

**Abstracts
and
Conference Materials
for the
17th European Conference on
Management Leadership
and Governance**

**A Virtual Conference hosted by
University of Malta
Valletta, Malta**



8-9 November 2021

A conference managed by ACI, UK

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**Abstracts of Papers
Presented at the**

**17th European Conference on Management
Leadership and Governance
ECMLG 2021**

**a Virtual Conference
Supported by
University of Malta
Valletta, Malta**

8-9th November 2021

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Contents

Paper Title	Author(s)	Page no.	Guide No.
Preface		iv	viii
Committee		v	ix
Biographies		vii	xiii
Keynote Outlines			
Research papers			
Innovating Management and Leadership in Contemporary Times: Motivation and Evaluation in Learning	Toon Abcouwer, Emőke Takács and Csilla Rácz	1	1
The Behavioral-Perspective of Board Governance: Exploring the Strategic Role at Times of Changing Complexity	Maryam Ibrahim Al-Mansoori	12	2
Impacts of the Implementation of Industry's 4.0 Technologies in the Portuguese Textile Industry: The Effect of Management and Leadership Practices on Implementation of Industry's 4.0 Technologies	Ana Almeida, Pedro Novo Melo and Oscarina Conceição	19	3
In Control Statements in The Netherlands: Added Value or Paperwork Burden?	Maxime Asjes, Frans Schaepkens, Lineke Sneller and Marlies de Vries	27	4
Demographic Policy in Russia: Will new Measures be Effective?	Anna Bagirova, Oksana Shubat and Nina Ilysheva	36	5
Management and Administration of Companies Under the Influence of Development Industry 4.0	Lukas Blazek	44	6
Trust in the Context of Home Office and Digitalization: Evaluation of a Trust Model Within New Contexts	Britta Bolzern-Konrad	55	7

Paper Title	Author(s)	Page no.	Guide No.
A Comparison of Entrepreneurial Attitudes of Entrepreneurs and Leaders	Tiina Brandt	66	8
Communication Profile of Women Leaders in Finland	Tiina Brandt	71	9
Enhancing Psychological Capital at Work: Impact of Leadership	Tiina Brandt	78	9
The role of Knowledge, Control, and work Processes Within Agility	Lucas Peter Høj Brasen and Torben Tambo	83	10
Self-management and Cultural Intelligence as the new Competencies for Knowmads	Constantin Bratianu, Andra Nicoleta Iliescu and Dan Paiuc	90	11
The Implementation of Lean in Local Authorities	Ann Browne, David Collery and Trevor McSharry	97	12
Academic Leadership and Involvement in Marginalised Communities	Otniel-Ioan Bunaciu	110	1
The Role of Leadership in Digital Transformation: A Review and Suggestions for Future Research	Ozge Can	116	14
ESR-CSR Congruence Assessment of Czech Brewery	Simona Činčalová and Veronika Toporová	125	15
Shared Situation Awareness in the Globalised World	Simona Činčalová, Wendy Vorackova, Neriman Tolkdsdorf and Jan Voracek	133	16
Entrepreneurship and Leadership in Higher Education to Develop the Needed 21st Century Skills	Teresa Dieguez, Paula Loureiro and Isabel Ferreira	143	17
Higher Education as an Engine of Entrepreneurial Leadership Skills in a Digital Area Transformation	Teresa Dieguez, Paula Loureiro and Isabel Ferreira	152	18
Smart and Sustainable Cities Through Short Supply Chains of Food	Maria José Palma Lampreia Dos-Santos and Nuno Baptista	162	19

Paper Title	Author(s)	Page no.	Guide No.
The Pretenders to the Throne: Corporate Governance in Contexts of Historical Disadvantage	Valindawo Valile M.Dwayi	171	19
Development of a Conceptual Understanding of the term Technological Capability	Fabian Hecklau, Florian Kidschun, Holger Kohl and Gamze Gül Hizal	180	21
Understanding the role of Information Systems in Accounting	Catarina Incozi and Fernando Rodrigues	191	22
The Academic Leadership Approaches of the Professional and Personal Student Development	Magdalena Iordache-Platis	202	23
Organizational Trust Effect on HRM Practices and Employee well-being	Vaida Jaškevičiūtė	212	24
Leadership for Sustainability: The Importance of Sustaining Imaginative Work	Birgit Helene Jevnaker and Johan Olaisen	223	25
Developing Innovation Capabilities Through Ecosystem Collaboration: The role of the Entrepreneurial University	Ingvild Jøranli and Fred Strønen	233	26
Dark Triad Versus Light Triad: A Comparison and Analysis in the Context of Agile Leadership	Janis Kaletta and Kevin Reuther	241	27
Towards a Framework for Impact Assessment of Research & Technology Organisations	Florian Kidschun and Fabian Hecklau	250	28
Firm Performance: Is Transparency Important?	Ekaterina Koroleva and Maria Tikhomirova	261	29
Factors Influencing Employee Attitudes to Pay Transparency	Pavel Král and Andrea Kubišová	268	30

Paper Title	Author(s)	Page no.	Guide No.
The Impact of Board of Director's Characteristics on Mandatory Non-Financial Reporting Compliance: A Study of Listed Companies in Portugal	Kátia Lemos, Sónia Monteiro, Lénia Pereira and Verónica Ribeiro	275	31
The Impact of a Legislative Amendment on Administration Burden in Dutch Mental Healthcare	Arjen Maris, Victor Buwalda, Julia Leermakers and Rishana Bouwman	285	32
Additive Manufacturing Technology: Designing New Business Models	Florinda Matos, Radu Godina, Pedro Espadinha-Cruz and Maria Francisca Matos	296	33
Development and Validation of a Tool for Measuring Reporting Relationships	Małgorzata Matyja and Magdalena Rajchelt-Zublewicz	305	34
To Pursue Organizational Dynamics Making Health care Quality Decisions: Patient Journey Approach	Birutė Mockevičienė and Danguolė Jankauskienė	313	35
Educational Innovation as a Driver for Regional Development Sustainability	Pedro Oliveira	321	36
360°A ³ : An IT-Based Management Methodology	Ediz Öztürk and Taskin Kocak	330	36
Effect of Social Hierarchy on Conflict in teams: From a Structural Perspective	Jin Park	339	37
Corporate Governance in Banks in Portugal: Main Explanatory Variables	Adalmiro Pereira and Ângela Vaz	347	38
CSR at a Crossroads: Can CSR be a Source of Competitive Advantage? An Empirical Study of CSR and CSV Concepts in a Norwegian Context	Adrian Peretz and Fred Strønen	353	39

Paper Title	Author(s)	Page no.	Guide No.
Academic Leadership Strategies of Entrepreneurial University: A Bibliometric Literature Analysis	Gabriela Prelipcean and Ruxandra Bejinaru	361	40
An Evaluation of Inclusive Governance Arrangements in South African Public Sector Organisations	F. Owen Skae and Noel J. Pearse	370	41
Delivery Drones: Optimal Model of an Information System	František Smrčka and Martina Chalupová	376	42
Emotional Management and the Happiness of Talents in Organizations: A Quantitative Study	Manuel Sousa Pereira, António Cardoso, Frederico D'Orey and Álvaro Cairrão	384	43
Paradoxes in Digital Transformation in Large Financial Institutions in Norway	Fred Strønen	394	44
Management and Leadership Skills and Attitude in Uncertainty	Emőke Takács, Toon Abcouwer and Robin de Boer	401	45
The Appointment of Women on Boards of Directors of Publicly Listed and/or Licensed Companies in Malta	Anne Marie Thake	411	46
Does Proactive Eco-Innovation Matter in the Energy Sector?	Md Abu Toha and Satirenjit Kaur Johl	420	47
Organizational Performance Enhancement via Adult Education Driven Principles in HR Management	Mary Viterouli, Dimitrios Belias and Athanasios Koustelios	429	48
Impact of the Digital Economy on Regional Economic Security	Maxim Vlasov	438	49
Embarking on a Digital Enterprise Transformation Journey: Guiding Principles for Leaders	Linda Zeelie and Nina Evans	447	50

Phd Research Papers		457	51
The Development of Integrated Reporting: Evidence from Global Innovators	Daniela Constantinescu	459	53
A Content Analysis of Corporate Governance Codes in Emerging European Countries	Mititean Pompei	467	54
Masters Papers		475	55
Leadership Styles as a Factor of (in)Success of Quality Management in Organizations	José Carlos Ferreira and Pedro Novo Melo	477	57
Managing Project Complexity through Project Cost Management in the Life Science Sector	Dermot McConnell and Esther Quinn	485	58
Understanding Healthcare Professionals' Motivations and Drivers for eHealth Adoption	Willemijn A. van Haften, Anand Sheombar and Pascal Ravesteijn	494	59
Non-Academic Paper		503	61
Adaptive Organizational Leadership in the Context of the COVID-19 Pandemic: Lessons Drawn from Nigeria	Anisah Ari, Engr. Innocent Amodu Oguche and Faridah Abraham	505	63
Work in Progress Papers		509	65
Customer Insight in Start-ups: A Systematic Literature Review	Antonieta Rosiello, Emanuel Said and Frank Bezzina	511	67
Lean and Safety Management in Primary Care: Guidelines to Improve the Continuity of Care for Chronic Pathways	Anna Tiso and Chiara Verbano	516	68
Abstracts Only			69
The Effect of COVID-19 on Managerial Leadership within Australian Public Sector Organizations	Hanan AlMazrouei		71
Asserting the Moral Right to lead	Valerie Priscilla Goby		71

MNE Strategic Responses to Global Governance: Case of the International Construction Industry	Sheila Puffer, David Wesley, Alexandra Roth and Jack Cordero		73
Reframing 21st Century Leadership Success through the lens of Action Learning Entrepreneurship	Wendy van Schalkwyk, Herman Van Niekerk and Louise Underdahl		74
Additional Materials			75
Participant List			77
Google Scholar	The Importance of Paper citations and Google Scholar		81
About ACI			83

ECMLG Preface

These proceedings represent the work of contributors to the 17th European Conference on Management Leadership and Governance (ECMLG 2021) hosted by ACI and University of Malta, Valletta, Malta on 8-9 November 2021. The Conference Chair is Professor Frank Bezzina and the Proogram chair is Professor Vincent Cassar, both from *University of Malta, Valletta, Malta*.

ECMLG is now a well-established event on the academic research calendar and now in its 17th year the key aim remains the opportunity for participants to share ideas and meet the people who hold them. The conference was due to be held at University of Malta, Valletta, Malta but due to the global Covid-19 pandemic it was moved online to be held as a virtual event. The scope of papers will ensure an interesting two days. The subjects covered illustrate the wide range of topics that fall into this important and ever-growing area of research.

The opening keynote presentation is given by Eric Barends, , MD at Center for Evidence-Based Management, on the topic of *10 years of Evidence Based Management: Challenges, Insights and Developments*. The second day of the conference Keynote presentation is given by Prof Sandra C Buttigieg, Mater Dei Hospital, Malta, on the topic of *Leading and Managing Health Systems during COVID-19 times*.

With an initial submission of 91 abstracts, after the double blind, peer review process there are 52 Academic research papers, 2 PhD research papers, 3 Masters Research papers, 1 Non-Academic Paper and 2 work-in-progress papers published in these Conference Proceedings. These papers represent research from Australia, Czech Republic, Denmark, Finland, Germany, Greece, Hungary, Ireland, Italy, Japan, Lithuania, Malaysia, Malta, Netherlands, Nigeria, Norway, Poland, Portugal, Qatar, Romania, Russia, South Africa, Turkey, United Arab Emirates and the United States.

We hope you enjoy the conference.

Professor Frank Bezzina
University of Malta
Valletta, Malta

November 2021

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Biographies

Conference Chairs



Professor Frank Bezzina PhD (Melit.) is the Dean of the Faculty of Economics, Management and Accountancy (FEMA) and Head of the Department of Management at the University of Malta. He lectures in Management Science & Decision Analysis, Evidence Based Management and Business Research Methods.

His research focuses on investigating phenomena in the Organisational Sciences. He has published papers on risk management, corporate governance, HRM, environmental management and statistical/methodological misconceptions. In 2012, his research paper entitled "Investigating the determinants of recycling behaviour in Malta" published in 'Management of Environmental Quality: An International Journal' (Vol. 22 No. 4, pp. 463-485) was awarded the Emerald Literati Network Highly Commended Paper Award for Excellence. He recently co-edited two volumes in the Emerald's 'Contemporary Studies in Economic and Financial Analysis' book series. Apart from this, he regularly reviews papers for a number of international peer-reviewed journals and conferences. Prof. Bezzina holds visiting professor positions at the University of Zagreb (Croatia), the Wroclaw University of Economics (Poland), LM Thapar School of Management (India) and Haxhi Zeka University (Kosovo). He is also a fellow of the Royal Statistical Society (UK), a member of the steering committee of the Research Methodology Special Interest Group of the British Academy of Management and an Honorary Board Member of the European Marketing and Management Association (EUMMAS). Beyond his academic role, Frank has been engaged in various consultancy assignments and projects for private and public organisations. Most notably, he was appointed non-executive Director of the Central Bank of Malta (2018-2023) and non-executive Chairperson of Wasteserv Malta Ltd (starting February 2020).



Professor Vincent Cassar PhD(Lond) is currently Deputy Dean at the Faculty of Economics, Management and Accountancy at the University of Malta and Fellow of the Centre for Evidence Based Management. He has held Visiting Scholarship positions at the University of Zagreb (Croatia) and Wroclaw University of Economics (Poland) and was Honorary Teaching Fellow at Birkbeck College (University of London) between 2002 and

2016. His research include the psychological contract, occupational health and stress and evidence-based management in particular decision-making under

uncertainty and HR-data driven processes. He has presented and published his studies in several peer-reviewed journals like *Work & Stress*, *European Journal of Management*, *Journal of Vocational Behavior*, and the *International Journal of HRM*. He also acts as a reviewer for several international peer-reviewed journals. He was President of the Malta Association of Work and Organizational Psychology between 2011 and 2013. He also served as a professional member on the Senior Appointments Advisory Committee for Headship Selection at the Office of the Prime Minister between 2013 and 2018.

Keynote Speakers



Eric Barends (Ph.D., VU University Amsterdam) is the managing director of the Center for Evidence-Based Management. He has twenty years of management experience, fifteen years at the senior management level, including five years as an executive. He advises and coaches managers, senior leaders, and executive boards of large and medium sized companies and non-profit organizations on evidence-based decision-making. In addition he frequently runs training courses on this topic and serves as a visiting lecturer at several universities and business schools such as Carnegie Mellon University, New York University and Australian National University.



Sandra C. Buttigieg is Professor and Head of Department of Health Services Management (HSM), Faculty of Health Sciences, University of Malta. She is also Consultant in Public Health Medicine, Head of the Clinical Performance Unit, and Chair of the Patient Safety and Quality Improvement Team, at Mater Dei Hospital, Malta. Professor Buttigieg strongly advocates inter-/trans-disciplinarity in practice/research. She believes that health organisations'/systems' performance depends on policies, people and operating systems. She authored/co-authored several articles in peer-reviewed international journals. She is also on several Editorial Boards of International Peer-Reviewed Journals.

Mini-Track Chairs



Ryan Azzopardi is a professional within the Airline industry. He is also a Henley Business School Alumni and a Business Development Strategist. Ryan has developed innovative projects within the beverage & Real Estate industry. Through his company Capital Alliance Ryan has provided Consultancy services in Malta and North Africa while serving the Hospitality, Medical, Commercial, Infrastructure and Residential market sectors. Ryan has provided advice within the Aerospace industry from Training Facility development, Air Ambulance strategy, Aircraft Acquisition and Government Level bilateral value creation. More recently Ryan has been involved in R&D currently reading for a PhD at the University of Malta under the Faculty of Economics, Management & Accountancy and the Faculty of Computer Science & Centre for DLTs.



Magdalena Iordache-Platis is full-professor at the University of Bucharest, former dean of the Faculty of Business and Administration. At present she is vice-rector on quality assurance and business relationships and an external expert on quality assurance in higher education. She is a member of the Society for Business She has authored of several articles and books, including chapters published in IGI Global and Springer. Her areas of interest include leadership and university management, university-industry links, strategic management. She is currently country manager of a marketing campaign on saving energy dedicated to students, within a H2020 project.



Danilo Piaggese is Global development manager in business, international development and non-for-profit sectors, economic growth. He has 35 years experience managing large development projects, impact investments, fundraising and technical cooperation funds, Innovation and Knowledge Economy for poverty reduction and social inclusion: (United Nations FAO, 1981-1991); (Telecom Italia/Telespazio, 1991-1998); (European Union, 1997-1998); (Inter-American Development Bank, 1998-2011); (Knowledge for Development, 2011 to present).

Biographies of Contributing Authors

Toon Abcouwer is lecturer at the University of Amsterdam, supervisor of theses of the MSc Information science. His research work is on the development of the Adaptive Cycle of Resilience, the traps the organization might face and the impact on management/leadership and teams.

Maryam Al-Mansoori is a C-Suite executive at Barzan Holdings in Qatar with 20 years of experience. She received her DBA from SBS Swiss Business School (Zurich) in 2020. Her main research in the field of Board Governance. She is a capstone projects advisor for Executive MBA students of HEC-Paris University (Qatar Campus) since 2014.

Hanan Al Mazrouei is Associate Professor at the United Arab Emirates University, UAE. She received her Master's degree in human resources management from Swinburne University in Melbourne, Australia and her Ph.D. degree in business from Latrobe University in Melbourne, Australia. She has a strong record of research and teaching as well as administrative experience.

Anisah Ari is a social justice advocate, with over fifteen (15) years experience, working with local and international organizations. She is interested in leadership communication, peace and security, Gender Equity & Social Inclusion(GESI), and governance. She possesses a Masters in Peace & Security.

Maxime Asjes is Audit Manager at Deloitte, the Netherlands and lecturer Auditing Theory and Auditing & Assurance at Nyenrode Business University. She received a master's and post-master's degree in Auditing and post-master's degree in Controlling. She is Member of the Young Audit Board at Deloitte and was involved in Audit Quality Indicators of the Committee on Future of Accountancy Sector.

Anna Bagirova professor of economics & sociology, Ural Federal University (Russia). PhD Degree in Sociology (1998), Doctoral Degree in Economics (2009). Administrative position as Deputy Director for research & innovation, Institute of Economics and management of Ural Federal University. Explores human capital, labour, economics & sociology of labour. Interests include demographical processes & determinants. Doctoral supervisor; member of International Sociological Association. Specialities: Human capital, Labour economics, students' entrepreneurial intentions, entrepreneurial competencies, transfer of competencies

Ruxandra Bejinaru, Ph.D., is a lecturer at "Stefan cel Mare" University of Suceava, Romania. She holds a PhD in Business Administration from University of Economic Studies in Bucharest. Her scientific interests are in knowledge management and entrepreneurship. She is a member of International Association of Knowledge Management (IAKM) and of Society for Business Excellence (SBE).

