Abstracts of Papers
Presented at the
International Conference on
Management, Leadership
and Governance

The Institute for Knowledge and Innovation
Southeast Asia (IKI-SEA)
Bangkok University
Thailand

7-8 February 2013

Edited by
Vincent Ribiere
and
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IKI-SEA
Bangkok University
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Preface

These proceedings represent the work of researchers participating in the inaugural International Conference on Management, Leadership and Governance – ICMLG 2013, which is being hosted by the Institute for Knowledge and Innovation Southeast Asia (IKI-SEA) of Bangkok University, Bangkok, Thailand.

The conference will be opened with a keynote from Richard David Hames who will address the topic Exiting Orange - A New Meme for Leadership. The keynote address on the second day is delivered by Johan Helistam-Segergren, Country Manager - Google Enterprise Thailand & Philippines who will talk about How Google works to drive creativity and innovation internally.

The ICMLG Conference constitutes a valuable platform for individuals to present their research findings, display their work in progress and discuss conceptual advances in many different branches of management, leadership and governance. At the same time, it provides an important opportunity for researchers and managers to come together with peers, share knowledge and exchange ideas. ICMLG builds on the now well established European Conference on Management, Leadership and Governance, and allows universities outside the European Boundaries the opportunity to host an academic conference on these important topics.

Following an initial submission of 138 abstracts that have undergone a double blind peer review process, 45 research papers, 6 PhD research papers, 2 work-in-progress papers and 1 non-academic paper are published in the ICMLG 2013 Conference Proceedings, representing research results from Australia, China, Czech Republic, Denmark, Finland, India, Iraq, Iran, Jordan, Latvia, Malaysia, Netherlands, New Zealand, Norway, Philippines, Poland, Romania, Russia, Singapore, Sweden, Syria, Thailand, UK, UAE, USA and Vietnam.

We hope that you have an enjoyable conference.

Vincent Ribiere and Lugkana Worasinchai
Co-Programme Chairs
Conference Executive

Dr Vincent Ribière, IKI-SEA, Bangkok University, Thailand
Dr Lugkana Worasinchai, IKI-SEA, Bangkok University, Thailand

Committee Members

The conference programme committee consists of key individuals from countries around the world working and researching in the management, leadership and governance fields especially as it relates to information systems. The following have confirmed their participation:

Kamarulzaman Ab. Aziz (Multimedia University, Malaysia); Ahmad Abd Rahman (Universiti Tun Hussein Onn Malaysia, Malaysia); Mohd Helmy Abd Wahab (Universiti Tun Hussein Onn Malaysia, Batu Pahat, Malaysia); Ariffin Abdul Matalib (Universiti Utara Malaysia, Malaysia); Dr. Siti aishah Abdullah (University Technology Mara, Kelantan, Malaysia); Assoc. Prof Dr Hamimah Adnan (Universiti Teknologi MARA, Malaysia); Dr Mo'taz Amin Al Sa'eed (Al-Balqa' Applied University, Amman, Jordan); Juliette Alban-Metcalfe (Real World Group, UK); Prof. Dr. Maizam Alias (Universiti Tun Hussein Onn, Malaysia); Dr. Hanadi Al-Mubaraki (Kuwait University, Kuwait); Dr. Morariu Alunica (“Stefan cel Mare" University of Suceava, Faculty of Economics and Public Administration, Romania); Dr/Prof Xiaomi An (Renmin University of China, China); Sara Archard (University of Wai-kato, Hamilton, New Zealand); Dr Leigh Armistead (Edith Cowan University, Australia); Colin Armstrong (Curtin University, Australia, Australia); Medi Asgarkhani (CPIT, Christchurch, New Zealand); Dr Daniel Badulescu (University of Oradea, Romania); Dr Nimalathasan Balasundaram (University of Jaffna, Sri Lanka); Dr Probir Banerjee (Swinburne University of Technology, Sarawak, Malaysia); Assoc. Prof. David Bednall (Deakin University, Australia); Dr. Anna Bocar (La Salle University, Philippines,); Professor Douglas Branson (university of Pittsburgh, PA, USA); "Prof. Kiymet Tunca Caliyurt (Trakya University - Faculty of Business Administration and Economics, Turkey);" Dr Akemi Chatfield (University of Wollongong, New South Wales, Australia); Dr Mei-Tai Chu (La Trobe University, Australia); Fengzhi Dai (Tianjin University of Science and Technology, China); Dr Manas Das (National Institute of Agricultural Marketing, India); Dr. Phillip Davidson (University of Phoenix, School of Advanced Studies, Arizona, USA); John Deary (Independent Consultant, UK & Italy); Dr Sonia Dias (Faculdade Boa Viagem, Recife, Brazil); Prof Philip Dover (Babson college, USA); Niculae Feleaga (Academy of Economic Studies, Bucharest, Romania); Prof Liliana Feleaga (Academy of Economic Studies (ASE), Romania); Dr Aikyna Finch (Strayer University, Huntsville, USA); Professor
sity, Germany); Zarehan Selamat (Multimedia University, Malaysia); Kakoli Sen (Institute for International Management and Technology (IIMT) Gurgaon, India); Dr Nima Shahidi (Islamic Azad University- Noorabad Mamasani Branch, Iran); Samuel Simpson (University of Ghana Business School, Accra, Ghana); Dr, Raj Singh (University of Riverside, USA); DR Gregory Skulmoski (Cleveland Clinic Abu Dhabi, United Arab Emirates); John Sullivan (School of Information, University of South Florida, USA); Ramayah Thurasamy (Universiti Sains Malaysia, Malaysia); Kevin Voges (University of Canterbury, Christchurch, New Zealand, New Zealand); Huan Vo-Tran (RMIT University, Melbourne, Australia); Prof. Fang Wang (Business School of Nankai University, Tianjin, China); Maggy Minhong Wang (The University of Hong Kong, Hong Kong); Dr Kenneth Webb (Edith Cowan University, Australia); Dr Santoso Wibowo (CQU, Australia); Tanakorn Wichaiwong (Kasetsart University, Thailand); Dr Lugkana Worasinchai (IKI-SEA, Bangkok University, Thailand); Dr Lugkana Worasinchai (Bangkok University, Thailand, Thailand); Dr. Noeline Wright (University of Waikato, Hamilton, New Zealand); Aziz Yahya (Universiti Teknikal Malaysia Melaka, Malaysia); Dr Omar Zakaria (National Defence University of Malaysia, Malaysia); Mingming Zhou (Nanyang Technological University, Singapore); Prof Ewa Ziemba (University of Economics, Poland)
Biographies

Conference Chair

Dr. Vincent M. Ribière. After teaching for 10 years in the United States, first at American University (Washington, DC) and later on at the New York Institute of Technology (NYIT) in New York and in the Kingdom of Bahrain, Vincent joined Bangkok University in 2007 as the Managing Director and co-founder of the Institute for Knowledge and Innovation – Southeast Asia (IKI-SEA). Vincent received his Doctorate of Science in Knowledge Management from the George Washington University, and a Ph.D. in Management Sciences from the Paul Cézanne University, in Aix en Provence, France. Vincent teaches, conducts research and consults in the area of information systems, knowledge management and innovation management. He is a KM columnist for CIO World & Business magazine (Thailand) and he is part of the editorial board of the International Journal of Knowledge Management (IJKM) and of VINE: The Journal of Information and Knowledge Management Systems.

Programme Chair

Prof. Lugkana Worasinchai, Ph.D. is the Director of the Institute of Research Promotion and Innovation Development (IRID), Bangkok University. In addition, Lugkana Worasinchai is the Co-Founder and Co-Managing Director of the Institute for Knowledge and Innovation South-East Asia (IKI-SEA), Bangkok University. She teaches undergraduate and graduate courses in Business Administration, and is actively involved in research on the relationship between knowledge management and business strategies. Lugkana Worasinchai is a published scholar, her articles appearing in major academic journals; she gives seminars to firms and public sector organizations, and is regularly invited as a guest lecturer by reputable international universities.

Keynote Speakers

Dr Richard David Hames Recently described as one of this century’s most foresightful corporate philosophers, Richard is considered to be one of the world’s most influential intellectuals and strategic foresight practitioners. Founder of globally distributed think-tank The Hames Group, Richard works internationally as an adviser to governments and with many of our most innovative business corporations. Richard is currently
Founding Director of the Asian Foresight Institute in Bangkok, a partner in The Constellation and an elected Fellow of the World Academy of Art & Science. An Australian citizen, educated in Europe and domiciled in Thailand, he has been honored with numerous awards including a French Government Scholarship, a Leverhulme European Fellowship, the Mondadori Professorial Fellowship and the Lord Attlee Fellowship. Richard is a personal mentor to heads of state, cabinet ministers, entrepreneurs and CEOs in the UK, Europe, South America, China, Thailand, Singapore, South Africa, Australia and Malaysia. A celebrated speaker and writer, Richard is author of the best-selling books The Management Myth, Burying the 20th Century and The Five Literacies of Global Leadership.

Johan Segergren is responsible for the Google Enterprise business in Thailand and Philippines. Johan first moved to Asia 16 years ago as a management trainee for Hyperion. With only a few years away in Europe and US he came back to Asia in early 2000 to run a partner company to Salesforce.com. Johan joined Google since 2008. He is a frequent speaker at cloud technology, IT security and industry events. He has degrees in Business Administration from University of Lund, Sweden and in International Trade and Negotiations from University of Montpellier, France. Originally from Sweden, Johan lives in Bangkok with his family.

Biographies of Presenting Authors

Ali Naghi Amiri, is a Assistance Professor of Tehran University. He has a Ph.D. in Public Administration, from Allame Tabatabaei University, Tehran, Iran. 2007-present Ali is a Faculty member at Tehran University,. He has honours as Personal rank (No. 1) in M.S and B.S. and The Best Researcher in university (2011). His research Interests are Islamic Management, Organizational Change, Conflict, Ethics.

Azlin Shafinaz Mohamad Arshad Senior Lecturer, Malaysian Academy of SME & Entrepreneurship Development (MASMED), MARA Institute of Technology, Malaysia. Masters in Management from MARA Institute of Technology, Malaysia; currently pursuing Doctorate of Philosophy (PhD) at University of Teknologi Malaysia. Azlin specializes in Technology Entrepreneurship, teaching Business and Management for 10 years.

Mehdi Asgarkhani is at the present the Academic Leader (ICT qualifications) at CPIT, New Zealand. His other role is principal lecturer in strategic management of ICTs. He is the National Councillor representing Canterbury at IITP New Zealand.
Previously, he has had various roles within the ICT sector. He holds editorial board memberships within two international journals.

**Len Barnett** has been involved in corporate and university research and education, and corporate training and consultancy, in the Asia-Pacific for thirty years. His experience includes management, national disaster recovery and intercultural training and communication. A graduate of Melbourne University and LaTrobe, with an international reputation in intercultural management and communication, he currently teaches at Bangkok and other universities.

**Bob Barrett** is a professor for the School of Business at the American Public University in Charles Town, West Virginia, USA. He lectures both nationally and internationally on the topics of Intellectual Capital, Knowledge Management, and Disability in the Workplace, e-Portfolios, and e-Learning.

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Corporate ICT Governance: A Tool for ICT Best Practice

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Abstract: Today, investment on Information and Communication Technology (ICT) solutions in most organizations is the largest component of capital expenditure. As capital investment on ICTs continues to grow, ICT managers and strategists are expected to develop and put in practice effective decision making models (frameworks) that improve decision-making processes for the use of ICTs in organizations and optimize the investment on ICT solutions. To be exact, there is an expectation that organizations not only maximize the benefits of adopting ICT solutions but also avoid the many pitfalls that are associated with rapid introduction of technological change. Different organizations depending on size, complexity of solutions required and processes used for financial management and budgeting may use different techniques for managing strategic investment on ICT solutions. Decision making processes for strategic use of ICTs within organizations are often referred to as ICT Governance (or Corporate ICT Governance). This paper examines ICT governance - as a tool for best practice in decision making about ICT strategies. Discussions in this paper represent phase I of a project which was initiated to investigate trends in strategic decision making on ICT strategies. Phase I is concerned mainly with review of literature and a number of case studies. It establishes that the practice of ICT governance, depending on complexity of ICT solutions, organizations size and organizations stage of maturity varies significantly – from informal approaches to sophisticated formal frameworks.

