Fourteenth International Conference on
Knowledge, Culture and Change in Organizations

Decimocuarto Congreso Internacional de
Economía y Gestión de las Organizaciones

4–5 AUGUST 2014 | SAÏD BUSINESS SCHOOL | UNIVERSITY OF OXFORD | OXFORD, UK
ONTHEORGANIZATION.COM | SOBREGESTION.COM

COMMON GROUND

On the Organization
Economía y Gestión de las Organizaciones

FOURTEENTH INTERNATIONAL CONFERENCE ON KNOWLEDGE, CULTURE, AND CHANGE IN ORGANIZATIONS

DECIMOCUARTO CONGRESO INTERNACIONAL DE ECONOMÍA Y GESTIÓN DE LAS ORGANIZACIONES

SAÏD BUSINESS SCHOOL, UNIVERSITY OF OXFORD
OXFORD, UK

4-5 AUGUST 2014

ONTHEORGANIZATION.COM

SOBREGESTION.COM

COMMON GROUND

FOURTEENTH INTERNATIONAL CONFERENCE ON KNOWLEDGE, CULTURE, AND CHANGE IN ORGANIZATIONS
www.ontheorganization.com

DECIMOCUARTO CONGRESO INTERNACIONAL DE ECONOMÍA Y GESTIÓN DE LAS ORGANIZACIONES
www.sobregestion.com

First published in 2014 in Champaign, Illinois, USA
by Common Ground Publishing, LLC
www.commongroundpublishing.com

© 2014 Common Ground Publishing

TABLE OF CONTENTS

Dear Delegate,

Welcome to the Fourteenth International Conference on Knowledge, Culture, and Change in Organizations. This conference will address knowledge, culture, and change in organizations from a variety of disciplinary perspectives. The conference will offer a comprehensive overview of current thinking in the area broadly described as knowledge management. Its perspectives will range from big picture analyses in keynote addresses by internationally recognized experts in the field of management to detailed case studies of management practice.

This conference now has a truly international record as an intellectual leader in our field. In 2003, the conference was held at the Universiti Sains Malaysia in Penang, Malaysia; in 2004 at the University of Greenwich, London, UK; in 2005 at the University of the Aegean on the Island of Rhodes, Greece; in 2006 at the Monash University Centre, Prato, Italy; in 2007 at the Singapore Management University, Singapore; in 2008 at Cambridge University, U.K; in 2009 at Northeastern University, Boston, Massachusetts, USA; in 2010 at HEC in Montreal, Canada; in 2011 at the Universidad San Pablo CEU, Madrid, Spain; in 2012 at the University Center in Chicago, USA; and in 2013 at the University of British Columbia–Robson Square. The 2015 conference will be held in Berkeley, USA at the University of California at Berkeley from 19-20 February.

In addition to organizing the Organization Conference, Common Ground publishes papers from the conference at www.OnTheOrganization.com/Publications, and we do encourage all conference participants to submit a paper based on their conference presentation for peer review and possible publication in the journal. We also publish books at www.OnTheOrganization.com in both print and electronic formats.

Thank you to everyone who has prepared for this conference. A personal thank you goes to our Common Ground colleagues who have put such a significant amount of work into this conference: Monica Hillison, Raquel Jimenez, Kimberly Kendall, Shelby Koehne, Monica Miret, and Homer Stavely.

We wish the best for this conference and hope it will provide you every opportunity for dialogue with colleagues from around the corner and around the world. We hope you will be able to join us in Berkeley for next year's conference held 19-20 February 2015.

Yours Sincerely,

Bill Cope
Director, Common Ground Publishing
Professor, Education Policy, Organization, and Leadership
University of Illinois, Urbana-Champaign, USA

COMMON GROUND

ABOUT COMMON GROUND

Our Mission

Common Ground Publishing aims to enable all people to participate in creating collaborative knowledge and to share that knowledge with the greater world. Through our academic conferences, peer-reviewed journals and books, and innovative software, we build transformative knowledge communities and provide platforms for meaningful interactions across diverse media.

Our Message

Heritage knowledge systems are characterized by vertical separations—of discipline, professional association, institution, and country. Common Ground identifies some of the pivotal ideas and challenges of our time and builds knowledge communities that cut horizontally across legacy knowledge structures. Sustainability, diversity, learning, the future of the humanities, the nature of interdisciplinarity, the place of the arts in society, technology's connections with knowledge, the changing role of the university—these are deeply important questions of our time which require interdisciplinary thinking, global conversations, and cross-institutional intellectual collaborations. Common Ground is a meeting place for these conversations, shared spaces in which differences can meet and safely connect—differences of perspective, experience, knowledge base, methodology, geographical or cultural origins, and institutional affiliation. We strive to create the places of intellectual interaction and imagination that our future deserves.

Our Media

Common Ground creates and supports knowledge communities through a number of mechanisms and media. Annual conferences are held around the world to connect the global (the international delegates) with the local (academics, practitioners, and community leaders from the host community). Conference sessions include as many ways of speaking as possible to encourage each and every participant to engage, interact, and contribute. The journals and book series offer fully-refereed academic outlets for formalized knowledge, developed through innovative approaches to the processes of submission, peer review, and production. The knowledge community also maintains an online presence—through presentations on our YouTube channel, monthly email newsletters, as well as Facebook and Twitter feeds. And Common Ground's own software, **Scholar**, offers a path-breaking platform for online discussions and networking, as well as for creating, reviewing, and disseminating text and multi-media works.

Common Ground España

Since its inception, Common Ground Publishing has been committed to build bridges between different languages and cultures, crossing the geographical and linguistic boundaries that slow down the free flow of ideas between the countless communities that populate the planet. We are truly committed to diversity, and that is why we are striving to create synergies between the English, Spanish and Portuguese-speaking knowledge communities that meet every year at the conference, and that interact through the scholarly journals, the book series, and the social networks.

To fulfill this ideal, Common Ground Publishing has launched Common Ground Publishing España in order to create and develop Latin American knowledge communities based on the Spanish and Portuguese languages and cultures, crossing geographic, linguistic and cultural borders. Each of these knowledge communities holds an annual academic conference (which takes place in parallel to Common Ground's conferences in English) and manages a peer reviewed scholarly journal, a book series and a number of social networks that allow scholars and practitioners to interact with other peers coming from different geographical, institutional and cultural origins, as well as to strengthen interdisciplinary discussions.

For the time being, Common Ground Publishing España, whose headquarters are located at the Research Park of the Universidad Autónoma de Madrid, has developed 10 Latin American knowledge communities. These include Learning, E-Learning and Innovative Pedagogies, Science in Society, Interdisciplinary Social Sciences, On the Organization, New Directions in the Humanities, The Image, Books, Publishing and Libraries, Health, Wellness and Society, and Technology, Knowledge and Society.

The Organization

ON THE ORGANIZATION KNOWLEDGE COMMUNITY

The On The Organization knowledge community is dedicated to the concept of independent, peer-led groups of scholars, researchers, and practitioners working together to build bodies of academic knowledge related to topics of critical importance to society at large. Focusing on the intersection of academia and social impact, the On The Organization knowledge community brings and interdisciplinary, international perspective to discussions of new developments in the field, including research, practice, policy, and teaching.

Themes

Theme 1: Management Education
On learning to lead in organizations oriented to the future. Articles publish into *Management Education: An International Journal.*

- New types of organization: what do you need to learn today?
- Towards leadership: management education and training
- Vision, strategy and leadership: measuring the effects
- Training and human resource development
- Blurring the boundaries: informal learning, training and education
- New economy: what is appropriate education for the new work order?
- Learning for the 'new economy'
- What is knowledge? What is the role of learning?
- 'Wisdom' in the knowledge economy
- Mentoring: where leadership means knowledge transfer
- Collaboration as a personal capacity and organizational resource
- The making of a 'knowledge worker'
- Educational institutions as knowledge managers

Theme 2: Change Management
On negotiating organizational change, and organizational responses to social, stakeholder, and market change. Articles publish into *Change Management: An International Journal.*

- Organizations in change: what makes for success
- Organizations responding to change: markets, clients, stakeholders, and community expectations
- Technologies and organizational change

Theme 3: Knowledge Managment
On knowledge as a factor of production. Articles publish into *Knowledge Management: An International Journal.*

- Managing intangibles for tangible outcomes
- Knowledge and culture as factors of production
- Reconceptualizing 'economy' in a knowledge society
- Putting a tangible value on intangibles
- New performance indicators for new economies
- The conditions of innovation
- The business case for knowledge management
- Building intellectual capital and maintaining intellectual property
- Transforming personal knowledge into common knowledge
- Data, information and their electronic means of creation, storage, access, and communication
- Beyond competition: creating efficiencies through supply chain relationships
- Addressing the divides: digital, development, social
- Virtual enterprises in a networked world
- The dynamics of adult learning
- Lifelong learning

Theme 4: Organizational Cultures
On the cultures of responsive, productive and respected organizations. Articles publish into *Organizational Cultures: An International Journal.*

- What is organizational culture? 'Organic', 'community', 'complexity' and other metaphors
- Agonies of change: working with order and chaos; regularity and complexity
- Networks, clusters, alliances
- Building collaborative organizational cultures
- Decision-making and leadership
- Building a culture of innovation
- Teams and the dynamics of collaboration
- Productive diversity: capitalizing on human differences
- Women at work and women in management: what are the different ways of working?
- Gay-friendly workplaces
- Family friendly workplaces
- Developing sustainable organizational cultures: government, community and NGOs
- Capacity development: building knowledge locally
- Globalization, internationalization and organizational change
- Customization: recognizing market and customer differences
- Navigating complexity: the dynamics of organizational change
- Business ethics

Scope and Concerns

Organizational Intangibles and their Tangible Value
The focus of this knowledge community is to explore those intangible drivers which determine not only the livability of organizations for insiders, and their credibility and attraction to outsiders;. They also impact tangible results in the form of efficiency, effectiveness and productivity. The intangibles of knowledge, culture and change management do not appear on balance sheets, but ultimately do have an enormous impact on 'bottom lines'.

Our interests range across organizations in all their forms and manifestations: businesses, from micro-enterprises to multinational corporations; institutions of formal learning, from schools to universities; public sector agencies; and non-government and community sector organizations. Our concern also extends beyond the boundaries of organizations to consider the dynamics of supply chains, organizational alliances, networks, communities of practice and capacity building.

The organizational story may be different from situation to situation. However, across all of these contexts, a pragmatic focus persists—to examine the 'organization' and 'management' of groups of people collaborating to productive ends, and to analyze what makes for success and sustainability.

Knowledge Economy
Ours is the era of the 'knowledge economy', or so say the commentators. (It seems a little late to be calling it a 'new' economy, particularly when some of the things that only yesterday were supposed to be excitingly 'new' have become essentials or commonplaces today.)

What might it mean to have a knowledge economy? Contemporary economies are increasingly dependent upon technologies which assist the flow of information. The value of an organization is also increasingly located in intangibles such as business systems, intellectual property and the human skills base. In this sense, knowledge has become a key factor of production. And human needs have been transformed to the point where, in the marketplace, consumers focus on knowledge-representations as much as they do on physical entities—design, aesthetics, product concepts, brand associations, service values. If anything, these are the things that make the knowledge economy different from the industrial economy in its time.

Knowledge in Organizations
What, however, is this nebulous thing, knowledge, and how do we manage it? Certainly, it is bigger than out-of-the box IT systems, or content management systems, or cloud software ensembles—things that are often sold as knowledge management 'solutions'. To be sure, the new technologies have the capacity to enable and transform. But knowledge is also the stuff of incessant talk, collaborative working relationships, personalized stories and constant learning. It is, in fact, no less than the core of human capital.

With or without technology assistance, knowledge management involves transforming personal knowledge into common knowledge, implicit and individual knowledge into explicit and shared understandings and everyday common sense into systematic designs. It is also the business of codifying these designs as information architectures, paradigms or disciplines. Not that this leaves the world of tacit understandings and individual subjectivity behind as a poor cousin to knowledge proper. On the contrary, herein lies the raw material of inspiration, imagination and creativity. The shape of things has to be felt before it can be articulated.

It is the project of knowledge management to ensure that collaboration is institutionalized and that knowledge sharing occurs. As a result, wheels are not needlessly reinvented. Lessons are learned from mistakes, and these lessons shared. The knowledge of the organization or community is not dangerously depleted when a key person departs. Organizing knowledge creates more work, to be sure, but the longer term effect of this extra work should be to create less.

