

	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		
	Monday 8th November 2021		
08:30	Zoom Room 1 Opens - Physical Registration (Valletta Campus, Old University Building, St Paul Street)		
09:00	Room 1 Welcome and Opening of the Conference: Dr Emanuel Said (Dean), Professor Frank Bezzina (Pro-Rector) and Professor Vincent Cassar, (Head of Department, Management), University of Malta		
09:15	Conference splits into streams		
	Room 1 Stream A: Governance Chair: Vincent Cassar	Room 2 Stream B: Mini Track on Leadership and Institutional Challenges Chair: Magdalena Platis	Zoom Login Details Passcode for all rooms: ECMLG21 Plenary Room 1 https://zoom.us/j/99505412622 Break out room 2 https://zoom.us/j/91670332832 Break out room 3 https://zoom.us/j/98670728931
09:20	The Behavioral Perspective Of Board Governance: Exploring The Strategic Role At Times Of Changing Complexity Maryam Almansoori , SBS Swiss Business School, Vurich, Switzerland (In Person Presentation)	Embarking on a Digital Enterprise Transformation Journey: Guiding Principles for Leaders Linda Zeelie , Digital Enterprise Transformation Consultant and Australia, Nina Evans , University of South Australia, Adelaide, Australia	
09:40	An Evaluation of Inclusive Governance Arrangements in South African Public Sector Organisations Owen Skae and Noel Pearse , Rhodes University, South Africa	Self-Management and Cultural Intelligence as the new Competencies for Knowmads Constantin Bratianu , Bucharest University of Economic Studies, Andra Nicoleta Iliescu and Dan Paluc , National University of Political Studies and Public Administration, Bucharest, România	
10:00	The Appointment of Women on Boards of Directors of Publicly Listed and/or Licensed Companies in Malta. Anne Marie Thake , University of Malta, Msida, Malta	Innovating Management and Leadership in Contemporary Times: Motivation and Evaluation in Learning Toon Abcouwer , University of Amsterdam, Netherlands, Emőke Takács and Csilla Racz , European Research Institute Nonprofit Kft, Budapest, Hungary (In Person Presentation)	
	Room 1 Stream A: Trust and Transparency Chair: Anand Sheombar	Room 2 Stream B: Mini Track on Leadership and Institutional Challenges Chair: Magdalena Platis	
10:20	Factors Influencing Employee Attitudes to pay Transparency Pavel Kral and Andrea Kubisova , Prague University of Economics and Business, Czech Republic (In Person Presentation)	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 (IPCA), Barcelos, Portugal (In Person Presentation)	
10:40	ESR-CSR Congruence Assessment of Czech Brewery Simona Činčalová , College of Polytechnics Jihlava, Jihlava, Czech Republic and Veronika Toporová , Masaryk University, Czech Republic (In Person Presentation)	The Pretenders to the Throne: Corporate Governance in Contexts of Historical Disadvantage Valindawo Valile Dwayi , Walter Sisulu University, East London, South Africa	
11:00	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 Metropolitan University, Norway	The Effect of COVID-19 on Managerial Leadership within Australian Public Sector Organizations Hanan AlMazrouei , United Arab Emirates University, Al Ain, UAE (Presentation Only)	
11:20	Organizational Trust effect on HRM Practices and Employee well-being Vaida Jaškevičiūtė , Vilnius University, Lithuania	Academic Leadership and Involvement in Marginalized Communities Otniel Ioan Bunaciu , University of Bucharest, Bucharest, Romania	
11:40	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, Stephanskirchen, Germany	Academic Leadership Strategies of Entrepreneurial University: A Bibliometric Literature Analysis Gabriela Prelipcean and Ruxandra Bejinaru , "Stefan cel Mare" University of Suceava, Romania	
12:00	Firm Performance: Is Transparency Important? Ekaterina Koroleva and Maria Tikhomirova , Peter the Great St.Petersburg Polytechnic University, Russia	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 (IPCA), Portugal (In Person Presentation)	
12:20	Break Physical Participants - Lunch at Lucianos - 21 Merchants St		