Keywords: ICT governance, corporate governance, ICT governance framework, ICT governance components, aligning ICT with business strategies

Intercultural Interactions, Culture and Knowledge Management: Research from the Thai Hospitality and Tourism Industry

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Abstract: This paper deals with a relatively neglected area in Knowledge Management (KM), which is how it relates to culture. The case study identifies the impact of cultural variables on management and KM from the analysis of intercultural interactions in the hospitality and tourism (h&t) industry in Thailand. The analysis draws conceptual linkages between management, knowledge manage-
ment and significant cultural factors. The researchers chose h&t as a unique data source. It is a people-based, multicultural industry yielding huge volumes of intercultural interplays, knowledge and information flows. It produces countless intercultural interactions and provides a very rich vein for those wishing to research the interaction of culture with a variety of disciplines, including KM. The paper is positioned theoretically among intercultural management, knowledge management, cultural knowledge, intercultural communication and intercultural competence. The research methodology employs a qualitative interpretive approach, using in-depth, semi-structured interviews and non-participant observation. Content analysis and a reiterative multi-step coding technique are applied to the data. The major findings emerging from the data analysis are explained using theoretical constructs from intercultural competence and knowledge management. This paper then identifies the importance of cultural variables affecting specific aspects of knowledge management, including knowledge sharing, transfer, innovation and development. The research is significant because there are few systematic studies of KM in the h&t industry and because the importance of cultural factors and the requirement for intercultural competence among KM practitioners has been relatively neglected. This research demonstrates that considerable intercultural competence is required of practitioners. Knowledge management, particularly knowledge sharing, transfer, development and innovation must account for the specific cultural characteristics of the countries and regions in which applications are to be deployed. The paper concludes by identifying future opportunities for study, including cultural assessments and strategies which enable the adaptation of knowledge management systems to local populations in an interculturally competent fashion.

**Keywords:** knowledge management, cultural factors, communication, tourism

**Strategies for Enhancing HRM Courses: Transforming Theory into Hands-On Applications**

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**Abstract:** This paper will examine why some human resource management training programs in general are being reexamined in terms of design and development, as well as overall intent and final outcomes. While today’s students are starting to reevaluate their career plans, some students are starting to now focus on degrees and courses that will help them with potential job endeavors. As a result, there has been an increase in Human Resource Management (HRM) programs of study. This paper will focus on how one virtual university uses its HRM courses to enhance the learning experience for its students to learn more Human
Resource Development (HRD). In particular, this program helps students to learn more about HRD, training, and consulting. This paper will examine how the teacher-centered approach has been replaced with the student-centered approach to help to personalize the students’ final consulting project in the framework of a Virtual Portfolio format. Further, this paper will cover potential applications of Virtual Portfolios (e-Portfolios) used to help students learn how to set up a potential electronic consulting practice. The Virtual Portfolio format was designed and developed for several purposes. First, it is used to assess the student content knowledge and application towards a potential training program creation and implementation. Second, this virtual project helps students to take a reflective look at not only their work, but its potential application in their future career endeavors. Thus, this particular course has encouraged students to work weekly on practical projects to apply their content knowledge towards creating a consultant practice and build a Virtual Portfolio as part of the process in the course. This paper will use an appreciative inquiry perspective lens to view the positive benefits of incorporating a Virtual Portfolio into HRM, management, and/or business courses, as well as helping students apply their knowledge in terms of being innovative and creative with the development of a potential consulting business.

**Keywords:** human resource management, virtual portfolio, consulting, training, best practices, knowledge

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**A Conceptual Model of Spirituality and its Influence on Unethical Behaviour**

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**Abstract:** Understanding how spirituality influences behaviour may “shed light on a range of key issues in management” (Tracey 2012: 26). However, although spirituality is a much-studied phenomenon in the business ethics literature there is little research specifically exploring the link between spirituality and unethical behaviour among leaders of Christian organizations. The study adopts a hypothetical-deductive (post-positivist) paradigm to build a theorised model that describes the relationship between spirituality and unethical behaviour, based on previous research and biblical principles. The model proposes that three dimensions form spirituality: communion with God, belief in God’s truths, and walking with God. Communion with God, the affective dimension, is the personal relationship between the individual and God, with three main sources of enrichment: Bible study, prayer, and meditation. Second, belief in God’s truths is the cognitive dimension of spirituality in which the person accepts by faith three core beliefs: the existence of God, the supreme authority of the Bible as Word of God, and the
plan of salvation. And third, walking with God is the behavioural dimension of spirituality in which the individual decides to follow God’s will, formed by three principal components: witnessing, service for God, and right living. The three dimensions are interrelated, influencing each other, and forming the level of spirituality. Spirituality influences unethical behaviour in two ways. Although the behaviour of leaders of Christian organizations is influenced by a mix of several factors (cultural, organizational, and individual), this model proposes that the low spirituality is the single factor that accounts for the highest proportion of the causes of unethical behaviour. Additionally, low-spirituality leaders may give a higher weight to other factors that influence unethical behaviour, and most likely disregard Christian beliefs behaving unethically. The paper enhances the manager’s understanding of ‘unethical behaviour avoid-ability’ (the extent to which unethical behaviour can be prevented) and concludes with a research agenda that may prove beneficial not only to Christian organizations but also to for-profit firms.

**Keywords:** spirituality; business ethics; Christian organizations; leadership; causes of unethical behaviour

**Information-Processing and Leadership: An Introductory Review and the Cognitive Leadership Model (CLM)**

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**Abstract:** This paper provides an introductory review of the recently developed Cognitive Leadership Model (CLM). The foundation of the CLM is based on the integration of the Cognitive-Experiential Self Theory (CEST; Epstein, 1991) the Full-Range Leadership Theory (FRLT; Bass, 1985) and Rahim’s (1983) taxonomy of organizational conflict-handling styles. We demonstrate that there is considerable overlap between leadership, conflict-handling styles and select organizational outcomes; and current research examining the connections between these and the information-processing systems and styles described by Cognitive-Experiential Self Theory. We argue that a constellation of key variables in leadership can be understood and examined from the perspective of individual differences in cognitive information-processing preferences of leaders. The CLM has implications for theory, future research and training of leaders.

**Keywords:** leadership, coaching, information-processing, constructive thinking, conflict-handling styles, organizational outcomes
The Impact of Governance on the Performance of a High-Growth Company: An exemplar case study

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Abstract: Research into the contribution boards make to company performance has proliferated over the last few decades. However, research findings have been inconclusive and the contribution boards make to both strategy and business performance still remains unclear. Corporate governance is of “enormous practical importance”, so efforts to understand the governance–business performance relationship must continue. But the current research agenda must be shifted and the black box of governance systemically opened if causality is to be established. The aim of this paper is to present a summary account of recent case study research investigating the contribution that boards make to the performance of high-growth companies in New Zealand. A qualitative case study design and theory-testing framework were used to examine the impact of strategic decision-making on performance. The research identifies and develops the understanding of factors that affect the governance–business performance relationship in high-growth companies shifting the discussion from relationship to causality. Three significant insights were developed from the study, namely, board involvement in the development of strategy was observed to positively affect performance; the board aligned decision making directly with strategy; and, the board upheld an atmosphere of open communication and trust with management.

Keywords: black box, case study, decision-making, establishing causality

Experiences of Selected Deans in a Private University: Implications to Academic Leadership

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Abstract: This study aimed to identify the characteristics of an effective leader of an academic organization from the perspectives of academic leaders. The researchers extracted the different facets of leadership from the stories of six deans of a private university. The stories which are in the pre-reflective stage bring an unbiased perspective from which academic leadership may be defined. Using phenomenology as a method of research, the lived experiences of the deans served as empirical data which were reflected upon until the formulation of insights. The insights developed became the scaffold from which the characteristics of effective academic leaders were drawn. Academic leaders in their stories revealed that leadership qualities are innate and are polished by hardship; these
qualities stand-out; academic leaders are good teachers; they are goal-oriented; they want people who will support them; they carry out different strategies to earn the support of the people they work with; they are obedient to their superiors; they want their faculty to improve professionally; they want to be recognized as leaders; they seek approbation; they are affected by the indifference of their superiors and can be emotionally hurt by their subordinates; and they believe that they are doing their best. These insights were synthesized through another layer of reflection resulting to the emergence of the following knowledge on leadership (a) academic leaders are born with the skills to lead and these skills are enhanced by experiences; (b) teaching prepared the deans to be academic leaders; (c) academic leaders are visionary; (d) academic leaders are relationship builders; (e) academic leaders are good followers; (f) academic leaders are mentors; (g) academic leaders seek recognition and affirmation; (h) academic leaders are human hence vulnerable; and (i) academic leaders need to be emotionally strong. The different themes which emerged from the reflection of the teachers’ stories showed that effective leadership may be attainable if leaders possessed the following traits, (a) the ability to established a positive interpersonal relationship with the faculty and with the higher level administrators and (b) the aptitude and skill to utilize their experiences as teachers in addressing the academic and pedagogical concerns of their unit. In conclusion effective academic leaders are individuals with dynamic relational skill; they are good teachers who are intellectually competent to resolve pedagogical issues; they have the strength of character to be sensitive to the social context of their work; and gracious to realize that the leadership is not an autonomous undertaking but a synergistic endeavor.

**Keywords**: experiences; deans; relationship; academic leadership; teachers; phenomenology

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**Global Leadership in Managing Workforce Diversity**

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**Abstract**: The emergence of an increasingly heterogeneous workforce has brought with it an increased focus within the global corporate world on the issue workforce diversity. This paper discusses the workforce diversity-management strategies deployed by leading organisations in response to the changing nature of the workforce. Our analysis of secondary data collected through online resources available on the corporate websites of the top 20 Fortune 500 corporations of 2012 reveals that leading organisations are focused on, and deploy multifaceted management practices and strategies to effectively manage, workforce diversity. These findings may be of use to a range of organisations seeking to im-
implement or improve diversity-management practices and benchmark their diversity efforts against global best practice.

Keywords: global leadership, diversity-management, workforce

Managerial Leadership and Job Satisfaction: Evidence from Retail Banking Industry in Wales-UK

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Abstract: The purpose of this study is to examine the relationship between managerial leadership and intrinsic job satisfaction. The literature is conducted to review the nature of visionary, communicative and team oriented leadership behaviours. Also it examines nature and causes of job satisfaction in terms of measuring employee attitude to the job, and relationship between employee leadership behaviours and job satisfaction. The first variable of the study includes visionary, communicative and team oriented leadership behaviours. Job satisfaction variable is designed to measure managers’ intrinsic job satisfaction through a 13 item measures. The data collection design involves the collection of primary data through survey questionnaire. The methodology of the research is developed through the design of a self administered questionnaire which is distributed through post mail. The measurement scale employed in the questionnaire design is Likert scale. The survey questionnaire was distributed to High street commercial banks which provide retail banking services in Wales-UK. The secondary data was collected through organizations’ website, databases and annual reports or other publications provided by the selected organizations. The secondary data gathered in this research has been used for developing research variables and conceptual framework of the research. The sample of the study is selected from six commercial banks that provide retail banking services in Wales-UK. The unit of analysis is branch and functional level management. The total population of the study investigated and examined in this study is 740 branches located around Wales-UK. Descriptive data analysis involves the calculation of averages, frequency distribution and percentages distribution. The data analysis used in this research study involves using frequency tables, charts, and diagrams to represent the number of people falling in each category. A Bivariate correlation analysis is deployed to measure the relationship between managerial leadership behaviours and job satisfaction to study the relation between the two variables.

Keywords: visionary leadership, communicative leadership, team oriented leadership, job satisfaction, characteristics of flow at work, action tendency scale
Is Religion an Influential Factor in the Managerial Decision Taken at the Level of Corporate Governance Structures?

