship with suppliers, the aim is maintaining a win-win relation between supplier and buyer. In the traditional approach to the supplier relationship, supplier is in charge of its risks, but SRM suggests a mutual commitment. According to this approach buyers would support their suppliers in case of occurrence of major risks. This paper discuss about the case of risks of a hypothetical food importing corporate in UK which have its suppliers in Greece. The case is about risk management of supply chain in the situation of current economic crisis in Greece. Regular SCM risk management methods suggest action plans for transferring and mitigation of the risks. While using SRM principles, several action plans have been identified. For instance, making long term relationships with suppliers, having different substitute suppliers from neighbor countries and using hedging techniques to come over the currency fluctuations.
Non Academic Paper
Hidden Failures in Management of Product Development

Ryszard Rohatyński
Wroclaw School of Banking, Wroclaw, Poland

Abstract: Modern development of technical products to be competitive for the market must take into account the whole life cycle of a product. The best opportunity to create inherent characteristics of a product is at an early stage of the product development. At this stage there is also the risk of making a mistaken decision or overlooking an important property of the being designed product. This paper describes the typical faults that can occur at the conceptual stage of the design of the product and its production. First, mistaken evaluation of market needs, next errors in design and production planning are described. Particular emphasis is put on the environmental requirements. Finally, some factors that contribute to excessive production cost are outlined. The paper can be of interest for academic teachers as well as managers and production engineers.

Keywords: product development, life cycle, design, requirements, faults
Work In Progress Papers
Administrative Mechanisms for the Implementation of Sharing Teaching Experience

Irina Babich and Anastassiya Panevina
Nazarbayev Intellectual School, Pavlodar, Kazakhstan

Abstract: One of the important strategic directions of the 20 Nazarbayev Intellectual Schools’ network in Kazakhstan is the continuous professional development of teachers inside the school, in the country and abroad. Each year, teachers are involved in more than 50 workshops and courses in various areas such as psychological support of the educational process, the development of language skills, and the specificity of the educational process, leadership and management. The priority in the school development plan has been given to the creating, testing and implementing of sharing experience and the development of tools for monitoring the impact of this experience in the quality of teaching and student learning. Our flexible system of professional development and sharing is based on the principle of distributed leadership. The authority and responsibility for the final result are distributed among the team of associates, the coordinators of local professional learning communities (PLCs), such as Action Research, Lesson Study and others. The process of mentoring, coaching and leadership of teachers in school projects is an important indicator of the level of a teacher’s professional skills in the period of certification. The mechanism of sharing experience and the development of tools for its monitoring consist of such steps as taking a course themselves, developing and delivering of coaching sessions in a priority area, searching for a group of like-minded people, planning Action Research, and presenting its results. Throughout the cycle, a coordinator of any professional learning community becomes a coach for teachers and monitors their progress throughout a post-course period (6-9 months). The decision of the team has resulted in the emergence of the whole school leader. The teacher who coordinates the work of all professional learning communities is a link between the administration, project leaders and teachers. The investigation of the effectiveness of this system is still ongoing, but the first analysis of its results has suggested that teachers need to implement training courses into practice through a system of distributed leadership, teamwork, and preparation for certification.

Keywords: Nazarbayev intellectual schools, continuous professional development (CPD), sharing experience, distributed leadership, professional learning communities, mentoring and coaching.
Creativity of Company and Creativity of Manager: how to Measure Them?

Yelena Raschshepko
Almaty Management University, Almaty, Kazakhstan

Abstract: To determine the creativity level of a particular manager, both test results and company’s characteristic features and activity should be considered. Main point is that managers’ creativity and company’s creativity are interrelated and interdependent. Once all company’s features are reviewed, one can determine the way managers’ creative capabilities are applied, and work out measures to increase their creative level. At present, diagnostics of managers’ creative level, besides measuring their intellectual level, should be also based on broad application of psycho gnostic research by testing employees. In both cases – by measuring intellectual abilities and by determining psychological features – testing method is used. According to Ilyin (2009), “creativity diagnostics includes tests of Guilford, Torrens, verbal and cogitative creativity test (RAT, by Mednik)”. Test methods specified are widely known and can truly give answers to many questions that characterize the creative level of a manager analyzed. At the same time, test methods are criticized and discussed: to which extent the test results reflect the reality? Application of test methods is surely important and should be an integral part of the company staff diagnostics. At the same time, testing gives no answer to the question of manager’s and staff creativity, and test results show the potential level of manager’s intellect and creativity, rather than the creativity level. That is, the test provides character and intellectual features of a manager, and potential capabilities of this manager for further development. After reviewing the test results, we can say how manager’s creative abilities are applied at the moment, and what is his/her creative level, accordingly. The same conclusion will automatically extend to staff and a company as a whole. Manager’s creativity level affects two upper levels the same way as the company’s creativity level affects the creativity level of staff and of a particular manager. To determine the manager’s creativity level, besides test result with the creative potential revealed, one should consider the set of features of the company and its activity. In our opinion, they can fairly include the following:

