# 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

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</table>
| 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

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>09:00</td>
<td>Registration and coffee</td>
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</table>
| 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                                                          |
| 10:45  | Initial Challenges when Introducing Business Subjects into the South African School Curriculum  
Van Der Bij Andre and Glynis Schreuder, Cape Peninsula University Of Technology, Cape Town, South Africa |
| 11:15  | Investigating Processes and Practices of Governing in Colleges of Further Education in the UK  
Watson Cate, University of Stirling, UK (Presentation only) |
| 11:45  | The Vocational Balanced Scorecard: What is and how it can be Implemented?  
Quazi Zahurul, Federation University, Sydney, Australia |
| 12:15  | Lunch                                                                                   |

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**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

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09:00

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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 Bij Andre and Glynis Schreuder, Cape Peninsula University Of Technology, Cape Town, South Africa

Civic Dimensions of Institutional Etiquette and Protocol  
Iucu 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

Millenial Perspective on Leadership Style: The Case of Telkom Indonesia  
Purwanti Juli and Julius Romedly PT

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 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  
Cojocaru 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**
<table>
<thead>
<tr>
<th>Time</th>
<th>Stream B: Mini Track on Leadership and Civic Engagement</th>
<th>Stream C: PhD and Masters Colloquium</th>
<th>Stream D: Leadership and Healthcare Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>13:15</td>
<td>Managing Social and Environmental Accountability: An Impression Management Perspective by Martins Adelaide, University Portucalense, Porto and Delfina Gomes, University of Minho, Portugal</td>
<td>Identifying the Importance of Workplace Health and Safety Training in Bangladesh by Zaman Faziluz, RPLipskill PTY Ltd, Auburn, Australia</td>
<td>An Evidence-based Review of the Relationship Between Leadership and Accountability by Melo Pedro Novo, Polytechnic Institute of Cávado and Ave, Adelaide Martins and Manuel Pereira, University Portucalense, Porto, Portugal</td>
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<td>13:45</td>
<td>Social Determinants of the Development of Inter-Group Social Capital in Enterprises by Bylok Felicjan and Leszek Cichoblażiński, Crężtochowa University of Technology, Poland</td>
<td>Corporate Social Responsibility in Academia: A Study at the University of Bucharest by Imbrisa Cosmin Ionut, Marin Burcea and Nela Niculita Burcea, University of Bucharest, Romania</td>
<td>The Challenges of Cluster Management: The Role of Cluster Managers as the Third Party Action in Strengthening Cooperation of Cluster Companies by Frankowska Marzena, University of Szczecin, Poland</td>
</tr>
<tr>
<td>14:15</td>
<td>The Impact of Relationships on Companies’ Innovations by Drewniak Rafal, UTP University of Science and Technology, Bydgoszcz, and Robert Karaszewski, Nikolaus Koperenics University in Torun, Poland</td>
<td>The Knowledge of City History as a Basis of Engagement for Urban Sustainability by Pevnaya Maria, Tatiana Bystrova, Ural State University, Yekaterinburg and Elizaveta Pevnaya, Moscow State University, Russia</td>
<td>The Role of Trust in Health Care Change Management: A Narrative Study on Nurses Perceptions by Ikonen Mirjami and Taina Savolainen, University of Eastern Finland, Joensuu, Finland</td>
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<td>14:45</td>
<td>Using Image Repair Strategies to Achieve a Competitive Advantage in Public Organizations by Ashmawy Iman Karam I.M., Cairo University, Giza, Egypt</td>
<td>Leadership Skills and Competences: A Strategic Model to Increase Civic Engagement in Higher Education by Iordache-Platis Magdalena, University of Bucharest, Romania</td>
<td>Indicators for the Evaluation of Performance in Health Organizations by Graça Vanessa, Jorge Simões and Ruben Loureiro Polytechnic Institute of Tomar, Portugal</td>
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<tr>
<td>Room: 015</td>
<td>Lucas Oliveira and Adriana Oliveira</td>
<td>Chair: Björn Johansson</td>
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<td>Room: 024</td>
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<td>Chair: Taina Savolainen</td>
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<td>13:15-13:25</td>
<td>Learning Dynamic Capabilities in logistics managers: A qualitative research by Loureiro Ruben, João Ferreira, University of Beira Interior and Jorge Simões, Polytechnic Institute of Tomar</td>
<td>A Framework for Managing Change in a Digital Transformation environment by Christoffers Mervyn, University of South Africa, Pretoria, South Africa</td>
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<td>13:45-13:55</td>
<td>The Impact of Relationships on Companies’ Innovations by Drewniak Rafal, UTP University of Science and Technology, Bydgoszcz, and Robert Karaszewski, Nikolaus Koperenics University in Torun, Poland</td>
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<td>14:00-14:10</td>
<td>Social Psychology Methodology in the 5th Scientific Revolution by Brovkin Julia, National Research University Higher School of Economics, Moscow, Russia</td>
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<td>14:30-14:40</td>
<td>The Knowledge of City History as a Basis of Engagement for Urban Sustainability by Pevnaya Maria, Tatiana Bystrova, Ural State University, Yekaterinburg and Elizaveta Pevnaya, Moscow State University, Russia</td>
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<td>15:00-15:10</td>
<td>Discussion and feedback by Lucas Oliveira and Adriana Oliveira</td>
<td>Chair: Björn Johansson</td>
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<td>15:15</td>
<td>Refreshments</td>
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<tr>
<td>Room: 013.1</td>
<td>Employees</td>
<td>Chair: Carlos Alves</td>
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<tr>
<td>Room: 013.2</td>
<td>Employees</td>
<td>Chair: Carlos Alves</td>
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<td>16:30</td>
<td>Why Change Management Fails in Indian Organisations: Learning from Cases by Bandyopadhyay prabir kumar, Symbiosis Institute of Business Management, Pune, India and Sanjak Ghosh, SGD Pharma India Limited</td>
<td>Leadership in a VUCA Organizational Context: Are We Ready for a Paradigm Change? by Sequeira Arminda, Polytechnic of Porto - School of Bussiness and Administration, Porto, Portugal</td>
<td>Requirements for a Methodology for the Analysis and Assessment of Technological Capability in Research and Technology Organisations by Hecklau Fabian, Florian Kidschun, Sokol Tomajin, Fraunhofer IPK, Belin, Holger Kohl, Technical University of Berlin, Germany</td>
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<tr>
<td>17:00</td>
<td>Relationships Between Employee Empowerment, Emotional Intelligence and Managerial Style in Financial Organizations by Stankevičienė Asta, Julija Sarapciute and Greta Naudriutė, Vilnius University, Lithuania</td>
<td>Institutional Governance of Social Innovation in the Digital Economy by Popov Evgeny, Anna Veretennikova and Zhomart Omonov, Institute of Economics the Ural Branch of Russian Academy of Sciences, Yekaterinburg, Russia</td>
<td>Development of an organisational structure model as a basis for the assessment of the digital transformation of organisations by Kidschun Florian, Fabian Hecklau, Ronald Orth, Joao Paulo Wackernager and Katrin Singer Fraunhofer IPK, Berlin, Germany</td>
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<tr>
<td>19:30</td>
<td>Conference dinner at Graham’s Port Lodge, Rua do Agro 141, 4400-003 Vila Nova de Gaia, Porto</td>
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<td>22:00</td>
<td>Return Transport to Axis Porto Hotel</td>
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### Opening Messages