Lukas Blazek PhD. - University of Economics in Prague. Practice: It operates in the financial sector, especially in the field of corporate finance, investment and business development support. Academic activity: University of Finance and Administration. - Department of Economics and Management Focus on: strategic business management, change and innovation management and issues of circular and shared economy.

Britta Bolzern-Konrad is professor of technical business administration at Rosenheim Technical University of Applied Sciences, Germany. She received her PhD in sc. admin. From University of Latvia, Riga in 2016. She established and led the campus Burghausen between 2016 and 2020. Her research is interdisciplinary, focussing on competence management, trust, circular economy, material sciences.

Tiina Brandt is a researcher at Haaga-Helia University of Applied Sciences. She received his PhD of Management at 2005 and she has published over 100 papers of the areas of leadership, teams, personality and entrepreneurship. She is interested of international cooperation especially in field of entrepreneurship and leadership both in research and development projects (e.g Horizon, Erasmus+).

Lucas Peter Høj Brasen is a Ph.D. student at Aarhus University in Herning at the department of Business and Technology. He received his civil engineering degree in Technology Based Business development at AU Herning in 2020. His main research areas are operations management, specifically engineering asset management and how it can interlink with agility.

Constantin Bratianu is professor of *Strategic Management* and *Knowledge Management*, Bucharest University of Economic Studies, Romania, and National University of Political Studies and Public Administration, Bucharest, Romania. He is founding editor of the international journals *Management & Marketing*, and *Management Dynamics in the Knowledge Economy*. He is the President of the *International Association for Knowledge Management (IAKM)*. He is Associate Editor of the *Electronic Journal of Knowledge Management*. His academic interests are: knowledge dynamics, knowledge management, intellectual capital, and strategic management.

Otniel-Ioan Bunaciu teaches Theology and Religious Studies at the University of Bucharest, where he is also a Dean. He is in leadership for several national and international organisations and started a charity in 1992 to help children from marginalised communities. Bunacius' research interests are Ethnography and Ecclesiology, Religious diplomacy, Community leadership, Historical Theology.

Ozge Can completed her PhD in Management Studies in Sabanci University, Istanbul. She has been working as a full-time faculty in Yasar University, Izmir since 2013. She also had a researcher position at University of Antwerp, Belgium (2014-2015). She is particularly interested in institutional entrepreneurship, organizational identities and categorizations, and development of organizational fields

Simona Činčalová received PhD degree from the University of Pardubice, Czech Republic in 2018, in Management. She is a lecturer and a researcher in the Department of Economic Studies, College of Polytechnics Jihlava. She is interested in corporate social responsibility (CSR), customer satisfaction and loyalty, gender gap and managerial ethics.

Oscarina Conceição is Professor at Polytechnic Institute of Cáva (IPCA) and researcher at Dinâmia'CET-IUL (Instituto Universitário de Lisboa). She has a Master's degree in Industrial Economics and Business and a PhD in Economics, both from University of Minho (Braga, Portugal). Her research interests include the following topics: innovation process and their socio-economic effects; knowledge transfer; knowledge and innovation networks; entrepreneurship.

Daniela Constantinescu is a second year PhD student at Bucharest Academy of Economic Studies, Romania, Accounting Doctoral School. She presented 4 papers at 2 international conferences and published 2 articles in international journals. Her main research areas are integrated reporting, Environment, Social and Corporate governance (ESG) factors and disclosure of non-financial information.

Marlies de Vries is assistant professor Accounting Information Systems, specialized in risk, control and behaviour at Nyenrode Business University. She is as director responsible for the controller degree programs. In addition, as a faculty member she is responsible for one of the core areas of the accountancy and controller degree program. She is Member of the Committee on the Future of the Accountancy Sector.

Teresa Dieguez is a Professor specialist on Strategy and Entrepreneurship at Polytechnic Institute of Cávado and Ave (IPCA), Portugal. After studying Economics, Innovation, entrepreneurship and Technological Transfer, nowadays she is more focused in Social Sustainability and Development. She worked for 26 years in the automotive industry and founded her first company in 1995.

Maria Dos-Santos (PhD) is an assistant professor of economics at School of Communication and Media Studies at IP Lisbon, PT, and researcher at IUL-ISCTE-DINÂMIA'CET. She is an editor of the journal and member of the editorial board of various journals and has been a Keynote speaker at international conferences. Her main research areas are sustainability and applied economics.

Valindawo Valile M. Dwayi, is the institutional Head, Directorate for Short Learning Programs at Walter Sisulu University, South Africa. As part of his headship of the Centre for Learning and Teaching Development for more than 15 years, he has been extensively involved in a number of quality enhancement activities for institutional development.

José Carlos Ferreira is a current student of the Master's degree in Management of Organizations, in the business management branch, of the Polytechnic Institute of Cávado and Ave, Portugal. Graduated in Tourism Activity Management, also from the Polytechnic

Institute of Cávado and Ave, in 2016. His main research area is in Leadership Styles and Quality Management.

Valerie Priscilla Goby, PhD, SFHEA, a professor at Zayed University, Dubai, has published across a range of disciplines including business ethics, leadership, cross-cultural communication, CSR, and gender studies in journals such as *Journal of Business Ethics*, *Leadership and Organisation Development*, and *Women's Studies International Forum*. Find her on Orcid: <https://orcid.org/0000-0002-9370-0609> and Google scholar: https://scholar.google.ae/citations?user=dESP3_8AAAAJ&hl=en

Fabian Hecklau, M. Sc., studied industrial engineering at the Otto-von-Guericke University Magdeburg and started working in applied research at Fraunhofer IFF in Magdeburg. Since 2015, he works for Fraunhofer IPK in Berlin and is involved in international research and consulting projects in the field of strategic management of organizations and innovation institutions. He is the head of the Competence Center Innovation Systems & Structures at Fraunhofer IPK since 2020.

Vaida Jaškevičiūtė is a PhD student at the Department of Management, Faculty of Economics and Business Administration, Vilnius University, Lithuania. Major research interests include human resource management practices, organizational trust, employee well-being and personal-organization fit.

Birgit Helene Jevnaker is a professor in Design, Art Management, and Leadership. I. Birgit holds a Ph. D. from BI, and

Ingvild Jøranli, PhD is Associate Professor at OsloMet, and is head of the research group: strategy, innovation and marketing. She received her PhD in innovation *Labour markets and the geography of firm learning, from University of Oslo. She has extensive experience from innovation networks and published in various international journals.*

Janis Kaletta has been a Master student with a focus on management since September 2020. He is also a research assistant at the Zwickau University of Applied Sciences.

Taskin Kocak received a Ph.D. degree in Electrical and Computer Engineering from Duke University, Durham, NC. He is currently the Dean of the College of Engineering and a Professor in Electrical and Computer Engineering at the University of New Orleans, LA. His research activities have produced over 130 peer-reviewed publications, including 46 journal papers

Ekaterina Koroleva is an associate professor in the Graduate School of Industrial Economics of Peter the Great St. Petersburg Polytechnic University. She is engaged in research projects in several fields, including assessment of the digital environment and key indicators of firm performance. Her research interests embrace financial management and corporate governance.

Pavel Král is an assistant professor at the Faculty of Management, Prague University of Economics and Business. He published his work in the Journal of Business Research or European Sport Management Quarterly. His main research areas are corporate and sport governance, reward management, with an intersection in organizational transparency.

Ing. Arjen Maris MSc. Arjen Maris has been a lecturer / researcher in the field of process management and information management since 2015. He previously worked in the LTC domain for more than ten years. As a researcher, he is affiliated with the research groups Process Innovation and Information Systems and Innovation in the public sector.

Florinda Matos holds a PhD in Social Sciences, Organizational Behavior Studies from the Technical University of Lisbon. She is a professor in Post-Graduate courses at the ISCTE – IUL. She is a researcher at DINÂMIA'CET – IUL and, presently, she is leading the project "KM3D - Knowledge Management in Additive Manufacturing: Designing New Business Models" in a national consortium, funded by FCT. She is the founder and the president of Intellectual Capital Association (ICAA).

Małgorzata Matyja is an assistant professor at the University of Economics in Wrocław, Poland. She received her PhD in economics from the same University in 2012. Her research interests include selected aspects of managing various types of organizations (i.e. organizational culture, human resources management, organizational relations, leadership, managerial competences, entrepreneurship, social cooperatives).

Dermot McConnell is a final year Master of Science in Project Management student in the School of Engineering and Design, Institute of Technology, Sligo, Ireland. He received his Bachelor of Engineering in Chemical and Bioprocess Engineering from University College Dublin in 2014. His main research areas include project management, project complexity and project cost management.

Trevor McSharry is Head of Department of Civil Engineering and Construction at IT Sligo since 2011. He is a Chartered Engineer, certified Project Management Professional (PMP) and holds an MBA. Trevor is currently a doctoral candidate at Maynooth University Ireland with a research focus on leading change within the higher educational sector and has been a director with Lean Construction Ireland since 2018.

Birutė Mikulskienė is a professor of Management in the Institute of Leadership and Strategic Management. She leads Health Laboratory, operated within University, and conducts public management and policy analysis research in various sectors such as Health, Education, Science, and Business. Her research interest covers quality and performance management in both public and private sector.

Mititean Pompei, Second year PhD student at Bucharest University of Economic Studies, Doctoral School of Accounting. Doctoral research theme is "The influence of corporate governance policies on corporate performance reporting practices". Research will focus on how corporate governance policies influence the reporting of corporate performance. The

anticipated date for receiving the PhD is September 2022. In 2020 I participated at 4 conferences with 2 papers as first author and two papers as co-author.

Sónia Monteiro professor of financial accounting, Polytechnic Institute of Cávado and Ave (IPCA). PhD in Business sciences (Accounting), Santiago de Compostela University (2007). Director of Research Centre on Accounting & Taxation. Been involved in organising international conferences, hosted by IPCA, such as CSEAR conference & SRRNet conference. Author of publications in scientific books/journals. Researches computing Financial/non-financial reporting; CSR/sustainability reporting, Accounting/environmental management.

Johan Olaisen is a professor in Knowledge Management at BI Norwegian Business School from UC Berkeley. Both are widely published and walk roads less traveled for reflection and learning.

Pedro Oliveira is a professor of economics and management at Polytechnic Institute of Santarém (Portugal). He received his PhD in economics from ISCTE University Institute of Lisbon. He is a reviewer of European Journal of Innovation Management and has been involved in organization of 2 international conferences. His main research areas are innovation and development.

Jin Park received his Ph.D. from the University of Minnesota – Twin Cities, and he is an assistant professor of management at the Zayed University. His research has been published in leading journals including the Journal of Applied Psychology and the Industrial Relations.

Adalmiro Álvaro Malheiro de Castro Andrade Pereira PhD in Management and master in Corporate finance Teacher at ISCAP P.PORTO and supervisor of dissertations of several students. Economist and management of the several companies . Doing research in Corporate Governance with Ângela Vaz . Creator of the company Andrade & Vaz – Lda.

Manuel Sousa Pereira PhD in Communication Sciences. Actually, working as at the Higher School of Business Sciences of the Polytechnic Institute of Viana do Castelo. Reviewer of several scientific journals, interacting with more than twenty co-authored researchers. He has been an interdisciplinary researcher in the areas of Strategic Communication, Marketing, Brand Management, Entrepreneurship, Digital Marketing and Organizational Leadership.

Adrian Peretz is an associate professor at Oslo Business School - Oslo Metropolitan University. He has a Ph.D. in Marketing and his expertise lies in marketing/strategic planning and consumer behavior. Before joining academia, Peretz worked as VP Marketing for several years, and has co-authored text books on brand management and marketing communication.

Sheila M. Puffer is University Distinguished Professor at Northeastern University, Boston, where she is a professor of international business at the D'Amore-McKim School of Business. Her current research focus includes the global sand crisis and sustainable sand substitutes in

the construction industry. She holds a PhD in business from the University of California, Berkeley.

Pascal Ravesteijn is professor of Process Innovation and Information Systems at the research center for Digital Business & Media at HU University of Applied Sciences Utrecht. His research interests and projects mainly focus on IT-driven business & process model innovation and the competences and skills that employees need to be effective in a digital environment.

Antonietta Rosiello is a Senior Lecturer at the University of Malta. She is currently reading for a PhD in Strategic Management and Marketing at the University of Malta. Her main research areas are entrepreneurial marketing, entrepreneurship, opportunity recognition and innovation.

Frans Schaepekens EMFC RC is associate professor Financial Reporting at Nyenrode Business University, The Netherlands. He received a master's degree in Industrial Engineering and Management Science and an executive master in Controlling. The subject of his PhD dissertation was financial reporting in healthcare. His main research interests are Healthcare, Management Control and Corporate Reporting. Besides his work at Nyenrode he is CEO of the Dutch Guarantee Fund for the Health Care Sector.

Anand Sheombar is a Postdoc researcher & lecturer with 20+ years' experience as IT business consultant in healthcare & higher education. His research interests cover ICT for development (aka digital development), social media, digital transformation & nonprofits, eHealth, ICT for education, and broadly the societal impact of ICTs.

Owen Skae, MCom (Rhodes), MBA (Dunelm), is an associate professor and Director of the Rhodes Business School at Rhodes University. He lectures in Financial Management, Governance & Ethics and Management Accounting. His current research interest is in structural arrangements of governance.

František Smrčka is an assistant professor at the Department of Technical Studies of the College of Polytechnics Jihlava, Czech Republic. He deals with programming web applications, creating information systems and using drones in practice. Own drone pilot license and permit for commercial work with drones.

Lineke Sneller RC is a professor of Accounting Information Systems at Nyenrode Business University, The Netherlands. She received a master's degree in operations research, and a post-master's degree in Controlling. Her PhD dissertation was titled *Does ERP add company value?* Her main research interests are IT Value, IT Governance, Enterprise Resource Planning, and Corporate Governance. In addition to her work at Nyenrode, Lineke is a non-executive director at various Dutch companies.

Fred H. Strønen is associate professor at Oslo Business School, OsloMet - Oslo Metropolitan University. He has a Ph.D. within strategy and organization, and he likes teaching. Strønen

has extensive experience in working with strategic and managerial development for larger public and private organizations in Norway. In his leisure time Strønen enjoys biking and skiing.

Emőke Takács is researcher at the European Research Institute in Hungary and lecturer at the University of Amsterdam. Her interests focus on the human and societal attributes of information and how they affect organisations of any size and type. Her research work supports organisations in our dynamic times, using the Adaptive Cycle of Resilience.

Anne Marie Thake lectures at the University of Malta. She read for her Ph.D. in Social & Policy Sciences at the University of Bath, U.K., 2016. She has extensive work experience in Public Policy and Human Resource Development in both the public and private sectors. She authored the book Graduate Employability Skills in Malta.

Anna Tiso is a first-year PhD student at the Department of Management and Engineering of the University of Padova, Italy. She holds a master's degree in Management Engineering from the University of Padova. Her research interests centre around healthcare operations management, with a focus on health lean management.

Md Abu Toha is a Graduate Research Assistant at the Department of Management and Humanities, Universiti Teknologi PETRONAS, Malaysia (UTP). He is studying an MPhil in Management at UTP. He is also a lecturer in accounting at National University, Bangladesh.

Yulia Tokareva (Doctor of Psychology, UrFU, Russia) is the Head of the Department of Personnel Management and Psychology at the Ural Federal University, Yekaterinburg. She has extensive teaching and research experience in higher education, working with undergraduate, graduate, and postgraduate students. Her research interests include Personnel Crisis Management, Career Psychology, Labor Psychology, and Organizational Psychology.

Willemina A. van Haeften obtained a Business administration BSc from the HU university of applied sciences and is currently working in IT and studies at the University of Leiden management in the public sector (MSc). Together with Dr. Anand Sheombar, she participated in research on business model analysis of eHealth applications.

Wendy van Schalkwyk, is the National Program Coordinator & Senior Lecturer in Entrepreneurship at AFDA School of the Creativity Economy. Since 2014, she founded MI-Ashanti International (Pty) Ltd, MI-Ashanti Training and Consulting Worldwide (Pty) Ltd and MI-Ashanti Global University (Pty) Ltd for Startup Entrepreneurs and Inventors. In 2016, van Schalkwyk completed her (IMBA) with Business School and is currently advancing her Doctorate in Business Leadership (DBL) with The University of South Africa (UNISA).

Ângela Daniela da Silva Vaz . PhD student in economic analysis and business strategy and master in auditing . Teacher at ISCAP P.PORTO and supervisor of dissertations of several

students. Doing research in Corporate Governance with Adalmiro Pereira . Creator of the company Andrade & Vaz – Lda.

Mary Viterouli has had a teaching experience of over twenty years and is now also working as a Business Consultant. Her scientific interests revolve around Strategic Management, Human Resources Management, Adult Education, Sociology and English Literature. She holds two Bachelor's Degrees, two Master's Degrees and is now a PhD Candidate at the University of Thessaly, Greece.

Maxim Vlasov Assistant Professor, Ural Federal University, Ekaterinburg, Russia Institute of Economics, Ural Branch of the Russian Academy of Sciences, Ekaterinburg, Russia

Jan Voracek received both his M.Sc. and PhD degrees from the Brno Technical University, Czech Republic in 1985 and 1992, all in Technical Cybernetics. Currently he is an Associate Professor in the Departments of Exact Methods, Faculty of Management, Prague University of Economics and Business and Technical Studies, College of Polytechnics, Jihlava. His special fields of interest include computer simulation of complex socio-technical systems and knowledge management.

Linda Zeelie is currently based in Australia. Linda is an internationally experienced executive with a Master degree in ICT and research links with the University of South Australia. Linda combines her extensive experience in transformation, program management and various industries to architect and lead organisations in enterprise digital transformation by creating progressive end-to-end ecosystems for delivering services in the digital economy.

Keynote Outlines

Keynote Outlines

The following are outlines for the Keynote Speeches which will take place at ECMLG 2021.

Leading and Managing Health Systems During COVID-19 Times

Professor Sandra C. Buttigieg

COVID-19 is impacting us on a global scale in an unprecedented manner. It not only changed the manner with which we go about our lives as regards life, work, social dynamics and leisure, but it also forced crucial changes in the way healthcare is delivered and received. What comes out loud and clear is that the more effective styles and behavior of health services' leaders and managers make a difference as regards health systems' performance, effectiveness, patient outcomes and healthcare professionals' well-being. This keynote will explore the extent to which leadership and managerial practices have helped to traverse this intensely taxing period. In particular, it will focus on international exemplars to reveal, what it takes and can take, to lead and manage a health system with the goal of overcoming the enormous challenges presented by COVID-19.