- creative level of company’s management, i.e. to which extent it applies non-standard, original solution in its practical activity;
- managing style used (authoritarian, democratic, liberal);
- extent of delegation of powers in a company;
- if there is any support system and bonus system for talented employees;
- if there is any complex hierarchy in staff;
If the management system has anything preventing from application of creativity, any high creative potential among personnel will not be useful, and the managers’ creativity level will be low accordingly. Thus, only after reviewing all factors of company’s activity, one can roughly estimate the managers’ creativity level, including top management. Meanwhile, with such a true description of the current situation, one should work out the set of measures to increase the company’s creativity level based on manager’s creative potential revealed.

**Keywords:** Creativity, creative skills, innovations, intellect, new ideas.
Abstracts Only
The Co-Creation-Wheel, Instrument to Transform the Workplace Into an Innovative Environment

Corry Ehlen
CoCreata consultancy, Sittard, The Netherlands

Abstract: Introduction In order to create added value, organizations need to respond to the technological and social changes to stay ahead of the global competition. In this process of constant innovation human resources are a factor of utmost importance. More and more, innovations require multidisciplinary, inter-organizational approaches, which are a challenge for leaders of enterprises as well as for professionals in innovation networks. Co-creation has become one of the promising answers to these challenges. It can be regarded as a collective process to generate and develop new products, processes or services (Ind and Coates, 2013). Although the term is mostly used in the business domain (Prahalad and Ramaswamy, 2000), the concept appears also in the management field. The social dynamics of the processes within co-creation networks appear still to be an underdeveloped area. In former studies we investigated the supportive conditions, required competences and leadership to co-create in two large-scale case-studies on organizational innovation, social capital and knowledge productivity. This resulted in the Co-Creation-Wheel (Ehlen, Van der Klink, Boshuizen, 2015). This paper presents this instrument, that organizational conditions and team dimensions for successful co-creation demonstrates. This validated model serves as a guideline and assessment for management and employees. Also further research activities will be described. Firstly on the function of the instrument ‘Co-Creation-Wheel’, secondly on supportive leadership to innovative capabilities of professionals and improvement of innovative workplace culture. Figure 1 The Co-Creation-Wheel Research questions 1. What is the function of the ‘Co-Creation-Wheel’ in different innovation practices? 2. How can the ‘Co-Creation-Wheel’ support leadership to enhance the innovation capability of employees and to improve the workplace culture to innovate? Method Setting, participants, instruments The six settings exist out of innovative professionals and teams in different domains and countries, mainly The Netherlands. A mix of semi-structured interviews, questionnaire and participative observation will be used. Data collection will take place between April 2015 and March 2016. Results Data collection is going on. Results can be shown from April/May 2016. References: Ehlen, C., van der Klink, M., Roentgen, U., Curfs, E., & Boshuizen, H. (2014). Knowledge productivity for sustainable innovation: social capital as HRD target. European Journal of Training and Development, 38(1/2), 54-74. Ehlen, C., van der Klink, M., Boshuizen, H. (2015). Co-creation of Innovation: investment with and in social capital. Dissertation. Open University of The Netherlands. Heerlen. Ind, N., & Coates, N. (2013).

Keywords: Co-creation, innovation, leadership, teamwork, innovative environment

Accelerating Learning and Sharing in Leadership Development Programs by Using Reflective Journals

Hoodsa Ghazvinian, Mohammad Mehdi Hashemi
Industrial Management Institute of Iran, Tehran, Iran