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Abstract: Although the current economic crisis seems far from being over, economist’s preliminary conclusion is that it has been triggered by the lack of morality of large financial institutions in developed countries that have infested the world public finance with toxic financial products. This lack of morality of the business environment seems to be a consequence of the suboptimal action of large financial companies that have put their short-term business interest above the general interests of the society they were part of, triggering the current world economic situation. However, this lack of morality found in the action of corporate governance policies was unequally triggered and driven worldwide. The present article seeks to assess if perhaps religion, as the most effective means of imposing social morality has had an impact on the corporate governance decisions of corporations in countries with different religions. To this end, we have used the macroeconomic indicator GDP and its growth rate as a measure of corporations’ managerial policies collective action. Those policies are/can be more or less influenced by the major religious precepts in the society where they act. Using these relationships we have attempted to give an assessment of the religious phenomenon impact (as an element imposing a moral conduct in the society) on the macroeconomic outcomes in different countries of the World (as a measure of managerial decision). The contributions of the paper reveal the role that religion still have in the society in the way its creating order and equilibrium. In this purpose as the more as religion inculcates actively by its own action means in social life a more dedicated attitude to the society (in other words more moral) the more beneficial the impact of the economic crisis on the economies of respective countries and so the outcome of managerial policy actions – of corporate governance – have been for the respective countries’ economy. The limitations of the study are related to the measure of the corporate governance’s policies efficiency in an economy as GDP of the country was acting those companies. Article’s conclusion is that one of the efficient “law enforcement” ways is accepting religion in the social-economic space, so that the managerial decision in any corporate governance system will also have a moral component, meant to censor the immoral or antisocial decisions of managers.

Keywords: Corporate governance, religion, policies enforcement, moral and ethic
Corporate Language Culture as Promising Performance Driver

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Abstract: Globalization continuously enhances traditional managerial models with new features. So far isolated companies, focused mainly on design and improvement of local processes become parts of large international, multidomestic and multicultural bodies. Beyond the evident positives of such trend, there are also numerous challenges behind, arising especially from the unavoidable merging of internally overlapping organizational structures of single partners. Presented research analyses namely the language related consequences of globalization, because newly established and internally heterogeneous enterprises must still continually, smoothly and uniformly communicate with their worldwide customers, partners and employees. We believe that sophisticated treatment and systematic utilization of standardized language artefacts in existing processes must positively affect overall organizational performance and, consequently, market competitiveness. Language is a natural integrating and unifying element, which indisputably affects value for stakeholders, resulting both from tangible outputs and intangible cultural or intellectual contributions. Its complex influence, addressing every stakeholder, has high, but still not fully discovered potential. This fact, in connection with a lack of systemic, quantitative oriented dynamic models of language phenomenon, was the main motivation for presented research. We selected system dynamics implementation of balanced scorecard (BSC) as a basic performance modelling platform. The roots of language-related power lie in its “learning and growth” quadrant, where the necessary linguistic skills are primarily extracted from individual abilities and subsequently developed as an inherent part of organizational learning processes. Resultant knowledge penetrates into the remaining BSC sectors and affects its customers, finances and operations-related segments. Analysing this complex dynamic system, we distinguish between the quantitative (measurable) and qualitative (perceived) characteristics of corporate language. With the resultant computational model we experimentally justified two dynamic, i.e. behavioural sub-hypotheses, concerning the optimal structure and effective parameterization of additional functional elements, introducing language aspects into standardised performance framework.

Keywords: Language management, performance driver, balanced scorecard, dynamic modelling
Are Solutions the Solution to Adding Customer Value?

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Abstract: The design and delivery of integrated solutions (rather than stand-alone products and services) has become increasingly important to B2B firms, promising enhanced margins and deeper, longer relationships with key clients. However, many companies use the solutions business model loosely and incorrectly, often failing to make the significant changes required to move away from traditional, pure-play product management. We will start with a clear definition of solutions and introduce a taxonomy of solution types (simple complex) based on the measurable business value to customers. We will then introduce a solutions roadmap that allows a company to progress from initial opportunistic solutions activity to eventual solutions mastery, where solutions provide strategic momentum and growth and act as a catalyst for entrepreneurial change. Successful transition to a solutions mindset will involve close attention to five core elements – organizational structure, marketing activities, portfolio management, sales enablement, and culture and behavior modification. We will illustrate these levers through case examples which will help underline the complexity of becoming an effective solutions player.

Keywords: Solutions; added customer value; organizational design; role of sales/marketing

Managerial Design in the Academic Environment: A Content Analysis

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Abstract: In this research we analyze the managerial plans of the candidates for the provost role in some of the most important universities in Romania, which were submitted for the Feb-March 2012 elections. The content of the managerial plans represent the empirical material of the content analysis. From this standpoint, the general purpose of the research is to determine the pattern and con-
ceptual structure of the managerial plans submitted by the candidates for the role of university provost. The raison d'être of this work is to describe and understand the way in which the candidates represent the managerial roles they would fulfill if elected, and to identify the priorities they would focus on during their mandate. The research is approached from the following perspectives: verbal behavior is a form of human behavior in general, the flow of symbols is but a form of the flow of events, and the process of communication is an aspect of the management process. We took a quantitative approach, one of the objectives being the transformation of the discourse-descriptive information of the managerial programs into measurable entities. For collecting the data we ran a content analysis of the content of each document. As mentioned earlier, the documents included in the analysis are the managerial plans of the candidates for the position of provost as published on-line. Since the number of documents is relatively small, no sampling was done. Thus, all the managerial programs for the February-March 2012 elections were analyzed, a total of 38 documents. Starting from Mintzberg’s three categories of managerial roles, we analyzed the way each candidate represented the roles and functions of the provost position. Thus, based on a theoretical model we tried to identify which of the managerial roles are primarily assumed by the subjects of our research. The results offer us an overview of the situation, a current view of the managerial planning in the academic environment in Romania, of the mission of universities today and of the vision of managers as they look to the future of academics. The results of the study also allow us to classify the priorities of the academic environment, regardless of how specific or general they were referenced by the candidates.

**Keywords:** educational management, managerial roles, mission, objectives

The Preventive Measures of Internal Protection Against Abuses of Rights in Corporate Conflicts

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**Abstract:** Abuse of rights is using of rights of a certain person in contravention of their intended purpose that leads to certain negative consequences for other people whereas the existing legislation is not openly breached. Thus there are no objective grounds on which the person who abuses his rights can be held accountable. The situations when one party in the corporate conflict abuses the rights are quite common in joint-stock companies. As a rule, the aim of abuse of rights is to change relations of forces in a joint-stock company and to obtain the right to dispose of its assets. The multiplicity of cases of abuse of corporate rights are pre-conditioned by the fact that existing corporate legislation contains nu-
merous dispositive norms and does not effectively regulates the rights and responsibilities of shareholders and management. The aim of our article is to develop the system of internal protection measures against abuse of rights in corporate relationships. The author explores the types and forms of abusing rights in corporate relationships, discovers causes of abusing rights and offers legal means of protection against abuse of rights on the side of management and shareholders of the company. The main focus of our article is on developing and implementing the preventive measures that aim at eliminating any possibility to abuse rights. Such measures are to be spelt out in local acts that regulates the company’s and its management’s activity. Thus, company’s management can often abuse their rights. Usually, it results from their struggle either with the opposing group of shareholders, trying to establish control, or with ordinary shareholders who impede implementing the company’s owners’ directions into life. At the same time, the abuse of right on the part of management which occurs most often is asset stripping. The legislation sets the minimum limitations aimed at preventing abusing rights by management when they make a transaction on behalf of the company. In particular, if the transaction exceeds 25 per cent of the book value of the company’s property, it should be completed only upon the prior approval of the Board of directors or the general meeting. Unfortunately, usually the owners of the company consider such measures to be enough and ignore those provisions of the law that state that there can be other cases when transactions completed on behalf of the company require prior approval. In practice, this approach provokes a lot of abuse on the part of company management. Obviously, the main measures to protect the company’s assets are to be spelt out in local corporate acts. In particular, the sale of certain assets should be banned, regardless of the value of these assets. The conclusions and recommendations of this study are based on the analysis and synthesis of Russian law and corporate practice. However, the use of these findings and provisions will highlight key issues for improving corporate law and corporate practice in other countries.

**Keywords:** abuse of rights, local acts, management, corporate legislation

**Controlling and Strategic Management in the Early 21st Century**

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**Abstract:** This paper presents the current scientific knowledge of the integration of strategic management and controlling in the context of the changing business
conditions in the 21st century. It focuses on analysis of the impact of integration of methods and tools of strategic management and controlling in order to identify the benefits of their inclusion in business process management in a globalized economy. Under current conditions, Czech enterprises are increasingly exposed to the effects of globalization. What do globalization and the new economy bring? Turbulence, discontinuity, uncertainty and chaos characterize the environment in which they must operate. You cannot find certainty where there is none. It is clear that these trends will be intensified and accelerated. New insights into the current development of the company inform of changes to the global paradigm. Under the influence of turbulence, the global world changes from a post-industrial society to a knowledge society. Under these conditions, new approaches to corporate governance are being sought. The old, quite clear and quite predictable, hierarchically organized corporate world is rapidly expiring. The future cannot anymore be understood as a linear continuation of the past. The effect of competition is strengthening due to discontinuities of our turbulent environment and is changing into hyper competition. Within the new conditions strategic management must be understood as a permanent, never-ending process, as a sequence of consecutive steps, beginning with defining the mission of the company and ending with implementation and monitoring phases. An important part of strategic management is setting goals. This means, greater demands are placed on managers, especially on their ability to be good strategists and visionaries. They must monitor not only operating of companies themselves, but also their environs, to be able to notice changes and react to them. Time becomes the main limiting factor. Strategic management methods, successfully used in past, fail, and often become subjects of criticism of experts especially too static, which is based on links to the past and subjective assessment. Their use must be based on new approaches. For the future it is necessary to take into account lessons from the past, not to condemn it, but to see and perceive new opportunities in the new conditions. This places new demands on strategic tools and the ability to work with them. By connecting with modern enterprise controlling, strategic management gains a new dimension, necessary for precise and quick decision making in an environment of sudden changes and reversals. Monitoring as a part of controlling can detect turning points in the development, strategic gaps important for managerial decision making about changes. Controlling, in connection with strategy, can focus on the near as well as long-term future. It is necessary to emphasize the need for communication and involvement of all employees in the creation of corporate business strategy, because only this enables them to accept it fully and it is then easier to achieve success.

**Keywords**: strategic management, globalization, new economy, analytical methods, performance, controlling
Silk Technology Promotion and Commercialization: Corporate Social Responsibility Towards Livelihood Generation, Gender, Development and Climate Change Adaptation

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Abstract: Sericulture is an agro-based labor intensive industry which has socioeconomic and environmental potentials supportive to the Philippine government’s and global programs on poverty alleviation, gender and development and environmental concerns for climate change adaptation and mitigation. This paper presents the R & D management practices and strategies employed in the implementation of the CHED funded project entitled, “Silk Technology Promotion and Commercialization: CHED-DMMMSU Strategy for Employment Generation of Young Graduates as Agribusiness Entrepreneurs and in Support to RA 9242”. This also presents a bird’s eye view on the project which institutionalized the CHED-SUC-Farmers Partnership Scheme at DMMMSU to develop farmers as Agribusiness Entrepreneurs using Sericulture as a Tool and in support to RA 9242 and climate change adaptation as a result of the management strategies. The project employed management strategies and best practices which resulted to the conduct of extension activities and researches which increased the concerned R & D Managers’/researchers’ outputs and social responsibility in promoting livelihood generation and climate change adaptation and mitigation using sericulture as a tool and garnering international research awards and outputs relevant to attainment of institutional objectives and performance indicators for SUC leveling. In addition, such management strategies enabled the project to produce a total of 1,316 kilograms fresh cocoons valued at P184,240 and 146 kilograms raw silk valued at P365,000.00 and 2,190 meters 100% silk fabric valued at P1,533,000 from March 2009 to November, 2011 in support to climate change adaptation and mitigation. The 44,050 mulberry trees planted in the different areas has a total carbon dioxide sequestration of 173 tons per annum at a rate of 54 tons per hectare per year.