**Keynote presentation:** Isabel Ramos, University of Minho, Portugal

**Collective Attention to Digital Transformation: how Smart Organizations use IT**

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### Introduction to ECMLG 2020

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**Refreshments**

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### Room: 013.1

**Stream A: Mini Track on Digital leadership and ICT Management in Organisations and Society**

**Chair:** Benny de Waal and Pascal Ravesteijn

**Leaders in Czech Craft Breweries and Their Ability to Attract the Customer**

Howard Grant, University of South Africa, Johannesburg, South Africa

**BMI in the Digital Era: Competitive Advantage Through Human Capital Analytics**

Alves Carlos Francisco, Universidade do Porto, Portugal and Joaquim Rubens Fontes Filho, Fundação Getulio Vargas - EBAPE, Brazil

**еньшее управление и ИКТ**

Carlos Francisco, Universidade do Porto, Portugal and Joaquim Rubens Fontes Filho, Fundação Getulio Vargas - EBAPE, Brazil

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**Stream B: Communication Issues**

**Chair:** Andre J. Van der Bijl

**Improving Shop-Floor Communication and Management**

Nilsson Anna, Trine Brobak, Nikolaj Deleuran Jørgensen, Mette Knak Larsen, Rasmus Davids Damhus, John Bang Mathiasian and Torben Tambo, Aarhus University, Herning, Denmark

**Organisational Innovations in Managers Assessment: A Case Study of the National Museum in Szczecin**

Kosiol-Nadolna Katarzyna and Anna Suchocka, University of Szczecin, Poland

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**Stream C: Innovation**

**Chair:** Vânia Costa

**Managing the Competences of Key Employees in Modern Enterprises**

Iglesiści Michał, Gdynia Maritime University, Poland

**Managing the Competences of Key Employees in Modern Enterprises**

Iglesiści Michał, Gdynia Maritime University, Poland

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**Room: 013.2**

**Room: 015**

**Room: 024**

**Room: Sala de Actos**

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**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

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**Room: 014**

**Room: 015**

**Room: 024**

**Room: Sala de Actos**

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**Room: 013.1**

**Room: 013.2**

**Room: 015**

**Room: 024**

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### Room: 013.1

**Stream A: Toxic Workplace**

**Chair:** Fazluz Zaman

**Dealing with Toxic Leadership: Empirically Defining and Evaluating Destructive Labor Relations**

Fedorova Alena, Ural Federal University, Yekaterinburg, Russia

**Designing the Leadership Development System in the Organization: Case of Russia**

Koropets Olga, Ural Federal University, Yekaterinburg, Russian Federation (Work in Progress)

**Room: 013.2**

**Stream B: Talent**

**Chair:** Roberta Troisi

**Retaining Talents: Impact on Innovation**

Alves Diana, Teresa Dieguez and Oscarina Conceição, Polytechnic Institute of Cávado and Ave, Portugal

**Profile of Human Resources and Skills Needs in the Portuguese Tourism Sector**

Costa Vânia, António Cerdeiras, Polytechnic Institute of Cávado and Ave, Portugal

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**Room: 015**

**Stream C: Human Resources**

**Chair:** Mervyn Christoffels

**Knowledge Management and Internal Relational Capital versus the Development of Environmental Relations**

Slupská Urszula, Iwona Posadzinska and Robert Karasewski, UTP University of Science and Technology in Bydgoszcz, Poland

**Profile of Human Resources and Skills Needs in the Portuguese Tourism Sector**

Costa Vânia, António Cerdeiras, Polytechnic Institute of Cávado and Ave, Portugal

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### Lunch

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### Room: 013.1

**Room: 013.2**

**Room: 015**

**Room: 024**

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### Room: Sala de Actos

**Summary of the Conference:**

**Award to the winner of the Best PhD Paper**

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### Close of Conference

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