Abstract: Since leaders are expected to lead their company, or team in an uncertain, complex and ever-changing environment, "Learning" should be the initial essence of "Leadership Development Programs" (LDPs). Usually LDPs designed to make a progress toward individual development and leadership development for organizations, in a blended way, based on providing challenging circumstances for candidates and then stimulate and accelerate "Learning" in that extent. Based on new approaches to learning, it is expected that LDPs provide a superior opportunity for attendees firstly, to get an individual learning (understanding) of their experiences; secondly, recall them and make advance meaning of them applying in new situations; and thirdly, accompany this learning with other colleagues learning through “Collective Learning”. This paper will review our attempt to apply an efficient tool to cover three above mentioned learning objectives in an in-house LPD. The program has been initiated to develop leadership competencies of 12 top managers of a medium-sized private company in food and beverage industry, which has aimed to grow its business rapidly through its ambitious strategic plan. So, the CEO would need all his current top managers as business unit leaders in near future. A competency-based program designed for a 1.5 year period; including workshops and coaching and transactional learning sessions. In each workshop we applied a collaborative “Reflective Journal”, as a tool to fulfill three before mentioned learning objectives. Reflective journals applied for each workshop, which constructed by active role plays, feedback session and reflection session. Each reflective journal contained the first perception of attendee about the workshop subject and also their reflection after the workshop on the issue and also their core finding or learned issue. We published the journal about a
week after the workshop among all attendees and they became able to review their own findings and also others learned topics. Subsequently, attendees were asked about “how studying reflective journal impressed their learning”. A questionnaire developed to evaluate this impression, with 24 queries based on three above-mentioned learning objectives, and 6 dimensions to answer. Results of this study shows that reflective journals considerably helped candidates to memorize their learning, organize them, share them with colleagues and also their friend, and become aspirant to mention what they’ve learnt in informal and also formal occasions. Also they have stated that they believe using a collective reflective journal has provided a social support for them to apply their learning and helped them to improve their perception as leaders in their workplace. Findings would be worthy for instructors and participants of leadership and management development programs or even every individual who is passing his/her way to a more efficient and individual leadership style.

**Keywords:** Leadership, leadership development, leadership development programs, learning, competency-based learning and development

**New Lamps for old: The Evolution of Leadership Models in an Emerging Economy**

**Valerie Priscilla Goby and Catherine Nickerson**
Zayed University, Dubai, United Arab Emirates

**Abstract:** Substantial research has been conducted on management and leadership styles in Arab contexts. For example, in relation to their Western counterparts, Arab managers have been classified as scoring lower on the traits of charisma, participation, and team-orientation but higher on the traits of self-centeredness, status-consciousness, face-saving, conflict induction, and reliance on procedure (House et al., 2004). Although in recent times management-by-exception and laissez-faire styles have been identified as being dominant among Arab men and female Arab leaders have been found to score high in transformational leadership (Yaseen, 2010), in general there has been a strong top-down structure of authority throughout much of the Gulf, leading many scholars to suggest that there is a continuing preference for authoritarian and patriarchal styles of leadership (Kasseem & Habib, 1998). Our paper describes an investigation into current preferences for leadership and leadership communication within the Arab world. It was conducted in a somewhat unique context, namely, Dubai in the United Arab Emirates (UAE), a multicultural commercial hub that has developed exponentially over recent decades. Key elements that have impacted on its development include the large number of MNCs operating there, the rapid rise in the
educational level of its citizens, the fact that its private sector workforce is composed of 99.5% expatriates, its keen uptake of IT applications in all sectors of the private and public sectors, and its objective to develop itself as a knowledge economy. Against this backdrop of change we investigate attitudes to leadership among Emirati citizens. To gain some perspective on how attitudes to leadership are evolving within Dubai’s rapidly changing corporate landscape, we designed a survey to query the leadership styles that are favored by Emirati nationals. We included 24 questions on leadership preferences and demographics and administered the survey online. We received 180 complete responses, a figure which represents more than 2% of the total number of Emirati private sector workers in Dubai, and assessed responses using SPSS19.0 and thematic analysis. Findings revealed a shift in preference towards transformational leadership and away from the region’s traditional autocratic approach. In terms of respondents’ demographics, age was not significant in preferences but educational level was. Our findings contribute to the research stream of evolving leadership styles in the context of economic development and serves in the identification of hypotheses for further research in how traditional leadership styles may alter in the context of shifting economic realities, in addition to its practical implications for leadership training within corporate contexts.

References


**Keywords:** Middle East; Arab leadership styles; transformational leadership

**Agile Entrepreneurship a Model to Improve Start-Up Success Rates**

Declan Kavanagh

Strategic Business & IT Services, Dublin, Ireland

**Abstract:** Traditional approaches to guiding entrepreneurs tend to follow a sequential process, centred on the business plan, and with focus on the start-up phase of the business. This type of approach often leads to a tick box approach from the entrepreneur, rather than taking a strategic view of the entrepreneurial advantage and opportunity, then engaging with the target community of stakeholders. This means getting out there into the market in shorter engagement cycles managed within a framework. This assures the entrepreneur and his/her team have contact with customers and stakeholders, can learn and adapt to con-
continuously refine the proposition that optimises its value proposition and scaling capability. In addition many entrepreneurs may have limited previous business experience and/or support ecosystems, hence failure rates remain stubbornly high globally.