Keywords: sericulture, silk, climate change adaptation, corporate social responsibility
Towards an agile method for ITSM self-assessment: A Design Science Research Approach

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Abstract: — IT Service Management (ITSM) is an expensive field where small and medium sized enterprises (SMEs) need to become more efficient in their ITSM related work in order to cut costs and improve quality. The focus of this paper is to suggest a solution to the scarcity of process improvement methods dedicated to ITSM-processes in SMEs. The solution consists of an agile self-assessment method designed and evaluated in accordance with Design Science Research. The aim of the method is to support SMEs in their attempt to evaluate and improve their quality of ITSM processes. The findings show that the method creates opportunities for organizations to improve their ITSM processes. The method can be used to identify process gaps in comparison to standards for ITSM. It can also be used for benchmarking purposes within an organization as well as to guide an organization’s improvement efforts. The method also depicts a standard that is easy for SMEs to understand and to use as guidance (with ITSM specific examples). Finally, the method enables SMEs to implement standards for ITSM in a resource-efficient way. Based on empirical evidence from applying the method the conclusion is that the method is useful for the intended target group and that the method agrees well with theories within the field.

Keywords- IT service management (ITSM); process improvement; design science research (dsr)

Use of Quantitative Information as a Support to Develop Leadership for Sustainability Strategies

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Abstract: Quantitative approach has gained an increasing importance in the main areas of public policy, with composite indexes gathering more and more supporters, especially in EU. Environmental policy is not an exception, although it is far behind economy, health, and education where the use of indicators and indexes constitutes already a routine. In Romania, environmental quality is a picture differing considerably in substance from one stakeholder to another, and thus potentially leading to the widening of the already existing political division despite Romania’s firm European and international commitments. This paper suggests
and proposes a composite environmental index for Romania that measures environmental quality by integrating three components: climate change, pollution, and ecosystems. Its opportunity is justified by making reference to both the quality of environmental data and information that is currently available in Romania, and to the relevance of international environmental indexes that are widely spread and utilised in the market practice. A comparison between and amongst three national and local environmental indexes will effectively provide the readers and addressees of this paper with both a reason and a starting point to develop leadership skills for purpose of promoting and putting into practice the below referred sustainability strategies.

**Keywords:** science-policy interface, environmental quality, information, composite environmental indexes, Romania

The impact of Transactional leadership on the marketing creativity in Jordan commercial banks

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**Abstract:** The study aims to investigate the impact of Transactional leadership on marketing creativity in Jordan commercial banks. The study sample consisted of 395 respondents from different commercial banks in Jordan. A questionnaire was designed and distributed over the targeted sample. All collected data were analyzed through using SPSS. The study results indicated that: There is an impact of (transactional leadership, conditional bonus, active management by exception, and (static) management by exception on marketing creativity in Jordanian commercial banks.

**Keywords:** Transactional leadership, marketing creativity

Prolonging Careers Through HRM-Practices

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**Abstract:** The focus of this study is to examine different methods of prolonging careers. The Finnish baby-boomer generation will retire in the near future and the newcomer generation is smaller-sized than the retiring generation. This situation
causes problems relating to recruitment, commitment and retention of personnel in organizations. It is important to commit people to continue longer in the work life. Therefore, the Finnish government has launched a national campaign for prolonging careers and is searching new incentives for that. In this paper I present an overall picture of career prolonging methods. The research was qualitative by nature. The research data was gathered in three adult student groups in 2011 and 2012; the research group included 48 students in total. Students were asked to write their suggestions for career extension methods. The average age of the research group was 42 years, so it can be expected that they have already gained good experience in working life and have ideas for career extension. In many cases they reflected their own situation, for example, how they can continue their own careers, what actions motivate them and increase their well-being in work. The theoretical framework relates career research connecting to different Human Resource Management-practices (HRM) that is raised from the research data. People want to feel safe and secure at work. Therefore, prevention of both physical injuries and mental stress are important. Work conditions and tools should be functional but mental work well-being incentives can relate for example to leadership, communication, organizing, development and flexible work arrangements. Individuals want to live ‘a whole’ life including work, family and free time. Therefore, work-life balance support is in key role in organizations attracting and/or retaining talented people. Much diversity and dynamics exist relating to work-life balance and the right motivation methods for extending a career depend on a person. In many cases it is question of leadership - tailoring the right personal motivators in discussions between a supervisor and an employee. The key themes relating to career extension affiliate to training/education, organizing work, work-life balance, work well-being, leadership, services, labour policy and legislation and attitude.

**Keywords** career extension, HRM-practices, Finland

### Implementation of Intranet 2.0: Lessons Learned and Implications for Management

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**Abstract:** Intranet 2.0 is a user-centric and dynamic Intranet system based on Web 2.0 technologies. Intranet 2.0 is based on self-organizing principles and functionalities adapted from Web 2.0 technologies and the Internet. The Intranet system is characterized as dynamic, in which the content is not pre-defined but is generated, changed, and further developed over time by different users. This kind of Intranet system may play an important role in the IT strategy of an organization.
supporting managers in obtaining successful knowledge management (KM) and social networking within organizations. In this study, we focus on how a Scandinavian university implements an Intranet system to enhance knowledge sharing and collaboration across departments and different campus locations. We report on findings from the implementation process and the challenges identified. Different perceptions on the usefulness of the new system were determined. The administration was most pleased with the system and thought it supported their daily work practices and information requirements. By contrast, the faculty was less positive and thought that the system implied extra work and minimal support for information sharing and collaboration. A stage model was applied to explain the implementation and adoption processes of the Intranet. According to this model, we identified five issues that were particularly critical when implementing the Intranet, including: (1) allocation of resources; (2) creating ambassadors among faculty members; (3) creating a critical mass of users and content faculty; (4) navigation problems and the ‘information jungle’; and (5) administration and faculty having different mindsets regarding the value of the system. Based upon these issues, four propositions could be developed to identify challenges in each phase of implementation. The findings demonstrate that Intranet implementation can be a long process and difficult to institutionalize. At present there is still uncertainty as to whether the Intranet will sustain across the entire organization. Intranets do, to some extent, reinforce existing structures and practices, and it is therefore advisable for managers to focus on a KM strategy and initiatives that allow communities of practice to emerge. In this particular case, an Intranet 2.0 with embedded social software was implemented, as it has the potential for becoming both the main information channel and collaboration platform for the entire organization. In the paper further implications for research, practice and management are correspondingly discussed.

**Keywords:** Intranet 2.0, knowledge management strategy, user-generated content, social software, information jungle, implications for management

**Does it Enhance Human Resource Management? A Narrative Approach to Trust Development in Work Relationships**

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**Abstract:** The study focuses on trust in intra-organizational relationships as a basis for collaboration and organizational commitment and a means to enhance human resource management. More specifically, this study aims to explore the process of trust development and maintenance in intra-organizational, dyadic relationships...
within the Finnish organizational contexts. Trust is the main element of human and social capital and, in general, managers and leaders are responsible for building and sustaining trust to increase motivation and create a culture fostering learning and competence development. Although trust as a multidisciplinary issue has been widely studied recently in different fields of science, it remains a complex, multifaceted phenomenon. Different conceptualizations of the nature of trust exist (e.g. Möllering, 2006). According to prior research, the role of trust is crucial when generating social capital, job satisfaction, organizational behaviors and commitment, turnover and job performance within organizations (Lewicki, et al., 2006). The HRM practices play a significant role in these organizational processes. In this paper, theoretical framework draws upon Leader-member exchange (LMX) theory (Graen & Uhl-Bien, 1995) and the models of trust development (e.g. Lewicki & Bunker, 1996). The empirical study aims at describing how subordinates describe their experiences and perceptions of intra-organizational trust and trust breaches. In the empirical study, the data includes 65 stories collected by a method of empathy-based stories and analyzed by the analysis of narratives. The trust development process in work relationships appears rather sensitive (Ikonen & Savolainen, 2011), for example, “the dynamics of evil” may be unintentionally boosted. Interpersonal trust within organizations grows to develop as early as during the recruitment process. The orientation of a newcomer in organization is crucial for the further trust building in leader-follower relationships. The study suggests that interpersonal trust development process plays a role in HRM influencing organizational success through renewing of human capital. This emphasizes also the role of trust building as a leadership skill (Savolainen 2011). The practical implication is that the processes of building and maintaining trust require activeness of leaders and should be supported by the HRM practices of the organization.

**Keywords:** Interpersonal trust development, HRM, process view of trust, leadership, narrative methods

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**Challenges in Leadership for Quality and Sustainability of Educational Institution - Tamilnadu**

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**Abstract:** The educational institutions in Tamilnadu, India are surviving in a competitive environment. In present scenario these institutions are lead by the people who are just qualified in the respective academic field. These leaders have to create a brand image for sustainability in the market. Leaders do play a great role in this, but these leaders do not possess the qualities required to march towards the
change. Most of the institutions are presently lagging behind in basic amenities such as infrastructure, qualified and experienced staff, research laboratory facilities etc. At this juncture research quality is lowering down in India as compared to the developed countries. Students are migrating to other parts of the world for higher studies and research. The prime and foremost goal of any educational institution is to impart knowledge to individuals to serve the needs of the society. Unfortunately in most of the institution in Tamilnadu the seats are vacant in spite of the pass percentage is high. Society rejects many of the institutions because of their poor performance. Very low pass percentage in UGC conducted exams for selection to lectureship reveal that knowledge is not imparted properly. A dynamic leadership is required to overcome these drawbacks. A study was conducted in and around educational institution in Tamilnadu regarding the present practices of leadership to create a brand image and successful running of their Institution. The data was collected by a structured questionnaire from the principals of various institutions. Pareto analysis was done to look for the factors for failures and to lookup for the changes required in leadership qualities to create brand image in the market. The study reveals that there is a need for change in the leadership qualities. The leaders are playing a vital role in creating brand image. The leaders are in a position to meet the requirements of student’s teachers and management for smooth running of the institution. The dynamic leader of an educational institution must not only be an academician but also posses managerial qualities such as innovator, time manager, dynamic counselor ,quality manager, technology updater, infrastructure developer, financial advisor, motivator for students and teachers. All the leaders do not posses managerial qualities; hence there is a need for designing training programmes to impart knowledge on quality, management. Thus the leader should be NTABC.

**Keywords:** brand image, higher education, innovator, quality, role model

**A Participation Framework for ICT Benefits Realization: A Model for ICT Investment Worthiness Justification in the Public Sector**

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**Abstract:** In e-government development, Information and Communication Technology (ICT) is a tool which improves performance in conducting business and increases organizational capabilities. Organizations allocate significant budgets to implement ICT on this assumption. However, measuring benefit from the ICT investment in government organizations is difficult since each organization is different. So the benefits may accrue only through its own ways of utilizing the ICT sys-
tems that have to be discovered within the organization by its knowledge workers. Such discovery however will only occur if the ICT benefits are recognized leading to user acceptance which then leads to ICT utilization. Therefore, benefit and acceptance have to be acquired in parallel. Thus, framework with a mechanism for users to realize what benefit they gain is proposed based on diffusion of innovation theory and individual ICT acceptance model. The framework in-turn motivates more ICT use. Moreover, it includes a process to realize benefits from ICT investments. The framework helps justifications of worthiness for individuals even though their expectations could be different. The main idea of this framework is to involve key stakeholders to participate in eight activities. They are to create benefits, to confirm benefits, to assess benefits, to commit benefits, to measure benefits, to align benefits with organization strategies, to provide complaints and to provide suggestions. Moreover participation patterns observed from these activities can be used to predict the trend of benefit realization. The ability to maximize benefits from the investment depends on the degree of participations. The framework can be used as a practical tool to obtain acceptance in the early stage. We attempt to prove our proposed framework by adopting it to an ICT project at the Ministry of Public Health (MoPH). There are eleven departments and five branches of the MOPH engaged in this project. After spending several months applying our framework, we found that our proposed framework help justification of ICT investment worthiness.

