

**15th European Conference on Management Leadership and Governance
ECMLG 2019**

**Floor 0, Building D, Instituto Superior de Contabilidade e Administração do Porto (ISCAP), 4465-004 S. Mamede de Infesta, Porto
14-15 November 2019**

Wednesday 13 November 2019

10:00-12:00 Room:
Pre conference Workshop: *Gender Neutral Selection: Tools and Training*
Led by: Ana Cláudia Rodrigues, Ana Luisa Martinho, Ana Isabel Couto, Manuel Araújo, CEOS.PP/ISCAP/P.PORTO

18:30 Welcome drinks and pre-conference registration (Until 19:30)
Venue: Axis Porto Hotel, R. Maria Feliciana 100, São Mamede de Infesta, 4465-283 Matosinhos

Thursday 14 November 2019

09:00 Registration and coffee

09:30 Room: Sala de Actos - Floor 0 - Building D
Welcome and Opening of the Conference:
Prof Paulino Silva and Prof. Anabela Mesquita, Instituto Superior de Contabilidade e Administração do Porto (ISCAP)

09:45 Keynote Address: *Luis Borges Gouveia, Universidade Fernando Pessoa in Porto, Portugal*
Emerging Alternatives to Leadership and Governance in a Digital Ecosystem

10:30 Conference splits into streams

Room: 013.1
Stream A: Education
Chair: Paul Griffiths

Room: 013.2
Stream B: Mini Track on Leadership and Civic Engagement
Chair: Magdalena Iordache-Platis

Room: 015
Stream C: Stressful Conditions
Chair: Grant Howard

Room: 024
Stream D: A Modern Workplace
Chair: Stanislav Tripes

10:45 Initial Challenges when Introducing Business Subjects into the South African School Curriculum
Van Der Bijl Andre and Glynis **Schreuder**, Cape Peninsula University Of Technology, Cape Town, South Africa

Civic Dimensions of Institutional Etiquette and Protocol
lucu Oana, University of Bucharest, Romania

The Influence of Time Management Behaviors on Performance and Stress
Torres Marinha, Márcia **Duarte**, and Oscarina **Conceição**, Management School IPCA, Barcelos, Portugal

Millennial Perspective on Leadership Style: The Case of Telkom Indonesia
Purwanti Juli and Julius **Romedly** PT Telekomunikasi Indonesia, Tbk, Bandung, Indonesia (Non-academic)

11:15 Investigating Processes and Practices of Governing in Colleges of Further Education in the UK
Watson Cate, University of Stirling, UK (Presentation only)

Comparative Study of Academic Leadership Solutions for Civic Engagement: Role of Research Strategy and Academic Rankings
Iordache-Platis Magdalena and Razvan **Papuc**, University of Bucharest, Romania

Leadership in a Crisis Context: Lessons from Greece
Konstantinou Joanna, Sheffield University, Athens, Greece

Creative Workplace Involvement and Participative Decision-Making in the UAE
Al Mazrouei Hanan, United Arab Emirates University, Al Ain, UAE (Presentation only)

11:45 The Vocational Balanced Scorecard: What it is and how it can be Implemented?
Quazi Zahurul, Federation University, Sydney, Australia

UNIHub: a Case Study on the Formation of a Student Entrepreneurial Hub
Cojocar Camelia, Catalin **Gradinaru** and Cosmin Ionut **Imbrisca**, University of Bucharest, Romania

Managers in the Face of an Alcohol Problem in the Workplace: Sources, Consequences and Counteracting
Cichobłaziński Leszek and Felicjan **Bylok**, Częstochowa University of Technology, Poland