A recent study by Harvard Business school indicates that New Venture failure rates are between 30% and 90% depending on how you define the criteria for failure:

- 30% to 40% where investors liquidate and lose most or all of their investment.
- 70% to 80% where the business stakeholders fail to see expected ROI
- 90%-95% where the business declares a projection and fails to meet that projection

This paper proposes and new model that enhances our methodologies for supporting entrepreneurs and the entrepreneurial ecosystem. The model draws from latest thinking relating to “Agile” approaches which first came to prominence in the software development industry in 2001.

By adopting the new model proposed we enable the entrepreneur to create “Agile Advantage” in their new venture and continuously build that advantage through the organisations life cycle.

“The Business Advantage Model” is an Agile model which guides the entrepreneur in “doing the right things, the right way, at the right time”, with the objective of improving start-up and scaling success rates. Central to the model is the need to base milestones and deliverables on facts and information rather than descriptive deliverables, while having a focus on Advantage across the business. Advantage creates differentiation and value internally & externally.

Understanding the information and decisions an entrepreneur has to make as they proceed through the start-up and growth cycle and, providing a model that guides them through each phase where they consider only the relevant importance of the key functions at any point in time make them more effective. This means that the entrepreneur can be responsive, flexible and agile, and the model acknowledges the continuous learning, sensing and adaption that entrepreneurs and entrepreneurial organisations must deal with day to day and period to period.

The Model looks at the six key phases for an entrepreneurial organisation.

Advantage Performance:

1. Potential Validate
2. Create Verify
3. Prove Confirm
4. Protect Secure
5. Leverage Scale
6. Change Innovate

The Model was derived from many years of study and review of entrepreneurs and organisations and has been validated in organisation. The adoption of Agile models in Education, Incubation and Enterprise development agencies should improve success rates and deliver improved economic outcomes.

Keywords: Entrepreneur, startup, scaling, strategy

The Impact on Governance in a Digitally Enabled Collaborative Organisation

Declan Kavanah
Strategic Business & IT Services, Dublin, Ireland

Abstract: New digital technologies are enabling or requiring organisations to change their business & operational models. Staff through access to new technologies, whether proprietary to the organisation or public platforms such as LinkedIn or Facebook are empowered to greater interaction with stakeholders of the organisation. This comes with great potential benefits and also some risks. It also comes with challenges for innovative leaders who which to adapt and exploit new technologies. Many of the new technologies enable new ways of working, communicating and collaborating and the change is as a minimum transitional and for many organisations transformational. The change is an Organisation Development initiative enabled by technology, rather than a technology project. In this paper we consider social collaboration platforms as a key change catalyst. Organisations may have a compelling reason and/or business case that is the driver for adopting a social collaborative approach, such as Customer/Citizen engagement, Growth, Financial performance etc. The adoption of these platforms in organisations brings many benefits such as:-

- Speed up responsiveness
- Accelerate Innovation
- Reduce duplication & increasing re use
- Enhance Learning
- Grow and extend the competence mass of the organisation
- Grow and extend the reach of the organisation
- Facilitate the development and strength of organic relationships between stakeholders
- Increase the capacity and speed of organisation intelligence
- Improve involvement, engagement and sharing of responsibility

80
These benefits are often referred to “Releasing the talent in the organisation” The leaders of the organisation must consider the new management & governance challenges not just relating to enabling successful adoption and change but also the ongoing facilitation, control and compliance challenges. We are shifting from a more mechanistic approach to a more organic approach and structure in the organisation.

This paper looks at:

- Enabling effective change in how people work and communicate?
- Techniques that empower new ways of working and collaborating
- Measuring collaboration capability maturity in an organisation
- An approach to measuring and monitoring performance in a collaborative system
- Facilitating collaborative practices while maintaining relevant controls

This paper is based on both research and application of the principals and practices outlined. The reader will have a sound understanding of some techniques that will:

- Allow them be more proactive in driving their digital and collaboration strategies.
- Identify actions to release more value and talent in their organisations for currently deployed digital technologies