**Keywords:** benefit realization, participation framework, individual ICT benefit acceptance, ICT adoption, diffusion of innovation, investment justification

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**Corporate Social Responsibilities of Indian Public Sector Enterprises- A case study of Bharat Heavy Electricals Limited (BHEL)**

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**Abstract:** The high level of public accountability attached to Public Sector Enterprises as a result of public ownership makes them socially responsible. The Committee of Public Undertakings in 1992 examined the issue relating to social obligations of Central Public Sector Enterprises and observed that “being part of the 'State', every Public Sector enterprise has a moral responsibility to play an active role in discharging the social obligations endowed on a welfare state, subject to the financial health of the enterprise”. It issued the Corporate Social Responsibility Guidelines in 2010 where all Central Public Enterprises, through a Board Resolution, are mandated to create a CSR budget as a specified percentage of net prof-
it of the previous year. This paper examines the CSR activities of the biggest engineering public sector organization in India, Bharath Heavy Electricals Limited. The objectives are twofold, one, to develop a case study of the organization about the funds allocated and utilized for various CSR activities, and two, to examine its status with regard to other organizations, the 2010 guidelines, and the local socio-economic development. Secondary data analysis results show three interesting trends. One, it reveals increasing organizational social orientation with the formal guidelines in place. Two, Firms can no longer continue to exploit environmental resources and escape from their responsibilities by acting separate entities regardless of the interest of the society and Three the thrust of CSR in public sector is on inclusive growth, sustainable development and capacity building with due attention to the socio-economic needs of the neglected and marginalized sections of the society.

Keywords: Indian, public sector, enterprises, social responsibilities, BHEL

The Quality Café as a Method for Organisational learning and Quality Development

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Abstract: This paper reports a study into the usefulness of a method called the Quality Café. The method is based on the World Café method which has been supplemented with the quality management tool, affinity diagrams. The purpose of this paper is to investigate The Quality Cafe as a method for organisational learning and quality development. The paper is based on theory from quality management and organisational learning. A framework depicting quality management as a system of components of different profundity is presented. In the study the possibility of integrating more profound aspects in one of the superficial tools, the affinity diagram, is assessed. A case study has been carried out in which a Quality Café was performed in a Swedish SPA-hotel. The results have been assessed for their usefulness for the company as well as for research. It is found that the method was useful in both regards in this specific case which indicates its usability. Nevertheless further research is needed to assess the general usefulness of the method.

Keywords: quality café, world café, quality management, organizational learning, SPA industry

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Organizational Leadership from Islamic Perspective: A Study on Some Institutes of Bangladesh

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Abstract: Allah (Swt) has addressed the believers as Ummah(nation), which implies the necessity of leadership in Islam. Allah says to his Prophet Mohammad (Peace be upon him) Mohammad (pbuh) says “Every one of you is a shepherd and every one of you is responsible for what he is shepherd of” (Sahih Al Bukhari). Islam as a complete code of life has a set of principles, guidelines for managers to lead the human resources in an organization. This study is an attempt to find out the basic guidelines laid down in Islam for organizational leadership. It has pointed out the operational principles of managerial leadership, managerial grid theory, leadership continuum, team building- team spirit and qualities of an organizational leader from the Islam perspective and some empirical observation from one of the Muslim populated country.

Keywords: leadership, organization, islamic views, operational guide

Knowledge Sourcing: How Board Intellectual Capital Improves Organisational Performance via the Executive

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Abstract: Based on anecdote, the board’s collective and individual ability to add value to the organisation it governs can be summarised as being a function of the depth and breadth of its directors' skills, experience and knowledge - that is, their intellectual capital. Therefore, if the board’s intellectual capital determines the value that directors add how is this value translated into organisational performance? We suggest that board value is linked to organisational performance through the executives'. Executives’ access the board’s intellectual capital by assimilating the tacit and explicit knowledge of directors'. This is conveyed mainly through interactions between the board and executive teams in the boardroom. Executives may apply their increased knowledge to solving organisational issues through processes of replication, innovation or adaptation, as classified by Gray and Meister (2004). We argue that not all executives apply such acquired
knowledge in the same way and that the differences in their application of this knowledge may contribute to the differences between high performing and poor performing organisations. Nicholson and Kiel (2004) described intellectual capital as a collection of knowledge, information, experience, relationships, routines, procedures and culture that a board can employ to create value (that is, to influence organisational performance). It is this knowledge that executives access from the directors of their boards, to guide and assist them with sense-making and organisational decision making. Termed knowledge sourcing, Gray and Meister (2004) described this process as a precise construct indicating an individual’s intentional efforts to search out and access expertise, experiences, insights and opinions produced by other key individuals, which is not available elsewhere. Gaining knowledge is one thing; however, learning without application is essentially a wasted act. How executives use the new knowledge is critical if the knowledge gained is to add value to organisational performance. Gray and Meister (2004) highlighted the cognitive change which must occur in executives if they are to maximise the benefit of the knowledge. These authors found that the extent to which individuals’ cognitive structures have improved over time was an important indicator of the learning outcomes. Using fuzzy set qualitative comparative analysis which we applied to data from a set of corporate and not-for-profit organizations, we identified key differences in the cognitive profiles of executives of high-performing organisations compared to executives in poor performing organisations. This indicates that in practice the executive teams in high-performing organisations applied their acquired knowledge effectively in their roles within the organisation, whereas the executive teams in poor performing organisations were markedly less effective in applying such knowledge.

**Keywords:** boards, performance, knowledge, directors, intellectual capital, executive

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**Service Quality and Productivity: A Malaysian Public Service Agencies Perspective**

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**Abstract:** Service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a consistent basis. Since the 90’s many service companies have pursued to enhance their performance and effectiveness in search of achieving differentiation in the market. Companies are becoming aware on the
importance of maintaining good service quality especially in providing more values to their customers and keeping their loyal customers intact. Service quality is an excellent service when the society can earn easily and get the service with simple procedures and without complaint upon receiving the service. However, the public service agencies are also under great pressures to continuously improve their customer services. The objective of this study was to determine the relationship of service quality and productivity of these public service agencies. The measurements used were based on widely accepted five dimensions of SERVQUAL model: Tangibility, Reliability, Responsiveness, Assurance, and Empathy. A descriptive statistical analysis (mean and standard deviation) was used to evaluate the satisfaction of service quality from the perspective of both employees and the customers. The highest dimension that contributed to the satisfaction of service quality provided as perceived by the employees of these selected agencies was Responsiveness, followed by Assurance. The customers perceived Tangibility as the dimension that provides satisfaction to them. Pearson Product Moment Correlation Coefficient was used to describe the relationship between the mean score of service quality dimension and productivity of employees. The correlation coefficient is positive, indicating a linear relationship between service quality and productivity. The relationship between the five dimensions of SERVQUAL and productivity indicated a large, positive and linear correlation between the variables. This research will provide valuable information to a better understanding of service quality and productivity and ways of applying it. The major insights gained through the research will hopefully spawn the public service agencies in improving their services, gain control of customers’ trust, enhanced their reputation and boosting productivity.

Keywords: service quality, productivity, customers’ satisfaction, organizational performance, Malaysian public service agencies

Personality and Organizational Citizenship Behaviour in Hotel Industry: A Relationship Study

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Abstract: In todays’ working environment, the issue of personality has become essential to all organizations as it determines the capability of employees performance. This study was carried out as an attempt to highlight the role of personality towards the Organizational Citizenship Behavior performed by the employees in the three-star hotels in Selangor, Malaysia. In order to identify the relationship
between personality and Organizational Citizenship Behavior, questionnaires were distributed to the middle level management employees and received a 100 percent response return rate. The questionnaire was adopted from Goldberg (1999) for personality and from Podsakoff et al (1990) for Organizational Citizenship Behavior with minor modification. A Five Factor Model of personality (Extraversion, Agreeableness, Conscientiousness, Openness to Experience and Neuroticism) has been tested with the Organizational Citizenship Behavior. Section A of the survey concerned on the demographic information of respondents such as gender, race, age, highest educational background and working experience. Section B of the instrument focused on the type of employees’ personality in the organization which consists of Extraversion, Agreeableness, Conscientiousness and Openness to Experience, and Neuroticism, while Section C emphasized on the employees Organizational Citizenship Behavior in the organization. This section was important to determine the level of employees’ Organizational Citizenship Behavior. Two types of statistics were applied, descriptive and inferential statistics. For the descriptive statistics, this study used frequency, percentage and mean. On the inferential statistics, this study used the Pearson Product Moment Correlation Coefficient based on the relevancy to indicate the direction, strength and significance of the bivariate relationships of all the variables in the study. Based on the objectives and research questions developed, the findings revealed that the employees in the organizations had high level of Extraversion, Agreeableness, Conscientiousness and Openness to Experience as well as a moderate level of Neuroticism. In relation to this, employees in the organizations were also found to have high level of Organizational Citizenship Behavior. Furthermore, the findings related to correlation, revealed that Extraversion, Agreeableness, Conscientiousness and Openness to Experience has a positive and significant relationship with Organizational Citizenship Behavior, while Neuroticism were found to have a negative and significant relationship to the Organizational Citizenship Behavior. Therefore, employees with high level of Extraversion, Agreeableness, Conscientiousness and Openness to Experience tend to perform Organizational Citizenship Behavior.

**Keywords:** personality, five factor model, organizational citizenship behavior, hotel industry, Malaysia
The Business Intelligence-based Organization - new Chances and Possibilities

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Abstract: A contemporary organization is described by many different terms (e.g., intelligent organization, knowledge-based organization, learning organization). Due to the rapid development of Business Intelligence (BI) tools, a term “Business Intelligence-based organization” has appeared recently. It refers to the organization where business success is mainly achieved through applying various BI tools. BI tools enable to better understand not only the internal business processes, but also the competitive environment through the systematic acquisition, collation, analysis, interpretation and exploitation of information. They transform the information into strategic knowledge. This allows for the identification of the opportunities and threats, which may occur on the market, while cooperating with customers, suppliers and competition. The BI-based organization model is treated as a trigger for making more effective decisions and gaining better business results. The main goal of this paper is to present the basic assumptions underlying the idea of BI-based organization and to identify the factors that allow to achieve the business success with BI. The structure of this paper is organized as follows. Firstly, an overview of subject literature on BI has been conducted. Then, the idea of BI-based organization has been described. Next, the issue of maturity models for BI has been presented. Using an in-depth interview method, the results from the analysis of twenty firms applying BI systems have been described. Finally, the most important factors that determine the business success with BI have been proposed. The paper provides valuable information on the chances and the possibilities of BI applying. It makes useful contribution to the literature and theorists understanding of ways in which combinations of BI are used.

Keywords: business intelligence, business intelligence-based organization, maturity models, decision making, possibilities, benefits
Administrative Burden Reduction for Enterprises by Changing Food Safety Regulation in Latvia

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Abstract: The present research focuses on provision of a quantitative assessment of administrative burden created by food safety regulation on enterprises in Latvia and finding of solutions for the reduction of administrative burden on enterprises without leaving a negative impact on food safety as such. The Standard Cost Model (SCM) with some modifications and adaptations was used to evaluate the administrative burden. The research authors have identified all administrative requirements for enterprises related with food safety, calculated administrative costs per each administrative requirement and developed specific proposals for elimination and simplification of administrative requirements and procedures. It was concluded that 109 legislative enactments (national and the European Union (EU)) related with food safety were creating a bureaucratic burden on enterprises in Latvia. Various administrative requirements related with food safety annually create administrative burden amounting to EUR 7 million. This burden is generally created on the primary sector level (EUR 5.8 million). The authors have developed more than 100 specific proposals for reduction of administrative burden that may be implemented by public institutions. With the implementation of these proposals, administrative burden on enterprises could be annually reduced by EUR 2.7 million or 39%.

Keywords: administrative burden, bureaucracy, food safety regulation, EU

Identification of Corporate Competitiveness Factors – Comparing Different Approaches

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Abstract: The methodology and current results of identifying factors of corporate competitiveness in the Czech Republic are discussed. The task is to investigate what is the mutual dependency between the corporate competitiveness (charac-
characterized here by the corporate financial performance (hereinafter called ‘CFP) and selected characteristics describing these companies. Such characteristics can be regarded as the factors of competitiveness. The task of determining these factors has to be solved in multidimensional space. Therefore, the feature selection methodology from statistical pattern recognition, selecting a group of the most informative characteristics appears to be a suitable and promising approach. As opposed to our recent paper based on the classification approach, an alternative approach based on non-linear statistical regression is presented here. The paper presents a brief introduction to both the approaches and the results achieved when using them.