10 Years of Evidence Based Management: Challenges, Insights and Developments

Eric Barends

The term 'evidence-based' was coined in the 1990s in medicine, though its principles now extend across disciplines as varied as nursing, education, criminology, social work, and public policy. Inspired by the question posed by Denise Rousseau in her 2005 Academy of Management Presidential Address, "Is there such a thing as evidence-based management?", the approach was then introduced in the domain of management. In his keynote speech, Eric Barends will provide an overview of the development and application of evidence-based management in the past decade and discuss barriers and new insights.

Research Paper Abstracts

Innovating Management and Leadership in Contemporary Times: Motivation and Evaluation in Learning

Toon Abcouwer¹, Emőke Takács² and Csilla Rácz²

¹University of Amsterdam, Amsterdam, Netherlands

²ERI Hungary – European Research Institute, Budapest, Hungary

a.w.abcouwer@uva.nl

t.emoke@eri.net.in

csillra@yahoo.com

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Abstract: The Fourth Industrial Revolution represents a fundamental change in how we live, work, and relate to one another. It is a new chapter in human development, enabled by extraordinary technological advances commensurate with those of the first, second and third industrial revolutions. Each of them was followed by fundamental changes in everyday lives. Such events require a switch in mindsets. Understandably, in contemporary reality, society and educational institutions broadly recognize the need for continuous, life-long learning and prepare to deal with unexpected events. Knowledge exchange and cooperation play a crucial role in the development of new solutions for unforeseen challenges. Research has proven cooperative learning to be more efficient than traditional knowledge transfer from teacher to students. Such changes in education are not easy. For example, the imposed change to online learning due to the coronavirus (COVID-19) pandemic partially obstructed the necessary development towards it. Practice showed that both motivation and evaluation play an essential role in overcoming the barriers to introducing cooperative and online learning concepts. In line with that, we developed new mechanisms to fine-tune the evaluation process for more efficient learning. Furthermore, the pandemic showed that the assumption “context is leading” is just as important as a course’s content and internal organization. In cooperative learning, evaluation should focus on helping teachers understand the level to which stakeholders reach learning objectives and improve our insights in the learning process itself. In this sense, the pandemic led to an innovation stimulus for our education in management and leadership. However, in a changing context, old habits may relapse to old patterns and block the efforts to innovate and introduce cooperative education. In the conceptual paper, we search to find the motivational factors for improving adaptivity and avoiding falling back, using the Adaptive Cycle of Resilience model. We will work

out our experiences to deal with this threat, stimulate stakeholders in taking an active stance in the learning process.

Keywords: Adaptivity, motivation, evaluation, leadership, education

The Behavioral-Perspective of Board Governance: Exploring the Strategic Role at Times of Changing Complexity

Maryam Ibrahim Al-Mansoori

SBS Swiss Business School, Zurich, Switzerland

maryamQat@gmail.com

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Abstract: This case study was created to validate the outcome from collected qualitative and quantitative data within its real-life context with individuals who were chairpersons, board directors and CEOs of organizations in Qatar. The case study was built around patterns and common themes that came out of a questionnaire and series of interviews, with the prime objective to explore the strategic role of board governance in Qatar. The original research paper was written within the value creation board research stream. This stream integrates elements from strategic management, leadership and organizational behavior into studying about boards and corporate governance. The research examined board governance practice in Qatar, behavioral perspectives, the strategic role of the board and the current business environment of rapid change. It goes beyond the surface of corporate governance and is focusing on people as the main actors of board governance. Boards could be thought of as the very heart of corporate governance and play a central role in its implementation while contributing to the creation of value. The case study gathered insights on how to further enhance boards' effectiveness in Qatar. Interactions and behaviors in the boardroom related to board member composition (knowledge diversity), board member competence (breadth and depth), and board outcomes were examined. Boards will, in a value creating perspective, have strategic tasks; they both shape and make strategic decisions, and influence the context, conduct, and content of strategy, which were explored while testing the influence of the use of skills and knowledge, criticality and cohesiveness of boardroom discussions, the role of the board secretary and board committees. This case study offers particular insights into the practice in the field of board governance in Qatar. In addition, it covered the period when Qatar underwent blockade by its neighbouring countries, which was

considered a 'black swan' event and served as an ideal situation to test the response and reaction of boards at the time of crisis.

Keywords: board governance, value creation, board directors, strategic role, behavioral perspective

Impacts of the Implementation of Industry's 4.0 Technologies in the Portuguese Textile Industry: The Effect of Management and Leadership Practices on Implementation of Industry's 4.0 Technologies

Ana Almeida¹, Pedro Novo Melo^{1,2} and Oscarina Conceição^{1,3}

¹Polytechnic Institute of Cávado and Ave, Barcelos, Portugal

²Interdisciplinary Centre of Social Sciences – CICS.NOVA.UMinho, Braga, Portugal

³Iscte Instituto Universitário de Lisboa, DINÂMIA'CET, Lisbon, Portugal

ana.sofiafcp4@hotmail.com

pmelo@ipca.pt

oonceicao@ipca.pt

DOI: 10.34190/MLG.21.073

Abstract: Industry 4.0 is a new industry concept that includes the main technological innovations in the fields of automation, control, and information technology applied to manufacturing processes. Some studies about Industry 4.0 consider more important aspects associated with information technologies and underestimate the importance of management aspects. But in fact, it is difficult to adopt typical technologies of Industry 4.0 without changing the operational and management processes of an organization. Technology turns out to be the least challenging part of a transformation process because it exists, just buy it. What determines the success or failure is the entire organizational environment behind it. Digital changes have triggered alternative ways in which companies communicate, manufacture, and organize themselves, which implies changes in both leadership and organizational culture. The future involves aligning these digital trends with a new style of Leadership 4.0 that focus on the development of innovation and learning through the stimulation of its employees. For this, employees have agile and flexible environments that allow them to work in an active, independent, and creative way with less involvement from top

management. The objectives of this research are: (1) to study the potential of digitization process in business models, focusing specially on management policies and practices, in the sense of understanding the importance of management characteristics in the adoption of Industry 4.0 technologies; (2) to serve as a model for companies to rethink their organizational structure; (3) to understand the impact of the leadership dimension in using Industry 4.0 technologies. The research focus on a sample of companies in the Portuguese Textile Sector and data collection will be based on a combination of quantitative and qualitative technique. Industry 4.0 is a reality in the companies studied. However, the level of maturity proves that the path to an effective use of the strategies and instruments associated with Industry 4.0 is still long. Leadership plays an important role in promoting Industry 4.0 good practices.

Keywords: Leadership; management; Industry 4.0; Portuguese textile sector; case study

In Control Statements in The Netherlands: Added Value or Paperwork Burden?

Maxime Asjes, Frans Schaepkens, Lineke Sneller and Marlies de Vries

Nyenrode Business University, Breukelen, The Netherlands

masjes@deloitte.nl; f.schaepkens@nyenrode.nl; l.sneller@nyenrode.nl; m.dvries@nyenrode.nl

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Abstract: After a number of high-profile accounting scandals in the Netherlands in the past decade, there is an emergent public concern over the quality of both companies' own annual reports and the external audit process. In order to restore trust in financial markets and the audit profession, the Dutch Minister of Finance set up a committee to strengthen the future of the audit profession. This committee underscored the importance of management taking responsibility for their company's internal controls, in conjunction with calling for research into the added value of In Control Statements (ICSs). An ICS is a statement that is included in a company's annual report, which is signed by executive management and provides their assessment of the effectiveness of the company's internal controls regarding the processes that produce the financial statements. An audited ICS has been mandatory in the US since the Sarbanes-Oxley Act (SOX) legislation in 2002, and its introduction in various European countries is currently being discussed. The

aim of the present qualitative study is to investigate how an ICS can enhance the quality of both internal control and the audit process in the Netherlands. On the basis of extant literature, a questionnaire was developed that describes the relationships between ICSs and the quality of both internal control and external auditing. This questionnaire then directly informed the first round of semi-structured interviews. The analysis of the interviews resulted in a model for ICS design and implementation. This model was subsequently validated in a second round of semi-structured interviews. Both rounds of interviews were held with representatives from four groups of stakeholders: executive management, supervisory board members, external auditors and investor bodies. Overall, the participants reported that ICSs will directly contribute to increasing companies' internal control quality, while the contribution of ICSs to audit quality was believed to be indirect at best. We recommend to extend the current Dutch corporate governance code with an ICS, provided that the standard-setting body designs a clear framework to give guidance to companies on the preparation of their ICS.

Keywords: In Control Statement, Internal Control, Audit Profession, Audit Quality, Corporate Governance, Corporate Governance Codes

Demographic Policy in Russia: Will new Measures be Effective?

Anna Bagirova, Oksana Shubat and Nina Ilysheva

Ural Federal University, Ekaterinburg, Russia

a.p.bagirova@urfu.ru

o.m.shubat@urfu.ru

n.n.ilysheva@urfu.ru

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Abstract: State demographic policy in Russia is a key element of its domestic policy. In recent years, the government has substantially extended a list of demographic policy measures to rectify the emerging negative demographic tendencies; however, their effectiveness remains highly doubtful. Our study aims to evaluate the effectiveness of fertility-related demographic policy measures implemented in Russia with limited information sources. We used data from the 2020 nationwide survey of population in child-bearing age "Russia's Demographic Well-Being". For the analysis, we chose questions related to demographic policy measures: 1) assessment of a probability to have a child in the near future (for two cases: if new measures to help families with children are implemented and if they are not implemented); 2) a need for specific measures of family's social support, 3)

awareness of the demographic policy measures; 4) significance of the state support for the respondent's family. We used descriptive statistics and the Mann–Whitney U-test. The key results are as follows: 1. A quarter of respondents assess a probability to have a child if new additional measures to help families with children are implemented as higher than if they are not implemented; we can forecast that they may respond to the introduction of new measures by having a child. 2. On average, a need for family social support measures is rated 3 out of 5. We did not find any statistically relevant differences in a need for these measures within groups of respondents, who may or may not respond to the new demographic policy measures. 3. The respondents' awareness of current demographic measures and their significance for their families is related a potential response to the new demographic policy measures. The group of respondents who expect a positive response assess the significance and awareness as higher than those who are not likely to have a child if additional demographic policy measures are introduced. The results allow to identify and analyse a group of respondents potentially sensitive to new demographic policy measures. It allows assessing the effectiveness of new demographic policy measures based on a broader set of criteria.

Keywords: Demographic policy, demographic policy measures, effectiveness, family's social support

Management and Administration of Companies Under the Influence of Development Industry 4.0

Lukas Blazek

Vysoká škola finanční a správní, a.s. Czech Republic

blazek.lukas@mail.vsfs.cz

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Abstract: The main idea of the fourth industrial revolution (4IR or Industry 4.0) is to digitize and interconnect all elements and processes in the company. The purpose of the whole process is to create digitized companies that will operate on the principles of interconnectivity, autonomy and will be able to effectively communicate, analyze and use data. However, the Fourth Industrial Revolution brings far more than just robots or artificial intelligence, unifies the physical, information and data components, and provides a whole new framework for technological convergence. In this period of turbulent change and ever-changing market conditions, managers are exposed to high economic, psychological and

knowledge pressures. The global society is based on knowledge, on the ability to quickly implement the knowledge of science and research into innovation activities. Managers will need to acquire skills in a comprehensive knowledge structure, in particular in the following areas: human (interpersonal) skills related to working with people and social intelligence and working in multidisciplinary and transdisciplinary teams; conceptual skills, ie the ability to create strategies and set long-term goals; technical (professional) skills of managing trend tools and managing risks associated with the introduction of new technologies, the so-called Industry 4.0; design, analytical and diagnostic skills, ie the ability to find innovative methods of solution. The change in key managerial skills is documented, for example, in the international research of the World Economic Forum. The model of the future is uncertainty and a manager will succeed who will be able to make decisions even in an uncertain situation when there is a lack of information. Companies that do not use digitization, robotics, artificial intelligence or other tools of Industry 4.0 will have little chance of survival or even significant success in today's competitive environment. Under this development, an opportunity is born to re-evaluate our paradigms in corporate governance.

Keywords: shared economy, digital technology, industrial revolution, internet of things, company management,

Trust in the Context of Home Office and Digitalization: Evaluation of a Trust Model Within New Contexts

Britta Bolzern-Konrad

Rosenheim Technical University of Applied Sciences, Campus
Burghausen

bbolzern@yahoo.de

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Abstract: The realization of existing competencies' potentials is seen as a scarce 'vital' differential advantage for companies. The research study investigated the impact of trust on employee competence utilization in a business excellence context and developed a new integrative trust model for organizations. The survey was directed to employees of selected companies in a pragmatic mixed methods application. As a result, the study suggested a significant positive correlation between trust and employee competence utilization, and supports the integration of character, relationship and trust behaviour. In order to promote applicability for management, frameworks for strategic management are developed in a balanced scorecard approach. The actuality of the research results drives the motivation to

discuss the relevance of a further stepwise approach towards the implementation of the model, to be suggested within this paper. The first approach is to deepen the implementation level from management-employee towards employee-employee by developing an innovative and novel digital tool, which shall be also tested against applicability for home office demands. In a second step the model shall be evaluated against its transferability to the employee-machine level. This is to find out if it might be a driver for the acceptance of digitalization, being the starting point for the development of digital competence. Both steps are directed to detect key influencing factors of the model within new contexts and evaluate the necessity for further bricks enriching the model.

Keywords: Trust model, best practice approach, digital tools, home office, human and technique

A Comparison of Entrepreneurial Attitudes of Entrepreneurs and Leaders

Tiina Brandt

Haaga-Helia University of Applied Sciences, Helsinki, Finland

Tiina.Brandt@Haaga-Helia.fi

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Abstract: This study compares entrepreneurs to leaders in the public and private sectors. The aim is to determine whether there are differences in the attitudes of risk-taking, growth orientation and innovation. The data comprise 50 entrepreneurs, 72 leaders from the private sector and 34 leaders from the public sector. The results show statistically significant findings, indicating that entrepreneurs have greater tendencies towards creativity and risk-taking attitudes than public-sector leaders.

Keywords: risk-taking, growth orientation, innovativeness, entrepreneurs, leaders

Communication Profile of Women Leaders in Finland

Tiina Brandt

Haaga-Helia University of Applied Sciences, Helsinki, Finland

Tiina.Brandt@Haaga-Helia.fi

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Abstract: The working life is slightly changing towards more equality between genders and role of women at charge is increasing. Plenty of studies have concentrated about men leaders due to available data, but the need to study women leaders have increased. In order to know more about women leaders this study focuses on communication style of the Finnish women leaders. The data was collected altogether from 164 women leaders. Finnish women leaders are using Enabling and Modelling transformational leadership style and having tendency to use Emphatic and Self-Controlled communication style. Results also indicated that highly transformational women leaders communicate differently than less transformational women leaders. Several statistically significant results emerged indicating that those highly transformational leaders are using more Impatient, Self-Controlled, Dominant and Clear communication styles than less transformational women leaders. The results and their applicability in the leadership training are discussed.

Keywords: Leadership, transformational leadership, women in management, communication

Enhancing Psychological Capital at Work: Impact of Leadership

Tiina Brandt

Haaga-Helia University of Applied Sciences, Helsinki, Finland

Tiina.Brandt@Haaga-Helia.fi

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Abstract: Psychological capital is based on positive psychology, with its dimensions of hope, resilience, optimism and self-efficacy. It has positive impacts on an individual's life in multiple aspects; moreover, because it is not a permanent trait, it can be developed, for example, with interventions and trainings. In this study, 44 participants described with written texts their own work-related psychological capital and the ways in which they got it enhanced by their current or previous

leaders. The content analyses revealed seven themes of how leaders having positive impact on their followers' psychological capital. These themes were pushing forward, encouraging, recognising one's potential, giving freedom, giving developmental feedback, behaving as an example and tolerating mistakes. The results indicated the leaders' huge impact on their followers' psychological capital, which had had, in some cases, further positive impact on their career and life. The respondents were grateful of their past leaders who had had such a profound impact on their lives.

Keywords: Psychological capital, leadership, employee, impact

The role of Knowledge, Control, and work Processes Within Agility

Lucas Peter Høj Brasen and Torben Tambo

BTECH, Aarhus BSS, Aarhus University, Herning, Denmark

lpb@btech.au.dk

torbento@btech.au.dk

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Abstract: Agility has through the last two decades become a significant part of organizational strategy, to ensure higher effectiveness, learning capabilities, and competitiveness in an increasingly complex and competitive business environment. However, even though agile as a term has existed for only 20 years and started specifically as a method of working with software development, agility and methods derived from agility have spread to almost every part of the organization. From production optimization to project management and large-scale organizational frameworks. The use of agile methods has generally provided improvements for the organizations that choose to adopt them, but a steep learning curve contributes to a need for skilled people. This paper seeks to establish key theoretical fundamentals on agility related to management, leadership, and governance, by reviewing literature on agility. The key findings in the paper suggest that the essential processes of; control, work, and knowledge are significant contributors to ensuring success with agility. The paper will highlight these processes and elaborate on the three processes' relevance for organizational agile success, through the means of management, leadership, and governance. The categorization of the three processes is conducted through a theoretical taxonomic understanding of agility in organizations and literature. The practical implications of the paper are a specific outline of control, knowledge, and work processes within agile methods, specifically as the field of agile both in research and application have

become muddled with frameworks and methods build upon the Agile Manifestos. The research implications of the paper are the showcasing of processes within agility that has potential for exploitation both in an organizational perspective, but also to support the authors' further research into deriving agility from a development specific focus to an operational aspect of the organization, with a production centered approach. This also correlates with the originality of the paper, which relates to theorizing on the implications of agility from development processes to the production-centered operations of the organization.

Keywords: Agility, Control processes, Knowledge processes, Work processes, and Iterative methods

Self-management and Cultural Intelligence as the new Competencies for Knowmads

Constantin Bratianu^{1,2}, Andra Nicoleta Iliescu², and Dan Paiuc²

¹Bucharest University of Economic Studies, Romania

²National University for Political Studies and Public Administration, Bucharest, Romania

constantin.bratianu@gmail.com

andra.iliescu@facultateademangement.ro

dan.paiuc@facultateademangement.ro

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Abstract: The paper aims to present a systematic literature review focusing on self-management and cultural intelligence as the new competencies for knowmads. According to John W. Moravec, a knowmoad is a knowledge worker who develops the skills to work with anybody, anytime and anywhere. A knowmad is not a captive employee in a given company but an independent knowledge worker capable of creating a business ecosystem within a real, virtual, or blended working space. He can re-contextualize the working space and provide new and imaginative solutions for many complex problems generated by the fast and unpredictable changes in the economic environment. The purpose of this paper is to explore the new competencies required for knowmads, especially those of self-management and cultural intelligence, which are needed to achieve a competitive advantage in multicultural business environments. The paper results from qualitative research based on a systematic literature review and a bibliographic analysis performed with Nvivo and VOSviewer, two specialized software programs. Findings demonstrate that self-management and cultural intelligence are indeed new necessary

competencies for knowmads, competencies to be developed in business education through new study programs. Academic leadership can influence business education through the mediation role of knowledge management. That means creating a unique learning environment where the curriculum and internship activities integrate into a new perspective shaped by the needs of a future knowmad society.