**Keywords:** Governance, digital, social, collaboration, leadership

**Perspectives on Job Satisfaction of Women Leaders in Education**

**Hasmukhlal Patel**
Grow More College of Education, Himatnagar, Di:S.K., Gujarat, India

**Abstract:** India is an orthodox type of country where tradition matters a lot. In some part of India male dominates the social system hence educational leadership from gender perspective may have different impact. In such a developing country, women are gaining good position in the education field in metro cities. India has a strong social, caste and creed system hence women from different strata may not have equal opportunity in town and rural part at the educational leadership level. It is very interesting to study leadership by women in the context of educational qualification, category and the interactive effect of educational qualification*category. Indian social system is also based on categories like SC, ST, SEBC and Open/General. The researcher aims to study job satisfaction of women leaders in the field of education from 13 different components: Work place/physical condition, Nature of work, Remuneration, Promotion, Author-
ity/senior, Job security, Work interest, Social satisfaction, Colleague, Welfare facilities, Communication, Contingent rewards, Operating conditions. A four-point scale questionnaire on job satisfaction in soft and hard copy mode was given to 219 samples of North Gujarat Region. The impacts of various variables like educational qualification, category and the interactive effect of educational qualification*category have been studied with the help of ANOVA. This research paper focuses on job satisfaction of women leaders in education, factors causing dissatisfaction and suggestions to improve them.

**Keywords:** Job Satisfaction, Educational Leadership, Category, SC, ST, SEBC, Open/Genera

---

**Changing Board Dynamics: The Rise of Board Evaluations**

**Agota Szabo**  
The Hague University, The Hague, The Netherlands

**Abstract:** In the past few years corporate governance rules, laws and practices have started to focus more on responsible board behavior as stakeholders required more transparency. Negative board dynamics have been observed as contributing to performance problems, damaging corporate behaviors and value destruction. This note provides an integrative viewpoint on board dynamics combining the key insights and concepts from the practical corporate governance literature, the behavioral economics and the neurosciences field into a comprehensive board dynamics framework. The aim is to help board members/advisors/strategy & governance committees to develop better board evaluation practices by grounding these in the available insights on board dynamics. The “lets-be-nice” or “fill-out-the-form” board evaluation practices are slowly changed in the boardroom to try to create boards that create long-term value.

**Keywords:** Board dynamics, board evaluation, corporate governance

---

**Governance Through Tax Concessions**

**Matthew Turnour**  
QUT and Neumann & Turnour Lawyers, Brisbane, Australia

**Abstract:** Most common-law countries extend tax concessions to charities and other not for profit organisations. Governments have increasingly utilised condi-
tions to access these concessions as tools to shape governance decisions by these organisations. What has changed over a half century but particularly the last decade has been the extent of this. Governance control of trading charity options has been the clearest example. This paper analyses the use of tax concessions extended to trading charities to shape governance options of those organisations in Australia, Canada, the United States of America and the United Kingdom. Tax law regulating charities in these jurisdictions both explicitly and implicitly is not for the raising of revenue or merely the granting of concessions. It is directed at framing governance choices by trading charities. Beginning with the introduction of the unrelated business income tax in the US in the early 1950s and considering the quite different developments in each of these jurisdictions since then this paper explains how and why this is done. It is done through complex and quite different taxation requirements all of which are directed to ensuring that three charity governance requirements are fulfilled. Normative responses to these developments are informed by the perspective taken and the paper summaries two extremes and suggests a middle path.

Keywords: governance, tax, charity, trading
Late Submission
The Radial Structure as an Organisational Architecture for a Distributed University

Dumsile Hlengwa
Durban University of Technology, Durban, South Africa

Abstract: The radial structure may also be viewed as graded centrality, which in the case of this paper refers to the corporate office of a multi campus university. The corporate office serves as a pole from which energy is radiated. The main campus of the university represents a prototype whose features are replicated with some autonomy at the other campuses of the university. The radial structure as advanced in this paper means that even though the sizes of the various campuses and the courses offered may differ, they should retain the key features of the main campus as figure 2 shows. It is crucial that the key features of the prototype are maintained such as culture, standards, vision and tone for the multi campus university to remain one. The radial structure advanced by the researcher is future-oriented and looks beyond the current staffing cohorts of the university into what could be. The researcher believes that the radial structure could also be applied by other universities that have grown beyond city boundaries to deal with the challenges of access to all, the qualifications offered by the university, and still maintain the same standards of quality and efficiency. This structure would address the problem of the absence of the executive leadership at satellite campuses while ensuring that such campuses are allowed the leeway to grow and adapt to local needs without diluting the university brand.

Keywords: Radial structure; fractals; multi-campus university; natural systems; amorphous pattern
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.

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 ACPIL
Research Jotter

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