Keywords: factors of corporate competitiveness, corporate financial performance, empirical research, non-linear regression, feature selection, statistical pattern recognition

Women Leadership in Asia: Opportunities and Challenges

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Abstract: In past decades, more women are entering the workforce in Asia. Yet, women continue to encounter gender-based barriers which keep them from leadership positions. This research will examine the corporate practices and socio-psychological forces which prevent women from advancing to leadership positions. Additionally, cultural values and socialization specific to Asians will be considered. This theoretical paper will focus on challenges specific to Asian women including cultural stereotypes, socialization, work-life focus and employment practices. Next, it will consider the characteristics of women leadership which make them effective in contemporary management. Cultural-specific strategies which address these challenges and promote the advancement of women will be recommended.

Keywords: women, leadership, Asia

The Future of Learning and the Educational Process

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Abstract: The higher educational environment in Europe is changing and for the Netherlands this means that the dual educational system (universities and insti-
tutes for higher professional education) will disappear. However this is not the only driver of change. Many European countries face a population that is aging and in the near future many lecturers will retire. Also the current financial crisis in Europe is causing many investments in higher education to be delayed. These and other drivers mean that universities need to organize their resources (such as buildings, lecture halls, libraries, IT etc.) in a different manner. Furthermore support staff and administrators within universities need to be more flexible in the way they work to cater to the needs of a new customer group. To identify the changes that are needed and any bottlenecks that can be expected, a study was conducted at the HU University of Applied Sciences in the Netherlands. Professors, managers, staff, and students were interviewed and based on the outcomes a method for a new way of working was developed and IT tools to support this were recommended. Subsequently the method and some of the tools were tested in a pilot with 22 students. One of the most impressive results has been the reduction in the number of e-mails sent. During the pilot several means of communication were used (mainly twitter and Facebook) while the use of e-mail was not allowed. For the lecturers involved this meant a reduction in e-mail from over 1000 mails to fewer than 200 while at the same time the amount of tweets and Facebook postings totaled around 350. This means a reduction of about 45% in the number of messages. Furthermore we also used e-learning to reduce the amount of time that teachers and students needed to be physically present at the university, thereby not only reducing overhead but also helping in realizing the sustainability goals of the university.

**Keywords:** education, learning, processes, future of work

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**Work-family Conflict: The Role of Organizational Supportive Perception in Turnover Intention: Case study of Nurses of Tehran’s Hospitals**

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**Abstract:** In recent year's significant attention has been devoted to the interference between individual's family and work roles, which has been studied under the general rubric of work-family conflict (WFC). Conflict occurs because our needs are unmet or because our needs are inconsistent with or in opposition to the needs of others. The potential for conflict to arise in a hospital setting is considerably higher due to the complex and frequent interactions among the nurses and other employees and the variety of roles they play. Specialization and organi-
zational hierarchy often add to the territorial conflicts in hospitals. Because of numerous interactions between nurses and customer’s organization in hospitals; the employees (nurses) have important role in quality of serving to customers. In this article we are going to investigate relationship of organizational supports, work-family conflict and intention turnover using a sample of nurses in Tehran hospitals. A quantitative research approach was used to explore how Iranian hospital nurses perceive conflicts at work. Sample consisted of 490 nurses (male and female) working in selected hospitals in Tehran and method was simple random. LISREL and SPSS were used to data analysis. Finding show that how nurses perceive conflict influences how they react to it. Sources of conflict are embedded in the characteristics of nurses and the nursing system, but at the same time these characteristics can be seen as strategies to resolve conflict. The results of the path analysis indicate that organizational support alleviates nurses’ conflict and reduces turnover intention and work-family conflict and family-work conflict positively correlate with turnover intention. We finally recommend that as conflict can destroy individual nurses as well as the nursing system, we must act to control it effectively. It is recommended that further research be carried out to explore conflict management and retention of key staff in clinical settings.

**Keywords:** work-family conflict, family-work conflict, organizational supports, turnover intention, nurses

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**Trust Building in e-Leadership – Important Skill for Technology-Mediated Management in the 21st Century**

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**Abstract:** In the past decade, e-leadership has become a new and expanding context of organizational management. Trust in leadership has also gained increasing attention in organizational practice and research. Trust building is listed as one of the key leadership skills for the new millennium. It is an important topic studied extensively in the management and organization research field over the last three decades or so. There is no doubt that the e-era presents new challenges to the context of leadership and skills needed in IT-dominated environment and technology-mediated management (TMM). The paper aims to identify the specific characteristics of e-leadership and how they appear in and influence trust-building in the new context of technology-mediated interaction (TMI) between leaders and followers. Theoretical discussion focuses on leadership characteristics and skills in distance context and in e-context, specifically, and trust-building within e-leader-follower relationship. A qualitative study was conducted in Finland. The data was gathered in large organizations by interviewing e-leaders who main-
ly lead by TMI. The purpose of employing a qualitative methodological approach was to increase understanding of the phenomenon still scarcely studied. In data handling, content analysis, categorizing, and abstracting were used. The key findings show that business environment and challenges in e-leadership differ from those in traditional leadership. TMI changes the context of leader-follower relationship, forms and nature of interaction and, hence, trust-building in leader-follower relationship. This paper presents *a few findings not explicitly presented in prior studies of e-leadership*. In conclusion, e-leadership seems still a new concept in organizations and, therefore, is not supported and understood adequately in business practice. Organizations should invest in supporting e-leaders more strongly in the future. New leadership skills are needed, since fast-developing technology may still transform the ways of interaction in leadership.

**Keywords:** e-leadership, trust-building, leader-follower relationship, leaders’ view, technology-mediated interaction, qualitative study, Finland

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**Dynamic Modelling of Governance in Non-Profit Organizations: Case of Community Social Services**

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**Abstract:** Specific mission of small and locally operating non-profit organizations (NPOs) cannot be straightforwardly achieved through standard managerial frameworks, processes and tools, which are common in industry. Generic managerial structures of for profit firms are based on standardized and replicable flows of internal resources with explicit financial background. On the other hand, fragile organizational models of NPOs, system of their internal values, soft factors based motivational mechanisms, significant imprint of inheritance and traditions on governance procedures or unique staffing policy make these institutions both hard to systemize and scientifically manage. Thus, the initial advantage of tight individual relations in friendly, informal and altruistic environment turns gradually into a mission critical risk factor. Although the board members of NPOs are continuously aware of this threat, they don’t have any applicable and appropriately complex solution in hand. Consequently, the main goal of our research was to propose viable method for well-established NPOs, allowing smooth modification of their existing governance infrastructures into more systemic, accountable and sustainable way. Moreover, the resultant methodology should reuse positive features from the both worlds, i.e. combine applicable artefacts of industrial standards with traditional behavioural patterns of NPOs. Formally said, we want to merge a generic model of strategic architecture with mostly tacit organizational
know how by means of dynamic balanced scorecard (BSC) and knowledge based modelling. The paper describes single analysis and design stages of such procedure, i.e. why we consider organizational learning as important key success factors for NPOs, what is our understanding of representation and applicability of knowledge based model or which parts of BSC are suitable NPOs planning and management. Finally we outline a prototype of such model and discuss its dynamic behaviour for one service cycle of single NPO’s program and then show temporal behaviour of properly managed portfolio of such programs. All presented conclusions are based on real data and validated by experts’ opinions.

**Keywords**: Governance prototyping model, system dynamics, performance of non-profit organizations

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**Gender Diversity in Management and Leadership: A new Competitive Advantage?**

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**Abstract**: Today, there is an increasing recognition that the competitiveness of a country relies on the active involvement of women in education, business, politics and product and service development. The growing participation of women in labor market is considered as one of the key sources of sustained economic growth. In addition, women are more and more influencing the spending decision in household; however most of the technological products, processes and services are designed by men. In the age of user centered design, there are still too many examples, around us, of systems not perfectly suited to the cognitive or physical female features; such for instance, conventional seatbelts in cars do not fit pregnant woman, user interface navigation, game design based on men’s interest, cars and so forth. This conceptual paper discusses the gender diversity in management and systems design as an important element for a competitive advantage for organizations.

**Keywords**: gender diversity, leadership process inventory, management

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**Managing Knowledge in Small Businesses**

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**Abstract**: Do small business firms manage their knowledge? How do they manage their knowledge? This paper investigates how small business firms manage their
knowledge by using a qualitative case study method through an interview technique. This case study helped explore what three seafood business firm managers regarded as important knowledge, why this knowledge was important, how the important knowledge helps them succeed in business, and from what sources they collected the important knowledge. The paper explores whether the utilised knowledge resulted in business intelligence that helped in strategic planning, decision making and daily business operations. The managers explained how the acquired important knowledge was stored for future reuse through technology, and how the reused stored knowledge produce business intelligence that helped maintain their business viability. It was found that small business firms would like to use technology to effectively maintain a central repository of organisational knowledge assets. However, they have limited resources and technological expertise.

**Keywords:** Knowledge management, small business, small business knowledge management

**Facilitating Value Co-creation: Gaining a Competitive Advantage through Differentiation**

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**Abstract:** As a result of the current business environment, rise of technology, increasing globalization, etc., companies are therefore focusing on finding ways to differentiate themselves. Differentiation is therefore essential and co-creation is a core differentiation base. Vargo and Lusch (2004, 2006, 2008) introduced a new dominant logic in the marketing literature, the Service-Dominant Logic (S-D Logic), in which service, interactions, and enhanced experiences help create value, and this potential for value is what attracts consumers. Therefore organizations must be customer-centric in order to facilitate unique, positive experiences. As the name indicates, both organizations and consumers (should) obtain value when co-creating, which is why both parties are willing to increase their degree of involvement, e.g. spending more resources, sharing tacit knowledge, etc., because a high degree of involvement will also lead to a high rewards. According to postmodern consumerism theory, consumers are intrinsically motivated to participate (Arnould et al., 2006; Borghini & Carú, 2008; Etgar, 2008; Fisher & Smith, 2011), but may also be extrinsic motivated by, for instance, appraisal and ‘autonomy’ (Etgar, 2008). Therefore, for instance, being part of the process is a key incentive for consumers. Postmodern consumers’ search for unique experiences calls for individualization, personalization, etc. Although Prahalad & Ramaswamy (2004),
Karpen et al. (2008), and Karpen et al. (2011) have presented S-D Logic as a middle range theory it is still difficult for organizations to operationalize their co-creation efforts. This paper argues that postmodern consumerism can be used to guide the operationalization of the co-creation process by identifying the key facilitators of co-creation for the post-modern consumer. Through an exploratory qualitative study, 9 facilitators for B2C value co-creation were uncovered. The study was set in the creative industries. The 9 facilitators are a combination of the main facilitators found in the literature review and the ones found through the empirical research. The 9 facilitators are individuated offering; accessibility; engage and enable; incentives segmentation; change acceptance, sharing, and learning; manageable implementation for organizations; project-based organization; C2C interactions; keep control. Each facilitator is detailed in the paper and implications for practice are discussed.

**Keywords:** SD Logic, qualitative research, co-creation, post-modern consumer

**Entrepreneurship and Creativity in Transition Turmoil: The Case of Vietnam**

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**Abstract:** The primary objective of this study focuses on perceived values of entrepreneurship and creativity in business conducted within a turbulent environment. Our initial hypothesis is that a typical entrepreneurial process carries with it “creativity-enabling elements.” In a normal situation, when businesses focus more on optimizing their resources for commercial gains, perceptions about values of entrepreneurial creativity are usually vague. However, in difficult times and harsh competition, the difference between survival and failure may be creativity. This paper also examines many previous findings on both entrepreneurship and creativity and suggests a highly possible “organic growth” of creativity in an entrepreneurial environment and reinforcing value of entrepreneurship when creativity power is present. In other words, we see each idea reinforcing the other. We use data from a survey of sample Vietnamese firms during the chaotic economic year 2012 to learn about the ‘entrepreneurship-creativity nexus.’ Strikingly, most literature suggests that market competition will push firms to take creativity/innovation seriously as matter of death or survival. Using the data, we examined creativity methods in conjunction with three influential cultural values –
namely risk tolerance, relationship, and dependence on resources – to assess how they influence decisions of entrepreneurs. A data set of 137 responses qualified for a statistical examination was obtained from an online survey, which started on February 16 and ended May 24, 2012, sent to local entrepreneurs and corporate managers using social networks. The authors employed categorical data analysis. Statistical analyses confirm that for business operation, the creativity and entrepreneurial spirit could hardly be separate; and, this is not only correct with entrepreneurial firm, but also well established companies. The single most important factor before business start-up and during early implementation in Vietnam is what we call “connection/relationship.” However, businesspeople are increasingly aware of the need of creativity/innovation. In fact, we suggest that creativity and entrepreneurial spirit cannot be separated in entrepreneurial firms as well as established companies.