Keywords: knowledge worker, knowmad, self-management, cultural intelligence, academic leadership

The Implementation of Lean in Local Authorities

Ann Browne, David Collery and Trevor McSharry

Environment, Climate Action and Agriculture Section, Mayo County Council, Ireland.

Faculty of Engineering, Institute of Technology Sligo, Ballinode, Sligo, Ireland and

collery.david@itsligo.ie

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Abstract: This paper presents research and a framework on how Local Authorities in Ireland and the wider Public Sector can implement Lean within their organisation. The demand for efficiencies and more effective use of public money has been strong in the past number of decades. Lean has been successfully used in both the manufacturing industry and public sector organisations worldwide to meet the demands of efficiency and effectiveness. This paper looks at examples of Lean implementation in the public sector. It finds that leadership, knowledge, culture and buy-in are important factors for the implementation of Lean in Local Authorities. Lean maturity assessment tools have been developed to evaluate the progress of Lean in an organisation and can provide guidance for its implementation. The applicability of a number of these tools were examined. Findings from the research indicate Highways England Lean Maturity Assessment tool was most suited for use in the Local Authority Sector. This was supported by a detailed survey that evaluated the components of Lean in the Local Authority sector and assessed the management level knowledge and characteristics which would be compatible with Lean. The results show an overall positive correlation with managerial characteristics and their compatibility with a lean ethos. The results of this research culminate in a Framework for Local Authorities to utilise for the implementation of Lean. The Framework includes components of strategic and

operational planning, acknowledges management and includes the dependencies at each stage of implementation.

Keywords: Lean; Local Authorities Ireland; Lean Barrier and Drivers; Lean Assessment Tools;

Academic Leadership and Involvement in Marginalised Communities

Otniel-Ioan Bunaciu

Universitatea din București, România

otniel.bunaciu@g.unibuc.ro

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Abstract: The importance of investing in human capital development is an increased area of interest in the world of academia. This paper will reflect on how education can contribute to the development of human capital and, therefore, to the economic wealth of a nation. The paper will also attempt to analyse and understand what kind of educational investment yields better results for the respective efforts. One area where the development of human capital can add value is in marginalised communities. Academic institutions can engage such communities to provide formation for their students by offering them meaningful learning experiences and investing, at the same time, in the development of those communities. Good leadership in higher education is needed to achieve this, and good examples of such investments exist, and they illustrate how an academic institution can become involved. The involvement will lead to a better understanding of how it benefits both the academic institution and the community. A vision for what this kind of interaction could lead to has to germinate as an expression of leadership that understands the potential of such involvement based on envisioning what kind of transformation can be facilitated by engaging a marginalised community. Efficient leadership is also needed to pursue the proposed goals and mobilise the needed resources (both human and financial). Marginal communities can be geographically isolated and are regularly excluded from various aspects of life in their localities, such as social, economic, educational and cultural. Examples of marginal groups relate to race, language, physical ability, immigration status and even age. Often the exclusion leads to a culture of disempowerment, and education is a critical element in helping to change this culture. The article aims to understand the importance of leadership in understanding the needs and challenges of marginalised groups and reflect on how civic involvement of efforts in the academic world can transform their situation.

Access to such communities is often complicated. There is always a danger that marginalisation will reinforce stereotypes and limit those involved in drawing adequate conclusions. Therefore, practical engagement and academic reflection need to go hand in hand with active involvement.

Keywords: human capital, academic leadership, marginalised communities, civic engagement, community impact

The Role of Leadership in Digital Transformation: A Review and Suggestions for Future Research

Ozge Can

Yasar University, Izmir, Turkey

ozge.can@yasar.edu.tr

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Abstract: Digital transformation (DT) through the advance and use of diverse digital technologies (e.g. big data, business analytics, mobile applications, internet of things, digital platforms) has assumed great importance for organizations. Digitalization efforts by organizations in different industries have become even more prominent by recent crises and disruptions such as the Covid-19 pandemic. Simultaneously, digitalization also increase complexity for managers regarding the initiation of multiple changes in and around organizations including work processes, working arrangements and stakeholder alignment. Despite these developments, we have only limited knowledge about what role leaders play in these processes in generating positive impact including sustainable organizational performance, enhanced innovation and creativity, or industrial and social improvements. Although certain leadership concepts and approaches have been associated with DT, so far, no research has discussed these leadership orientations in a comprehensive manner or argued how they can be adopted by managers to connect digital capabilities to organizational value creation and strategic outcomes. Furthermore, only a small number of studies have attempted to assess the leadership challenges relevant in DT processes and how these challenges can be managed or eliminated. To address these gaps, through a review of the existing literature, this study seeks to build an overall understanding of the impact of leadership on the success of complex digital transformations. A set of suggestions are made as possible avenues for future research, clarifying the emergence of multiple and nuanced roles leaders play in DT and what new skills and responsibilities managers should assume in guiding the organization towards desired digitalization goals.

Keywords: digital transformation, digitalization, digital strategy, leadership, organizational change

ESR-CSR Congruence Assessment of Czech Brewery

Simona Činčalová¹ and Veronika Toporová²

¹College of polytechnics Jihlava, Czech Republic

²Masaryk University, Brno, Czech Republic

simona.cincalova@vspj.cz

78veronika.toporova@gmail.com

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Abstract: The CSR research until today concentrated mainly on the macro-level analysis of the phenomena connected to CSR. However, as there exist differences amongst the members of stakeholder groups concerned by CSR, which can cause different results of implementing CSR strategies, it is crucial to study CSR also on the individual level. The article aims to analyse the Czech brewery's corporate social responsibility. The method chosen for the research is the micro-level analysis of employee perceptions, reactions, and attitudes towards the company's CSR together with their determinants. The ESR-CSR congruence model is used and the level of socially responsible identity and behaviour levels are identified to find the company's position in the social responsibility matrix. Based on to results of the latest CSR report and the textual data, the level of the company's CSR was determined. The coding and content analysis of the respondents' testimonies was conducted in the program MAXQDA. Then, the level of the employees' ESR was determined through the content analysis of the transcripts of the interviews again, and these two results were put into the context of the congruence level matrix, where we found a single-dimensional ESR-CSR congruence. This concrete positioning within the model with the identity-based ESR and entwined CSR brings, on the one hand, values alignment between the company and its employees, which we also confirmed in our research. On the other hand, it brings a challenge for the company to find ways to engage its employees in CSR activities more.

Keywords: Employee social responsibility, Corporate social responsibility, Model, Czech company

Shared Situation Awareness in the Globalised World

Simona Činčalová¹, Wendy Vorackova², Neriman Tolksdorf³ and Jan Voracek^{1, 3}

¹College of Polytechnics, Jihlava, Czech Republic

²Middlesex University, London, UK

³Prague University of Economics and Business, Jindřichuv Hradec, Czech Republic

simona.cincalova@vspj.cz; WV036@live.mdx.ac.uk; macn01@vse.cz;
jan.voracek@vse.cz

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Abstract: Well-developed and properly implemented concept of situation awareness (SA) improves decision-making at all levels of governance and management, especially when it comes to risky or emergent scenarios. The importance of SA increases with the level of uncertainty and dynamism of the surrounding environment, as well as with the number of external collaborators. The general complexity of such problems is high, and it is difficult to structure them in a directly applicable and interpretable way. Therefore, our goal was to discover whether it is possible to reasonably simplify, systemise and incorporate specific aspects of national and global dynamics into SA of both independent and collaborating organizations in order to formulate viable policies and plan development indicators with respect to external changes. As the main result, this paper suggests a conceptual design of a qualitative model of organizational SA, composed of two major components, data, and knowledge. It internalizes the four key aspects of national performance, accompanied by two distinct resources of global changes. This input information was initially identified in terms of disjoint, internally well-structured and mutually unrelated national indexes, for which the historical time-series data were available. Adopted datasets were processed with supervised and unsupervised machine learning techniques, which discovered the most influential general and country-specific predictors of external and global changes. These variables and identified relational patterns served as a foundation for designing a qualitative dynamic model of SA in the form of a Causal loop diagram. Because of the predictive nature of the proposed model, its adopters can either directly follow its suggestions or continuously share their own indicators of quantitative availability and qualitative willingness towards external partners. Related comparative analyses of typical scenarios can discover possible asymmetric bottlenecks caused by national specifics and global disturbances, which could prematurely harm otherwise smooth bilateral collaboration.

Keywords: situation awareness, global dynamics, trust, knowledge-based modelling, machine learning

Entrepreneurship and Leadership in Higher Education to Develop the Needed 21st Century Skills

Teresa Dieguez, Paula Loureiro and Isabel Ferreira

Polytechnic Institute of Cávado and Ave, Barcelos, Portugal

tdieguez@ipca.pt

ploureiro@ipca.pt

iferreira@ipca.pt

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Abstract: We are going through perhaps the greatest crisis of our lives, where the pace of decision making, and the adoption of new public policies may indelibly condition individual and collective futures. Among other megatrends, Covid-19's impact on the digital world will facilitate the trend towards osmosis between real and virtual, human, machine and nature, public and private. The migration of all economic activities to digital, for safety and business survival reasons, will require adaptation and transition models to the new digital reality. The acceleration of digital transformation in hardware and software infrastructures will also lead to remodelling and innovate in all socio-economic, labour, and educational activities. The trend towards skills and qualifications will become more imperative. Higher Education Institutions can have a central role in developing the needed skills with their students, providing digital skills as well as pedagogical policies that stimulates them, specially focused on leadership, critical thinking, and creativity. This research aims to understand what the perceptions of the demand for digital workforce competencies are. It also intends to comprehend how those competencies are linked with entrepreneurship and leadership. After a literature review, data are presented and discussed, as well as conclusions and future potential research directions.

Keywords: Higher Education, Leadership, Entrepreneurship, Digital, Skills, 21st century

Higher Education as an Engine of Entrepreneurial Leadership Skills in a Digital Area Transformation

Teresa Dieguez, Paula Loureiro and Isabel Ferreira

Polytechnic Institute of Cávado and Ave, Barcelos, Portugal

tdieguez@ipca.pt

ploureiro@ipca.pt

iferreira@ipca.pt

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Abstract: Higher Education Institutions (HEI) play a central role in shaping the future through their ability to transmit, innovate and generate knowledge, near their students and community. They also establish strong relationship within society and the environment. Higher Education plays an important role in laying the foundations for the development of competencies for sustainable entrepreneurship, competencies that go beyond disciplinary knowledge and encompass skills, knowledge, and attitudes focused towards a holistic and sustainability-oriented approach. By preparing their students for the labour market, HEIs are proactively responding to the wide range of challenges that the dynamic and uncertain environment of the 21st-century presents. However, the demand is great and the road to be travelled is long. The literature review is extensive about the expected competencies, all indicating that they are critical success factors for individuals to ensure and sustain their career progression. Today's students are tomorrow leaders, players who can shape the world, make it a better place to live and work. Based on personal characteristics (attitudes and personality) and leadership, this study aims to contribute a better understanding of the relationships between these factors, with a particular focus on entrepreneurship. Using a quantitative approach, a questionnaire was given to undergraduate students of the Polytechnic Institute of Cávado and Ave (IPCA), in Portugal. The data were analysed and discussed according to the possible impact of the entrepreneurial leader's behaviour and the performance of the HEI where he/she is inserted.

Keywords: entrepreneurial leadership, entrepreneurship, Higher Education Institutions, leadership, Skills

Smart and Sustainable Cities Through Short Supply Chains of Food

Maria José Palma Lampreia Dos-Santos^{1, 2} and Nuno Baptista^{1, 3}

¹Escola Superior de Comunicação Social, Instituto Politécnico de Lisboa, Lisboa, Portugal

²IUI- ISCTE-DINÂMIA'CET, Lisboa, Portugal

³NECE – UBI, Covilhã, Portugal

msantos@escs.ipl.pt

nbaptista@escs.ipl.pt

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Abstract: The world in general and cities in particular face tremendous challenges at the environmental, social, economic and institutional levels. Currently, cities need to be sustainable and smart. As our better knowledge, most of the literature explores the concept of smart cities from the point of view of information and communications technology unless the connection with the social and sustainability aspects remains unsolved. This paper tries to overcome this gap in the literature. The main aim is to analyse the contribution of short supply chains of foods in terms of the sustainability of smart cities. The methods include a scoping revision of the literature. Information and data also come from the preliminary results from the *SGDsCONSUM* project. The results confirm the positive impacts of short supply chains of food in urban areas towards smart and sustainable cities. The conclusions of this paper will be helpful for scholars and public decision-makers to implement their policies accordingly.

Keywords: short supply chains of food; sustainability, smart cities, COVID-19

The Pretenders to the Throne: Corporate Governance in Contexts of Historical Disadvantage

Valindawo Valile M.Dwayi

Walter Sisulu University, East London, South Africa

vdwayi@wsu.ac.za

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Abstract: The legacy of the racist Apartheid system in South Africa remains a defining feature of the university education sector in general and in particular in

those universities which used to be categorised as historically disadvantaged. This article focuses on the case of a university which is still characterised as the third band university in order to problematise the issue of position and practice of corporate governance. An argument is advanced that corporate governance in general and the particular code of the King IV Report need to critique beyond the de-ontologised and self-referential explanations that Report espouses. The structural systems of role, duties and responsibilities of corporate ethical practices and sustainable value creation, for example, need to be dislodged from the required value systems for such codes if corporate governance is to transcend the enduring challenge of social systems, which tend to be self-reproductive of the status quo. Corporate governance, as it were, cannot be treated as the proxy to the actual university transformation project. What ought to matter is not just the significance of the corporate governance codes but the characters and the assumed trajectories thereof. In order to effectively manage the dynamics of corporate governance, which tend to result in unintended consequences of structural stems, the article suggests a focus on the study of corporate governance codes as systems. Such an exploratory approach can surface what seem to be the inherent contradictions of corporate governance practices especially in context of structural disadvantage. The potential danger in the understudy of corporate governance is therefore at two points. Firstly, the default position about how the University is performing as compliant to the national reporting requirements, especially at strategic level where the reported data tends to be aggregated, when, in actual fact, the disaggregated data indicates otherwise. Secondly, the fault consciousness by the members of management, leadership and governance in ways that can perpetuate structural disadvantage.

Keywords: King IV Code of Corporate Governance, Ethical culture, Trust and legitimacy, Historically disadvantaged universities, Realist social program

Development of a Conceptual Understanding of the term Technological Capability

Fabian Hecklau¹, Florian Kidschun¹, Holger Kohl² and Gamze Gül Hizal¹

¹Fraunhofer IPK, Division Corporate Management, Berlin, Germany

²Technical University of Berlin, Department Sustainable Corporate Development, Berlin, Germany

fabian.hecklau@ipk.fraunhofer.de; florian.kidschun@ipk.fraunhofer.de; holger.kohl@tu-berlin.de; gamze.guel.hizal@ipk.fraunhofer.de

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Abstract: The term "technological capability" has been studied for almost 40 years. It is an important component of technology strategy that contributes to the success and strengthening of organizations competitiveness. There are numerous attempts to define the term in the literature, but it is always used in different contexts. Thus, the definition of technological capability varies depending on the researcher's perspective and objectives. Therefore, the main objective of this research is to develop an own definition and interpretation of the term technological capability. To this end, an extensive literature review will be conducted to examine the basic concepts and management areas of technological capability and to analyze the individual definitions of the term. The subsequent goal is to derive an understanding of what technological capability is in terms of research and technology organizations.

Keywords: Technology, Technological Capability, Technological Resources, Technological Competences, Strategic Technology Management, Research and Technology Organizations, RTO

Understanding the role of Information Systems in Accounting

Catarina Incozi and Fernando Rodrigues

Lisbon Accounting and Business School, Portugal

20190223@alunos.iscal.ipl.pt

fjrodrigues@iscal.ipl.pt

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Abstract: The disruptive technology advance and development of IT has changed the world around us, not only at an individual level but mainly in organizations. The increasing role of the Information Systems (IS) in the success of the organizations is notorious whether one analyzes the technician's work or his effectiveness. Once the organization's routine is changed, also its technical collaborators, have their knowledge and skills improved and adapted. It becomes relevant for accounting to review its processes of planning and execution. Introducing Industry 4.0 is a huge challenge being the particular reason for this circumstance the accumulated experiences of professionals must be taken into account. There are currently thousands of IS that replace some basic accounting and auditing tasks that used to be manual and time-consuming. Despite the evolution is positive, the automation process must be well planned to avoid relevant accounting errors during the financial analysis. With this evolution, we are entering a new market for services, which is related to Digital Accounting or Accounting 4.0. This paper aims to investigate software developed to perform previously manual tasks and delve into the relation and impact that IS have on Accounting, sustaining and improving the effectiveness and efficiency of the processes implemented in companies. The systematic scientific research method was used, in which the results of the survey were interpreted, through the 162 answers to create a pattern per type of entity and understand the role of IS in Accounting.

Keywords: Accounting: , C-LAB, CRM, ERP, Industry 4.0

The Academic Leadership Approaches of the Professional and Personal Student Development

Magdalena Iordache-Platis

University of Bucharest, Romania

magdalena.platis@unibuc.ro

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Abstract: In the current pandemic context, higher education institutions have faced several difficulties with adapting their curriculum to online teaching and learning and continuing the research activities at national and international level with no physical travelling. The main challenge in finding solutions and ways of action to all institutional missions has not been only the effort of rapidly changing to much more digitalization, but to have this managed at least at the same quality level as before the pandemic. Higher education institutions have found different solutions to provide educational services under the new restrictions and the impact of institutional changes on all internal and external stakeholders increased. In other words, academic leadership was forced to communicate their approaches to different issues, including the professional and personal development of their students. Therefore, the research questions are: How can the current context of students' professional and personal development be described? Which are the leadership approaches to students' professional and personal development? How professors and students think of the student development during the pandemic academic year? The aim of this paper is to create a strategic model for student professional and personal development, based on current solutions and on student perceptions on future alternatives. The main objectives of the paper are explaining the challenges higher education institutions face in the process of maintaining the quality level of all their activities, identifying the main approaches of the academic leadership team towards student-related activities and understanding the students' perceptions on their future alternatives in their professional and personal development. The research conducted is empirical, based on the literature review and on practical institutional approaches, as well as on a focus group designed as a group interview with professors and questionnaire-based research on the business students' perceptions on how they see their future personal and professional development. Main findings show that there is a difference in the professors' and students' perceptions on student development and the type of correlation between the remote activity (teaching) and the professional student development, as well as between remote activity and personal development, in the way students perceive.