12:15 Lunch

Lunch

Lunch

Lunch

	Room: 013.1 Stream A: Social Issues in Business Chair: Cate Watson	Room: 013.2 Stream B: Mini Track on Leadership and Civic Engagement Chair: Magdalena Iordache-Platis	Room: 015 Stream C: PhD and Masters Colloquium Chair: Luciana Oliveira and Adriana Oliveira	Room: 024 Stream D: Leadership and Healthcare Management Chair: Taina Savolainen
13:15	Managing Social and Environmental Accountability: An Impression Management Perspective Martins Adelaide, University Portucalense, Porto and Delfina Gomes , University of Minho, Portugal	Identifying the Importance of Workplace Health and Safety Training in Bangladesh Zaman Fazluz, RPLupskill PTY Ltd, Auburn, Australia	13:15-13:25 Learning Dynamic Capabilities in logistics managers: A qualitative research Loureiro Ruben, João Ferreira , University of Beira Interior and Jorge Simões , Polytechnic Institute of Tomar 13:30-13:40 A Framework for Managing Change in a Digital Transformation environment Christoffels Mervyn, University of South Africa, Pretoria, South Africa 13:45-13:55 The Shadow of Trust: The Methodological Choices of a Case Study on Leader Communication Kosonen Päivi, University of Eastern Finland, Business school, Joensuu, Finland 14:00-14:10 The Concept of Economic Development and Cohesion Policy Instruments in the European Union Manea Gheorghe-Cosmin, The Bucharest University of Economic Studies, Bucharest, Romania 14:15-14:25 Social Psychology Methodology in the 5th Scientific Revolution Brovkina Julia, National Research University Higher School of Economics, Moscow, Russia 14:30-14:40 How Can Digital Leadership Guide The Customer Journey? An Exploratory Study El Attoti Ibtissam, Joyce Van Ee , Suzie Joku and Benny M.E. De Waal , University of Applied Sciences Utrecht, Netherlands (Masters Research) 14:45-14:55 Analytical Research of Healthcare Governance in the Emerging Economy of Kazakhstan Kokkoz Leila, Almaty Management University, Kazakhstan 15:00-15:10 Discussion and feedback	An Evidence-based Review of the Relationship Between Leadership and Accountability Melo Pedro Novo, Polytechnic Institute of Cávado and Ave, Adelaide Martins and Manuel Pereira , University Portucalense, Porto, Portugal
13:45	Social Determinants of the Development of Inter-Group Social Capital in Enterprises Bylok Felician and Leszek Cichobłaziński , Częstochowa University of Technology, Poland	Corporate Social Responsibility in Academia: A Study at the University of Bucharest Imbrisca Cosmin Ionut, Marin Burcea and Nela Niculita Burcea , University of Bucharest, Romania		The Challenges of Cluster Management: The Role of Cluster Managers as the Third Party Action in Strengthening Cooperation of Cluster Companies, Frankowska Marzena, University of Szczecin, Poland
14:15	The Impact of Relationships on Companies' Innovations Drewniak Rafał, UTP University of Science and Technology, Bydgoszcz, and Robert Karaszewski , Nikolaus Kopernicus University in Torun, Poland	The Knowledge of City History as a Basis of Youth Engagement for Urban Sustainability Pevnaya Maria, Tatiana Bystrova , Ural State University, Yekaterinburg and Elizaveta Pevnaya , Moscow State University, Russia		The Role of Trust in Health Care Change Management: A Narrative Study on Nurses Perceptions Ikonen Mirjami and Taina Savolainen , University of Eastern Finland, Joensuu, Finland
14:45	Using Image Repair Strategies to Achieve a Competitive Advantage in Public Organizations Ashmawy Iman Karam I.M., Cairo University, Giza, Egypt	Leadership Skills and Competences: A Strategic Model to Increase Civic Engagement in Higher Education Iordache-Platis Magdalena, University of Bucharest, Romania		Indicators for the Evaluation of Performance in Health Organizations Graça Vanessa, Jorge Simões and Ruben Loureiro Polytechnic Institute of Tomar, Portugal
15:15	<i>Refreshments</i>	<i>Refreshments</i>	<i>Refreshments</i>	<i>Refreshments</i>
15:40 - 16:25	Room: Sala de Actos Keynote Address: Manuel Perez Cota, University of Vigo, Spain The Changing Role of Industry Knowledge for Global Businesses			
	Room: 013.1 Stream A: Employees Chair: Carlos Alves	Room: 013.2 Stream B: Mini Track on Leadership and Civic Engagement Chair: Magdalena Iordache-Platis	Room: 015 Stream C: Technology and Digital Transformation Chair: Björn Johansson	
16:30	Why Change Management Fails in Indian Organisations: Learning from Cases Bandyopadhyay prabir Kumar, Symbiosis Institute of Business Management, Pune, India and Sankar Ghosh , SGD Pharma India Limited	Leadership in a VUCA Organizational Context: Are We Ready for a Paradigm Change? Sequeira Arminda, Polytechnic of Porto - School of Business and Administration, Porto, Portugal	Requirements for a Methodology for the Analysis and Assessment of Technological Capability in Research and Technology Organisations Hecklau Fabian, Florian Kidschun , Sokol Tominaj , Fraunhofer IPK, Belin, Holger Kohl , Technical University of Berlin, Germany	
17:00	Relationships Between Employee Empowerment, Emotional Intelligence and Managerial Style in Financial Organizations Stankeviciene Asta, Julija Sarupiciute and Greta Naudziunaite , Vilnius University, Lithuania	Institutional Governance of Social Innovation in the Digital Economy Popov Evgeny, Anna Veretennikova and Zhoomart Omonov , Institute of Economics the Ural Branch of Russian Academy of Sciences, Yekaterinburg, Russia	Development of an organisational structure model as a basis for the assessment of the digital transformation of organisations Kidschun Florian, Fabian Hecklau , Ronald Orth , Joao Paulo Wackernager and Katrin Singer Fraunhofer IPK, Berlin, Germany	
17:30	<i>Close of Conference Day</i>	<i>Close of Conference Day</i>	<i>Close of Conference Day</i>	
19:00	Transport to Graham's Port Lodge from Axis Porto Hotel			
19:30	Conference dinner at Graham's Port Lodge, Rua do Agro 141, 4400-003 Vila Nova de Gaia, Porto			
22:00	Return Transport to Axis Porto Hotel			

