### 17th European Conference on Management Leadership and Governance - ECMLG 2021

**University of Malta, Valletta, Malta**

**8 - 9 November 2021**

**ALL TIMINGS ARE MALTA TIME - GMT+1**

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<th>Monday 8th November 2021</th>
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**Physical Participants - Lunch at Lucianos - 21 Merchants St**
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<th>Time</th>
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<tr>
<td>13:30</td>
<td>Management and Leadership Skills and Attitude in Uncertainty Emőke Takács, European Research Institute Nonprofit Kft., Budapest, Hungary and Toon Abdouwer, University of Amsterdam, Robin de Boer, AmroBank, Netherlands (In Person Presentation)</td>
<td>The Academic Leadership Approaches of the Professional and Personal Student Development Magdalena Jordache Platis, University of Bucharest, Romania</td>
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<td>13:50</td>
<td>Towards a Framework for Impacting Assessment of Research &amp; Technology Organizations Florian Kidschun and Fabian Hecklau, Fraunhofer IPK, Berlin, Germany (In Person Presentation)</td>
<td>Comparison of Entrepreneurial Attitudes of Entrepreneurs and Leaders Tiina Brandt, Haaga-Helia UAS, Helsinki, Finland</td>
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<td>14:30</td>
<td>Development of a Conceptual Understanding of the Term Technological Capability Fabian Hecklau, Florian Kidschun, Ganme Gül Hizal, Fraunhofer Institute for Production Systems and Design Technology, Berlin, Germany and Holger Kohl, Technical University of Berlin, Germany (In Person Presentation)</td>
<td>The Role of Leadership in Digital Transformation: A Review and Suggestions for Future Research Ozge Can, Yasar University, Izmir, Turkey</td>
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<td>14:50</td>
<td>Shared Situation Awareness in the Globalised World Simona Čínčalová, College of Polytechnics Jihlava, Jihlava, Czech Republic, Neriman Tolksdorf, Jan Voráček, (Presenter) Prague University of Economics and Business, Czech Republic and Wendy Voráčková, Middlesex University Business School, UK (In Person Presentation)</td>
<td>Enhancing Psychological Capital at Work: Impact of Leadership Tiina Brandt, Haaga-Helia UAS, Helsinki, Finland</td>
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15:15  **Room 1: Keynote: Eric Barends, MD at Center for Evidence-Based Management**  
10 years of Evidence Based Management: Challenges, Insights and Developments

16:00  **Introduction to ECMLG 2022**

16:10  **Break**

16:30  **Room 1**  
**Stream A: Knowledge**  
Chair: Simona Čínčalová

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**Room 2**  
**Stream B: Management Issues**  
Chair: Manuel Sousa Pereira

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**16:30**  
**Effect of Social Hierarchy on Conflict in Teams: From a Structural Perspective**  
Jin Park, Zayed University, Abu Dhabi, UAE (In Person Presentation)

**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

**16:50**  
**The Role of Knowledge, Control and Work Processes within Agility**  
Lucas Peter Heij Brasen and Torben Tambo Aarhus University - BTECH, Denmark (In Person Presentation)

**Organizational Performance Enhancement via Adult Education driven principles in HR Management**  
Mary Viterouli, Athanasios Koustelios and Dimitrios Belias, Department of Business, University of Thessaly, Larissa, Greece

**17:10**  
**Additive Manufacturing Technology: Designing New Business Models**  
Florinda Matos, ISCTE - Lisbon University Institute, Radu Godina, Pedro Espadinha-Cruz, Universidade NOVA de Lisboa, Portugal and Maria Francisca Matos, ICLab - ICAA - Intellectual Capital Association, Portugal (In Person Presentation)

**360°A3: An IT-Based Management Methodology**  
Ediz Ozturk, Bahcesehir University, Istanbul, Turkey and Taskin Kocak, University of New Orleans, USA

**17:30**  
**Virtual Participants Networking in Small Groups to Catch up with Colleagues and build New Connections for Future Collaboration**

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<th>Close of Conference Day</th>
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| **19:00**  
**In Person Participants: Conference Dinner at La Gariá, Republic St 75/76 Valletta** | |
Understanding the role of Information Systems in Accounting

Demographic policy in Russia: will new measures be effective?

Adaptive Organizational Leadership In the Context of the COVID-19 Pandemic: Lessons Drawn from Nigeria.

To Pursue organizational Dynamics Making Health Care Quality Decisions: Patient Journey Approach

Understanding hospital healthcare professionals' motivations and drivers for eHealth adoption

Asserting the moral right to lead

Adaptive Organizational Leadership In the Context of the COVID-19 Pandemic: Lessons Drawn from Nigeria.