Keywords: academic leadership, student development, digitalization, strategic model, business subject

Organizational Trust Effect on HRM Practices and Employee well-being

Vaida Jaškevičiūtė

Vilnius University, Lithuania

vaida.jaskeviciute@gmail.com

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Abstract: Changing conditions in an organization's environment related to the economic and social challenges caused by the COVID-19 pandemic have stimulated changes in organizations' attitudes towards employee well-being. In organizations where a high level of trust is perceived to be present, that trust contributes to the well-being of the employees. This paper investigates the effects of organizational trust on the relationship between human resource management practices and employee well-being dimensions. *Method:* An anonymous survey of 638 employees in Lithuania was conducted. The research was designed based on a 6-dimensional scale of perceived human resources management policies and practices, a 3-dimensional questionnaire of employee well-being (life well-being, workplace well-being and psychological well-being), and a modified 3-dimensional questionnaire of organizational trust. Questionnaire items were measured on a 5-point Likert scale. Survey data were analyzed using descriptive statistics, correlations, multiple linear regressions and mediation analysis. *Findings:* Specific relationships were found between various HRM practices with LWB, WWB and PWB in having a full effect or in having a partial effect. This empirical study showed that select HRM practices positively influence various dimensions of employee well-being through the mediating effect of organizational trust. *Managerial implications:* Based on the results of the survey, different dimensions of employee well-being at work in Lithuania can best be improved by the strengthening of organizational trust through following these HRM practices: "recruitment and selection", "involvement", "training, development & education", "work conditions", "competence-based performance appraisal" and "compensation and rewards".

Keywords: human resource management practices, organizational trust, employee well-being, Lithuania.

Leadership for Sustainability: The Importance of Sustaining Imaginative Work

Birgit Helene Jevnaker and Johan Olaisen

BI Norwegian Business School, Oslo, Norway

birgit.h.jevnaker@bi.no

johan.olaisen@bi.no

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Abstract: Sustainability thinking in enterprise strategies has emerged as a new concern for leaders in many industries and countries. It has spread like a virus in abstract corporate visions communication. We propose that more attention be devoted to leveraging the concrete developmental work from an action-based leadership for sustainability perspective. Our conceptual paper seeks to understand sustainability and change thinking in micro-practices, which can open for reusing resources, transforming core processes and offerings, and innovating incorporate missions. For this conceptual aim, we combine processual philosophy and sustainability-oriented design thinking with exemplary practices in one specialized business enterprise to help us understand how and why micro sustainability practices can be born, formed, and shaped and how they can evolve into something foundational for an entire value-creation. The focused enterprise in this paper, Flokk, has pioneered sustainability thinking in both its design and development and its entire philosophizing towards the users. In contrast to prevailing management beliefs towards unconstrained creativity, enduring imaginative design and development efforts and leading with some concrete constraining criteria can become beneficial for leveraging sustainable practices, as shown in this puzzling office chair-maker case.

Keywords: leadership, sustainability, change management, tinkering, design thinking, eco-effectiveness

Developing Innovation Capabilities Through Ecosystem Collaboration: The role of the Entrepreneurial University

Ingvild Jøranli and Fred Strønen

Oslo Metropolitan University, Norway

ingvildj@oslomet.no

Fredst@oslomet.no

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Abstract: Innovation-driven ecosystems are characterised by continual and close collaboration between universities, start-up firms, corporations, risk capital providers and the government. Paying particular attention to the role of universities in innovation-driven ecosystems, this paper investigates how Norway's third largest university, Oslo Metropolitan University, has initiated new innovation practices and increased its relevance as a young and entrepreneurial oriented university. We present four cases from the university that have been strategically chosen to support conceptual insights into the development of innovation capabilities, and the role of universities in regional innovation-driven ecosystems. The findings point to a challenging tension associated with the role of universities as nexus for the development of new research-based knowledge and education, and their role in building innovation capabilities in a broader societal context characterised by disruptive forces and changes. The study contributes propositions that can be useful for further research and for the field of practice.

Keywords: Innovation capabilities, universities, innovation ecosystems, regional development

Dark Triad Versus Light Triad: A Comparison and Analysis in the Context of Agile Leadership

Janis Kaletta¹ and Kevin Reuther²

¹University of Applied Sciences Zwickau, Germany

²University of Leipzig, Germany

Janis.kaletta.kl0@fh-zwickau.de

kevin.reuther@uni-leipzig.de

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Abstract: This paper provides a conceptual comparison of the so-called *dark* and *light triad* with the values of agile leadership based on discussing previous literature on the subject. It aims to identify which characteristics of either the *dark or light triad* could be suited to classify good leaders in the agile context. Previous studies imply that many leaders possess characteristics of the *dark triad* that is divided into narcissism, machiavellianism and psychopathy. These individuals are typically considered dominant and assertive, which is argued to make good leaders. The counterpart is the *light triad* with the dimensions of kantianism, humanism and faith in humanity. Individuals related to the *light triad* are typically characterized by a respectful and emphatic nature. To identify whether and which aspects of both triads could support agile leadership, a comparison of their main characteristics with the agile values, courage, respect, openness, focus, appreciation and trust, is undertaken. The findings indicate that the *light triad* can fulfill all of these values, while the *dark triad* fulfills none of them. This could imply a decreasing importance of *dark triad* characteristics when more agile leadership styles are required.

Keywords: light triad; dark triad; agile leadership; leaders; personality

Towards a Framework for Impact Assessment of Research & Technology Organisations

Florian Kidschun and Fabian Hecklau

Fraunhofer IPK, Division Corporate Management, Berlin, Germany

florian.kidschun@ipk.fraunhofer.de

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Abstract: Due to their ability to bridge the gap between knowledge created by basic research and market requirements, Research and Technology Organisations (RTOs) play a major role in countries' innovation systems. Their R&D results should lead to innovations, which in turn generate the economic output of public investment in research and development. Moreover, they should support the foundation of new companies and industrial innovations. RTOs can thus be seen as intermediaries between R&D and the industry, while they themselves constitute to a certain extent entrepreneurs and actors in applied R&D that focus on industrial and commercial application right from the start of their activities. Therewith, RTOs pursue to increase the competitiveness of the entire economy. With a growing demand for evaluating their actual contribution in national innovation systems, simply stating the goal of positive impact to stakeholders like governments, the public, investors etc. is not enough; its accomplishment needs to be proven by robust evidence. In this regard, the value of an impact assessment is determined by the strength of the evidence produced and the credibility of the evaluation. RTO's research activities and their impacts are diverse in nature and occur across many sectors of the economy. To gain transparent insights into relevant and comprehensive performance metrics showing the impact of RTOs from a micro- and macroeconomic perspective, impacts are only appropriate for evaluation if a causal relationship can be drawn back to their origin. While some impacts are primarily economic and suitable for quantitative analysis, others have to be evaluated qualitatively. Regardless of its type, each impact needs to be assessed within a common framework to enable a comprehensive understanding of RTO's impact. Within this contribution, an impact assessment framework is established with the aim to enable the identification of causal relationships between impacts and their origin. In a second step, three studies in the area of impact assessment of RTOs are analysed with a special focus on the methods and metrics applied for measuring the (customer) outcomes within the impact causal chain. The results are used for the development of a comprehensive impact assessment study of RTOs.

Keywords: Impact Analysis, Literature Review, Economic Impact, Spillover Effects, RTO

Firm Performance: Is Transparency Important?

Ekaterina Koroleva and Maria Tikhomirova

Peter the Great St. Petersburg Polytechnic University, St.
Petersburg, Russia

koroleva_ev@spbstu.ru

tikhomirova.mo@edu.spbstu.ru

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Abstract: According to the theoretical framework of information asymmetry, most company managers are interested in reducing the gap between the market value and intrinsic value of company shares. Consequently, they focus on those company resources that give appropriate signals to the market, thus contributing to the company's market value and performance. One such potential resource is corporate transparency, or the extent to which a company makes its activity observable to outsiders and provides free, easy public access to company information. This paper analyses corporate transparency from the resource-based view of entrepreneurship and proposes that it represents a difficult-to-imitate resource that provides a competitive advantage and enables superior company performance. The performance of companies was measured by market capitalisation, Tobin's Q ratio and the ratio of market to book value. This study adopted a quantitative methodology, employing cross-sectional regression models on a data set drawn from companies in Russia, which are not inclined to corporate transparency. The trend of corporate information disclosure has emerged relatively recently in Russia, and only a few Russian companies have given it due attention, making the country an interesting context for this research. Although we failed to find significant associations of company transparency with market capitalisation, we did observe an association of transparency with the ratio of market to book value and Tobin's Q ratio. The results of the research are therefore ambiguous. Corporate transparency is statistically significantly associated with two of the three analysed indicators, which could be explained by the behaviour of Russian companies. Most companies disclose only financial statements and ignore corporate governance. This paper contributes to the understanding of corporate transparency and considers its possible influence on company performance positions.

Keywords: transparency, company performance, disclosure, resource-based view

Factors Influencing Employee Attitudes to Pay Transparency

Pavel Král and Andrea Kubišová

Prague University of Economics and Business, Czech Republic

kralpa@fm.vse.cz

andrea.kubisova94@seznam.cz

DOI: 10.34190/MLG.21.014

Abstract: The interest in pay transparency has been growing recently. However, current research brings contradictory results on the effects of pay transparency policies in organizations. An important factor determining the effect of pay transparency may lie in employee attitudes, and thus this study aims to explore factors influencing employee attitudes to pay transparency. The exploratory nature of the study employed a multiple-case study research design, in which four organizations with various levels of pay transparency were surveyed. The data comprised structured interviews, non-participant observations, and internal documents on human resource policies. Thematic analysis was used to analyse the data. The results categorize the factors into three groups. First, personal factors show how values may strongly hinder or support pay transparency policies. Second, interpersonal factors unveil a critical nexus of pay transparency and team dynamics. And third, organizational factors reveal how the quality of human resources practices enables implementation of pay transparency. Implications for pay transparency theory and human resource policies are discussed.

Keywords: Pay transparency, pay secrecy, pay policy, transparency determinants, envy, reward management.

The Impact of Board of Director's Characteristics on Mandatory Non-Financial Reporting Compliance: A Study of Listed Companies in Portugal

Kátia Lemos, Sónia Monteiro, Lénia Pereira and Verónica Ribeiro

Institute Polytechnic of Cávado and Ave, Barcelos, Portugal

klemos@ipca.pt; smonteiro@ipca.pt; lenia_12@hotmail.com;
veronica@ipca.pt

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Abstract: Drawing on a complementary perspective of the agency, legitimacy and institutional theories, the purpose of this paper is to investigate the influence of board of directors' characteristics on the level of non-financial reporting compliance, imposed by the Portuguese Decree-Law (DL) nº 89/2017. Based on a sample of Portuguese listed companies, the research methodology uses a content analysis of the annual reports/non-financial reports, collected in the first mandatory period for the adoption of DL 89/2017. To assess the level of compliance with the Portuguese diploma, we have developed a disclosure index of mandatory information, which is the dependent variable of a multivariate regression model. This index was correlated with some board of directors' characteristics, such as size, the number of meetings, gender diversity and the independence of its members. The results show a high degree of compliance with DL 89/2017 (index = 0.875). The study finds a significant positive influence of proportion of women directors on non-financial mandatory disclosure. As far as we know, previous research has not addressed the influence of corporate governance, such as board's characteristics, on mandatory non-financial reporting. The findings may contribute to the accounting regulatory bodies, with regard to potential enforcement mechanisms, in the case of non-compliance with the Portuguese diploma, specially those related to corporate governance mechanisms.

Keywords: Non-financial reporting, boards' characteristics, Corporate governance, Legitimacy/ Institutional/agency theories; disclosure index

The Impact of a Legislative Amendment on Administration Burden in Dutch Mental Healthcare

Arjen Maris¹, Victor Buwalda², Julia Leermakers³ and Rishana Bouwman³

¹HU University of Applied Science, Utrecht, The Netherlands

²GGD, Amsterdam, The Netherlands

³HAN University of Applied Science, Nijmegen, The Netherlands

arjen.maris@hu.nl

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Abstract: The need for mental healthcare professionals in the Netherlands is increasing caused by the growth of patient complexity. The administration burden causes outflow of professionals and therefore they become increasingly scarce. Improvement initiatives are aimed as the intended strategy and starts with (re-)structuring organizations through legislation and regulations. They entail both experienced and measured administration burden for healthcare professionals working in Long-Term Care (LTC). However, most studies only provide insight into the current administration burden or the impact of legislation and regulations on the administration burden from a broad perspective. These insights are useful to LTC managers, but more in-depth research is needed to implement laws and regulations to reduce the administration burden for LTC professionals in the future. The Compulsory Mental Healthcare Act (CMHA) was implemented in the Dutch mental healthcare and replaced the Special Admissions Act in Psychiatric Hospitals (SAAPH) on January 1, 2020. The aim of this study is to investigate the effect of the legislative transition and to determine the effect on the administration burden of Dutch mental healthcare professionals. A survey concerning the administration burden for especially psychiatrists before and after the transition was distributed to an addiction institute with a diversity of different mental healthcare professionals and a psychiatric institute that has been led by psychiatrists. Also some interviews with the lead professionals were held. The results show that the administration burden among psychiatrists has increased due to the contact with external healthcare providers and contact with the patient, family and their loved ones (a consequence of the amendment of the law). This effect was significant and in line with the results of the interviews. Therefore we conclude that the administration burden has increased as a result of the legislative amendment.

Keywords: Dutch Mental Healthcare, Administration burden, Legislative amendment, Public governance, Information Management

Additive Manufacturing Technology: Designing New Business Models

Florinda Matos¹, Radu Godina², Pedro Espadinha-Cruz², and Maria Francisca Matos³

¹DINÂMIA'CET-IUL - Centre for Socioeconomic Change and Territorial Studies, ISCTE - Lisbon University Institute, Lisboa, Portugal

²UNIDEMI-Research and Development Unit in Mechanical and Industrial Engineering, Faculty of Science and Technology (FCT), Universidade NOVA de Lisboa, Caparica, Portugal

³ICLab - ICAA - Intellectual Capital Association, Santarém, Portugal

florinda.matos@iscte-iul.pt; r.godina@fct.unl.pt; p.espadinha@fct.unl.pt; mfrancisca.matos@icaa.pt

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Abstract: Today's business setting is becoming increasingly dynamic and characterised by various technological advancements. Knowledge, as well as how it is shared and preserved inside the organisations, has become a volatile active source of competitive advantage. As a result, instruments to assist organisations in managing their knowledge and leveraging value generation are required. Knowledge management processes are even more critical for companies that use or can use Additive Manufacturing Technology (AM), which is frequently linked to 3D printing, because they are in a disruptive and emergent industry, which utilises innovative and complex products, whose business models' dynamic is still unknown. Although the tremendous potential that is presented by this technology, there are still many concerns about its future advancements and implications on society and business models. This paper aims to answer the question: What are the impacts of the adoption of AM technology on companies' business models? Moreover, to answer the question of what knowledge management strategies can be adopted to increase the competitiveness and sustainability in the business models, in companies using AM technology? To achieve the objectives, a literature review was performed. The results demonstrated that the disruptions created by technology are not yet known to many companies. Similarly, knowledge of the impacts on business models and other elements of sustainability is limited. In terms of originality, the goal of this research is to contribute to and encourage data-driven debates about the potential implications of AM adoption on knowledge management strategies.

Keywords: Additive Manufacturing; New Business Models; Knowledge Management

Development and Validation of a Tool for Measuring Reporting Relationships

Małgorzata Matyja and Magdalena Rajchelt-Zublewicz

Wroclaw University of Economics and Business, Poland

malgorzata.matyja@ue.wroc.pl

magdalena.rajchelt-zublewicz@ue.wroc.pl

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Abstract: Research motivation. There is probably no employee who has not experienced the existence of reporting relationships. Their significance is therefore enormous although little attention has been paid to them recently in the literature. This paper changes that state. **Purpose.** The subject of the study are reporting relationships understood as relationships between superior and subordinate resulting from the division of legitimate power in an organization. The main aim of the study is to develop a tool to measure reporting relationships on organizational level. **Research design and methodology.** A completed conceptual tool has a form of a questionnaire and consists of 22 questions addressed to both superiors and subordinates. It was tested in field research. The data were provided from a survey on 252 employees of various types of organizations in Poland. The reliability of a tool was assessed by analysis of Cronbach's alpha (0,97). Moreover, to verify the correlation between the components of the tool, a factor analysis was performed. **Originality/Value.** This paper joins the debate of importance of reporting relationships in different organizations nowadays. It provides the operationalization of the conceptual construct "reporting relationships". It ensures also the integration and systematization of knowledge concerning the essence and role reporting relationships in the organization. Moreover, it fills the gap in theoretical and empirical explanation of the problem of division of authority and legitimate power and their execution.

Keywords: reporting relationships, vertical relations, chain of command, superior-subordinate relationship, authority, legitimate power

To Pursue Organizational Dynamics Making Health care Quality Decisions: Patient Journey Approach

Birutė Mockevičienė and Danguolė Jankauskienė

Mykolas Romeris University, Vilnius, Lithuania

birute.mikulskiene@mruni.eu

djank@mruni.eu

DOI: 10.34190/MLG.21.069

Abstract: Evidence-based decision making is a common practice in health care management. However, the organizational changes and the growing need for health care service quality, encourages to search for more sensitive methods for quality flaws data identification. Patient journey as patient experience's analyses could be considered as such new approach providing an appropriate information about direction for development and rapid decisions. The purpose of this paper is to investigate the patient's experience during their journey and determine the flaws in health care system service quality, giving priority to organizational dynamics. The study is based on focus group qualitative interviews. Patient travel mapping technology was chosen for the study. The study used the most popular breakdown of the patient's journey stages: diagnosis; treatment; rehabilitation; follow out; monitoring in order to find suitable management elements within the standard stages. Discretion of stops draws more attention to the intermediate level of medical specialist chain at the diagnosis stage. The data analyses revealed that dynamical health care quality issues are raised from existing interorganizational barriers. The patient experience could help to find the managerial gaps between health care providers in the system and to "measure" the cooperation level. This measuring occurs when patients try to describe their experiences by linking them to travel stops and try to differentiate their experiences at different stages of the disease. Research reveals an inequality in the quality of service provided by the health care institution. The most significant differences are revealed in the comparison between the content of the service, place, moment, provider. Patient journey application framework based on organisational dynamics (organizational environment, rule and procedural-driven and inter-organizational constrains) have been proposed. Summarising, the patient journey approach can help to figuring out the quality elements needed the instance attention and extract data for decisions making.

Keywords: patient journey, health care, quality decision making

Educational Innovation as a Driver for Regional Development Sustainability

Pedro Oliveira

ISCTE, Lisbon University Institute - DINÂMIA'CET-IUL - Centre for Socioeconomic Change and Territorial Studies, and Research Unit of Polytechnic Institute of Santarem (Portugal)

pedro.oliveira@esg.ipsantarem.pt

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Abstract: The purpose of our research is to discuss the orchestration capacity of the regional innovation ecosystem on the part of higher education institutions based in their capacity to fulfill gaps in firms' endowment of R&D and innovation inputs by designing proactively 'double degrees' in the framework of Erasmus Mundus Joint Masters. As research methodology it was followed an ethnographic case study approach, based upon an initiative of two higher education institutions (located in Finland and Portugal). The paper's contribution, of empirical nature, is to stimulate a deeper analysis about economic and institutional aspects that might impede transnational cooperation between educational sector and, thus, their capacity to induce knowledge spillovers and stimulate regional development sustainability.