Knowledge is the process of connecting the stuff of the mind and the stuff of the world. It is not a recorded thing (data, information), or at least, it is not just that. Knowledge is a form of action. Knowing might be by experiencing (deep understandings, intuitions or judgments based on extended immersion in a particular situation), or conceptualizing (knowing the underlying concepts and theories of a particular discipline, system or vocation), or analyzing (linking cause with effect, interests with behaviors, purposes with outcomes), or applying (doing something practical again or anew). These are some of the ways in which knowing is done.

And what does knowing do? For one thing, it creates a different kind of organization. This organization is one in which certain kinds of knowledge rise to higher levels of validity. This is the knowledge that has been collaboratively constructed, is widely informed, is cross-referenced — and these processes give it a collegial or organizational imprimatur. This knowledge becomes authoritative to the extent that the processes of knowledge construction are made transparent. And the unidirectional (top-bottom, expert-novice, organization-customer) transmission of knowledge is replaced by knowledge as dialogue.

Culture in Oranizations

Ours is an era when organizations are driven by culture, or so today's management thinkers tell us. This is in direct contrast to the focus on system and structure in an earlier era when management was considered to be an exact science.

On the micro-scale, teams are driven by shared values—or is it perhaps the complementarity of differences of knowledge and experience? On the corporate scale, organizations try to enlist employees to their visions and ethos—or is it perhaps a matter of creating an inclusive space in which everyone's motivations and energies are enlisted, even if they don't fit a single obvious corporate mold? On a market or community scale, organizations try get close to customers and forge tight supply chain relationships—or is this really a matter of negotiating the differences that are inherent to a world of ever more finely differentiated niche markets and subtly or not-so-subtly divergent organizational cultures? And on the macro, global scale, we may find ourselves operating across one world market—or is it perhaps, a world where, in crossing borders, successful organizations negotiate differences and become many things to many peoples?

Culture is a key organizational driver, but not because it has a simplistically unifying dynamic — of shared values, singular vision and cloning to the ideal of the corporate person. The dynamic of effective contemporary organizational cultures, more often than not, is one of productive diversity. This is not the diversity of affirmative action and remedies for discrimination. Rather it is the diversity that is at the heart of organizational cultures, including workaday domains such as human resource management, product and service diversification strategy, sales and marketing into a myriad of niches, and customer relationship management which recognizes that no two customers are the same.

Change in Oranizations

Ours is an era of massive change, sometimes liberating, other times traumatic. Organizations find themselves buffeted by external forces: technological, market, political and cultural. They are challenged to become ever more efficient, effective, productive and competitive. How can they be active masters of change rather than reactive servants? How can change in organizations be driven by their people rather than the organization in the abstract? How can organizations change without their leaders having to drag along the led?

Organizations will fail if they are not capable of learning, in a collective sense, as well as ensuring the learning growth of the individuals who spend their days there at work. They will fail if they do not regard themselves as places of continuous personal and corporate reinvention, of individual and institutional transformation. The organization and every person within it needs to envision themselves, not as a change object, but as an agent of change.

This conference, journals, book imprint and news blog attempt to address these and other dynamics of knowledge, culture and change as they manifest themselves in organizations. The perspectives range from big picture analyses to detailed case studies which speak to the tangible value of organizational intangibles. They traverse a broad terrain, from theory and analysis to practical strategies for action.

Community Membership

Annual membership to the On the Organization community is included in your conference registration. As a community member, you have access to a broad range of tools and resources to use in your own work: electronic access to the full journal and book collections; a full **Scholar** account, offering an innovative online space for collaborative learning in your classes or for broader collaborative interaction with colleagues (within a research project or across the globe); and annual conferences where you can present your work and engage in extensive interactions with others with similar interests who also bring different perspectives. And you can contribute to the development and formalization of the ideas and works of others—as a journal or book reviewer, as a conference participant, and as a contributor to the newsletters and community dialogue.

Engaging in the Community

Present and Participate in the Conference
You have already begun your engagement in the community by attending the conference, presenting your work, and interacting face-to-face with other members. We hope this experience provides a valuable source of feedback for your current work and the possible seeds for future individual and collaborative projects, as well as the start of a conversation with community colleagues that will continue well into the future.

Publish Journal Articles or Books
We encourage you to submit an article for review and possible publication in The Organization Collection. In this way, you may share the finished outcome of your presentation with other participants and members of the On The Organization community. As a member of the community, you will also be invited to review others' work and contribute to the development of the community knowledge base as an Associate Editor. As part of your active membership in the community, you also have online access to the complete works (current and previous volumes) of The Organization Collection and to the book series. We also invite you to consider submitting a proposal for the book series.

Engage through Social Media
There are several methods for ongoing communication and networking with community colleagues:

- Email Newsletters: Published monthly, these contain information on the conference and publishing, along with news of interest to the community. Contribute news or links with a subject line 'Email Newsletter Suggestion' to support@OnTheOrganization.com.
- **Scholar**: Common Ground's path-breaking platform that connects academic peers from around the world in a space that is modulated for serious discourse and the presentation of knowledge works. To learn more about **Scholar**, please refer to the back of the program.
- Facebook: Comment on current news, view photos from the conference, and take advantage of special benefits for community members at: http://www.Facebook.com/OnTheOrganization.CG.
- Twitter: Follow the community: @TheOrganization.
- YouTube Channel: View online presentations or contribute your own at: https://www.youtube.com/playlist?list=PL8800437BE1F0ABEE&feature=view_all. See instructions at http://OnTheOrganization.com/Submitting-Your-Work/Online-Presentations.

THE INTERNATIONAL ADVISORY BOARD FOR THE ON THE ORGANIZATION COMMUNITY

Angel Algarra, Universidad CEU San Pablo, Madrid, Spain
Verna Allee, Verna Allee Associates, Martinez, USA
Zainal Ariffin, Universiti Sains Malaysia, Penang, Malaysia
David P. Boyd, Northeastern University, Boston, USA
Robert Brooks, Monash University, Melbourne, Australia
Bruce Cronin, University of Greenwich, London, UK
Rod Dilnutt, William Bethway and Associates, Melbourne, Australia
Judith Ellis, Enterprise Knowledge, Melbourne, Australia
Cristina Elorza, Universidad CEU San Pablo, Madrid, Spain
Andrea Fried, Technology University Chemnitz, Chemnitz, Germany
David Gurteen, Gurteen Knowledge, Fleet, UK
Sabine Hoffmann, American University of the Middle East, Kuwait
Stavros Ioannides, Pantion University, Athens, Athens, Greece
Margaret Jackson, RMIT University, Melbourne, Australia
Paul James, RMIT University, Melbourne, Australia
Leslie Johnson, University of Greenwich, London, UK
Krishan Kumar, University of Virginia, Charlottesville, USA
Martyn Laycock, University of Greenwich; managingtransitions.net, London, UK
Bill Martin, RMIT University, Melbourne, Australia
Pumela Msweli-Mbanga, University of Kwazulu-Natal, South Africa
Alexandra Roth, Northeastern University, Boston, USA
Claudia Schmitz, Cenandu Learning Agency, Cologne, Germany
Kirpal Singh, Singapore Management University, Singapore
Dave Snowden, Cynefin Centre for Organizational Complexity, UK
Ion Voicu Sucala, University of Glasgow, UK
Alan Zaremba, Northeastern University, Boston, USA

COMITE ASESOR INTERNACIONAL DE LA COMUNIDAD DE ECONOMÍA Y GESTIÓN DE LAS ORGANIZACIONES

Angel Algarra, Universidad San Pablo CEU, Madrid, España
Cristina Elorza, Universidad San Pablo CEU, Madrid, España
Karim J. Gherab-Martín, Universidad San Pablo CEU, Madrid, España
José Luis González Quirós, Universidad Rey Juan Carlos, Madrid, España
Gregorio Perez Arrau, Universidad de Santiago de Chile, Santiago de Chile, Chile
Lucía Sutil, Universidad Rey Juan Carlos, Madrid, España

 On the Organization

COMMON GROUND AND THE ORGANIZATION COLLECTION AND BOOK SERIES

About Our Publishing Approach

For three decades, Common Ground Publishing has been committed to creating meeting places for people and ideas. With 24 knowledge communities, Common Ground's vision is to provide platforms that bring together individuals of varied geographical, institutional, and cultural origins in spaces where renowned academic minds and public thought leaders can connect across fields of study. Each knowledge community organizes an annual academic conference and is associated with a peer-reviewed journal (or journal collection), a book imprint, and a social media space centered around Common Ground's path-breaking 'social knowledge' space, **Scholar**.

Through its publishing practices, Common Ground aims to foster the highest standards in intellectual excellence. We are highly critical of the serious deficiencies in today's academic journal system, including the legacy structures and exclusive networks that restrict the visibility of emerging scholars and researchers in developing countries, as well as the unsustainable costs and inefficiencies associated with traditional commercial publishing.

In order to combat these shortcomings, Common Ground has developed an innovative publishing model. Each of Common Ground's knowledge communities organizes an annual academic conference. The registration fee that conference participants pay in order to attend or present at these conferences enables them to submit an article to the associated journal at no additional cost. Scholars who cannot attend the conference in-person may still participate virtually and submit to the journal by obtaining a community membership, which also allows them to upload a video presentation to the community's YouTube channel. By using a portion of the conference registration and membership fees to underwrite the costs associated with producing and marketing the journals, Common Ground is able to keep subscription prices low, thus guaranteeing greater access to our content. All conference participants and community members are also granted a one-year complimentary electronic subscription to the journal associated with their knowledge community. This subscription provides access to both the current and past volumes of the journal. Moreover, each article that we publish is available for a $5 download fee to non-subscribers, and authors have the choice of publishing their paper open access to reach the widest possible audience and ensure the broadest access possible.

Common Ground's rigorous peer review process also seeks to address some of the biases inherent in traditional academic publishing models. Our pool of reviewers draws on authors who have recently submitted to the journal, as well as volunteer reviewers whose CVs and academic experience have been evaluated by Common Ground's editorial team. Reviewers are assigned to articles based on their academic interests and expertise. By enlisting volunteers and other prospective authors as peer reviewers, Common Ground avoids the drawbacks of relying on a single editor's professional network, which can often create a small group of gatekeepers who get to decide who and what gets published. Instead, Common Ground harnesses the enthusiasm of its conference delegates and prospective journal authors to assess submissions using a criterion-referenced evaluation system that is at once more democratic and more intellectually rigorous than other models. Common Ground also recognizes the important work of peer reviewers by acknowledging them as Associate Editors of the volumes to which they contribute.

For over ten years, Common Ground has been building web-based publishing and social knowledge software where people can work closely to collaborate, create knowledge, and learn. The third and most recent iteration of this project is the innovative social knowledge environment, **Scholar**. Through the creation of this software, Common Ground has sought to tackle what it sees as changing technological, economic, distributional, geographic, interdisciplinary and social relations to knowledge. For more information about this change and what it means for academic publishing, refer to *The Future of the Academic Journal*, edited by Bill Cope and Angus Phillips (Elsevier 2009).

We hope that you will join us in creating dialogues between different perspectives, experiences, knowledge bases, and methodologies through interactions at the conference, conversations online, and as fully realized, peer-reviewed journal articles and books.

The Organization Collection

The Organization Collection

Themed Journals

- *Management Education: An International Journal* - ISSN: 2327-8005 (print), 2327-9273 (online)
- *Change Management: An International Journal* - ISSN: 2327-798X (print), 2327-9176 (online)
- *Knowledge Management: An International Journal* - ISSN: 2327-7998 (print), 2327-9249 (online)
- *Organizational Cultures: An International Journal* - ISSN: 2327-8013 (print), 2327-932X (online)

Annual Review

- *The International Journal of Knowledge, Culture, and Change in Organizations: Annual Review* – ISSN: 1447-9524 (print), 1447-9575 (online)

Publication Frequency

Articles are published on-line first with full citations as soon as they are ready. Themed journals publish four issues per volume. The annual review publishes one issue per volume.

Acceptance Rate

30%

Circulation

284,282

Foundation Year

1993

SUBMISSION TIMELINE

You may submit your final article for publication to the collection at any time throughout the year. The submission timeline for Volume 14 is as follows:

- Submission Round 1 – **15 February, 2014**
- Submission Round 2 – **15 May, 2014**
- Submission Round 3 – **15 August, 2014**
- Submission Round 4 (final) – **15 November, 2014**

Note: If your article is submitted after the final deadline for Volume 14, it will be considered for Volume 15. However, the sooner you submit, the sooner your article will begin the peer review process. Also, as we publish 'web first,' early submission means that your article will be published with a full citation as soon as it is ready, even if that is before the full issue is published.