Communication Profile of Women Leaders in Finland

Break

Room 1: Demographics and Information Systems
Chair: Teresa Dieguez

Room 2: Digital Issues
Chair: Owen Skae

Room 3: PhD & Masters Colloquium
Chair: Isabel Ferreira

Tuesday 9th November 2021

09:35 Keynote Address: Prof Sandra C Buttigieg, Mater Dei Hospital, Malta

Leading and Managing Health Systems During COVID-19 Times

10:15 Room 1 - Physical Conference Poster Presenters stand with their work - Virtual Conference - Networking in Small Rooms

Room 1: Healthcare and Gender Issues
Chair: Sheila Puffer

Room 2: a Positive Workplace
Chair: Constantin Bratianu

Room 3: PhD & Masters Colloquium
Chair: Isabel Ferreira

10:40 The Impact of a Legislative Amendment on Administration Burdens in Dutch Mental Healthcare
Arjen Maris, HU University of Applied Sciences, Utrecht, The Netherlands, Julia Leermakers,rishana Bouwman, HAN University of Applied Sciences, Mijmegen, The Netherlands and Victor Buwalda, GGD Amersfoort, The Netherlands

Developing Innovation Capabilities Through Ecosystem Collaboration: The role of the Entrepreneurial University
Ivngild Jeranli and Fred Strønen, Oslo Metropolitan University, Norway

11:00 To Pursue organizational Dynamics Making Health Care Quality Decisions: Patient Journey Approach
Birute Mikulskiene and Danguole Jankauskiene, Mykolas Romeris University, Vilnius, Lithuania (In Person Presentation)

Does Proactive Eco-Innovation Matter in the Energy Sector?
Md Abu Toha and Satirendh Kaur Johl, Universiti Teknologi PETRONAS, Perak, Malaysia

11:20 Understanding hospital healthcare professionals' motivations and drivers for eHealth adoption
Willemijn van Haeften, Anand Sheombhar and Pascal Ravesteijn, HU University of Applied Sciences Utrecht, The Netherlands (Masters) (In Person Presentation)

Emotional Management and the Happiness of Talents in Organizations: A Quantitative Study
Manuel Sousa Pereira, Instituto Politécnico de Viana do Castelo, Braga, Portugal, António Cardoso, Universidade Fernando Pessoa, Portugal, Frederico D' Orey, Universidade Portucalense, Portugal and Álvaro Cairrão, University of Minho, Braga, Portugal

11:40 Asserting the moral right to lead
Valerie Priscilla Goby, Zayed University, Dubai, United Arab Emirates (Presentation Only) (In Person Presentation)

Leadership for Sustainability: The Importance of Sustaining Imaginative Work
Birgit Helene Jevnaker and Johan Olaisen, BI Norwegian Business School, Oslo, Norway

12:00 Adaptive Organizational Leadership In the Context of the COVID-19 Pandemic: Lessons Drawn from Nigeria.

Educational Innovation as a Driver for Regional Development Sustainability
Pedro Oliveira, Iste – Instituto Universitário de Lisboa, Portugal

12:20 Communication Profile of Women Leaders in Finland
Tiina Brandt, Haaga-Helia UAS, Helsinki, Finland

Dark Triad vs. Light Triad - Comparison and Analysis in the Context of Agile Leadership
Janis Kaletta, University of Applied Sciences Zwickau, Zwickau, Germany and Kevin Reuthuer, University of Leipzig, Germany

12:40 Break

Room 1: Demographics and Information Systems
Chair: Teresa Dieguez

Room 2: Digital Issues
Chair: Owen Skae

Room 3: PhD & Masters Colloquium
Chair: Isabel Ferreira

13:40 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, Lélia Pereira and Verónica Ribeiro, Ave CICF - Research Center on Accounting and Reporting:

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

14:00 Demographic policy in Russia: will new measures be effective?
Anna Bagirova, Oksana Shubat and Nina Illysheva, Ural Federal University, Ekaterinburg, Russia

Paradoxes in Digital Transformation in Large Finance Institutions in Norway
Fred Strønen, Oslo Metropolitan University, Norway

14:20 Understanding the role of Information Systems in Accounting
Catarina Incozi and Fernando Rodrigues, Lisbon Accounting and Business School, Portugal (In Person Presentation)

Corporate Governance in Banks in Portugal: Main Explanatory Variables
Adalino Pereira, and Angela Vaz, ISCAP - P Porto, Porto, Portugal

14:40 The Implementation of Lean in Local Authorities
Ann Browne, Mayo County Council, Ireland, David Collery and Trevor McSharry, IT SLIGO - Ireland, Sligo, Ireland (In Person Presentation)

Smart and Sustainable cities through Short Supply Chains of food
Maria José Palma Lampreia Dos-Santos and Nuno Baptista, Escola Superior De Comunicação Social - Instituto Politécnico de Lisboa, Portugal

15:00 Lean and Safety Management in Primary Care: Guidelines to Improve the Continuity of Care for Chronic Pathways
Anna Tiso and Chiara Verban, University of Padova, Vicenza, Italy (Work in Progress)

Management and Administration of Companies under the Influence of Development Industry 4.0
Lukas Blazej, Vysoká škola finančnich a správní, a.s., Prague, Czech Republic

15:20 Summary and close of the Conference

Posters For Presentation on Tuesday Morning

Customer Insight in Start-ups: a Systematic Literature Review
Antonietta Rosiello, Emanuel Said and Frank Bezzina, University of Malta, Msida, Malta

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