Keywords: regional innovation ecosystem, orchestration, educational innovation, Erasmus Mundus, entrepreneurial universities, co-creation

360°A³: An IT-Based Management Methodology

Ediz Öztürk¹ and Taskin Kocak²

¹Bahçesehir University, Istanbul, Turkey

²University of New Orleans, Louisiana, USA

ediz.ozturk@ou.bau.edu.tr

tkocak@uno.edu

DOI: 10.34190/MLG.21.038

Abstract: Digitalization has been one of the most important problems now for companies. Organizations would follow this daunting route for a long time. They should first of all learn and measure their governance skills and then build the technical and management studies that are required for IT systems to become a

value. They should also develop, by their full implementation of consulting, oversight and valuation services, a risk management structure with the correct methodology. There are various guidelines and procedures to be followed in all areas in accordance with this whole procedure. All of these procedures and approaches have their boundaries and useful in one or more areas. However, the industrial need shows that there should be a methodology which can cover all aspects of enterprise governance of it, digital transformation, audit, assessment, risk management, valuation of it as well as advisory and strategic alignment. This methodology was created for this purpose to fulfill this gap within industry and let companies have a broadened view of where they are within Enterprise IT Governance and their maturity levels as well as a roadmap for the studies which should be done to achieve a proper and desired digital transformation. With the elements within the methodology, it primarily determines the strategic depth and vision goals and offers a degree of maturity about the level of governance. This methodology, which focuses on measuring the value and impact of IT processes within the organization after measuring the level of governance maturity, does not only look from an IT perspective, but also performs an examination to cover all processes of the organization. While the relationships that IT teams establish with other departments within the corporate processes and the added value, they add to them are measured, the approaches of departments such as human resources that will contribute to IT processes within the scope of 360-degree evaluation are also measured. This paper conducts qualitative and quantitative analytical measurements in emerging technique implementations in order to equate them with current methods. The key objective of this paper is to introduce an integral literature-deficient approach and to talk about the benefits of this methodology in the long term.

Keywords: Digital Transformation, Cube of Transition, HMDGT, IT Governance, 360°A³

Effect of Social Hierarchy on Conflict in teams: From a Structural Perspective

Jin Park

Zayed University, Abu Dhabi, UAE

jin.park.s@gmail.com

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Abstract: Social hierarchy is a fundamental feature of social relations, and it has two functions that are especially important for teams that lack formal hierarchy:

coordination and motivation. Individuals with high status are more likely to perform leadership behaviors in teams, but it may also cause conflict by activating threat and distrust when team members perceive that leadership behavior is misaligned with social hierarchies. The misalignment can be complex because social hierarchy has multiple forms, such as status and power, and multiple levels, such as team and organizational levels. The current study investigates (1) how the inconsistency between status at the organizational level and status at the team level affects relationship conflict in teams and (2) how team member's needs for status moderate status inconsistency-conflict relationship. Data was collected from a sample of MBA student teams at a large mid-western university in the United States. Results show that team members who have high status at the organizational level but low status at the team level seem to experience more relationship conflict in teams and that this conflict is exacerbated when counterparts have high needs for status.

Keywords: social hierarchy, social networks, power, status, conflict

Corporate Governance in Banks in Portugal: Main Explanatory Variables

Adalmiro Pereira and Ângela Vaz

Management, ISCAP-PPorto, CEOS, Porto, Portugal

adalmiropereira@mail.telepac.pt

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Abstract: The first use of the term corporate governance appeared to denote the structure and functioning of corporate policies. Although until the end of the twentieth century the concepts were focused on financial aspects, its subsequent evolution resulted in a more comprehensive view of the theme. In a more restricted perspective, corporate governance focuses on the relationship between managers, administrators and shareholders in order to minimize conflicts of interest between shareholders and managers. The research problem is one of the fundamental phases of this study process. Its correct definition will allow centralizing research in a specific area as well as organizing the study, reviewing the literature and pointing out data to be collected. The delimitation of the scope of this study thus corresponding to the first phase of the work to be carried out, allowing framing the problem under study. The scope of this work focuses on corporate governance, namely the way it is used by banking institutions in Portugal. The objectives allow to indicate the main intention of the project, corresponding to the final product that is intended to be achieved. Thus, the main objective of the paper can be

summarized as follows: Select the main independent variables that interact with corporate governance. The research process consists of a series of phases: problem formulation, specification of research objectives, choice of research formulation, data collection, sampling, data analysis and research report. These phases will form the basis for the development of the definition of the problem, as mentioned in the previous point, is the starting point of what is intended to be investigated, and this step is the most relevant in the preparation of any study. The variables can be qualitative and quantitative. In the first case, the variables are divided between nominal and ordinal. ROAA, bank deposits ser some of the variables explained in this paper. About the empirical work we present a summary of the results.

Keywords: Corporate governance, Portuguese banks, compliance, management board

CSR at a Crossroads: Can CSR be a Source of Competitive Advantage? An Empirical Study of CSR and CSV Concepts in a Norwegian Context

Adrian Peretz and Fred Strønen

Oslo School of Business, Oslo Metropolitan University, Oslo, Norway

Fredst@OsloMet.no

DOI: 10.34190/MLG.21.025

Abstract: The pressure for corporate and social responsibility comes from several directions, and firms are under pressure to create value for many different stakeholders. The old idea about maximizing shareholders wealth is under revision. Sustainability is very important for our global welfare, and the UN has established goals for sustainability and developed guidelines for CSR implementation that countries, universities, multinational corporations and NGOs are expected to follow. However, firms use different approaches in their attempts to create competitive advantage. While sustainability measures are certainly important in terms of reduced pollution, they may also help firms reduce costs and attract environmentally conscious consumers. Based on expert interviews we have collected data on how a selection of Norwegian firms view the importance of CSR for value creation and developing competitive advantage. There are few critical studies on how firms think and reflect on CSR in terms of value creation. The current study is based on four cases in different industries. Asko, one of the largest retail players in the Norwegian market owner of several food store chains, Borregaard – a well-established old industrial firm with. COOP East – the largest arm of the retail

cooperative in Norway and Yara a global player in the fertilizer market. CSR is at a crossroads. Are firms mostly concerned with greenwashing and cost reduction, or does CSR change their views of value creation? Can CSR be a source for competitive advantage? We will analyse how managers reflect upon their CSR practice. This is an empirical investigation in the practice of CSR and CSV concept in a Norwegian Context. The contribution from this study is a set of prepositions on how important CSR is to value creation and competitive advantage.

Keywords: CSR, CSV, sustainability, competitive advantage, strategy

Academic Leadership Strategies of Entrepreneurial University: A Bibliometric Literature Analysis

Gabriela Prelipcean and Ruxandra Bejinaru

“Stefan cel Mare” University of Suceava, Romania

prelipceang@usm.ro

ruxandrab@usm.ro

DOI: 10.34190/MLG.21.031

Abstract: The purpose of this research is to identify the main strategies through which the university can positively contribute to the development of local and regional entrepreneurship throughout implementing its third mission (TM). In this paper, we approach the third mission (TM) of the university in the sense of its contribution regarding the knowledge transfers towards the community and society. We set out to achieve this general goal by discovering those key elements of academic leadership, related to the third mission, that can exert an influence on the entrepreneurial potential of the university towards regional community (starting from students, alumni, teachers, SMEs, society as a whole). The need for this research comes from the reality that universities are being pushed by educational, social and economic challenges to increasingly strengthen the link between theory and practice even through entrepreneurship. Having the role of trainers for future generations, universities have the chance but also the responsibility not only to encourage young people to embrace entrepreneurship but also to prepare them well. The applied research method is a bibliometric literature analysis and a network analysis by using VOSviewer, a specialized software. This research method enables the visualization of previous research patterns thus the conceptual clusters retrieved from the papers analyzed provide the grounded arguments for our research. In order to extract the necessary information for the purpose of the research, we performed the bibliometric analysis in Scopus database in the period 2015-2020, in order to identify and

analyze the current perspectives on the subject presented by other authors. We applied this type of bibliometric literature analysis because it facilitates us to highlight several research directions, namely: which are the most discussed issues related to academic leadership and entrepreneurship, which are the shortcomings in discussions on this topic, which are the connections with practical research or which are the emergent issues on the topic. Based on the results, we reached our own conclusions and proposals regarding the academic leadership in the direction of entrepreneurship. In essence, we believe that the university, throughout its third mission (TM), has the potential to be a powerful engine for entrepreneurship development and we will argue the main approaches identified in this direction. The bibliometric analysis also revealed the gradual evolution of concepts in the analyzed period of time and various connections between the concepts discussed in Scopus database articles. A novel concept approached recently is the 'entrepreneurial ecosystem' which is being connected to the entrepreneurial agenda of universities. The links to this cluster showed that on a long-term strategy, entrepreneurial ecosystems will contribute to advanced entrepreneurial learning and business development especially in emergent economies.

Keywords: academic entrepreneurship, bibliometric literature analysis, cluster analysis, entrepreneurial university, strategic management

An Evaluation of Inclusive Governance Arrangements in South African Public Sector Organisations

F. Owen Skae and Noel J. Pearse

Rhodes University, Makhanda, South Africa

O.Skae@ru.ac.za

N.Pearse@ru.ac.za

DOI: 10.34190/MLG.21.013

Abstract: Inclusive governance arrangements involve incorporating a wider range of stakeholders into governance structures to enhance organisational legitimacy. However, according to institutional theory, competing logics of various stakeholder groupings may compromise governance effectiveness. This paper aims to explore this tension between legitimacy and governance effectiveness in selected South African public entities. The first objective was to describe how inclusive governance arrangements in the National Economic Development and Labour Council (NEDLAC), the National Skills Authority (NSA) and Sector Education and Training Authorities (SETAs) have been established. An analysis of the legislation related to

the establishment and functioning of these three entities illustrated how they reflected inclusive governance arrangements, and sought to balance the representation of government, employers and labour unions. In all three cases, inclusive governance had been achieved through legislation, which had set quotas for the composition of the membership of boards. The second objective was to analyse the effects of these arrangements within the SETA accounting authorities. Using a mixed methods research design, data was collected through interviews, analysing documents, and conducting a survey. The main finding was that board independence had been undermined. The structural legitimacy of the composition of SETA boards had been established to some degree through legislative provisions. However, there were calls for a more diverse membership-based upon skills, experience and background. From the perspective of institutional theory, the findings illustrated the presence of competing logics, with many board members of the view that they were there to represent the constituency that had nominated them, rather than act in the best interests of the SETA. The findings highlight the importance of making the right appointment of board members and inducting them effectively into their role.

Keywords: inclusive governance, institutional theory, competing logics, legitimacy, governance effectiveness

Delivery Drones: Optimal Model of an Information System

František Smrčka and Martina Chalupová

College of Polytechnics Jihlava, Czech Republic

smrcka@vspj.cz

martina.chalupova@vspj.cz

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Abstract: At present, we are witnessing significant growth in online shopping, with consumers increasingly relying on fast and reliable doorstep delivery. Drones represent a solution that will accelerate delivery times, lower human resources costs and improve accuracy. The paper's primary goal is to design an optimal information system model for the delivery of goods using drones and suggesting an application. A conceptual model is proposed to analyse the subject area, finding and naming entities and their attributes and subsequently for the processing of the design of delivery of goods using drones. The model describes internal processes together with external processes that cooperate and interact with each other. It represents a data flow diagram that includes control information and describes the

dynamics of the system. Based on the conceptual model, an information system for optimising delivery procedures using drones is designed. The European Union Aviation Safety Agency (EASA) has already developed new uniform rules for drones for EU countries. Our proposal is taking into account the specifics of the operation of drones in the Czech Republic.

Keywords: drone delivery, conceptual model, application, information system design

Emotional Management and the Happiness of Talents in Organizations: A Quantitative Study

Manuel Sousa Pereira¹, António Cardoso², Frederico D'Orey³ and Álvaro Cairrão^{1, 4}

¹Polytechnic Institute of Viana do Castelo, Portugal

²University Fernando Pessoa, Porto, Portugal

³University Portucalense, Porto, Portugal

⁴University of Minho, Braga, Portugal

msousa.manue@gmail.com

acairrao@esce.ipvc.ptajcaro@ufp.edu.pt

frederico@upt.pt

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Abstract: The aim of this study is to systematize and contextualize theoretical and practical considerations relevant to the dynamics of talent management in a business context, as well as to observe implementation practices in small and medium-sized companies in Portugal. Talent management requires managing emotions, anxiety and dissatisfaction in search of professional fulfilment and happiness in the workplace. As a methodology, we will prepare an online questionnaire, obtaining a sample of 210 employees, submitted to multivariate analysis that will confirm the interpretation of these four factors in talent management in organizations or not. The authors intend to carry out a practical study focusing on talent management and its impact on the employees' personal perception. We also hope to add value to the study of this topic and the future perspectives.

Keywords: emotional management, anxiety, dissatisfaction, fulfilment, happiness

Paradoxes in Digital Transformation in Large Financial Institutions in Norway

Fred Strønen

Oslo School of Business, Oslo Metropolitan University, Oslo, Norway

Fredst@OsloMet.no

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Abstract: Digital transformation has big impact on our society and financial institutions handle digital transformation in different ways. If we look at established firms within the financial sector, they experience different kind of pressure, divergent signals, complexity and ambiguity. In digital transformation have implications for many spheres of an organizations. There are many studies of digital transformation, and of change in the financial sector, but there are few studies of digital transformation in traditional large banks and insurance firms, with focus on strategy, organization and leadership. This study applies a cross case analysis of some of the largest banks and insurance companies in Norway –on their challenges with digitalization, leadership and knowledge management. This study is about how established firms in the financial sector handle digital transformation, and we learn that there are several interesting paradoxes that appear when we observe digital transformation processes. The research question underlying this study is: What are the important paradoxes that appears in digital transformation processes in large Norwegian banks and insurance firms? As a research design case study was chosen and the study consists of two mature banks and two mature insurance companies in the Norwegian economy. A qualitative study based on interview data and secondary sources were created to compare digital transformation processes in the four organizations in this study. 12 expert interviews of managers involved in digital transformation at various levels were conducted during the spring 2020. The contribution from this study is insight into paradoxes of digital transformation in large banks and insurance companies in Norway. The result of this study is a set of prepositions that can be a source for further investigations or tested empirically in future studies.

Keywords: Digital transformation, Paradoxes, Financial sector, Strategy, Leadership

Management and Leadership Skills and Attitude in Uncertainty

Emőke Takács¹, Toon Abcouwer² and Robin de Boer³,

¹ERI Hungary – European Research Institute, Budapest, Hungary

²University of Amsterdam, the Netherlands

³ABN Amro Bank, Amsterdam, the Netherlands¹

t.emoke@eri.net.in

a.w.abcouwer@uva.nl

robindeboer@gmail.com

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Abstract: “Tell me, and I will forget; show me, and I will remember; involve me, and I will understand.” Confucius, 450 BC. Our accelerated dynamic world has slowed down for a short while to adjust to the ‘new normal’ of the Covid-19 pandemic. The existing challenge of educating and preparing the workforce in the early stages of the fourth industrial revolution got an increased attention again. This time it is not only about the upskilling and reskilling, but it also requires an attitude by management and staff to adapt to the changing new chapter in human development. And new requirement on education in management and leadership emerges in this development. Heading for a sustainable result for management, leadership and organisational governance, we highlight the role of cooperative learning and connectivism in developing a resilient workforce in the uncertain present and future. We will also analyse the required competencies, attitudes and skills, the necessary learning environment, method, and strategy governed. Finally, we stress the importance of evaluation in the learning process. This conceptual paper rethinks education and creates a vision for lifelong learning in the new industrial revolution. We also present temporary findings of our ongoing qualitative research delivered in the Netherlands. With an inductive reasoning the authors - with a background both in science as in actual practice-, aimed at offering long-term solutions for a new generation of managers and leaders in our dynamically changing uncertain times, using and developing knowledge and information.

¹ The contribution to this article by Robin de Boer is on personal basis and does not represent the opinion of the ABN Amro bank

Keywords: Uncertainty, cooperative learning, connectivism, life-long learning

The Appointment of Women on Boards of Directors of Publicly Listed and/or Licensed Companies in Malta

Anne Marie Thake

Faculty of Economics, Management and Accountancy, Msida, Malta

anne.thake@um.edu.mt

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Abstract: Women director appointments on boards of public listed and/or licensed companies in Malta registered on the Malta Stock Exchange plc only account for 10.7% of all appointees. This is considerably less than the EU average of 33% for board members in STOXX Europe 600 Companies. This paper's main research objective is to assess the current situation in the appointment of women on these boards. Based on the similarity-attraction theory and resource dependency theory, the author investigated the process by which women are appointed on boards and elicited underlying reasons for this gender shortfall. Furthermore, current views on the adoption of gender quotas will be explored. The research methodology was based on a qualitative approach. Two research tools were adopted; the first, an online questionnaire submitted to women directors and the second, in-depth structured interviews conducted with chairpersons, the Maltese regulator, and Women Directors Malta. Thematic findings emerged indicating actual practices adopted by companies in considering women board appointments and shed light on the challenges in promoting gender diversity. The initial and informal process of appointing directors on these Boards was examined. The nomination committee plays a crucial role in identifying potential candidates. The current mode of board selection limits the pool of qualified women candidates. Boards need to cast a wider net in search of relevant skills sets. Women face significant career barriers and challenges to be appointed on Boards. It is claimed that women candidates do not always enjoy a 'high visibility' profile, and some argue that they seem to be under the radar. They may not be networking sufficiently in spheres of influence where the dynamics of boardroom politics pan out. Potential women candidates need to engage with networks that include influential powerbrokers. The paper concludes with a brief discussion of gender quotas as a corrective mechanism intended to address the under-representation of women on boards.

Keywords: Women directors in Malta, nomination committee, career barriers, under-representation, gender diversity, gender quotas, company boards

Does Proactive Eco-Innovation Matter in the Energy Sector?