**Keyword:** creativity; entrepreneurship; economic transition; Vietnam

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**What is the Management Attitude of Leading Thai Organizations towards Currency Hedging Strategy in Today’s Dynamic Environment?**

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**Abstract:** This study investigates the relationships between the exposure to foreign currency transactions and management attitude both in short- and long-terms as a precursor to understanding best practices in hedging risks associated with foreign currency transactions. A purposeful sampling strategy was adopted and three companies from the Thailand’s SET 50 listed companies were selected for the study. Semi-structured interviews and thematic analysis were adopted for data collecting and analysis respectively. It is expected that the study will benefit Thai firms, their international trade partners, and the Thai government through the recommendations aimed at enhancing both the practice and the management of foreign exchange risk management. The study also benefits those financial institutions who are involved in providing hedging products to the Thai firms.

**Keywords:** Exposure to foreign currency transactions; Management Attitude; Exchange Rate Risks, Hedging Strategy, Thai Firms
Management of Nuclear Power Using Social Networks

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Abstract: This paper presents a quantitative approach of nuclear power governance using methods of social network analysis. Analyzing management or governance of international nuclear power in terms of the networks and actors within it and using techniques developed by other disciplines and at different junctions such as temporal, geographical, social, relational etc., would bring a new perspective on the complex structures of world energy as well as world politics. Therefore, energy governance would be more than a descriptive label applied to the international power structures, but a way of analysis and mapping for the latter. Using empirical research data, this paper will also assess the characteristics of the networks formed by global governance actors and connect the theoretical implications of its structures with foreign policy outcomes, thus showing a map of relationships that can prove very useful to practitioners in strategic planning.

Keywords: nuclear power, social networks, social network analysis, governance

Conceptual Model of Information Technology Support for Prosumption

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Abstract: The goals of my research were to explore the prosumption idea and to formulate assumptions and recommendations for its implementation and use of information technology in enterprises. The paper explains the nature, scope and development of prosumption and describes various examples of using prosumption in enterprises. Special attention is paid to information technology and systems as the foundations for the implementation and use of prosumption in enterprises. Hence, recommendations and a conceptual model concerning the use of information technology to support prosumption are shown. The management of consumer knowledge, “from” and “for” a consumer in particular, provided the basis for the created model. The results obtained from the research may prove to be helpful to researchers and scholars in developing studies on prosumption as well as enterprises interested in implementing prosumption.

Keywords: prosumption, consumer knowledge, consumer knowledge management, information technology, knowledge “from a consumer”
PHD
Research
Leadership Styles and Entrepreneurial Orientations on Technology Based SMEs Performance in Malaysia

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Abstract: The style adopted by leader can influence business performance as they are responsible for the business operations of the organization. With many different leadership styles available, the present study will identify the appropriate style to be adopted by leaders in technology based SMEs. In addition, entrepreneurial orientations have proven to influence business performance. However, there are limited studies on the mediator effects of entrepreneurial orientation in relation to leadership styles and business performance specifically in technology based SMEs. The results from this study would provide both practical and theoretical contributions. Based on leadership and entrepreneurship literature, a model of leadership styles, entrepreneurial orientation and business performance will be proposed.

Keywords: leadership styles, entrepreneurial orientation, technology based SMEs

Importance of Integration of Marketing communications in the Project Activity

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Abstract: Effective formation of marketing communication policy allows businesses of any sphere of activity to raise the level of competitiveness not only by the direct impact on the representatives of external audience, but also through the use of marketing communications as a tool for effective management of internal audience, carrying out their activities in all divisions. For choosing the mechanisms of communication policy, we must take into account the ever-increasing problems of integration of marketing communications of individual projects and of holistic programs across the enterprise. One of the main goals of marketing projects is a careful integration of all marketing tools, which accompany the emergence of a new value as a result of project activities, with the company image already created or only being formed. Project and operational activities of the company can be considered as two groups of sources that generate external marketing communications and require multiple levels of integration. In our opinion, under-developed technology of integration of internal and external
communications is a much more serious problem of the marketing support of projects. Communication occurring within the project team, between the team and the sponsors, directors and performers is initially only the function of providing the project activities with relevant information. This is intentional communication, which by definition is not marketing communication, but it also performs marketing functions, motivating the project team and the company in general during the current project. Satisfaction of completeness, relevance, and timeliness of information will encourage this transformation. Positive attitude of the project team will facilitate transmission of marketing information not only in the internal environment of the project, but also in the internal and external environment of the enterprise. In the process of project management, it is vital not only to know these transformation mechanisms of communication in marketing, but also to integrate them properly with the full spectrum of main and synthetic, internal and external, intentional and unintentional marketing communication tools used by the enterprise. Unfortunately, the technology of integration of marketing communications, developed at the institutional and algorithmic levels, is missing, which makes their practical application impossible. At the same time, the analysis of the most important topics of the annual PMI conferences clearly demonstrates the increasing role of marketing projects. From 2007, "Marketing and Sales" is one of the five major trends in the project management area. In addition, it is consistently mentioned at these conferences that project marketing is one of the least methodologically supported areas. Development of the specific integration technologies for marketing communications of the project requires, in the first place, a justification of the importance of integration effects for the project activities. This could be achieved by a closer look at the basic characteristics of these activities.

Keywords: marketing project support, marketing project communications, internal and external marketing communications, integrated marketing communications
Transformational Leadership Behaviour Skills and Total Quality Management Practices of Presidents and Vice Presidents of State Universities and Colleges in the Philippines

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Abstract: This study focused on the relationship between transformational leadership behaviour skills and total quality management practices of presidents and vice presidents of State owned universities and colleges in Region III in the Philippines. It established linkages between the demographic profile of the respondents and their transformational leadership behaviour skills and the total quality management practices. The respondents of the study were the presidents and vice presidents of state owned universities and colleges in Region III in the Philippines. The study used the descriptive correlational survey and the questionnaire served as the main instruments for gathering the data needed in the completion of the study. The deans of the different colleges, the directors of the different offices, the coordinators and the officers of the supreme student council of these state universities and colleges were tasked to rate the respondents in terms of their transformational leadership behaviour skills and total quality management practices. The study used the descriptive method of research where the frequency, the percentage, the mean and standard deviation were used to describe the demographic profile, the transformational leadership behaviour skills and the total quality management practices of school administrators. Regression analysis was used to established strong linkages between the demographic profile, the transformational leadership behaviour skills and the total quality management practices. ANOVA was used to establish if a significant difference occurred in the perception of the respondent’s TQM practices. Important findings of the study showed that among the transformational leadership behaviour skills, visioning skills and value congruence were established to be significantly affecting TQM. A significant difference was also established with the TQM practices of the presidents and vice presidents as perceived by the supremestudents council and the school heads. Another important finding of the study revealed that the female and the male school administrators showed parity in terms of their professional qualifications but in terms of economic benefits the female leaders were left behind by their male counterparts. The presidency of state universities and colleges were still dominated by male as there is only one female president in all the State Universities and Colleges in Region III and that is the President of Tarlac State Univeristy.

Keywords: Transformational leadership behaviour skills, total quality management practices, state universities and colleges, supreme student council
Evaluating the Interdependencies Between Managing Business Change, IT Sourcing and IT Governance

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Abstract: Organisations need the right business and IT capabilities in order to achieve future business success. It follows that the sourcing of these capabilities is an important decision. Yet, there is a lack of consensus on the approach to deciding where and how to source the core operational capabilities. Furthermore, developing its dynamic capability enables an organisation to effectively manage change its operational capabilities. Recent research has proposed that analysing business capabilities is a key pre-requisite to defining its Information Technology (IT) solutions. This research builds on these findings by considering the interdependencies between the dynamic business change capability and the sourcing of IT capabilities. Further it examines the decision-making oversight of these areas as implemented through IT governance. There is a good understanding of the direct impact of IT sourcing decision on operational capabilities However, there is a lack of research on the indirect impact to the capability of managing business change. Through a review of prior research and initial pilot field research, a capability framework and three main propositions are proposed, each examining a two-way interdependency. This paper describes the development of the integrated capability framework and the rationale for the propositions. These respectively cover managing business change, IT sourcing and IT governance. Firstly, the sourcing of IT affects both the operational capabilities and the capability to manage business change. Similarly a business change may result in new or revised operational capabilities, which can influence the IT sourcing decision resulting in a two-way relationship. Secondly, this IT sourcing is directed under IT governance, which provides a decision-making framework for the organisation. At the same time, the IT sourcing can have an impact on the IT governance capability, for example by outsourcing key capabilities; hence this is potentially again a two-way relationship. Finally, there is a postulated two-way relationship between IT governance and managing business change in that IT governance provides an oversight of managing business change through portfolio management while IT governance is a key element of the business change capability. Given the nature and novelty of this framework, a philosophical paradigm of constructivism is preferred. To illustrate and explore the theoretical perspectives provided, this paper reports on the findings of a case study incorporating eight high-level interviews with senior executives in a German bank with 2300 employees. The collected data also include organisational charts, annual reports, project and activity portfolio and benchmark reports for the IT budget. Recommendations are made for practitioners. An understanding of the interdependencies can support professionals in improving
business success through effectively managing business change. Additionally, they can be assisted to evaluate the impact of IT sourcing decisions on the organisation’s operational and dynamic capabilities, using an appropriate IT governance framework.

**Keywords:** Managing business change, IT sourcing, IT governance, dynamic capabilities, capability framework

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**What is the Impact of Authentic Leadership on Leader Accountability in a Non-profit Context?**

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**Abstract:** The third sector has traditionally faced many problems, whereby leadership has been identified as one of the main areas for concern where more robust research is needed. Whilst there have been numerous studies investigating aspects of non-profit leadership, no research has been undertaken into the role and relevance of Authentic Leadership (AL) and Leader Accountability (LA) for British Third Sector Organisations (TSOs). Furthermore, within the arena of management, no research – empirical or conceptual – has been conducted that examines the relationships between these two concepts. Interest in Authentic Leadership has escalated. Unethical behaviour, corruption and global leadership failures are cited in support of the AL paradigm. This is because AL entails an honest, transparent and moral approach, which makes leadership more interactive and opens new dimensions for future challenges. Authentic Leadership is growing into one of the most influential theories encompassing almost all leadership doctrines of the past. Accountability emanates from self-awareness in that leaders have to understand their own roles, acknowledge its importance and set relevant priorities before they can begin to influence followers. To date there has been little interest into how a leader’s accountability can be measured empirically to support and enhance leadership capabilities. Leader Accountability plays a decisive role in promoting authenticity and moral foundations of effective leadership that may help to prevent misconduct and organisational scandals. Empirical work is lacking in both AL and LA and more importantly to date, as far as the researchers are aware, no research exists that has examined these concepts within a third sector context. This study contributes in three ways. First the study examines how AL is represented in British TSOs using an accepted measure, Authentic Leadership Questionnaire (ALQ). Secondly; the study explores how LA is perceived in British TSOs using Leader Accountability Scale (LAS). Thirdly, the study examines the relationship between Authentic Leadership and Leader Accountability – a relationship not investigated in the literature.