For More Information, Please Visit:

http://ontheorganization.com/submitting-your-work/journal-articles/submission-process

JOURNAL SUBSCRIPTIONS, OPEN ACCESS, ADDITIONAL SERVICES

Institutional Subscriptions

Common Ground offers print and electronic subscriptions to all of its journals, including those in The Organization Collection. Common Ground also offers subscriptions to themed journal collections and custom suites based on a given institution's unique content needs. Subscription prices are based on a tiered scale that corresponds to the full-time enrollment (FTE) of the subscribing institution. You may download the Library Recommendation form from our website to recommend that your institution subscribe to The Organization Collection.

Personal Subscriptions

As part of their conference registration, all conference participants have a one-year online subscription to The Organization Collection. This complimentary personal subscription grants access to both the current volume of the collection as well as the entire backlist. The period of complimentary access begins at the time of registration and ends one year after the close of the conference. After that time, delegates may purchase a personal subscription. To view articles, go to http://ijm.cgpublisher.com/. Select the "Login" option and provide a CGPublisher username and password. Then, select an article and download the PDF. For lost or forgotten login details, select "forgot your login" to request a new password.

For more information, please visit:

http://ontheorganization.com/publications/journal/subscriptions-and-orders or contact us at journals@commongroundpublishing.com.

Hybrid Open Access

The Organization Collection is Hybrid Open Access. Hybrid Open Access is an option increasingly offered by both university presses and well-known commercial publishers.

Hybrid Open Access means that some articles are available only to subscribers, while others are made available at no charge to anyone searching the web. Authors pay an additional fee for the open access option. They may do this because open access is a requirement of their research funding agency. Or they may do it so that non-subscribers can access their article for free.

Common Ground's open access charge is $250 per article, a very reasonable price compared to our hybrid open access competitors and purely open access journals that are resourced with an author publication fee. Electronic papers are normally only available through individual or institutional subscriptions or for purchase at $5 per article. However, if you choose to make your article Open Access, this means that anyone on the web may download it for free.

There are still considerable benefits for paying subscribers, because they can access all articles in the journal, from both current and past volumes, without any restrictions. But making your paper available at no charge increases its visibility, accessibility, potential readership, and citation counts. Open access articles also generate higher citation counts.

For more information or to make your article Open Access, please contact us at support@commongroundpublishing.com.

Institutional Open Access

Common Ground is proud to announce an exciting new model of scholarly publishing called Institutional Open Access.

Institutional Open Access allows faculty and graduate students to submit articles to Common Ground journals for unrestricted open access publication. These articles will be freely and publicly available to the whole world through our hybrid open access infrastructure. With Institutional Open Access, instead of the author paying a per-article open access fee, institutions pay a set annual fee that entitles their students and faculty to publish a given number of open access articles each year.

The rights to the articles remain with the subscribing institution. Both the author and the institution can also share the final typeset version of the article in any place they wish, including institutional repositories, personal websites, and privately or publicly accessible course materials. We support the highest Sherpa/Romeo access level—Green.

For more information on Institutional Open access or to put us in touch with your department head or funding body, please contact us at support@commongroundpublishing.com.

Editing Services

Common Ground offers editing services for authors who would like to have their work professionally copyedited. These services are available to all scholarly authors, whether or not they plan to submit their edited article to a Common Ground journal.

Authors may request editing services prior to the initial submission of their article or after the review process. In some cases, reviewers may recommend that an article be edited as a condition of publication. The services offered below can help authors during the revision stage, before the final submission of their article.

What We Do
- Correct spelling, grammatical, and punctuation errors in your paper, abstract and author bionote.
- Revise for clarity, readability, logic, awkward word choice, and phrasing.
- Check for typos and formatting inconsistencies.
- Confirm proper use of The Chicago Manual of Style.

The Editing Process
- Email us at support@commongroundpublishing.com to express your interest in having your article edited.
- The charge for the editorial service charge is USD $0.05 per word.
- Within 14-21 business days of your confirmed payment, you will receive an edited copy of your edited article via email. We can also upload the edited copy for you, and any pending submission deadlines will be altered to accommodate your editing timeline.

Contact us at support@commongroundpublishing.com to request a quote or for further information about our services.

Citation Services

Common Ground requires the use of the sixteenth edition of the Chicago Manual of Style for all submitted journal articles. We are pleased to offer a conversion service for authors who used a different scholarly referencing system. For a modest fee, we will convert your citations to follow the Chicago Manual of Style guidelines.

What We Do
- Change references—internal citations and end-of-article references—to confirm proper use of the sixteenth edition of The Chicago Manual of Style, using either the author-date or notes and bibliography format of The Chicago Manual of Style.
- Check for typos and formatting inconsistencies within the citations.

The Conversion Process
- Email us at support@commongroundpublishing.com to express your interest in having your references converted.
- For articles under 5,000 words (excluding titles, subtitles, and the abstract), the charge for reference conversion is $50. If your article is more than 5,000 words, please contact us for a quote.
- Within 14-21 business days of your confirmed payment, you will receive a copy of your article with the revised references. We can also upload the revised copy for you, and any pending submission deadlines will be altered to accommodate the conversion timeline.

Contact us at support@commongroundpublishing.com to request a quote or for further information about our services.

Translation Services

Common Ground is pleased to offer translation services for authors who would like to have their work translated into or from Spanish or Portuguese. Papers that have undergone peer review and been accepted for publication by one of Common Ground's journals are eligible for this translation service. Papers can be translated from Spanish or Portuguese into English and published in one of Common Ground's English-language journals. Or they may be translated from English into either Spanish or Portuguese and be published in one of Common Ground's Spanish and Portuguese-language academic journals. In this way we offer authors the possibility of reaching a much wider audience beyond their native language, affirming Common Ground's commitment towards full internationality, multiculturalism, and multilingualism.

The Process
- Contact support@commongroundpublishing.com to express your interest in having your article translated.
- Our editorial team will review your article and provide you with a quote based on the paper's word count.
- Once you accept the quote, a translator will be assigned to your article.
- Within 14-21 business days of your confirmed payment, you will receive a draft of your translated article. You will have a chance to communicate with the translator via the draft using Word's "track changes" function. Based on that communication, the translator will supply you with a final copy of your translated article.

On the Organization

ON THE ORGANIZATION BOOK IMPRINT

Common Ground is setting new standards of rigorous academic knowledge creation and scholarly publication. Unlike other publishers, we're not interested in the size of potential markets or competition from other books. We're only interested in the intellectual quality of the work. If your book is a brilliant contribution to a specialist area of knowledge that only serves a small intellectual community, we still want to publish it. If it is expansive and has a broad appeal, we want to publish it too, but only if it is of the highest intellectual quality.

We welcome proposals or completed manuscript submissions of:

- Individually and jointly authored books
- Edited collections addressing a clear, intellectually challenging theme
- Collections of articles published in our journals
- Out-of-copyright books, including important books that have gone out of print and classics with new introductions

Book Proposal Guidelines

Books should be between 30,000 and 150,000 words in length. They are published simultaneously in print and electronic formats and are available through Amazon and as Kindle editions. To publish a book, please send us a proposal including:

- Title
- Author(s)/editor(s)
- Draft back-cover blurb
- Author bio note(s)
- Table of contents
- Intended audience and significance of contribution
- Sample chapters or complete manuscript
- Manuscript submission date

Proposals can be submitted by email to books@commongroundpublishing.com. Please note the book imprint to which you are submitting in the subject line.

Call for Book Reviewers

Common Ground Publishing is seeking distinguished peer reviewers to evaluate book manuscripts submitted to the On The Organization Book Imprint.

As part of our commitment to intellectual excellence and a rigorous review process, Common Ground sends book manuscripts that have received initial editorial approval to peer reviewers to further evaluate and provide constructive feedback. The comments and guidance that these reviewers supply is invaluable to our authors and an essential part of the publication process.

Common Ground recognizes the important role of reviewers by acknowledging book reviewers as members of the On the Organization Book Imprint Editorial Review Board for a period of at least one year. The list of members of the Editorial Review Board will be posted on our website.

If you would like to review book manuscripts, please send an email to books@commongroundpublishing.com with:

- A brief description of your professional credentials
- A list of your areas of interest and expertise
- A copy of your CV with current contact details

If we feel that you are qualified and we require refereeing for manuscripts within your purview, we will contact you.

THE ON THE ORGANIZATION BOOK SERIES

These and other books are available at http://theuniversitypressbooks.cgpublisher.com.

Leadership and Organizational Change

Jonathan H. Westover (ed.)

This edited collection provides a comprehensive introduction to leadership and organizational change and explores the wide-sweeping impacts for the modern workplace, presenting a wide range of cross-disciplinary research in an organized, clear, and accessible manner. It will be informative to management academics and instructors, while also instructing organizational managers, leaders, and human resource development professionals of all types who are seeking effective organizational change leadership to drive firm effectiveness in an increasingly competitive global economy.
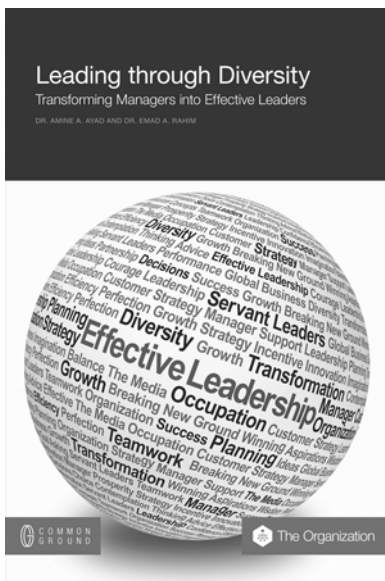
Leading through Diversity: Transforming Managers into Effective Leaders

Amine Ayad and Emad Rahim

Leading through Diversity: Transforming Managers into Effective Leaders is a unique contribution to the complex subject of leadership. Dr. Ayad and Dr. Rahim build on their vast and diverse experience to translate academic concepts of leadership into a practical roadmap for students as well as managers, executives, and business leaders. This book is an overview of contemporary aspects of leadership such as change management, diversity, and servant leadership that goes beyond philosophical arguments to "applied management" and "leadership-in-action".

Common Ground Publishing Books

Recent Books Published by Common Ground

These and other books are available at http://theuniversitypressbooks.cgpublisher.com.

Electronic Communication in Developing Countries

Connie S. Eigenmann

This collection studies use of electronic communication and considers the uniqueness of culture in the observed countries without attempting to impose a Western framework of interpretation upon the communication behaviors.
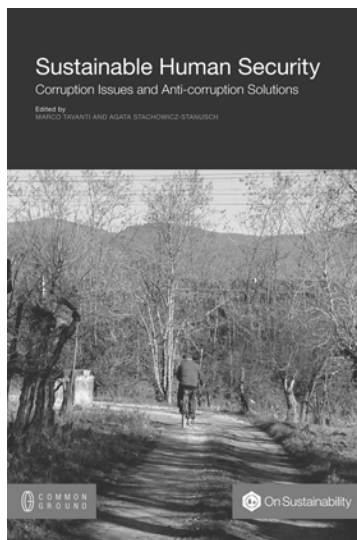
Sustainable Human Security: Corruption Issues and Anti-corruption Solution

Marco Tavanti and Agata Stachowicz-Stanusch (eds.)

Sustainable Human Security addresses the systemic and inter-generational capacity for the protection and promotion of human survival (freedom from fear), human development (freedom from want), human dignity (freedom from shame), and human sustainability (freedom from vulnerability). This volume explores sustainable solutions and systemic issues in relation to human security and corruption.

Revista Internacional de
Economía y Gestión de las Organizaciones

ACERCA DE NUESTRO ENFOQUE EDITORIAL

Durante 29 años, Common Ground Publishing se ha comprometido con la creación de lugares de encuentro de personas e ideas. Con 10 comunidades de conocimiento en español y portugués y 24 comunidades en inglés, la visión de Common Ground es proveer plataformas que reúnan a personas de diversos orígenes geográficos, institucionales y culturales en espacios donde académicos y otros profesionales puedan conectar por igual a través de distintos campos interdisciplinares de estudio. Cada comunidad de conocimiento realiza un congreso académico anual alrededor del mundo y está asociada a una Revista revisada por pares (o a una colección de Revistas), una colección de Libros y un serie de redes sociales, en torno a un nuevo "espacio social de conocimiento" realmente disruptivo diseñado y desarrollado por Common Ground: **Scholar** (http://cgscholar.com/).