Md Abu Toha ^{1&2} and Satirenjit Kaur Johl ^{1 *}

¹Universiti Teknologi PETRONAS, Seri Iskandar, Perak, Malaysia

²Business Studies Group, National University, Bangladesh

*Correspondance author

abutoha.jnu@gmail.com

satire@utp.edu.my

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Abstract: In recent times, eco-innovation has gained a lot of exposure in scholarly and business corporations due to its capacity to mitigate environmental and sustainability challenges. Eco-innovation can be categorized in two ways: proactive and reactive. Despite the significant investments and initiatives in eco-innovation, the world is still having environmental and sustainability issues. These environmental and sustainability issues are primarily experienced due to most of the firms seem to be reactive rather than proactive in their approach towards eco-innovation. Limited research has been conducted on proactive eco-innovation. Therefore, this study addresses this research gap by highlighting proactiveness. The aim of this research is to evaluate the proactive eco-innovation practices of the energy sector. This study focuses on the energy sector as this sector is considered the backbone of every emerging economy's future industrial and societal growth. Malaysia is the third-largest emerging country in Asia, whereby its primary economy is highly dependent on the energy sector. Therefore, this study focuses on 31 public listed energy firms in Malaysia using a secondary panel dataset. The existing index was adapted in conducting panel data collected from annual reports. (The year 2015-2019), sustainability reports and company websites. The data were analysed using SPSS and STATA software. The trend of proactive eco-innovation activities was investigated utilizing longitudinal analyses, emphasizing whether there is an upward or downward trend in the energy sector in terms of disclosing eco-innovation practices. Descriptive and correlation analysis was conducted by focusing on five prime dimensions of eco-innovation (product, process, technology, organizational, and marketing). The findings of this study would benefit academics through a proactive eco-innovation energy index based on secondary data. Further, the findings of this study will assist business corporations in formulating sustainable business plans towards eco-innovation.

Keywords: Eco-innovation, Proactive Eco-innovation, Energy Sector, Sustainability.

Organizational Performance Enhancement via Adult Education Driven Principles in HR Management

Mary Viterouli, Dimitrios Belias and Athanasios Koustelios

University of Thessaly, Larissa, Geopolis, Greece

mvyterouli@uth.gr

dbelias@uth.gr

akoustel@uth.gr

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Abstract: The linkage between Human Resource (HR) Management and Organizational Performance is difficult to determine and, in some cases, even to address. There has been an effort to depict the processes through which HR practices ultimately impact organization performance, through a number of conceptual models, but none proved sufficient enough for or wholly applicable to all HRM departments. Thus, the mediating variables and mechanisms through which HRM has an impact on performance are not panacea clear. The principles of Adult Education (AE) could actually aid in seeing the part HRM (HR practices, mediating variables, HR-related outcomes, more distal outcomes etc.) has in overall performance, offer precise insights to scholars and practitioners and show the means through which the HRM and the Adult Education could be integrated in order to enhance individual and collective performance. Adult Education is all about the person him/herself; its main aim is to find ways through which one can better himself/herself individually and self-directedly or with the help of others. If the focus is shifted towards the human aspect of what each individual endeavors, experiences and anticipates, we might be able to understand the barriers, expectations and aspirations one holds. Therefore, if a person reaches his/her full potential with the aid of the AE principles, then subsequently he/she will be equipped with the means and resources necessary to actively participate in the organizational processes and performance, and foster growth in the organization itself directly. In practice, we mostly fail to remember that organizations are entities comprised of other entities, individuals; each unique and exceptional in his/her own way. Accordingly, HRM practices seemingly remain focused in favour of organizational outcomes and try to serve organizational ends, not necessarily individual ones. If we focus as an organization (managers, culture, values) on each person's uniqueness then every action will have a positive reaction to the organizational performance and the results will prove to be most likely direct. After all, to an action there is always a reaction, that is why employees' reactions are at the core of organizational change and organizational brilliance.

Keywords: Organizational Performance, Human Resource Management, Adult Education

Impact of the Digital Economy on Regional Economic Security

Maxim Vlasov

Ural Federal University, Ekaterinburg, Russia

Ural Branch of the Russian Academy of Sciences, Ekaterinburg, Russia

mvlasov@mail.ru

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Abstract: At the present stage of the social development, digitalization has become of special significance in economy. The risks and threats inherent in introduction of innovative technologies keep evaluating of an impact of digitalization on the economic security up to date. Based on statistics from Russian regions covering 2014-2019, we made the correlation analysis. It made it possible to prove that it is the development of digital technologies that determines the dynamics of the economic security level. We found that in regions, there is a direct relationship between GRP per capita and the dynamics of costs for information and communication technologies, investments in fixed assets to purchase information technology, computer, and telecommunication facilities, number of organizations that are Internet users, share of people in the population who use the Internet to order goods, works, and (or) services. In most of the cases considered, the correlation coefficient is over 0.9 (very high direct relation). Based on the correlation analysis, we differentiated the digitalization factors that influence economic security levels. The results obtained might in the future be useful to schedule the introduction of innovative digital technologies to achieve better economic security at all management levels.

Keywords: digital economy, economic security, correlation analysis, differentiation, information and communication technologies, Internet

Embarking on a Digital Enterprise Transformation Journey: Guiding Principles for Leaders

Linda Zeelie¹ and Nina Evans²

¹Digital enterprise transformation consultant

²UniSA:STEM, University of South Australia, Adelaide, Australia

linda.zeelie@gmail.com

nina.evans@unisa.edu.au

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Abstract: Digital enterprise transformation refers to improvements in business models, processes, activities, customer experience, and competencies, by taking advantage of the opportunities offered by digital technologies. Organisations need a digital enterprise-wide transformation to remain viable in their industry and maintain a competitive advantage. Executive leaders need to understand and drive the implementation of such a transformation. This paper reports the insights of a digital enterprise transformation expert, gained through implementing digital transformation in various organisations in the services sector in Australia. Eight digital business transformation guiding principles that indicate the areas leaders should focus on when embarking on such a transformation journey, are discussed here. These guiding principles describe the areas where executive managers and drivers of digital enterprise transformation should focus their attention towards becoming an ‘Enterprise 4.0 organisation’. We conclude that all these principles are crucial for success, as experience shows that not even one of these principles should be neglected. We recommend that constant reinforcement of these guiding principles and having someone in the organisation that holds the organisation responsible for maintaining the principles (a ‘transformation coach’) will be advantageous.

Keywords: Digital enterprise transformation, guiding principles, enterprise 4.0

PhD Research Papers

The Development of Integrated Reporting: Evidence from Global Innovators

Daniela Constantinescu

Bucharest University of Economic Studies, Romania

constantinescudaniela11@stud.ase.ro

JEL codes: M14, M41

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Abstract: This paper examines the current stage of integrated reporting (IR) adoption by analysing different forms of reporting and the guidelines used, in particular Global Reporting Initiative (GRI) standards and International Integrated Reporting Framework (IIRF). The research is based on content analysis method which was developed on a coding scheme applied to 315 reports (sustainability report, integrated report, corporate social responsibility report and others) published on the official web site of the companies included in Derwent Top 100 Global Innovators for the year 2020. For each of these companies, the reports between the years 2015 – 2019 have been evaluated. The findings suggest that although IR has developed from a relatively new reporting model to a worldwide used reporting practice across various industries, the majority of the companies analysed produced a sustainability report using the GRI standards instead of an integrated report. The relative novelty of IR as a reporting model highlights the necessity of a research focused on the implementation process, namely whether the trend among international companies is to implement an integrated report. The contribution of this study is represented through the insights offered on the progression of IR, in addition, the research on a large sample of reports offers a starting point for another academic research. Future research might take into consideration the impact of Covid-19 pandemic on reporting practices among different industries and the need for harmonisation at the level of non-financial reporting (NFR) standards.

Keywords: integrated reporting, innovators, sustainability reporting, corporate social responsibility, NFR

A Content Analysis of Corporate Governance Codes in Emerging European Countries

Mititean Pompei

Bucharest University of Economic Studies, Romania

Mititeanpompei19@stud.ase.ro

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Abstract: The objective of this study is to analyse the corporate governance codes from 14 Emerging European Countries and examine if these countries comply with the recommendations of European Commission regarding corporate governance by using the content analysis technique. The main research proposition is to identify how many out of the 32 recommendations included in this analysis are fulfilled by the corporate governance codes from the Emerging European Countries and how these developed during time. Data sample consists of 14 corporate governance codes from Emerging European Countries, which are examined in the context of the recommendations of European Commission. Firstly, we compile the list of recommendation published in 2003 (2003/284/EC), 2004 (2004/913/EC), 2005 (2005/162/EC) and 2009 (2009/384 and 385/EC) by the European Commission and the recommendation published in the next years related to the remuneration policy and the role of non-executive and supervisory board. Following the steps made by Hermes *et al.* (2006), Hermes *et al.* (2007) and Kubicek (2016) we divide the recommendations into 32 priorities. The results of this research provide a general overview regarding the compilation between the national corporate codes from Emerging European Countries with the latest European Commission recommendations. Thus, among the countries who respect the recommendations of European Commission, Slovenia is the first with 28 recommendations respected out of 32, followed by the Czech Republic with 27 recommendations respected and Slovakia with 26. The countries with least respected recommendations are Poland with 13 out of 32 and Bulgaria with 16 recommendation out of 32. Future research directions may attempt to broaden the sample to all European countries who published a corporate governance code and finding new possible patterns of research in Europe, making a comparison between developed countries and emerging countries. Moreover, future research could also investigate if the European Commission recommendations were implemented into the company's annual reports.

Keywords: corporate governance, corporate governance codes, Emerging European Countries.

Masters Papers

Leadership Styles as a Factor of (in)Success of Quality Management in Organizations

José Carlos Ferreira¹ and Pedro Novo Melo²

¹Polytechnic Institute of Cávado and Ave, Barcelos, Portugal

²Polytechnic Institute of Cávado and Ave and Interdisciplinary Centre of Social Sciences – CICS.NOVA. UMinho, Portugal

Joseferreira1994@outlook.pt

pmelo@ipca.pt

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Abstract: Today, and increasingly, the offers for the same product /service are quite varied and diversified regarding their origin and purpose, so the concept of quality management is present in organizations that want to differentiate themselves from their competitors and improve their performance, continuously. One theory that supports the improvement of quality management is leadership, which is a key concept for achieving the success of an organization regarding how it is managed. The leader has an essential role in relation to the subsistence of the organization itself, as well as in the search for continuous improvement of the organization. Considering the concept of quality management and the existing leadership, aimed to develop a study that relates these two theories, with the purpose of understanding how organizations apply quality management in their processes based on the type of leadership exercised, comparing the leadership and their contributions to quality management, considering that it produces results capable of responding to objectives such as Understanding the importance of the relationship between leadership style and quality management, in its application; Understand which leadership style(s) are best suited for success in implementing a quality management model. This investigation took place through a quantitative approach, inquiring managers and other leadership positions of Portuguese organizations from various sectors, certified with a quality seal by IPAC (Institute Portuguese of Accreditation), belonging to the districts of Braga and Porto with 191 answers. Although there are already several studies on this topic, the research is due to the interest of the researcher in the way these two concepts are applied in the Portuguese context. After the analysis of these answers, it should answer the research question, thus perceiving the role of the leadership style for the (in)success of implementing a quality management model.

Keywords: Leadership; management; quality; quality management; quality certification

Managing Project Complexity through Project Cost Management in the Life Science Sector

Dermot McConnell and Esther Quinn

School of Engineering and Design, Institute of Technology, Sligo,
Ireland

Dermot.McConnell@mail.itsligo.ie

Quinn.Esther@itsligo.ie

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Abstract: This research investigates what are currently the most widely used project cost management techniques in the Life Science sector (Pharmaceutical, Biopharmaceutical and Medical Device sub-sectors) as well as exploring the impact that project complexity has on project cost management and how project cost management techniques can be used to manage project complexity. A systematic literature review was conducted, and a survey questionnaire was developed and distributed to collect quantitative data on a representative sample of Life Science sector professionals, mainly based in Ireland, to investigate practices and techniques relating to project cost management and project complexity. 102 respondents from the Life Science sector completed the survey. The questionnaire survey found that one of the most significant issues likely to cause project cost overrun is the inadequate identification and management of project complexities. In relation to project complexity management knowledge and experience of the sample, 41.2% of respondents never directly or explicitly assess project complexity whilst 28.4% never indirectly or implicitly assess project complexity. 99% think that a complexity assessment may be of benefit if completed during the project lifecycle, particularly during the front-end stages of a project. The project complexity factors that rated highest in terms of importance to project cost management are related to: Scope, Schedule, User requirements specification, Cost management, Resources, Team performance and Quality. The results of the survey show that there is a relationship between management of project complexity and project cost management, and management of project complexity can reduce project cost overrun. This research paper recommends that project professionals regularly assess project complexity and perform earned value management to better manage projects and reduce cost overrun. To drive competitive advantage and enhance profitability, project cost management and project complexity management are essential activities for organisations.

Keywords: Life Science sector; Project management; Project complexity; Project cost management; Project controls; Survey

Understanding Healthcare Professionals' Motivations and Drivers for eHealth Adoption

Willemijn A. van Haeften, Anand Sheombar and Pascal Ravesteijn

HU University of Applied Sciences Utrecht, The Netherlands

willemijn.vhaefte@gmail.com

anand.sheombar@hu.nl

pascal.ravesteijn@hu.nl

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Abstract: This case study examines the use of an eHealth application for improving preoperative rehabilitation (prehabilitation). We have analysed healthcare professionals' motivators and drivers for adopting eHealth for a surgical procedure at academic medical facilities. The research focused on when and why healthcare professionals are inclined to adopt eHealth applications in their way of working? For this qualitative study, we selected 12 professionals involved in all levels of the organisation and stages of the medical process and conducted semi-structured interviews. Kotter's transformational change model and the Technology Acceptance Model were used as analytical frameworks for the identification of the motivation of eHealth adoption. The findings suggest that contrary to Kotter's change model, which argues that adoption of change is based on perceptions and feelings, the healthcare drivers are rational when it comes to deciding whether or not to adopt eHealth apps. This study further elaborates the observation made by the Dutch expertise centre on eHealth, Nictiz, that when the value of an eHealth application is clear for a stakeholder, the adoption process accelerates. Analysis of the motivations and drivers of the healthcare professionals show a strong relationship with an evidence-based grounding of usefulness and the responsibility these professionals have towards their patients. We found that healthcare professionals respond to the primary goal of improving healthcare. This is true if the eHealth application will innovate their work, but mainly when the application will improve the patient care they are responsible for. When eHealth applications are implemented, rational facts need to be collected in a study before deployment of eHealth applications on how these applications will improve the patient's health or wellbeing throughout their so-called medical journey for their treatment. Furthermore, the preference to learn about new eHealth applications from someone who speaks from authority through expertise on the subject matter, suggests adoption by healthcare professionals may be accelerated through peers.

The result of this study may provide healthcare management with a different approach to their eHealth strategy. Future research is needed to validate the findings in different medical organisational settings such as regional healthcare facilities or for-profit centers which do not necessarily have an innovation focus but are driven by other strategic drivers.

Keywords: eHealth, Innovation, Adoption, Motivation, Leadership

Non-Academic Paper

Adaptive Organizational Leadership in the Context of the COVID-19 Pandemic- Lessons Drawn from Nigeria

Anisah Ari, Engr. Innocent Amodu Oguche and Faridah Abraham

Women's Rights Advancement & Protection Alternative (WRAPA) & Innosbee Group of Companies, Abuja, Nigeria

arianisah03@gmail.com

info@Innosbee.com/Innosbee@gmail.com

faridahabraham7@gmail.com

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Abstract: In unprecedented times as this, opportunities to evolve and thrive in the challenging environment continue to emerge. Deliberate actions and responses to adapt in a relational way that maximizes team productivity while discharging the duty of care cannot be over-emphasized. An inclusive process that allows for collective involvement and responsibility for identifying and proffering solutions to recurring challenges must be harnessed. However, theories that shows a shift in leadership styles in a context of fear, unpredictability, and instability have not been adequately recognized. The objective of this article is to offer a nuanced and relevant understanding of the socio-ecological resilience that drives an adaptive leadership style in Nigeria. This article will include the following sections; (1) What is working and the gaps in the relational and collective leadership literature will be identified and re-framed to account for leadership activity in Nigeria; (2) A bird's eye view narrative of organizational leadership styles in Nigeria, expanding on specific organizational examples of leadership styles will be offered. A deep focus will be on approaches that led to inspiring shared visions through reflecting, learning, and unlearning; empowering and enabling others to act in resilient, adaptive, and transformative ways; (3)The final section will offer three insights useful to making relational and collective leadership theories relevant to the Nigerian pandemic context, and contribute to a better understanding of socio ecological-relevant leadership in the Sub-Saharan context. The insights include the following elements: 1) Understanding of how organizational leadership styles have changed to include more adaptive engagement through relational activity and recognition of how intersectional identities and experiences shape perception, responses, and participation; 2) Adaptive leadership activity has also changed the narratives surrounding leading virtually, and in a context of fear and uncertainty, and; 3) The quality of organizational participation and productivity that drive individual and collective leadership to be more resilient and have more adaptive capacity.

Keywords: Leadership, Adaptive, Relational, Resilience, Transformative, Collective, Participation, Uncertainty, Productivity

Work in Progress Papers

Customer Insight in Start-ups: A Systematic Literature Review

Antonietta Rosiello, Emanuel Said and Frank Bezzina

University of Malta, Msida, Malta

antonietta.rosiello.19@um.edu.mt

emanuel.said@um.edu.mt

frank.bezzina@um.edu.mt

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Abstract: Interest in customer insight has made inroads in academic discourse to identify strategic sources of information about customers, markets and competition while encompassing diverse activities and processes. Customer insight (CI) use and the related influencing factors in a start-up context remain largely under-explored, as existing literature in entrepreneurial management and marketing domains focuses on established companies. Start-ups generate significant strategic value when using CI to create innovative offerings in fast-evolving markets. CI represents, therefore, a strategic management means to strengthen a firm's responsiveness to environmental threats and opportunities by identifying what drives customers' attitudes and behaviour. This study presents a systematic literature review on CI use, examining recent advances and seeks to broaden our current understanding of how start-ups use CI to create new business opportunities. The key findings suggest that despite a moderate yet growing research interest on start-ups' responsiveness to customers' wants and needs through the use of CI, some issues remain unaddressed. We identify two significant gaps in the reviewed literature. The first gap is the lack of a detailed classification that may describe the processes of CI generation or acquisition, dissemination, interpretation, implementation and storage. The second gap relates to factors that influence start-ups' use of CI. Disregarding these findings implies dismissing the benefits of CI adoption for a start-up to achieve a competitive advantage, successful performance, and scalable business model. We aim to use the findings emerging from this study to extend the existing understanding of how start-ups respond to shifts in the marketplace and determine a future research agenda.