**Keywords:** Authentic leadership, leader accountability, third sector organisations
Identification of Important Factors of Corporate Communication Delivered through Social Media

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Abstract: Corporate communication delivered on social networks is a very engaging, yet unexplored, and progressively growing area of marketing with an ever-increasing number of users. Given the increasing amount of different social media, there is much uncertainty about how they should be approached by companies when communicating with customers. A lot of companies feel that social networks are an innovative communication channel with a high potential. This communication tool is used by millions of potential customers who spend hours on social networks. Business entities try out social networks for communication with their customers, but over time they abandon them because of their low efficiency. The contribution of the project consists of identifying factors necessary for filling in information gaps which currently exist in communication of small and medium-sized businesses with customers via social networking. The identified factors can assist in accomplishing company goals, especially in increasing brand awareness on the Internet (Social Public Relations), attracting new visitors to the website, improving the website’s position in search engines (Social SEO), reducing the direct costs of acquiring new customer. The project used a combination of two methods of data collection. Data was collected through a Focus Group and an electronic survey. The first method served as the basis for the design of the electronic questionnaire. The data was evaluated by statistical analysis (factor analysis), which was conducted on the mathematical software „R“. We worked with 13-year-old respondents in the Czech Republic who were users of social media. The age limit was derived from the legal requirements for the age of users of the social network Facebook. In terms of the methodological approach, the project employed both a positivist approach, which utilises quantitative methods of data collection, and the phenomenological approach, which applies qualitative methods of data collection. The research project can be determined as an exploratory one; it directly examines the factors influencing consumers' satisfaction with social media communication. The selection of respondents in both forms of inquiry was done by the "random quota sampling" method. The required assumption was that the respondent was a direct user of social networks. No other restrictions concerning age or territory were applied; the main aim was to obtain at least 500 responses. In conclusion, we claim that the research findings can be applied not only in the Czech Republic but also in other countries.

Keywords: social media, satisfaction, communication of marketing, consumer, factor analysis, focus group
Ethical Leadership in Organisation in Transition
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Abstract: Leaders play a prominent role in promoting ethics in organisations. Treviño, Hartman and Brown (2000) emphasise the importance of being a moral manager for a leader, as well as being a moral person. As an ethical leader, it is not enough to be a moral person, as it only “tells followers what the leader will do. It doesn't tell them what the leader expects them to do” (Treviño and Brown, 2004). A moral manager on the other hand is “one, who leads others on the ethical dimension, lets them know what is expected, and holds them accountable” (Treviño and Brown, 2004). A number of ways that moral managers can act have been identified (Treviño et al, 2000): to be a role model, to communicate the ethics, and to consistently employ reward system. Leadership has also been perceived as a key element in the ethics management implementation at the Indonesian tax administration. Such view was revealed from interviews and focus group discussions mainly conducted in the Directorate General of Taxes (DGT), the Indonesian tax administration. This paper identifies two other ways moral managers can carry out their role: to show a strong commitment and great concern, and to comfort and reinforce. These additional ways are seen as essential, particularly where ethics management is still at early stages of implementation. Furthermore, Treviño et al (2000) suggests four possibilities of moral person-moral manager combinations. One of which is a weak moral person-strong moral manager condition. In this regard, this paper is of the opinion that in the case of ethics management implementation in DGT, the two dimensions must not be seen as separable conditions. A strong moral person is part of, and the characteristics are a prerequisite to be, a strong moral manager. The research will contribute to the number of studies in ethics management in public sector conducted in developing countries. In Indonesian context, in which bureaucracy reform is currently taking place, the research will provide insights on the implementation of ethics management and will give feedbacks on it in public sector reforms in Indonesia.

Keywords: ethical leadership, ethics management, governance, public sector reform
Work in Progress
Conflict Perspectives in International Business Organisations: The Changing Trends and its Management

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Abstract: Two views are presented in this paper. First, it is argued that conflict resolution does not offer an adequate panacea to interpersonal conflicts within organisations. What does offer a better solution is ‘managing’ the conflict occurrence. Second, it is argued that the changing workplace brought about by globalisation brings about a different type of interpersonal conflict.

Keywords: conflict, conflict management, international organisations

Investigation of the Relationship between IT Governance and Corporate Governance

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Abstract: Given the ubiquitous nature of Information Technology (IT) in business operations, strategic congruence between IT governance (ITG) and corporate governance (CG) is important in achieving good governance and in improving firm performance. Whilst the literature refers to the existence of a relationship between these two constructs, this relationship remains largely unexplored from both a theoretical and a practical standpoint. Thus, the objective of this study is to provide a theoretical understanding of the relationship between ITG and CG and the constructs that contribute to/influence and impact this. We propose to investigate this using multiple case studies within the banking industry in Thailand, where to date little research on ITG has been conducted. Outputs arising from this research will be of interest to academics and practitioners alike. For academics it provides improved understanding about the relationship between ITG and CG, while for practitioners there is an opportunity to use this understanding to develop practical guidelines that can assist with maximising value creation from IT.

Keywords: IT governance; corporate governance; institutional theory; banking industry; Thailand
Non Academic
Management Strategies and Leadership Styles of Selected Hospitals for Effective Clinical Nursing Supervision

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Abstract: The study delved into the prevailing management strategies and leadership styles of selected hospitals for effective clinical nursing supervision. This is a quantitative study and descriptive-correlational method was utilized. Three (3) Private hospitals in Metro Manila, with 90 and above bed capacity were considered. Twenty five (25) male and female ward supervisors and One hundred ninety nine (199) staff nurses was selected using the convenience - purposive sampling. The results revealed that both group of respondents (nurses and head nurses) commonly regarded the management strategies used by clinical supervisors as moderately effective. The highly used leadership styles by the clinical supervisors were Democratic and Situational. Both group of respondents ascertained that the basic patterns of leadership of situational leadership used by clinical supervisors in terms of directing, controlling, supporting and delegating adhered to a moderately effective interpretation. There are no significant differences in the assessment based on the management strategies, leadership styles and basic patterns of Situational leadership used. On the other hand, there is a relationship in the assessment between the management strategies and leadership styles, leadership styles and basic patterns of situational leadership and management strategies and basic patterns of leadership used by the head nurses. In consequence, the results of the study provided baseline data for formulating functional and relevant programs for developing resource materials to improve the management practices in the healthcare organization. In the light of the foregoing findings and conclusions... the following recommendations are suggested:

• Regular assessment of the nurses’ competency and clinical performance at least every two years should be done to ensure a continues quality level of performance.
• Enhancement of management and leadership skills through trainings, workshops and seminars to mold the future nurse-manager in the clinical settings and improve their potentials.
• Design and implement management development program for clinical nursing supervisors and future nurse-manager.
• Replicate the study in other areas or disciplines to further validate the results of the present study.
• Conduct similar studies taking into consideration other issues not addressed in the present study such as increasing the sample size 6
• Adopt and implement the proposed monograph for effective clinical nursing supervision

Keywords: management strategies, leadership styles, selected hospitals, effective clinical nursing supervision, staff nurses, clinical supervisors
Late Submission
The Role of Power Distance and Masculinity in the Relationship between High Performance Work System and Academic Faculty Job Satisfaction in Universities of China

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Abstract: This quantitative research is an attempt to explore the relationship between high performance work system (HPWS) and employee’s job satisfaction under two important organizational culture values; power distance and masculinity. This relationship is tested under social exchange behaviour and in the light of contingency approach. To explain relationship between HPWS, employee’s job satisfaction, power distance and masculinity, Correlation and HLM analysis were applied. The four core HRM practices, High selection staffing, performance based pay, empowerment and result oriented appraisal were conceptualized and measured as HPWS. The result of this quantitative research based on the sample of 225 academic faculties across 14 universities of china, indicates that HPWS is strongly related to employees job satisfaction ($r = .76, p=.00$). The results also signify that power distance moderates the relationship between HPWS and Job satisfaction ($β =-.196, p<0.01$). However, moderate effect of masculinity is not confirmed ($β=.17, p>.10$). The findings have practical implementation for administration in organizations. In line with previous research we provide evidence of direct link between HPWS and employees job satisfaction. On the basis of the results, we strongly suggest that High selection staffing, performance based pay; empowerment and result oriented appraisal can be used in combination as HPWS. Moreover, before implementation of HPWS administration and governance bodies should consider organizational culture values for firm smooth functioning and performance.

Keywords: HPWS, job satisfaction, power distance, Masculinity
Knowledge Cafe
Gendered perspectives in leadership and management: Do women matter?

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Abstract: Focus in the knowledge café: This knowledge café focuses on sharing knowledge related to important gender issues which should be taken into consideration while developing and facilitating management strategy and leadership styles.

Today there is an increasing recognition that the competitiveness of a country relies on the active involvement of women in education, business, politic and product and service development. The growing participation of women in labor market is considered as one of the key sources of sustained economic growth. In addition, women are more and more influencing the spending decision in household; however most of the technological products, processes and services are designed by men. In the age of user centered design, there are still too many examples, around us, of systems not perfectly suited to the cognitive or physical female features; such for instance, conventional seatbelts in cars do not fit pregnant woman, user interface navigation, game design based on men’s interest, cars and so forth. Generally, gender stereotypical beliefs and related practices are problematic, and these are deeply rooted in social psychology and socio-cultural aspects.

Women that prioritize higher education are increasing, and they are getting more and more attractive in the competitive work marked. Still there is a need for more women to take on higher positions and leadership. Research has shown that women are strong leaders; however, their leadership styles are quite different from traditional leadership performed by men. Studies show also that top management is encouraging women to apply for leadership positions. There is growing recognition that female leaders better emphasize communication and collaboration and are able to create a less stressful working environment. To follow this trend in work-life, companies need to think differently about business strategies and leadership in order to better promote efficient communication structures and investigate further the female features as an added value for their competitiveness.
Female features in management and leadership have rarely been investigated. This interactive workshop will provide an arena for discussing the gender perspectives as a new criterion in management and leadership.

This interactive workshop will facilitate a knowledge network of female researchers building and will promote a larger participation of women in research focusing on the gendered perspectives in today organization.

Furthermore, the role of social networking technologies in facilitating the knowledge network of female researchers will be debated.

After a keynote speech exposing these issues, a knowledge café based on Gurteen’s model will be organized.

The knowledge café is part of a project on gender issues financed by Agder Regional Research Funding in Norway.

**Keywords:** Gender issues, leadership styles, management strategies, innovation, knowledge café
Posters
Only
Leadership vs. Management in Managerial Programs

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Abstract: Summary. By running a content analysis we intended to describe and understand the ways in which the characteristics of leadership are present in managerial programs. Of all the programs included in the analysis we selected the ones of the candidates who have actually won the university elections and are currently rectors of their respective universities. Leadership has strategic and long term concerns, whereas management focuses on the immediate and short term goals. Vision is cast and formulated by the leader, while the manager is required to conceive and implement procedures which allow that vision to be attained. Based on these characteristics we have come up with four categories by which the content of the managerial programs were analyzed.

Keywords: leadership, performance, vision

Leadership and Governance of an Integrated Business Operating Model; Theory and Practice

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Abstract: Organizations need to create, deliver and measure value in order to realise their strategic goals. While there is no single definition of these terms, prior research has emphasised the governing and enabling roles played by business models in crafting the value proposition and operating models in designing the capabilities that deliver value. This paper addresses the significant leadership and governance challenges to achieving an integrated view of a business operating model.

A traditional view of strategy emphasises the need for an organisation to align its position with that of the environment and the industry sector in which it operates. In doing so, it should align its business and IT strategies in order to create an effective enterprise architecture, which is then delivered through a portfolio of change initiatives. This journey is not straightforward, given that alignment is consistently raised as a top challenge by business executives. Failures in this area are responsible for huge losses in both the private and public sectors.

This paper postulates that alignment is required at many levels, from strategic drivers to business model which is linked to an operating model and then to an
integrated architecture. In doing so there is a need to align business design elements such as leadership, governance and organisation with the enterprise architecture elements of business processes, information, applications and technology.

The resulting conceptual framework is explored using a pre-structured research design approach based on an organisational case study that allows for a depth of enquiry into the multiple dimensions of alignment. This case study is viewed from a leadership perspective and deals with a dynamic environment that brings a new set of challenges. It highlights that an organisation’s evolution of business and operating models is rarely a one stage transformation.

This analysis generates practitioner insights into how to deal with the analysis, design and execution of transformed business and operating models. Specifically it considers the challenges resulting from evolving its business model, requiring a change in its chosen value discipline (operational excellence, product leadership, customer intimacy). These lessons are relevant for managers and professionals but even more critical for executive leaders who are ultimately responsible for multi-level alignment, internally and externally.

Additionally this paper aims to explore and build on a conceptual framework that enhances the theoretical foundations of business and operating models, a domain in which there is a noted lack of consistency of definitions. Limitations are articulated and further research is proposed to expand this knowledge domain.

**Keywords:** business model, operating model, leadership, governance
Research Jotter

Research ideas can happen at any time – catch them in writing when they first occur