A través de sus servicios editoriales, Common Ground tiene como objetivo fomentar los más altos estándares de excelencia intelectual. Somos muy críticos con las graves deficiencias que existen en el actual sistema de publicaciones académica, incluyendo las estructuras existentes y las redes exclusivas que restringen la visibilidad de los académicos e investigadores emergentes en los países en desarrollo, así como los costes e ineficiencias insostenibles asociados con la edición comercial tradicional.

Para combatir estas deficiencias, Common Ground ha desarrollado un modelo de publicación innovador. Cada una de las comunidades de conocimiento de Common Ground organiza un congreso académico anual. La cuota de inscripción que pagan los participantes del congreso por asistir y presentar en estos congresos, les permite enviar un artículo a la revista (o colección de revistas) asociada sin coste adicional. Así, los autores pueden realizar una presentación en un congreso científico de su área de investigación, incorporar las críticas constructivas que reciben en respuesta a su presentación y, a continuación, enviar un artículo sólido para su revisión por pares, sin que el autor tenga que pagar una tasa adicional. Los académicos que no puedan asistir al congreso en persona, pueden participar de forma virtual, opción que les permite enviar un artículo a la revista. Usando una parte de la cuota de inscripción para financiar los costes asociados a la producción y comercialización de las revistas, Common Ground es capaz de mantener unos precios de suscripción bajos, facilitando así el acceso a todos nuestros contenidos. Todos los participantes del congreso, tanto presenciales como virtuales, pueden subir sus presentaciones al canal de YouTube de Common Ground, además de tener una suscripción electrónica gratuita a la revista por un periodo de un año. Esta suscripción permite el acceso a todos los números, presentes y pasados, de la revista en español/portugués y a la revista (o colección de revistas) en inglés. Además, cada artículo que publicamos está disponible de forma individual con una tarifa de descarga de $5 para los no abonados, y los autores disponen de la opción de publicar su artículo en acceso abierto para llegar así a una mayor audiencia y garantizar la difusión más amplia posible.

El riguroso proceso de revisión de Common Ground trata también de abordar algunos de los sesgos inherentes a los tradicionales modelos de editoriales académicas. El conjunto de evaluadores está compuesto de autores que han presentado recientemente artículos a la revista, así como de revisores voluntarios cuyos currículos y experiencia académica han sido evaluados por el equipo editorial de Common Ground. Los artículos son asignados a revisores en base en sus intereses académicos y experiencia. Al tener voluntarios y a otros autores como posibles revisores, Common Ground evita los inconvenientes de depender de la red profesional de un solo editor, que con más frecuencia de la deseable conlleva la creación de grupos de arbitraje cerrado que deciden qué y quién publica. En cambio, Common Ground aprovecha el excelente talante de los participantes del congreso y de los autores de las revistas para evaluar los trabajos, utilizando un sistema de evaluación basado en criterios más democráticos e intelectualmente más rigurosos que otros modelos tradicionales. Common Ground también reconoce la importante labor de los revisores, nombrándoles Editores Asociados de los volúmenes en los que contribuyen.

A través de la creación de un software asombrosamente innovador, Common Ground también ha comenzado a hacer frente a lo que considera como un cambio en las relaciones tecnológicas, económicas, geográficas, interdisciplinarias, sociales y de distribución y difusión del conocimiento. Desde hace más de diez años hemos estado construyendo una editorial muy mediada por las tecnologías web y las nuevas redes sociales, donde la gente pueda trabajar en estrecha colaboración para aprender, crear y compartir conocimiento. La tercera y última iteración de este proyecto es un entorno social de conocimiento pionero llamado **Scholar** (http://cgscholar.com/). Esta plataforma informática posee un lugar donde los académicos pueden conectarse en red y dar visibilidad a sus investigaciones a través de una librería personal.

Esperamos que se unan a nosotros en la creación de diálogos entre diferentes perspectivas, experiencias, áreas de conocimiento y metodologías a través de las interacciones en el seno del congreso, las conversaciones online, los artículos para la revista o la colección de libros (ambas revisadas por pares).

REVISTA INTERNACIONAL DE ECONOMÍA Y GESTIÓN DE LAS ORGANIZACIONES

La Revista Internacional de Economía y Gestión de las Organizaciones examina la naturaleza de las organizaciones en todas sus formas y manifestaciones: empresas (desde las pequeñas y medianas empresas hasta las multinacionales), instituciones educativas (desde preescolar hasta universidades y de formación profesional), organismos y agencias del sector público, organizaciones no-gubernamentales, política económica, etc. Sus contenidos se extienden también más allá de los límites de las organizaciones: considera la dinámica de las cadenas de suministro, las alianzas organizativas, los lobbies y las redes empresariales y de conocimiento, las comunidades de práctica, la innovación, la creación de valor, etc. En medio de todas estas perspectivas, se mantiene un enfoque pragmático que busca re-examinar las nociones de "organización" y de "gestión" de grupos de personas que colaboran para fines productivos, y analizar los factores que conducen al éxito y a la sostenibilidad. Los artículos de la *Revista Internacional de Economía y Gestión de las Organizaciones* abarcan un terreno amplio, desde lo general y especulativo hasta lo particular y empírico. No obstante, su preocupación principal es redefinir nuestro entendimiento de lo humano y mostrar diversas prácticas disciplinarias dentro de las humanidades. Esta revista pretende reabrir el debate acerca de las diversas facetas de los seres humanos tanto por razones prácticas como teóricas.

El enfoque de la revista apunta a los parámetros intangibles que determinan, no sólo la fiabilidad de las organizaciones desde la perspectiva interna y su credibilidad de cara al exterior, sino también aquellos que determinan resultados tangibles en forma de eficiencia, eficacia y productividad. Los activos intangibles como el conocimientos, la cultura y la gestión del cambio no aparecen en los balances, pero tienen en última instancia un enorme impacto en el negocio. La revista trata de abordar cómo el conocimiento, la cultura y el cambio se manifiestan en las organizaciones. Los artículos abarcan tanto análisis teóricos generales hasta estudios de caso detallados que versan sobre estrategias prácticas o sobre la manera de convertir en valores tangibles los intangibles de las organizaciones, la conversión del conocimiento tácito en explícito. *La Revista Internacional de Economía y Gestión de las Organizaciones es* revisada por expertos y respaldada por un proceso de publicación basado en el rigor y en criterios de calidad académica, asegurando así que solo los trabajos intelectuales significativos sean publicados.

La revista es relevante para académicos en los campos de la gestión, las ciencias económicas, las ciencias sociales y la educación/formación, para investigadores, gestores del conocimiento, estudiantes, formadores, consultores de la industria, economistas, empresarios y emprendedores, profesionales de recursos humanos, expertos en gestión del cambio y, en definitiva, cualquier persona con interés y preocupación por la gestión y por el cambio cultural en las organizaciones.

La Revista Internacional de Economía y Gestión de las Organizaciones es revisada por expertos y respaldada por un proceso de publicación basado en el rigor y en criterios de calidad académica, asegurando así que solo los trabajos intelectuales significativos sean publicados.

Editores

Ángel Algarra, Universidad CEU San Pablo, Madrid, España.
Gregorio Pérez Arrau, Universidad de Santiago de Chile, Santiago de Chile, Chile.
Lucía Sutil, Universidad Rey Juan Carlos, Madrid, España.

Frecuencia de Publicación

2 números por volumen; los artículos son publicados continuamente online

PROCESO DE ENVÍO

Cada participante que tenga una propuesta aceptada puede y está invitado a presentar un artículo a la *Revista Internacional de Economía y Gestión de las Organizaciones*. El artículo completo podrá ser enviado mediante el sistema de gestión CGPublisher. A continuación encontrará las instrucciones paso a paso sobre el proceso de envío.

1. Presentar una propuesta para el congreso (en persona o virtual).

2. Una vez que su propuesta o el resumen de su ponencia haya sido aceptado, puede enviar su artículo a la revista haciendo clic en "add a paper" dentro de la página donde suministró la propuesta. Puede subir su artículo desde el momento en que realice la inscripción hasta un mes posterior a la fecha en que termina el congreso.

3. Una vez que recibamos su artículo y comprobemos los requisitos de presentación, retiraremos su identidad y datos de contacto del documento para enviárselo a dos evaluadores apropiados y empezar así el proceso de revisión. Puede ver el estado de su trabajo en cualquier momento iniciando sesión en su cuenta CGPublisher en www.CGPublisher.com.

4. Cuando se carguen los informes de los evaluadores, se le notificará por correo electrónico y se le proporcionará un enlace para que pueda ver los informes (después de que las identidades de los evaluadores hayan sido eliminadas).

5. Si el artículo ha sido aceptado, se le pedirá que acepte el acuerdo de publicación y se le enviará una copia final de su artículo. Si el artículo es aceptado solicitando modificaciones, se le pedirá que notifique los cambios realizados en su presentación final a la luz de los comentarios de los revisores. Si se rechaza su artículo, puede volver a presentarlo para una nueva evaluación.

6. Una vez maquetados los trabajos aceptados, le enviaremos las pruebas para su aprobación antes de su publicación.

7. Los artículos individuales pueden ser publicados on-line primero antes de publicarse el número completo de la Revista.

8. Los participantes registrados en el congreso tendrán acceso on-line a la revista desde el momento de la inscripción hasta un año después de la fecha de finalización del congreso. Los artículos individuales están disponibles en la librería de la revista. El autor y los evaluadores externos pueden solicitar copias impresas de artículos o revistas completas a un precio reducido.

PLAZO DE ENVÍO

Puede enviar su trabajo final para su publicación en la revista en cualquier momento del año, sin embargo, la fecha límite para la presentación del artículo a la revista es de un mes después de la finalización del congreso.

5 de septiembre de 2014

Cuanto antes envíe el artículo, antes se iniciará el proceso de revisión por pares. Tenga en cuenta que, si lo presenta después de la fecha límite, su artículo será incluido en un volumen posterior.

SUSCRIPCIÓN A LA REVISTA, ACCESO ABIERTO Y SERVICIOS ADICIONALES

Suscripción Institucional

Common Ground ofrece suscripción impresa y electrónica a todas sus revistas. Existen diferentes opciones y paquetes de revistas a las que se puede suscribir, incluso puede tener acceso a la colección completa de revistas en inglés y en español/portugués. Puede utilizar el formulario de recomendación a su Biblioteca (disponible en el siguiente enlace http://sobregestion.com/publicaciones/revista/sobre-la-revista - 3-tab) para recomendar que su institución se suscriba a la *Revista Internacional de Economía y Gestión de las Organizaciones.*

Suscripción Individual

Como parte de la inscripción al congreso, todos los participantes (tanto virtuales como presenciales) del congreso cuentan con una suscripción on-line anual a *la Revista Internacional de Economía y Gestión de las Organizaciones.* La suscripción da acceso gratuito tanto al volumen actual de la revista como a todo el fondo editorial. El periodo de acceso gratuito comienza en el momento de la inscripción y termina un año después de la finalización del congreso. Después de ese tiempo, los participantes deberán adquirir una suscripción individual. Para ver los artículos, vaya a http://ijmes.cgpublisher.com/. Seleccione la opción "Login" e introduzca su nombre de usuario y contraseña en CGPublisher. A continuación, seleccione un artículo y descargue el PDF. Puede solicitar una nueva contraseña del programa CGPublisher en "http://www.cgpublisher.com/lost_login"

Para obtener más información, por favor visite: http://sobregestion.com/publicaciones/revista/suscripciones-y-peticion-de-ejemplares o póngase en contacto con nosotros en publicaciones@commongroundpublishing.com

Acceso Abierto

Las revistas de Common Ground ofrecen un modelo de acceso abierto híbrido a los autores de los artículos. Se trata de un nuevo modelo, en pleno auge en el seno del sector de las publicaciones académicas. Este servicio es ofrecido cada vez más por las editoriales universitarias y por editoriales comerciales de prestigio.

Acceso Abierto Híbrido significa que algunos artículos están disponibles sólo para suscriptores, mientras que otros están disponibles gratuitamente para cualquier persona que busca en la web. Los autores que estén interesados en tener su artículo en acceso abierto, es decir accesible de forma gratuita en la web, deben abonar una cantidad adicional si desean hacer efectiva esta interesante opción. Cada vez más agencias de financiación, tanto gubernamentales como fundaciones públicas y privadas, están exigiendo que los artículos de sus investigadores sean publicados en acceso abierto. A cambio, dichas agencias ofrecen financiación adicional a dichos autores para poder abonar la cantidad estipulada por la editorial. Infórmese en su agencia de financiación, en su centro de investigación o en su universidad para solicitar una ayuda por este concepto.