Keywords: customer insight, start-ups management, entrepreneurial marketing, systematic literature review

Lean and Safety Management in Primary Care: Guidelines to Improve the Continuity of Care for Chronic Pathways

Anna Tiso and Chiara Verbano

University of Padova, Vicenza, Italy

anna.tiso.2@phd.unipd.it

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Abstract: The project regards the adoption of LH in primary care, and particularly in chronic pathways, with the final aim of building a model based on best practices to improve the efficiency, efficacy, safety and continuity of care for frail patients. The project will follow a multiple case study approach, analysing and comparing different practices and models, with the purpose of identifying guidelines to create an integrated healthcare system based on a “lean and safety” perspective. From an academic perspective, the project enriches the current scientific literature, introducing a structured methodology to proactively manage risks and wastes in the new setting of chronic pathways in primary care. From a managerial perspective, the project contributes to identify guidelines to improve their coordination and integration, guaranteeing the sustainability, equity and accessibility of health services.

Keywords: Lean Healthcare, Safety, Primary Care, Chronic Pathways, Continuity of Care, Integration of Care

Abstracts Only

The Effect of COVID-19 on Managerial Leadership within Australian Public Sector Organizations

Hanan AlMazrouei

United Arab Emirates University, Al Ain, UAE

h.almazrouei@uaeu.ac.ae

Abstract: Because the pandemic and resulting isolation and work from home protocols many organizations were forced to adopt, managers found it necessary to make a special effort to adapt their leadership styles in unusual ways they would not normally have envisaged in an effort to support their employees and maintain their productivity. Chiefly, managers needed to become more attuned to the emotions their employees were experiencing as the global pandemic increased in tempo and severity, with increasingly alarming news being broadcast, seemingly daily. The purpose of this study is to investigate the effect on managerial leadership within Australian public sector organizations during the COVID–19 pandemic. A qualitative methodology was employed for this research consisting of structural interviews with 50 managers. The study results suggest COVID-19 effected employees’ emotions, performance or productivity, and their organization’s direction. The study also identifies the difficulties managers have faced when managing employees of different nationalities during the pandemic. Furthermore, the study found that the situation has given rise to increased social loafing and that this has been more noticeable among employees from certain nationalities. The reveals the steps managers took to manage this, revealing management strategies found to be most successful.

Keywords: COVID-19; Managerial Leadership; Australia; Public Sector Organizations; Qualitative Study

Asserting the Moral Right to lead

Valerie Priscilla Goby

Zayed University, Duabi, United Arab Emirates

valeriegoby@gmail.com

Abstract: My study explores agentic responses of Emirati professional women in the United Arab Emirates (UAE) to the impact of traditional gender positioning on

the development their careers in the country's transitional context of highly educated, economically active women. Moral objections to women holding business leadership roles challenge women's career development, and these objections are claimed to derive from Islamic precepts governing suitable women's behaviour (Metcalf, 2008). My paper focusses on one of the strategies adopted to counter such objections, namely, women's restatement of Islamic values as supporting women's economic participation. I adopt a social constructionist perspective (Brickell, 2006) regarding gender norms and roles as being established via interactions of power between men and enacted through discursively created performative action (Butler, 1990). Using an approach influenced by narrative methodology and critical discourse analysis (CDA), I analyse the transcripts of interviews conducted with highly educated Emirati women in leadership roles. Participants were quick to introduce religious arguments into their narratives to illustrate that, rather than representing disruptive logics, they are actually in strict conformity with a long Islamic tradition that has been misinterpreted over time. I analyse the arguments they put forward and illustrate how they weave their accounts of their high-level economic participation into the fabric of their country's religious dogma. Their interpretations represent examples of Glas et al.'s (2018, p. 687) discussion of how Muslim women display "the ability to bargain with their religion and interpret it in ways that deviate from the dominant patriarchal mainstream." Brickell, C. (2006). The sociological construction of gender and sexuality. *The Sociological Review*, 54(1), 87-113. Butler, J. (1990), *Gender trouble: Feminism and the subversion of identity*. Routledge. Glas, S., Spierings, N. and Scheepers, P. (2018). Re-understanding religion and support for gender equality in Arab countries. *Gender and Society*, 32(5), 686-712. Metcalfe, B. D. (2008). Women, management and globalization in the Middle East. *Journal of Business Ethics*, 83(1), 85-100.

Keywords: Gender repositioning, Islam, United Arab Emirates, narrative methodology, critical discourse analysis

MNE Strategic Responses to Global Governance: Case of the International Construction Industry

Sheila Puffer, David Wesley, Alexandra Roth and Jack Cordero

Northeastern University, Boston, USA

s.puffer@northeastern.edu

d.wesley@northeastern.edu

cordero.j@northeastern.edu

Abstract: Climate change, pandemics, and dramatic inequities across racial, social, and economic dimensions arguably top the list of the most intractable issues of our time. These issues affect all of humanity and therefore fall within the purview of global governance. Global governance was initially conceived as being the province of sovereign states and international institutions such as the World Bank, as well as international nongovernmental organizations such as the United Nations and other nongovernmental organizations such as Greenpeace. Yet another major stakeholder involved in these complex issues is multinational enterprises (MNEs) due to their pervasive activity in the global economy. MNEs have the potential of interacting in various ways with other global governance institutions by choosing various strategic responses to calls for corporate social responsibility (CSR). In this paper we build upon the typology developed by Puffer, Wesley, Dau, and Moore (2021) that identified four types of MNEs and their interactions with other global governance institutions according to the combination of two variables: collaborator vs. combative and proactive vs. reactive. The four resulting MNE archetypes are: the collaborator, the complier, the counteractor, and the combatant. This paper focuses on the international construction industry, a major contributor to the global economy. The authors will present preliminary data from their originally created database of more than 100 companies in two dozen countries. Companies are classified into the four archetypes according to the five stages of CSR proposed by Mirvis and Googins (2006), among other variables. Case examples for each of the archetypes will also be presented. Implications will be discussed for ways of encouraging greater CSR among MNEs in their interactions with other global governance institutions. References Mirvis, P.H., and Googins, B.K. 2006. *Stages of Corporate Citizenship: A Developmental Framework*. Chestnut Hill, MA: Boston College. Puffer, S.M., Wesley, D., Dau, L.A., and Moore, E.M. 2021. The 4 Cs of MNE strategic responses to global governance. In J. Osland, M. Mendenhall, B.S. Reiche, & B. Szkudlarek, (eds.), *Advances in Global Leadership*, Vol 13. Bingley, UK: Emerald.

Keywords: global governance, MNEs, corporate social responsibility, construction industry

Reframing 21st Century Leadership Success through the lens of Action Learning Entrepreneurship

Wendy van Schalkwyk¹ and Herman Van Niekerk² Louise Underdahl²

¹AFDA School for the Creative Economy, Cape Town, South Africa

²The University of Phoenix, Arizona, USA

wendy.vanschalkwyk@afda.co.za

Herman.vanNiekerk@phoenix.edu

lunderdahl@email.phoenix.edu

Abstract: The 21st century 4IR Paradigm of Work demands that 20th Century Business Leaders acquire an Entrepreneurial and Creative Mindset in order to remain market relevant operating in a boundary less and ever changing uncertainty market environment. Action Learning presents a solution for business leaders to adapt untrain and retrain their 20th century mindset in order to acquire a business leadership culture that is fit for purpose in the 21st century 4IR Paradigm of work in order to remain sustainable. Action Learning Theory $L = P + Q$ advocates that real learning takes place when programmed knowledge is triggered by questions, within a non-judgement, apolitical and non-egocentric environment and setting. The old paradigm of work demanded that business leaders lead from hierarchical structures top down but do not value the bottom up value approach which will become a downfall of 21st century business leaders unable to extract bottom up value from within their organisation in an agile and consistent manner. This paper presents facts that highlight outdated business leadership styles applied since the 16th century of divide, conquer and rule is giving way to a new paradigm, flat hierarchical style of leadership that is visible in entrepreneurial leaders and ventures. As organisations continue to experience the negative effects of Covid-19 on their organisations, seeking new turn-around strategies for survival at the core of these strategies lie a new culture in which organisations will come to exist and this will demand that business leaders learn to pivot their minds to embrace a higher order of being called "'metaxy' in which the business leader find the need to adapt and be organized within the centre of the organisation in order to become of higher value to the organisation and its future wellbeing.

Keywords: Post Covid-4IR Paradigm, Business Leadership, Action Learning, Entrepreneurship, Creativity

Additional Materials

Participant List

Surname	First Name	Institution	email
Abcouwer	Toon	University of Amsterdam, Netherlands	a.w.abcouwer@uva.nl
Almansoori	Maryam	Barzan Holdings, Doha, Qatar	maryamQat@gmail.com
AlMazrouei	Hanan	United Arab Emirates University, Al Ain, UAE	h.almazrouei@uaeu.ac.ae
Ari	Anisah	Women's Right Advancement & Protection Alternative, Abuja, Nigeria	arianisah03@gmail.com
Asjes	Maxime	Nyenrode Business University, Breukelen, The Netherlands	masjes@deloitte.nl
Azzopardi	Ryan		ryan@ca.com.mt
Bagirova	Anna	Ural Federal University, Ekaterinburg, Russia	a.p.bagirova@urfu.ru
Barends	Eric		e.barends@cebma.org
Bejinaru	Ruxandra	"Stefan cel Mare" University of Suceava, Romania	ruxandrab@usm.ro
Bezzina	Frank	University of Malta, Valletta, Malta	frank.bezzina@um.edu.mt
Blažek	Lukáš	Vysoká škola finanční a správní, a.s., Prague, Czech Republic	blazek.lukas@mail.vsfs.cz
Bolzern-Konrad	Britta	Technical University Rosenheim, Germany	bbolzern@yahoo.de
Brandt	Tiina	Haaga-Helia UAS, Helsinki, Finland	tiina.brandt@haaga-helia.fi
Brasen	Lucas	Aarhus University - BTECH, Herning, Denmark	lpb@btech.au.dk
Bratianu	Constantin	Bucharest University of Economic Studies, Romania	constantin.bratianu@gmail.com
Bunaciu	Otniel Ioan	University of Bucharest, Romania	otniel.bunaciu@g.unibuc.ro
Buttigieg	Sandra C.	University of Malta, Valletta, Malta	sandra.buttigieg@um.edu.mt
Can	Ozge	Yasar University, Izmir, Turkey	ozge.can@yasar.edu.tr
Cassar	Vincent	University of Malta, Valletta, Malta	vincent.cassar@um.edu.mt
Činčalová	Simona	College of Polytechnics Jihlava, Czech Republic	simona.cincalova@vsjpj.cz
Conceição	Oscarina	Polytechnic Institute of Cavado and Ave, Barcelos, Portugal	oonceicao@ipca.pt
Constantinescu	Daniela	Bucharest University of Economic Studies, Romania	constantinescudaniela11@stud.ase.ro

Surname	First Name	Institution	email
De Vries	Marlies	Nyenrode Business University, Breukelen, The Netherlands	m.dvries@nyenrode.nl
Dieguez	Teresa	Polytechnic Institute of Cávado and Ave (IPCA), Barcelos, Portugal	tdieguez@ipca.pt
Dos-Santos	Maria José Palma Lampreia	Instituto Politécnico de Lisboa, Lisbon, Portugal	msantos@escs.ipl.pt
Dwayi	Valindawo Valile M	Walter Sisulu University, EAST LONDON, South Africa	vdwayi@wsu.ac.za
Ferreira	José	Instituto Politécnico do Cávado e do Ave, Barcelos, Portugal	joseferreira1994@outlook.pt
Goby	Valerie Priscilla	Zayed University, Dubai, United Arab Emirates	valeriegoby@gmail.com
Hecklau	Fabian	Fraunhofer Institute for Production Systems and Design Technology, Berlin, Germany	fabian.hecklau@ipk.fraunhofer.de
Iordache Platis	Magdalena	University of Bucharest, Romania	magdalena.platis@unibuc.ro
Jaškevičiūtė	Vaida	Vilnius University, Lithuania	vaida.jaskeviciute@gmail.com
Jevnaker	Birgit Helene	BI Norwegian Business School, Hosle, Norge	birgit.h.jevnaker@bi.no
Jøranli	Ingvild	Oslo Metropolitan University, Norway	ingvildj@oslomet.no
Kaletta	Janis	University of Applied Sciences Zwickau, Germany	janis.kaletta.kl0@fh-zwickau.de
Kidschun	Florian	Fraunhofer IPK, Berlin, Germany	floriankidschun@googlemail.com
Kocak	Taskin	University of New Orleans, USA	tkocak@uno.edu
Koroleva	Ekaterina	Peter the Great St. Petersburg University, Russia	koroleva_ev@spbstu.ru
Kral	Pavel	Prague University of Economics and Business, Czech Republic	kralpa@fm.vse.cz
Maris	Arjen	HU University of applied sciences, Utrecht, The Netherlands	arjen.maris@hu.nl
Matos	Florinda	1DINÂMIA'CET-IUL - Centre for Socioeconomic Change and Territorial Studies, ISCTE - Lisbon University Institute,, Lisboa, Portugal	florinda.matos@iscte-iul.pt
Matyja	Malgorzata	Wroclaw University of Economics and Business, Poland	malgorzata.matyja@ue.wroc.pl

Surname	First Name	Institution	email
McConnell	Dermot	Institute of Technology, Sligo, Ireland	dermot.mcconnell@ucdconnect.ie
McSharry	Trevor	IT SLIGO - Ireland, Sligo, Ireland	mcsarry.trevor@itsligo.ie
Mikulskiene	Birute	Mykolas Romeris University, Vilnius, Lithuania	birute.mikulskiene@mruni.eu
Mititean	Pompei	Bucharest University of Economic Studies, Romania	mititeanpompei19@stud.ase.ro
Monteiro	Sónia	Polytechnic Institute of Cávado and Ave CICEF - Research Center on Accounting and Taxation, Barcelos, Portugal	smonteiro@ipca.pt
Olaisen	Johan	BI Norwegian Business School, Høstle, Norge	johan.olaisen@bi.no
Oliveira	Pedro	Iscte – Instituto Universitário de Lisboa, Lisbon, Portugal	pedro.oliveira@esg.ipsantarem.pt
Park	Jin	Zayed University, Abu Dhabi, UAE	jin.park.s@gmail.com
Pereira	Adalmiro Andrade	Andrade & Vaz, Lda, , Portugal	adalmiropereira@mail.telepac.pt
Pereira	Manuel	Instituto Politécnico de Viana do Castelo, Braga, Portugal	msousa.manuel@gmail.com
Peretz	Adrian	Oslo Metropolitan University, Norway	adrianpe@oslomet.no
Piaggese	Danilo		mgr@k4d.org
Puffer	Sheila	Northeastern University, Boston, USA	s.puffer@northeastern.edu
Ravesteijn	Pascal	HU University of Applied Sciences Utrecht, Amersfoort, Netherlands	pascal.ravesteijn@hu.nl
Rodrigues	Fernando	Instituto Superior de Contabilidade e Administração de Lisboa (ISCAL), Portugal	fr Rodrigues@iscal.ipl.pt
Rosiello	Antonietta	University of Malta, Malta	antonietta.rosiello.19@um.edu.mt
Schaepkens	Frans	Nyenrode Business University, Breukelen, The Netherlands	f.schaepkens@nyenrode.nl
Sheombar	Anand	HU University of Applied Sciences Utrecht, Amersfoort, Netherlands	anand.sheombar@hu.nl
Skae	Owen	Rhodes Business School, Rhodes University, Grahamstown, South Africa	o.skae@ru.ac.za
Smrčka	Frantisek	College of Polytechnics Jihlava, Czech Republic	smrcka@vsjp.cz

Surname	First Name	Institution	email
Sneller	Lineke	Nyenrode Business University, Breukelen, The Netherlands	l.sneller@nyenrode.nl
Strønen	Fred	Oslo Metropolitan University, Norway	fredst@oslomet.no
Takács	Emőke	European Research Institute Nonprofit Kft., Budapest, Hungary	t.emoke@eri.net.in
Thake	Anne Marie	University of Malta, Msida, Malta	anne.thake@um.edu.mt
Tiso	Anna	University of Padova, Italy	anna.tiso.2@phd.unipd.it
Toha	Md Abu	Universiti Teknologi PETRONAS, Seri Iskandar, Malaysia	abu.toha@nu.edu.bd
Tokareva	Yulia	Ural Federal University named after the first President of Russia B.N.Yeltsin, Ekaterinburg, Russia	yulia.tokareva@yandex.ru
van Schalkwyk	Wendy	AFDA School for the Creative Economy, Cape Town, South Africa	wendy.vanschalkwyk@afda.co.za
Vaz	Ângela Daniela	Andrade & Vaz, Lda, Portugal	angelavaz@andradebrandao.pt
Vhaeflen	Willemijn	HU University of Applied Sciences Utrecht, Amersfoort, Netherlands	willemijn.vhaeflen@gmail.com
Viterouli	Mary	University of Thessaly, Chalkida, Greece	mvyterouli@uth.gr
Vlasov	Maxim	Ural Federal University named after the first President of Russia B.N.Yeltsin, Ekaterinburg, Russia	mvlassov@mail.ru
Voráček	Jan	College of Polytechnics Jihlava, Czech Republic	jan.voracek@vspj.cz
Zeelie	Linda	University of South Australia, Adelaide, Australia	zeelie.linda@gmail.com

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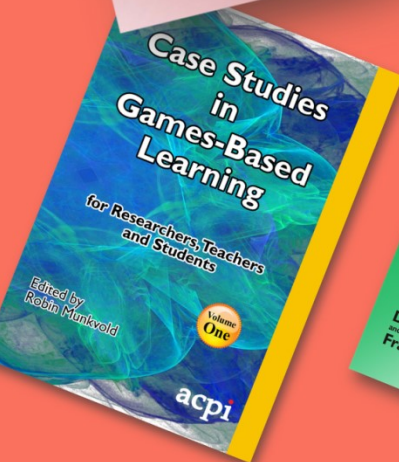
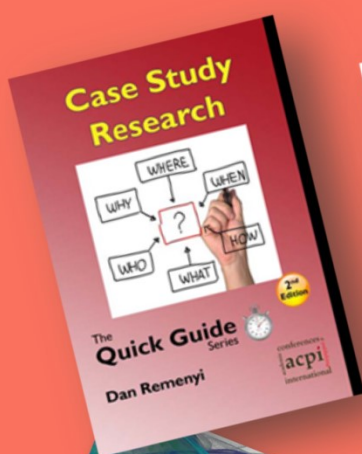
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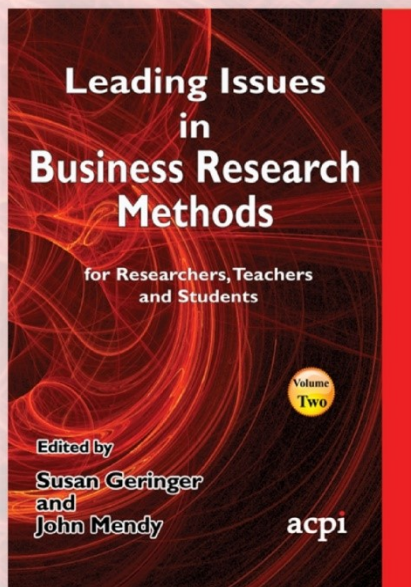
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