Friday 15 November 2019				
09:30	Room: Sala de Actos Opening Messages			
09:35	Keynote presentation: Isabel Ramos, University of Minho, Portugal <i>Collective Attention to Digital Transformation: how Smart Organizations use IT</i>			
10:20	Introduction to ECMLG 2020			
10:30	<i>Refreshments</i>			
	Room: 013.1 Stream A: Mini Track on Digital leadership and ICT Management in Organisations and Society Chair: Benny de Waal and Pascal Ravesteijn	Room: 013.2 Stream B: Communication Issues Chair: Andre J. Van der Bijl	Room: 015 Stream C: Innovation Chair: Vânia Costa	Room: 024 Stream D: Performance and Governance Chair: Zahurul Quazi
11:00	Ontological Solution for IT-Organisational Change Problems: A Change and Constancy Management Approach Howard Grant , University of South Africa, Johannesburg, South Africa	Leaders in Czech Craft Breweries and Their Ability to Attract the Customer Tripes Stanislav , University of Economics, Prague, Czech Republic	BMI in the Digital Era: Competitive Advantage Through Human Capital Analytics Stoian Carmen-Alexandra and Dragos Tohanean , University of Economic Studies, Bucharest Romania	Executive Compensation, Ownership Structure, and Firm Performance: An Empirical investigation Alves Carlos Francisco , Universidade do Porto, Portugal and Joaquim Rubens Fontes Filho , Fundação Getulio Vargas - EBAPE, Brazil
11:30	A Self-Assessment Tool for Estimation of IT Maturity Jaadla Henn , Swedbank, Estonia and Björn Johansson , Linköping University, Sweden	Hidden Waste Factors in LEAN Management: Towards Improved Shop-Floor Communication and Management Nilsson Anna , Trine Brobak , Nikolaj Deleuran Jørgensen , Mette Knak Larsen , Rasmus Davids Damhus , John Bang Mathiasan and Torben Tambo , Aarhus University, Herning, Denmark	Learning and Development Tools in Supporting of Artificial Intelligence Companies Innovativeness Drewniak Zbigniew and Iwona Posadzinska , UTP University of Science and Technology, Bydgoszcz, Poland	The Hidden Cost of Poor Governance: The Case of Selecting the Location for a Regional Headquarter Griffiths Paul , EM Normandie, Oxford Campus, UK
12:00	Social Networks and Leadership Emergence Park Jin , Zayed University, Abu Dhabi, United Arab Emirates	Corrupt Political Leaders and the Failures of Institutional Checks Alfano Gaetano Politecnico di Torino, and Roberta Troisi , University of Salerno, Italy	The Organisational Innovations in Managers Assessment: A Case Study of the National Museum in Szczecin Kozioł-Nadolna Katarzyna and Anna Suchocka , University of Szczecin, Poland	Management of Tourist Potential for Indigenous Territories Vlasov Maxim and Svetlana Panikarova , Ural Federal University, Ekaterinburg Russia
12:30		Managing the Competences of Key Employees in Modern Enterprises Igielski Michał , Gdynia Maritime University, Poland	Implementing e-Human Resource Management for Improving Organizational Performance: A Conceptual Framework in the Oman Context Al Haziaz Mohammed , Arab Open University, Muscat, Oman	Need for Investing in Education for the Work Resources of Future Society: Fit for Future or Fit for Now? Abcouwer Toon , University of Amsterdam, Netherlands and Emőke Takács , European Research Institute, Hungary
13:00	<i>Lunch</i>			
	Room: 013.1 Stream A: Toxic Workplace Chair: Fazluz Zaman	Room: 013.2 Stream B: Talent Chair: Roberta Troisi	Room: 015 Stream C: Human Resources Chair: Mervyn Christoffels	
14:00	Dealing with Toxic Leadership: Empirically Defining and Evaluating Destructive Labor Relations Fedorova Alena , Ural Federal University, Yekaterinburg, Russia	Retaining Talents: Impact on Innovation Alves Diana , Teresa Dieguez and Oscarina Conceição , Polytechnic Institute of Cávado and Ave, Portugal	Knowledge Management and Internal Relational Capital versus the Development of Environmental Relations Ślupska Urszula , Iwona Posadzinska and Robert Karaszewski , UTP University of Science and Technology in Bydgoszcz, Poland	
14:30	Toxic Workplace: Problem Description and Search for Management Solutions Koropets Olga , Ural Federal University, Yekaterinburg, Russian Federation (Work in Progress)	Designing the Leadership Development System in the Organization: Case of Russia Lysenko Elena , Ural Federal University, Yekaterinburg, Russia and Erika Paola Carpio Vazquez , Universidad Popular Autónoma del Estado de Puebla, Mexico	Profile of Human Resources and Skills Needs in the Portuguese Tourism Sector Costa Vânia , António Cerdeiras , Polytechnic Institute of Cávado and Ave, Andreia Moura and Maria do Rosário Mira , Polytechnic Institute of Coimbra, Portugal	
15:05	Room: Sala de Actos Summary of the Conference: Award to the winner of the Best PhD Paper			
15:15	<i>Close of Conference</i>			