Los beneficios de convertir su artículo en acceso abierto son considerables y empíricamente comprobados. Innumerables trabajos de investigación han probado que un artículo en acceso abierto aumenta no sólo su visibilidad y su accesibilidad y por tanto, también el número de lectores potenciales, sino que además puede aumentar el número de citas recibidas en más de un 250%

Para más información, por favor visite la página: http://sobregestion.com/publicaciones/revista/acceso-abierto

Servicios Editoriales

Nos complace ofrecer servicios editoriales para aquellos autores que quieran tener una revisión/edición profesional de su trabajo. Los autores pueden solicitar estos servicios editoriales antes de remitir su artículo o después del proceso de revisión por pares. En algunos casos los evaluadores pueden recomendar que un artículo sea corregido/editado como condición para su publicación. Los servicios descritos a continuación pueden servir de ayuda a los autores en la fase de revisión, antes de presentar la versión final de su artículo. Se ruega contacten para obtener más información soporte@commongroundpublishing.com o visite nuestra pag: http://sobregestion.com/envio-de-propuestas/propuestas-para-publicar-un-libro/servicios-editoriales

Servicios de Traducción

Common Ground Publishing ofrece un servicio de traducción (**español/portugués-inglés e inglés- español/portugués**) para aquellos autores que, habiendo superado la evaluación por pares de una de nuestras revistas en español/portugués, deseen publicar su artículo en la revista homóloga de Common Ground en inglés; en este caso, una de las revistas en *On the Organization Collection.*

De este modo, ofrecemos a los autores la posibilidad de ampliar la audiencia potencial más allá de su lengua materna, cumpliendo así el compromiso de Common Ground por maximizar la internacionalidad, multiculturalidad y multilingüismo de sus comunidades de conocimiento.

Todas las traducciones son realizadas por traductores profesionales certificados con varios años de experiencia, alto nivel cultural y excelentes habilidades en comunicación escrita. Para más información no dude en escribir un correo electrónico a soporte@sobregestion.com o visite nuestra página web: http://sobregestion.com/publicaciones/revista/servicio-de-traduccion

ECONOMÍA Y GESTIÓN DE LAS ORGANIZACIONES: UNA COLECCIÓN DE LIBROS

Common Ground está fijando nuevos estándares para los procesos de publicación académica y para la creación de conocimientos académicos rigurosos.

A diferencia de otras editoriales, no estamos interesados en el tamaño de los mercados potenciales y la competencia de otros libros. Sólo estamos interesados en la calidad intelectual de la obra. Si su libro es una brillante contribución para una determinada área de conocimiento especializado que va dirigido a una pequeña comunidad intelectual, aún así queremos publicarlo. Si es un libro que va dirigido a una audiencia más amplia y tiene un gran atractivo, queremos publicarlo también, pero sólo si es de la más alta calidad intelectual.

Cada comunidad de conocimiento tiene asociada, no sólo un congreso anual y su correspondiente revista, sino también una colección de libros. Damos la bienvenida a propuestas y a obras ya acabadas del tipo siguiente:

- Libros de autoría individual o co-autoría
- Obras colectivas que traten sobre temas de interés intelectual
- Obras colectivas basadas en los artículos publicados en nuestras revistas

Directrices para la propuesta de Libros

Los libros deben tener entre 30.000 y 150.000 palabras de longitud. Se publican simultáneamente en formato impreso y electrónico. Para publicar un libro, envíenos una propuesta que incluya:

- Título
- Autor (es) / editor (es)
- Portada y contraportada
- Tabla de contenidos
- Nota biográfica del autor (es)
- Cualquier idea promocional o de marketing que pueda tener
- A quién va dirigido y una breve descripción del significado más amplio de la obra
- Capítulos de ejemplo o manuscrito completo

Las propuestas pueden ser enviadas por correo electrónico a soporte@sobregestion.com. Por favor, tenga en cuenta que deberá indicar en el asunto del email, la colección a la que está presentando la propuesta del libro. También puede visitar http://sobregestion.com/envio-de-propuestas/propuestas-para-publicar-un-libro.

Convocatoria para evaluadores de Libros

Common Ground Publishing está buscando revisores distinguidos en el campo de la economía para evaluar manuscritos de libros presentados para esta comunidad. Como parte de nuestro compromiso es la excelencia intelectual y un riguroso proceso de revisión, Common Ground envía manuscritos de libros que cuentan con la aprobación inicial editorial, para que sean evaluados más a fondo y crear así una retroalimentación constructiva. Las observaciones y la orientación que proporcionan estos críticos son muy valiosas para nuestros autores y una parte esencial del proceso de publicación.

Common Ground reconoce el importante papel de los evaluadores mediante el reconocimiento de críticos literarios como miembros de la Junta de Revisión Editorial de la Colección de Libros de Economía y Gestión de las Organizaciones por un período de por lo menos un año. La lista de los miembros de la Junta de Revisión Editorial será publicados en nuestro sitio web.

Si desea revisar manuscritos de libros presentados en la Colección de Libros de Economía y Gestión de las Organizaciones, por favor envíenos un correo electrónico a soporte@sobregestion.com e incluya la siguiente información:

- Una breve descripción de sus credenciales profesionales
- Una lista de sus áreas de interés y experiencia
- Una copia de su CV con datos de contacto actualizados

Si creemos que está cualificado y que puede realizar el arbitraje de manuscritos dentro de su ámbito de competencia, nos pondremos en contacto con usted.

The Organization

THE ORGANIZATION CONFERENCE

Conference Principles and Features

The structure of the conference is based on four core principles that pervade all aspects of the knowledge community:

International
This conference travels around the world to provide opportunities for delegates to see and experience different countries and locations. But more importantly, the Organization Conference offers a tangible and meaningful opportunity to engage with scholars from a diversity of cultures and perspectives. This year, delegates from over 40 countries are in attendance, offering a unique and unparalleled opportunity to engage directly with colleagues from all corners of the globe.

Interdisciplinary
Unlike association conferences attended by delegates with similar backgrounds and specialties, this conference brings together researchers, practitioners, and scholars from a wide range of disciplines who have a shared interest in the themes and concerns of this community. As a result, topics are broached from a variety of perspectives, interdisciplinary methods are applauded, and mutual respect and collaboration are encouraged.

Inclusive
Anyone whose scholarly work is sound and relevant is welcome to participate in this community and conference, regardless of discipline, culture, institution, or career path. Whether an emeritus professor, graduate student, researcher, teacher, policymaker, practitioner, or administrator, your work and your voice can contribute to the collective body of knowledge that is created and shared by this community.

Interactive
To take full advantage of the rich diversity of cultures, backgrounds, and perspectives represented at the conference, there must be ample opportunities to speak, listen, engage, and interact. A variety of session formats, from more to less structured, are offered throughout the conference to provide these opportunities.

Session Descriptions

Plenary Sessions
Plenary speakers, chosen from among the world's leading thinkers, offer formal presentations on topics of broad interest to the community and conference delegation. One or more speakers are scheduled into a plenary session, most often the first session of the day. As a general rule, there are no questions or discussion during these sessions. Instead, plenary speakers answer questions and participate in informal, extended discussions during their Garden Sessions.

Garden Sessions
Garden Sessions are informal, unstructured sessions that allow delegates a chance to meet plenary speakers and talk with them at length about the issues arising from their presentation. When the venue and weather allow, we try to arrange for a circle of chairs to be placed outdoors.

Talking Circles
Held on the first day of the conference, Talking Circles offer an early opportunity to meet other delegates with similar interests and concerns. Delegates self-select into groups based on broad thematic areas and then engage in extended discussion about the issues and concerns they feel are of utmost importance to that segment of the community. Questions like "Who are we?", "What is our common ground?", "What are the current challenges facing society in this area?", "What challenges do we face in constructing knowledge and effecting meaningful change in this area?" may guide the conversation. Reports from the Talking Circles provide a framework for the delegates' final discussions during the Closing Session.

Paper Presentations
Paper presentations are grouped by general themes or topics into sessions comprised of three or four presentations followed by group discussion. Each presenter in the session makes a formal twenty-minute presentation of their work; Q&A and group discussion follow after all have presented. Session Chairs introduce the speakers, keep time on the presentations, and facilitate the discussion. Each presenter's formal, written paper will be available to participants if accepted to the journal.

Colloquium

Colloquium sessions are organized by a group of colleagues who wish to present various dimensions of a project or perspectives on an issue. Four or five short formal presentations are followed by commentary and/or group discussion. A single article or multiple articles may be submitted to the journal based on the content of a colloquium session.

Workshop/Interactive Session

Workshop sessions involve extensive interaction between presenters and participants around an idea or hands-on experience of a practice. These sessions may also take the form of a crafted panel, staged conversation, dialogue or debate – all involving substantial interaction with the audience. A single article (jointly authored, if appropriate) may be submitted to the journal based on a workshop session.

Focused Discussion Session

For work that is best discussed or debated, rather than reported on through a formal presentation, these sessions provide a forum for an extended "roundtable" conversation between an author and a small group of interested colleagues. Several such discussions occur simultaneously in a specified area, with each author's table designated by a number corresponding to the title and topic listed in the program schedule. Summaries of the author's key ideas, or points of discussion, are used to stimulate and guide the discourse. A single article, based on the scholarly work and informed by the focused discussion as appropriate, may be submitted to the journal.

Poster Sessions

Poster sessions present preliminary results of works in progress or projects that lend themselves to visual displays and representations. These sessions allow for engagement in informal discussions about the work with interested delegates throughout the session.

Virtual Presentations

If unable to attend the conference in person, an author may choose to submit a virtual presentation. Opportunities and formats vary but may be a presentation through our YouTube channel or an online discussion with interested delegates at the conference. Abstracts of these presentations are included in the online "session descriptions," and an article may be submitted to the journal for peer review and possible publication, according to the same standards and criteria as all other journal submissions.

CONFERENCE PROGRAM AND SCHEDULE

The Organization

DAILY SCHEDULE

Monday, 4 August

08:00–09:00	Conference Registration Desk Open
09:00–09:15	Conference Opening—Homer Stavely, Common Ground Publishing, USA
09:15–09:45	Plenary Session—Samantha Miles, Oxford Brookes University, UK
09:50–10:20	Plenary Session—Lucia Sutil, Universidad Rey Juan Carlos, Spain
10:25–10:55	Break & Garden Session
10:55-11:35	Talking Circles
11:35–11:40	Transitional Break
11:40–13:20	Parallel Sessions
13:20–14:10	Lunch (Held in PII Pyramid Dining Room)
14:10–14:55	Poster Session, Workshops & Focused Discussions
14:55–15:05	Transitional Break
15:05–16:45	Parallel Sessions
16:45–18:00	Welcome Reception

Tuesday, 5 August

08:30–09:00	Conference Registration Desk Open
09:00–09:10	Host Opening Comments—Homer Stavely, Common Ground Publishing, USA
09:10–09:40	Plenary Session— Levent Altinay—Oxford Brookes University, UK
09:45–10:15	Plenary Session—Christian Lystbaek, Aarhus University, Denmark
10:20–10:50	Break & Garden Session
10:50–12:30	Parallel Sessions
12:30–13:20	Lunch (Held in PII Pyramid Dining Room)
13:20–14:05	Workshops & Focused Discussions
14:05–14:10	Transitional Break
14:10–15:50	Parallel Sessions
15:50–16:00	Break
16:00–17:15	Parallel Session
17:15–17:50	Closing Session – Seminar Room A

CONFERENCE HIGHLIGHTS

Featured Sessions

Publishing Your Article or Book with Common Ground

Monday, 4 August —14:10-14:55
Rhodes Trust Lecture Theatre (Plenary Room)

Tuesday, 5 August —13:20-14:05
Rhodes Trust Lecture Theatre (Plenary Room)

Shelby Koehne, Community Editor, Common Ground Publishing

Description: In this session the Community Editor of The Organization Collection of Journals and The Organization: A Book Series will present an overview of Common Ground's publishing philosophy and practices. She will also offer tips for turning conference papers in to journal articles, present an overview of journal publishing procedures and provide information on Common Ground's book proposal submission process. Please feel free to bring questions—the second half of the session will be devoted to Q&A.

Special Events

Conference Welcome Reception

Monday, 4 August —16:45-18:00
Location: Entrance Hall

Description: The Organization Conference and Common Ground Publishing will be hosting a Welcome Reception on Monday, 4 August directly following the last session of the day. We invite all delegates to attend and enjoy complimentary light refreshments. This is an excellent opportunity to connect with and get to know your fellow international delegates.