	Room 1 Stream A: Organisational Issues Chair: Pascal Ravesteijn	Room 2 Stream B: Mini Track on Leadership and Institutional Challenges Chair: Otniel Bunaciu
13:30	Management and Leadership Skills and Attitude in Uncertainty Emőke Takács , European Research Institute Nonprofit Kft., Budapest, Hungary and Toon Abcouwer , University of Amsterdam, Robin de Boer, AmroBank, Netherlands (In Person Presentation)	The Academic Leadership Approaches of the Professional and Personal Student Development Magdalena Iordache Platis , University of Bucharest, Romania
13:50	Towards a Framework for Impacting Assessment of Research & Technology Organizations Florian Kidschun and Fabian Hecklau , Fraunhofer IPK, Berlin, Germany (In Person Presentation)	Comparison of Entrepreneurial Attitudes of Entrepreneurs and Leaders Tiina Brandt , Haaga-Helia UAS, Helsinki, Finland
14:10	Development and Validation of a Tool for Measuring Reporting Relationships Malgorzata Matyja and Magdalena Rajchelt-Zublewicz , Wroclaw University of Economics and Business, Wroclaw, Poland (In Person Presentation)	Reframing 21st Century Leadership Success through the lens of Action Learning Entrepreneurship Wendy van Schalkwyk , AFDA School for the Creative Economy, Cape Town, South Africa, Herman Van Niekerk , and Louise Underdahl , The University of Phoenix, Arizona, USA (Presentation only)
14:30	Development of a Conceptual Understanding of the Term Technological Capability Fabian Hecklau , Florian Kidschun , Gamze Gül Hizal , Fraunhofer Institute for Production Systems and Design Technology, Berlin, Germany and Holger Kohl , Technical University of Berlin, Germany (In Person Presentation)	The Role of Leadership in Digital Transformation: A Review and Suggestions for Future Research Ozge Can , Yasar University, Izmir, Turkey
14:50	Shared Situation Awareness in the Globalised World Simona Činčalová , 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	Enhancing Psychological Capital at Work: Impact of Leadership Tiina Brandt , Haaga-Helia UAS, Helsinki, Finland
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	
	Room 1 Stream A: Knowledge Chair: Simona Činčalová	Room: 2 Stream B: Management Issues Chair: Manuel Sousa Pereira
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 Høj 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	
	Close of Conference Day	
19:00	In Person Participants: Conference Dinner at La Garia, Republic St 75/76 Valletta	

	Tuesday 9th November 2021		
09:30	Room 1 Opening Messages		
09:35	Keynote Address: Prof Sandra C Buttigieg, Mater Dei Hospital, Malta Leading and Managing Health Systems During COVID-19 Times		
10:20	Break - Physical Conference Poster Presenters stand with their work - Virtual Conference - Networking in Small Rooms		
	Room 1 Stream A: Healthcare and Gender Issues Chair: Sheila Puffer	Room 2 Stream C: a Positive Workplace Chair: Constantin Bratianu	Room 3 Stream B: 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 Amsterdam, The Netherlands	Developing Innovation Capabilities Through Ecosystem Collaboration: The role of the Entrepreneurial University Ingvid Jøranli and Fred Strønen , Oslo Metropolitan University, Norway	The Development of Integrated Reporting: Evidence from Global Innovators Daniela Constantinescu , Bucharest University of Economic Studies, Bucharest, Romania
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 Satirejit Kaur Johl , Universiti Teknologi PETRONAS, Perak, Malaysia	A Content Analysis of Corporate Governance Codes in Emerging European Countries Mititean Pompei , Bucharest University of Economic Studies, Bucharest, Romania
11:20	Understanding hospital healthcare professionals' motivations and drivers for eHealth adoption Willemijn van Haften , Anand Sheombar 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	Managing project Complexity Through Project Cost Management in the Life Science Sector Dermot McConnell and Esther Quinn , Institute of Technology Sligo, Ireland (Masters)
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	Leadership Styles as a Factor of (in)succes of Quality Management in Organizations
12:00	Adaptive Organizational Leadership In the Context of the COVID-19 Pandemic: Lessons Drawn from Nigeria. Anisah Ari , Innocent Amodu Oguche and Faridah Abraham , Women's Right Advancement & Protection Alternative, Innosbee Group of Companies, Abuja, Nigeria (Non-Academic)	Educational Innovation as a Driver for Regional Development Sustainability Pedro Oliveira , Iscte – Instituto Universitário de Lisboa, Portugal	José Ferreira and Pedro Novo Melo , Instituto Politécnico do Cávado e do Ave, Barcelos, Portugal (Masters)
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 Reuther , University of Leipzig, Germany	
12:40	Break		
	Room 1 Stream A: Demographics and Information Systems Chair: Teresa Dieguez	Room 2 Stream B: Digital Issues Chair: Owen Skae	
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 , Lénia Pereira and Verónica Ribeiro , Ave CICEF - Research Center on Accounting and	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 Ilysheva , 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 Adalmiro Pereira , and Ângela 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 Verbano , University of Padova, Vicenza, Italy (Work in Progress)	Management and Administration of Companies under the Influence of Development Industry 4.0 Lukas Blazek , Vysoká škola finanční a správní, a.s., Prague, Czech Republic	
15:20	Room 1 Summary and close of the Conference		
	Posters For Presentation on Tuesday Morning		
	Customer Insight in Start-ups: a Systematic Literature Review Antonieta 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		