Post-Conference Tour: Oxford Walking Tour "The City of Dreaming Spires"

Wednesday, 6 August —10:00-13:00
Location: Tour will meet and depart from the Royal Oxford Hotel (conference hotel)

Description: Join your fellow delegates for a guided walking tour of the splendid city of Oxford, "The City of Dreaming Spires," the **day after the conference's conclusion**. This is an excellent opportunity to connect further with fellow delegates and to explore the conference host city.

PLENARY SPEAKERS

Levent Altinay

Levent Altinay is a Professor of Strategy and Entrepreneurship in the Faculty of Business at Oxford Brookes University, UK. Altinay's research interests are in the areas of entrepreneurship, strategic alliances, and international business. Using primarily qualitative methods as well as mixed methods, he is particularly interested in how entrepreneurs start up and develop their businesses and how firms establish partnerships internationally. He is a visiting Professor in the Faculty of Economics, Department of Business Studies and Environment at the University of Piemonte Orientale, Italy; Koc University, Istanbul, Turkey, and The L.N. Gumilyov Eurasian National University, Astana, Kazakhstan. Altinay is a member of the Business & Economics Panel in the upcoming Research Assessment Exercise (RAE) 2014, organized by the University Grants Committee (UGC) of Hong Kong. He sits on the editorial boards of more than twelve journals including the *Journal of Services Marketing, The Service Industries Journal* and *Management Decision*. He has authored/co-authored more than seventy articles and two books.

Altinay has been invited to give several keynote presentations and seminars in different countries including China, United States, India, Turkey, Kazakhstan (Astana Economic Forum), Romania, Italy, and Cyprus on entrepreneurship, strategic partnerships, and research methods. He has also chaired/co-chaired three international conferences in emerging economies such as China and India.

Altinay has a strong record of attracting blue chip external funding, having secured funding from the ESRC (The Economic and Social Research Council), and the British Academy as well as funding from Hong Kong Polytechnic University and Macau University for an international collaborative project. His ESRC funded project aimed to investigate how entrepreneurs' socio-cultural backgrounds influence the entrepreneurial orientation of firms and how this in turn influences firm growth. This study was conducted with particular reference to Turkish and Chinese small firms in London, operating in a variety of sectors including manufacturing, retailing, and catering. Different stakeholder groups, including the Association of Community Based Advisors have taken the findings of the project on board and started to develop more effective training programmes for ethnic small businesses. Altinay is currently supervising students conducting research in entrepreneurship, internationalisation of firms, and strategic alliances/partner selection.

Christian T. Lystbaek

Christian T. Lystbaek is an Associate Professor of Leadership and Organization Development in the School of Business and Social Science at Aarhus University, Denmark. His research topics of interest are organizational cultural, ethical management, corporate social responsibility, and business ethics. Christian is trained in philosophy (B.A. and M.A.), and his doctoral work is on Organizational Development. He is recognized for developing the Action Inquiry approach to change in organizations, and more recently expanding that into a method of Socratic dialogue.

Christian´s career spans two decades of working with organizations to transform their culture and processes away from command and control toward more reflective and collaborative work systems. Prior to joining Aarhus University he worked as a leadership and organizational development consultant in a wide array of corporate environments including large and small business organizations and government agencies. As an action researcher and a person interested in practical scholarship, he has continued consulting for organizations. He is active as a volunteer, lending his time and talent to volunteer activities primarily focusing on philosophical dialogues in different settings.

Christian is a frequent speaker at academic, business, and non-profit events. His plenary talk at the conference will reflect his ongoing research and practical experience and will discuss competing conceptions of the business of ethics in business ethics.

Lucia Sutil Martin

Lucia Sutil is currently a professor at Rey Juan Carlos University in Madrid, Spain. She teaches marketing, online marketing, commercial management, social marketing, consumer behavior, business management, and corporate communications. Sutil is also the director and professor of the first European master degree program in neuromanagement at the university. After receiving her doctorate in psychology in 1991 from the Complutense University of Madrid, she pursued further training with a master's in Freudian studies in 1999 as a specialist in psychoanalytical psycotherapy, and clinical psychology in 2001 and 2008, respectively.

Following her masters studies, she took the position of visiting professor at the University of Alicante, and Pontificia of Salamanca, as well as a professorship at Carlos III University in Madrid. Meanwhile, Sutil combines her teaching activities with a career as an independent business consultant.

In 2005 she joined Rey Juan Carlos University as a professor and researcher where she founded, created, and directed the research group "NEM," as well as the first European master's program on neuromanagement. Sutil has over 20 publications in scientific journals and conference participations. She has published over 10 books, among them *Subliminal Publicity*, *Marketing and Subliminal Publicity*, and *Neurociencia, Empresa y Marketing*, which was published in October 2013.

Samantha Miles

Dr. Samantha Miles is a Reader in Accounting and Finance at Oxford Brookes University, UK. Her academic career started at the University of Bristol, UK, where she worked as a lecturer in accounting for seven years before moving to her current role. She is an expert post graduate educator, teaching across a range of MSc and MBA programs at Oxford Brookes. Miles currently has seven PhD students under her tutelage. Prior to working in academia she worked as a management accountant in a global oil and gas exploration corporation. She has a BSc in Accounting and Finance, an MA in Comparative International Accounting (Reading, UK) and a PhD in International Accounting and Finance (Reading, UK) which was supervised by Prof. Nobes, the UK representative at the International Accounting Standards Board at the time.

After publishing a couple of academic papers on International Accounting and Finance from her PhD, she became interested in Ethical Investment and Corporate Social Responsibility, leading to a highly productive and successful collaboration with Prof. Friedman (University of Bristol) which culminated in two books, numerous publications and two funded research projects. Their text, *Stakeholders: Theory and Practice* (Oxford University Press), together with a paper on 'Developing Stakeholder Theory' published in the *Journal of Management Studies* are internationally recognized as a leading contribution to the field of stakeholder theory.

Miles continues to work in the field of Stakeholder Theory and is currently working on two main projects. The first project relates to stakeholder definitions and builds on her recently published paper (*Journal of Business Ethics*) that explored the stakeholder concept as an essentially contested concept, through the analysis of 885 stakeholder definitions extracted from an unparalleled systematic review of the stakeholder literature. The second project relates to the development of a system of accounting for stakeholder value which attempts to capture the notion of joint value creation between stakeholders and business.

Miles is a founder member of the special interest group in stakeholders and value creation at the Strategic Management Society and is on the Editorial Board of a forthcoming innovative journal on Stakeholder Theory and Practice, which is being launched later in the year by Prof. Robert Philips (University of Richmond), Prof. Ed. Freeman (University of Virginia), and Prof. Tom Jones (University of Washington). Miles was invited to be a visiting scholar at the University of Virginia in 2012, the home of stakeholder theory and its seminal author, Ed. Freeman.

GRADUATE SCHOLARS

Weiquan Cheng
Weiquan Cheng is a PhD candidate at the Illinois Institute of Technology, Stuart School of Business. His research focus is in the areas of operation management, sustainable development and renewable energy systems. He received his MBA from Dominican University in Illinois, USA and his Bachelor in Mechanical Engineering from Shanghai Normal University in Shanghai, China. He has teaching and research experience in Smart Grid Technology Cluster, Shandong University of Technology, and Zibo Vocational Institute and work experience in manufacturing industries. His research paper for the Organization Conference provides empirical supports of the need for development of educational models that are both capable of creating and transferring knowledge needed to support sustainable development in low-carbon economies. He is also working on research projects to provide managerial insights of performance optimization and economic risks management in the renewable energy sector, particularly in wind energy and electric vehicle supply chain, as well as efficient government regulation implementation of the CSR while promoting labor rights, safety, fair compensation, and ecological prosperity in support of sustainable development.

Stephen R. Christ
Stephen R. Christ is a doctoral candidate in the department of sociology at the University of Missouri in the United States. A Gus T. Ridgel and University of Missouri Cambio Center Fellow, Stephen's research examines the everyday experiences of Mexican immigrants in the United States that contribute to Mexican-American identity formation. More specifically, Christ investigates how Mexican Americans experience daily life at home, at work, in public life, and in how these experiences impact their sense of personal identity, their relationships with natives, their interactions with their families and community, and the identity work that goes into producing such categories and social worlds. His current dissertation project examines the relation between discourses of business (profit) and aesthetics (authenticity) in Mexican restaurant contexts in which authenticity is a major theme. At the University of Missouri, Stephen teaches courses on immigration, criminology, religion, and research methods.

Danielle Godwin
Danielle Godwin is from Winter Haven, Florida, USA. She works full-time for the State Attorney's Office 10th Judicial Circuit. Godwin is currently enrolled at Polk State College in Winter Haven, FL in the Bachelor of Applied Science in Supervision & Management program with a concentration in business administration. She is also a member of the Golden Key International Honour Society and the Phi Theta Kappa National Honour Society. Once she completes her bachelor's degree, her goal is to attend the University of South Florida in Tampa, FL, USA where she will then obtain a Master's in Business Administration. Godwin's area of research is in cultural diversity.

Rosemary Gorman
Rosemary Gorman is an experienced business and management professional with 20 years of practical experience in industry. She is studying to earn a bachelor in applied sciences degree in supervision and management with a concentration in business information technology from Polk State College. She is currently the Vice-President for the Polk State College chapter of the Golden Key International Honour Society. She is planning to further her education by pursuing a masters in information technology degree at the Florida Institute of Technology. Gorman has had the opportunity of putting her acquired knowledge to use in various organizations as part of development, implementation, and training teams for several business and technological projects. She is active in volunteerism in her community of Lakeland, Florida, including participating as a Guardian ad Litem for the State of Florida's family court system, as well of being active in charities and organizations through her church. She has been involved in several research projects including a project funded by the United States government on workforce development and training in the central Florida area. Other research interests include legal and ethical issues in information technology and cross-cultural management. She is honored to receive this prestigious award and is indeed looking forward to participating in the 2014 conference.

Jessica Gu Jie
Jessica Gu Jie is currently a PhD in the Graduate School of Frontier Sciences at The University of Tokyo. Her research interests include simulation of complex social systems, organizational learning, knowledge management, human cognition and behavior, social innovation, agent-based modeling and human interaction game design. She holds master of philosophy degree in knowledge management, intellectual capital, and organizational learning and bachelor of science degree in enterprise engineering and e-business from The Hong Kong Polytechnic University. She is now working on a knowledge management research collaboration project with State Key Laboratory of Integrated Information System Technology, Institute of Software, Chinese Academy of Sciences as an international intern research fellow. Prior to pursuing career development in the academia, she had worked with several commercial organizations in IT, banking, and public utility industries and non-profit organizations in the USA, Australia, and Hong Kong. She was also the former Vice President of Youth Club iSpirit of The Hong Kong Computer Society.

Daniel Hagan

Daniel Hagan is a PhD student at Middlesex University in London. He lectures part-time at the University of Ulster's London campus where he teaches international business environment and international marketing. Hagan studied his MBA (marketing management) at the University of Leicester and is studying for his MSc in business research at Middlesex University. He is a chartered marketer and member of the Chartered Institute of Marketing. He has previously worked in the financial industry as a senior analyst for ten years in London and has been involved in several research projects including IMF funded projects on challenges facing farmers and the cottage industries in Ghana, as well as poverty alleviation funding and rural-urban businesses. Hagan's research interest is in the area of consumer behavior, ethical consumption, and marketing ethics.

Thi-Anna Hunter

Thi-Anna Hunter is from Minneola, Florida, USA. She has two children and has been married to her best friend of 10 years. Currently, she is enrolled at Polk State College in Winter Haven, Forida in the bachelor of applied science in supervision & management program with a concentration in business administration. She is also an honor roll student and member of the Golden Key International Honour Society. Thi-Anna is currently employed full-time by Wyndham Vacation Ownership in Orlando, Florida as a program support specialist and hopes to advance to management after earning her degree. Her research interest is in cultural diversity. Wyndham Vacation Ownership has played a small part in the research she and her team is conducting for, "The Importance of Diversity in Organizations" to present at the Conference. Her goal is to obtain a master of science in management from the University of South Florida in Tampa, USA.

Dejan Mrkic

Dejan Mrkic is an early career professional and has recently completed the master's degree in psychology (industrial and organizational) from Deakin University in Melbourne, Australia. He also holds a BSc (2004-2007) from Monash University and a postgraduate diploma of psychology (2007) from Deakin University. Mrkic has five years of combined experience in project management, organizational development, talent management, research, publishing, and tutoring across multiple industries. These include healthcare, corporate, legal, government, higher education, and non-for-profit. Prior to undertaking his master's degree, Mrkic most notably managed a training and development program in the form of a randomized controlled trial (RCT) from 2010-2012 at Deakin University. The aim of the project was to evaluate the effectiveness of the training program in improving the capability of healthcare professionals and patient health outcomes. It was funded by the Australian Research Council (ARC). While undertaking the master's, he completed an internship in New York with professional services firm for law, Clutch Group, as an organizational development consultant in 2013. He worked directly with the CEO and his management team to initiate a global corporate culture across New York, Chicago, Washington DC, and Bangalore, India and to restructure their recruitment and selection process. He has also been published multiple times in peer-reviewed journals and co-authored several conferences. He is a culturally and linguistically diverse professional that speaks three languages. He is currently developing a career as an organizational development professional and has a keen interest in leadership, flexibility, change management, engagement, and performance.

Maurice J. Murphy

Maurice J. Murphy is an instructor of management in the Department of Undergraduate Studies in the College of Business of Alfaisal University in Riyadh, Saudi Arabia. He teaches principles of management, business ethics and social responsibility, business communications, and introduction to business. Murphy has a BA from Columbia University in New York, an MA in teaching from the School for International Training in Brattleboro, Vermont, and is an MA in management candidate at Durham University Business School in Durham, UK, where he is concentrating in strategic management. His dissertation analyses the corporate political activities of both foreign and domestic firms operating in Saudi Arabia. His research interests are in the area of business strategy with a particular focus on non-market strategy (i.e. stakeholder management, corporate political activities, business ethics, corporate social responsibility (CSR), and the political economy of the GCC). Currently, he is working on a research project analyzing religious salience and CSR in Saudi Arabia. He is also working on a project assessing business ethics education in Saudi business colleges using AACSB standards as a benchmark. Murphy has over eight years of teaching experience in Saudi tertiary institutions.

Trevor Uyi Omoruyi

Trevor Uyi Omoruyi is a doctoral researcher and a part-time lecturer at Salford Business School. A graduate scholar whose background cuts across diverse disciplines, he has an MBA (distinction), MSc in international business and management, certificate in finance, and a BSc in accounting. His research interests include: services marketing - higher education service, student retention, customer management, in particular: customer satisfaction, retention and loyalty in the banking and logistics industry; relationship marketing; service dominant logic; and branding and strategic tourism marketing. He is currently volunteering with the United Nations as an online researcher and Greater Manchester Fire and Rescue Service. He has participated and presented in several international conferences. He also collaborates with academic peers from several part of the globe and is a recipient of several academic grants and scholarships.

Brian Poliner

Brian Poliner is a graduate of Hilbert College with a master of public administration and additionally holds a master of science degree in leadership and business ethics from Duquesne University. As a current doctoral student at Niagara University, Poliner is furthering his education in the field of leadership and public and social policy. His PhD concentration is employee satisfaction and retention in nonprofit organizations. He is an adjunct professor at Hilbert College, teaching courses in ethics and business, and is the Director of Operations for the Erie County Legislature in Buffalo, New York. Brian is a member of Kappa Gamma Pi Honor Society, Golden Key International Honour Society, and Phi Delta Kappa International. In 2013 Brian was awarded the St. Catherine Medal in recognition of his outstanding scholastic achievement, leadership, and service to the community. He is a member of Zeta Beta Tau Fraternity and serves as the adult advisor to the chapter at the University at Buffalo. Originally from Allentown Pennsylvania, Poliner currently resides in Buffalo, New York.

Yuanyaun Su

Yuanyuan Su is a PhD candidate at School of Social and Behavioral Sciences, Nanjing University, China. Her research field is NGO and contemporary chinese studies. She has a BA in sociology. Now, she is working on her dissertation focusing on social mobilization in rural China. She has spent more than 18 months studying charitable organizations in China. An increasing number of the Chinese population has financial capability to donate, but the main problem is that they do not trust charitable organizations, especially after the charitable incident of Guo Meimei - a girl who self-assumed the role of commercial manager of the Red Cross Society of China who was observed showing off her mansion. In 2012, Su did a survey in five cities to collect data of people's cognition of charitable organizations.

GRADUATE SCHOLARS – *Spanish And Portuguese Awardees*

Laura Cedillo Arias

Maestra en Pedagogía por la Facultad de Filosofía y Letras (FFyL) de la Universidad Nacional Autónoma de México (UNAM), obtuvo el grado en el 2011 con mención honorifica. En 2009 se graduó como Licenciada en Pedagogía por la misma Universidad, también con mención honorifica. Durante su trayectoria educativa ha sido distinguida con el reconocimiento "Alto Rendimiento Académico UNAM". Actualmente cursa estudios de doctorado en pedagogía en la misma institución. Ha organizado, participado y moderado en diversos eventos académicos de diferentes instituciones de su país y otras instituciones como la Universidad del Egeo en Rodas, Grecia. Es miembro de la AFIRSE (Asociación Francófona Internacional de Investigación Científica en Educación) Sección Mexicana.Ha participado en programas radiofónicos en la Ciudad de México, emitiendo opiniones sobre temas relacionados con las polémicas generadas, a partir de la implementación de políticas educativas. Desde 2007 a la actualidad, ha colaborado como asistente de investigación en el Instituto de Investigaciones sobre la Universidad y la Educación (IISUE) de la UNAM. Actualmente participa en las siguientes investigaciones: "Modelos educativos y su impacto en los proyectos y prácticas curriculares, auspiciada por la ANUIES y el IISUE; "La Reforma Educativa o Laboral 2013: El caso mexicano" en el IISUE; "Incorporación de tabletas electrónicas en la educación media superior" auspiciada por la UNAM y coordinada por el IISUE y finalmente participa en una investigación sobre "Los docentes ante la reforma curricular en educación primaria, México 2009" auspiciada por el Consejo Nacional de Ciencia y Tecnología (CONACYT).

Milena Gómez Cedeño

Es doctoranda en el Doctorado en Empresa en la Universidad de Barcelona. Es ingeniera industrial y cuenta con un Posgrado en Recursos Humanos por Universidad Santa María la Antigua de Panamá. Además ha cursado un Master en Supply Chain and Logistics en la Escuela de Administración de Empresa (EAE-Barcelona) y otro en Investigación en Empresa en la Universitat de Barcelona. Su área de investigación es en el campo de la supply chain management y logística. Desea tener una experiencia enriquecedora compartiendo con otros investigadores, y conocer las últimas tendencias de investigación. Además obtener un feedback de mi investigación, que me de las herramientas para el mejoramiento de la misma.
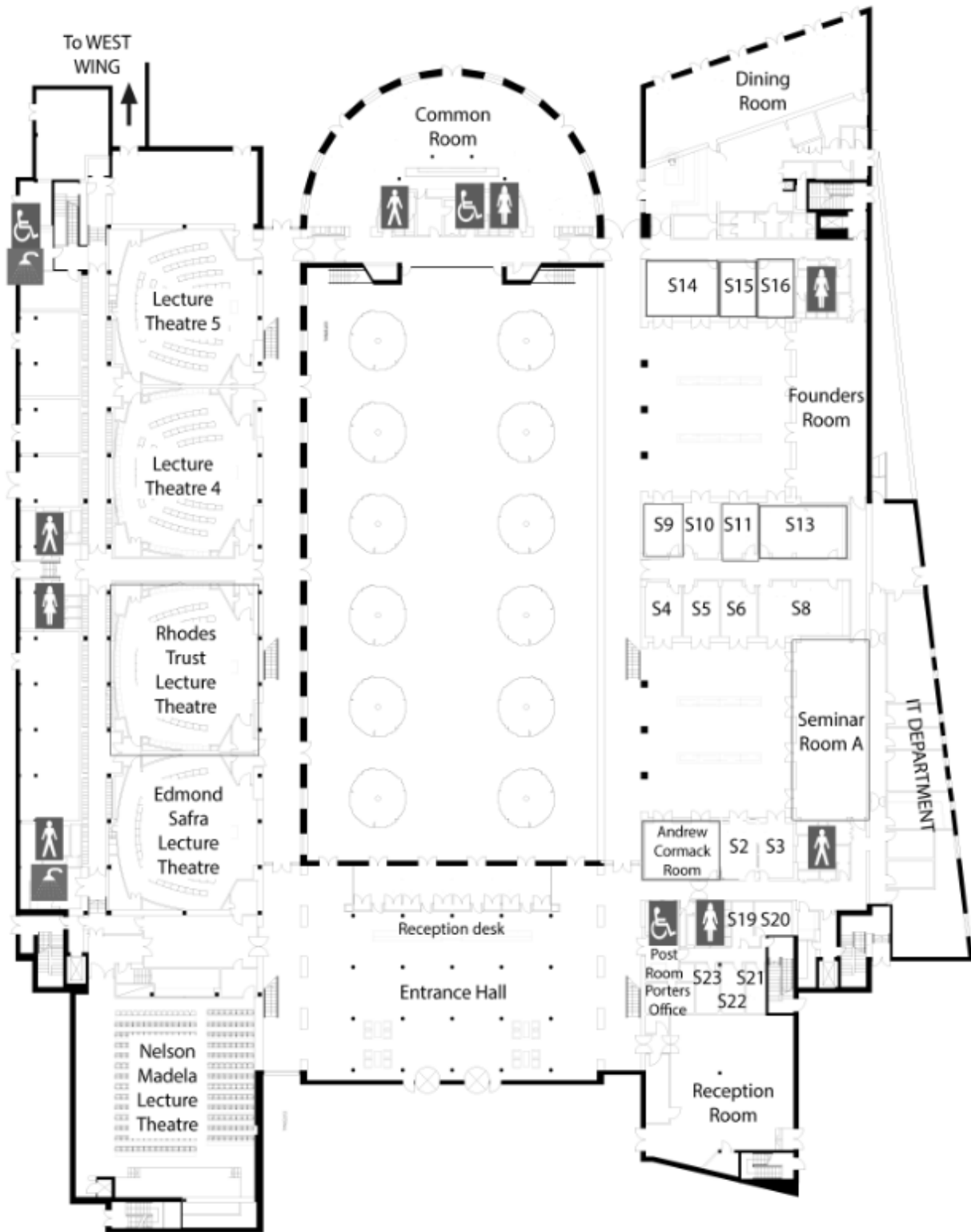
Angélica López Aguilar

Estudiante del Doctorado en Pedagogía en la Universidad Nacional Autónoma de México. Integrante de la primera generación del Plan Integral de Formación Docente en el Sistema Universidad Abierta y Educación a Distancia impartido por la Coordinación de Universidad Abierta y Educación a Distancia (CUAED-UNAM). Diseñadora didáctica de cursos para la formación docente y directiva en ambientes virtuales, modalidad escolarizada y mixta.Tutora del Bachillerato Tecnológico Bivalente a Distancia del Instituto Politécnico Nacional. Asesora en línea de las acciones de formación: Módulo Recursos de Internet, para alumnos del Sistema Universidad Abierta y Educación a Distancia (SUAyED-UNAM), Curso-Taller Creación de contenidos para la modalidad a distancia; Taller de inducción para profesores asesores y profesores tutores de educación superior a distancia, en la Unidad Politécnica para la Educación Virtual (UPEV-IPN); Desarrollo Humano, en Educación Superior a Distancia (ESAD); Diplomado Competencias Docentes en el uso de las TIC para el Bachillerato Digital, en la Benemérita Universidad Autónoma de Puebla (BUAP); II Teleseminario: Nuestro Proyecto Institucional y la Gestión Educativa, así como el Curso: Ética del Funcionario Politécnico: Nuestra Responsabilidad Social, en la Coordinación General de Formación e Innovación Educativa (CGFIE-IPN). Ponente en congresos, seminarios, simposios, foros, talleres y encuentros tanto en México como en España, Costa Rica, Uruguay y Grecia. Interesada en la transversalidad del curriculum a través de los contenidos relacionados con la ecosofía, la ergonomía, la alfabetización iconográfica y los estilos sentimentales.

Manuel Ramón Tejeiro Koller

Doble licenciado en Economía y Administración y Dirección de Empresas por la Universidad Europea de Madrid, Máster en Economía y Gestión de la Innovación UCM) y actualmente se encuentra cursando el doctorado en la Universidad Autónoma de Madrid sobre la relación entre cultura corporativa, innovación y supervivencia empresarial. Docente desde el año 2010 en la Universidad Europea de Madrid y como visitante en las universidades Metropolia Business School Helsinki, Finlandia y University of Applied Sciences Hamburg, Alemania. Con anterioridad a su dedicación como docente ha desarrollado su labor profesional en Banco Santander en el área de auditoría interna. Colaboró como consultor en el proyecto europeo INNOHUBS para el fomento de la innovación en PYMEs y en la formación de altos funcionarios para el gobierno de Guinea Ecuatorial del Banco Mundial. Su publicación más reciente es como co-autor en el libro NEBTs 3 de la Fundación Madrl+D, sobre la situación de las nuevas empresas de base tecnológica en España, editado en enero 2013 por Netbiblo.

CONFERENCE VENUE FLOOR MAP

To WEST
WING

Common
Room

Dining
Room

Lecture
Theatre 5

S14   S15   S16

Founders
Room

Lecture
Theatre 4

S9   S10   S11   S13

Rhodes
Trust
Lecture
Theatre

S4   S5   S6   S8

Edmond
Safra
Lecture
Theatre

Seminar
Room A

IT DEPARTMENT

Andrew
Cormack
Room   S2   S3

Reception desk

S19   S20

Post
Room   S23   S21
Porters   S22
Office

Entrance Hall

Nelson
Madela
Lecture
Theatre

Reception
Room

MONDAY, 04 AUGUST

8:00-9:00	REGISTRATION DESK OPEN
9:00-9:15	CONFERENCE OPENING AND HOST REMARKS
	Homer Stavely, Common Ground Publishing, USA
9:15-9:45	PLENARY SESSION
	Samantha Miles, Oxford Brookes University, UK "Stakeholder Value Creation"
9:50-10:20	PLENARY SESSION
	Lucia Sutil, Universidad Rey Juan Carlos, Spain "Neuromanager: The Manager of the 21st Century"
10:25-10:55	BREAK & GARDEN SESSION
10:55-11:35	TALKING CIRCLES
	Andrew Cormack Room: Management Education **Seminar Room A:** Change Management **Seminar Room 9 & Seminar Room 11:** Knowledge Management **Seminar Room 13:** Organizational Cultures **Seminar Room 14:** Economía y gestión de la educación/Economía y gestión del cambio **Seminar 15 & Seminar 16:** Economía y gestión del conocimiento/Economía y culturas organizacionales
11:35-11:40	TRANSITIONAL BREAK
11:40-13:20	PARALLEL SESSIONS
A. Cormack Rm.	Workshops **The Gap between Vision and Mission and an Engaged Workforce: How Great Places to Work Fill the Gap** Dr. Beth Sears, *Owner of Workplace Communication, Inc., Adjunct Instructor Cornell Unversity School of Industrial Labor Relations, Scottsville, USA* *Overview:* Based on research interviewing U.S. Executives and CEOs, this interactive workshop will engage participants in activities to understand necessary ingredients to create a highly engaged workforce in a trusting culture. *Theme: Management Education* **Addressing the Probletunity: Engaging Today's Working Adult** Dr. Deb Oliver, *Graduate, Mount Mercy University, Cedar Rapids, USA* *Overview:* This interactive session will share lessons learned/changes implemented as an MBA program for working adults developed over 6 years and will be valuable for institutions seeking the working adult market. *Theme: Management Education*

MONDAY, 04 AUGUST

11:40-13:20	PARALLEL SESSIONS
Seminar 9	**Change and the Employee**

Change the Way Training Is Done: Train Me on What I Want to Know
Dr. Kristi Dean, *Adjunct, Central Michigan University, Walsh College, Baker College, Shelby Township, USA*
Overview: Working in an organization there is so much opportunity to use technology as an advantage. Unfortunately the employee doesn't know how to use it. Train them while answering their questions.
Theme: Change Management

Exploring the Effect of Organizational Change on Person-Organizational Fit: The Impact of Sanctuary Model in Creating Fit and Satisfaction
Brian Poliner, *ADP, Hilbert College, Clarence, USA*
Overview: This study explores person-organizational fit and organizational change at a large non-profit organizational pre and post implementation of the Sanctuary Model.
Theme: Change Management

The Impact of Change on Organisational Commitment
Sally Rumbles, *Portsmouth Business School, University of Portsmouth, Portsmouth, UK*
Mrs Jackie Hudson, *Stragegic Human Resources, Portsmouth, UK*
Overview: Organisational change is constant with the speed and pace of change increasing particularly during periods of economic uncertainty (Carnall 2003; Kotter 2012; Rumbles and Rees 2013).
Theme: Change Management

A Theoretical Framework of Customer Knowledge Management (CKM) for Value Creation
Dr. Amanda Lim, *Institute of Industrial Economics, Chinese Academy of Social Sciences, Beijing, China*
Prof. Luo Zhongwei, *Institute of Industrial Economics, Chinese Academic Of Social Sciences, Beijing, China*
Dr. Louis Ma, *School of Continuing and Professional Education, City University of Hong Kong, Hong Kong, Hong Kong*
Overview: A theoretical framework of Customer-Knowledge-Management (CKM) for value creation is proposed with integrated CKM and Customer Engagement concepts. For achieving CKM goals, 5C knowledge aspects are reviewed using Xiaomi case.
Theme: Knowledge Management

Seminar 11	**Management Education**

Customer Service Focus and Mission Articulation as Measures of Organizational Effectiveness in Higher Education Institutions: Driving Student Success
Dr. Rana Zeine, *Basic Medical Sciences - Pathology, Saint James School of Medicine (Park Ridge, IL, USA), Kralendijk, Netherlands*
Frank Palatnick, *International Agency for Economic Development, USA*
Dr. Cheryl Boglarsky, *Human Synergistics International, Plymouth, USA*
Patrick Blessinger, *International Higher Education Teaching and Learning Association, New York, USA*
Dr. Brad Herrick, *University of Texas, USA*
Dr. Michael Hamlet, *Keller Graduate School of Management at DeVry College of New York, New York, USA*
Overview: Analysis of Mission Articulation and Customer Service Focus among higher education professionals using the Human Synergistics Organizational Effectiveness Inventory® revealed more desirable results in for-profits as compared to not-for-profit institutions.
Theme: Management Education

Designing and Implementing a Two-year MPH Program with a Concentration in Leadership and Organizational Change
Dr. Ken Zakariasen, *Department of Health Policy and Management College of Public Health, Kent State University, USA*
Dr. Jonathan VanGeest, *Health Policy and Management College of Public Health, Kent State University, USA*
Dr. Sonia Alemagno, *Health Policy and Management College of Public Health, Kent State University, USA*
Overview: A 24-month MPH program (leadership and organizational change concentration) has been designed to focus on education/practice integration, leadership and change training, and the life-balance needs of experienced full-time working adults.
Theme: Management Education

Corporate Visual Identity and Its Role in the Branding of Higher Education Institutions: A Comparative Study
Trevor Omoruyi, *Business School, University of Salford, Salford, UK*
Dr. Grazyna Rembielak, *Business School, Salford, UK*
Overview: This is a comparative study carried out to ascertain the role of Corporate Visual Identity (CVI) in the branding of Higher Education Institutions.
Theme: Management Education

Kazakhstan's Knowledge Economy: The Role of University Student Internships
Assel Mukhametzhanova, *Graduate School of Education, Nazarbayev University, Astana, Kazakhstan*
Leila Iyldyz, *Graduate School of Education, Nazarbayev University, Astana, Kazakhstan*
Overview: This paper discusses the role of higher education in the knowledge economy in Kazakhstan. It considers the challenges universities face in implementing student internships in the rapidly growing economy.
Theme: Management Education

MONDAY, 04 AUGUST

11:40-13:20	PARALLEL SESSIONS
Seminar 13	Spanish Language Paper Session - Cambios y Desafios en las Organizaciones Educativas
Seminar 14	Governance and Change

Participatory Planning and Governance: Case Studies from Rural and Urban West Bengal,India
Parama Bannerji, *Geography, Centre for Studies in Social Science, Kolkata, Kolkata, India*
Overview: The study aimed to understand the nature and magnitude of participation in West Bengal and its ability to revitalize democratic issues in governance.
Theme: Change Management

Using the Jesuits' Accommodation Approach in China (1583-1742) to Guide Change in Chinese Organizational Settings Today
Juergen Wolff, *Sales & Marketing, Deutsche Bank AG, Leipzig, Germany*
Overview: Researching the Jesuits' Accommodation approach in China (1583-1742) yields a sinicized change concept appropriate to better manage change in Chinese organizational settings than any given approach alien to Chinese specification.
Theme: Change Management

How to Build a World Politics: A Necessitated and Integrated Community of Mankind
Dr. Quynh Nguyen, *Division of Architecture, Art, Mathematics and Science, EPC College, El Paso, USA*
Overview: This paper is a reading of daily information regarding political developments affecting global stability.
Theme: Change Management

Partnerships and Policies: Experiences from an Australian Government-University Partnership
Prof. Kathryn Moyle, *Teaching, Learning and Transitions, Australian Council for Educational Research (ACER), Camberwell, Australia*
Overview: Organsational and cultural challenges can arise when partnership arrangements between a university and government department are established. Using a case study approach, this paper examines these challenges and suggests solutions.
Theme: Organizational Cultures

Seminar 15	Spanish Language Paper Session - Globalizacion y Diversidad Cultural
Seminar 16	Knowledge and Culture

WWW Is a Life-long Learning Tool: May It Be Utilized in Language Learning?
Mihri Kocak, *School of Foreign Languages, Anadolu University, Eskisehir, Turkey*
Overview: An online learning community allows learners to reach up-to-date information via the Internet anytime–anywhere because of the ubiquity of the World Wide Web.
Theme: Knowledge Management

Development of an Instrument for Assessing Corporate Culture in the Context of EFQM Excellence Model
Seyed Amir Bolboli, *Research Group "Product Safety and Quality Engineering", University of Wuppertal, Wuppertal, Germany*
Dr. Markus Reiche, *QualityExperts Consulting, Nuremberg, Germany*
Overview: This study investigates the main requirements and characteristics for assessing culture in context of EFQM and proposes a practical instrument, which can be easily integrated in the EFQM implementation process.
Theme: Organizational Cultures

Performance Support Systems Approach for Organisational Change: A Preliminary Study of the Cultural Perspectives for Chinese Teacher Training
Dr. Angela Kit Fong Ma, *Division of Business and Management, Hong Kong Baptist University-Beijing Normal University: United International College, Hong Kong*
Overview: I discuss using performance support systems model to investigate how cultural background influences the implementation of western-derived Problem Based Learning (PBL) in Chinese teacher training.
Theme: Organizational Cultures

Effectiveness of Ethics and Compliance Programs: German Multinational Companies in Mexico
Claudine Moya, *División de Estudios de Posgrado Facultad de Contaduría y Administración, Universidad Nacional Autónoma de México, Mexico City, Mexico*
Overview: This is an assessment of the effectiveness of Ethics and Compliance Programs comparing the ethical standards they promote, with actual shared values and norms among employees.
Theme: Organizational Cultures

MONDAY, 04 AUGUST

11:40-13:20	PARALLEL SESSIONS
Seminar A	**Change and the Client**
	Flows and Cycles of Organizational Wisdom: The Evolving Professional Disc Golf Association Dr. Timothy Thompson, *Department of Communication & Media Studies, Edinboro University, Edinboro, USA* Patrick Govang, *Comet Action Sports, LLC, USA* *Overview:* This paper studies communication, innovation, and the consultant-client relationship in the change process. *Theme: Change Management*
	The Stage-imperative Change Matrix: Capturing the Collective Wisdom of Change Assoc.Prof. Paul N. Krust, *Business and Law, CQUniversity, Sydney, Australia* *Overview:* An analytical review of key change models identified four key stages of change and six key change imperatives. A Stage-Imperative Change Matrix Model will be presented and explored. *Theme: Change Management*
	The Consultant-Client Relationship in Small and Medium Enterprises Qing Hu, *Logistics and Operations Management Section, Cardiff University, Cardiff, UK* Dr. Sharon Williams, *Logistics and Operations Management Section, Cardiff University, Cardiff, UK* Dr. Robert Mason, *Logistics and Operations Management Section, Cardiff University, Cardiff, UK* Dr. Pauline Found, *Faculty of Business and Society, The University of South Wales, Cardiff, UK* *Overview:* This research discusses how the structural characteristics of small and medium enterprises (SMEs) impact on the relationship between consultants and clients through investigating four consultancy-led projects in Chinese SMEs. *Theme: Change Management*
	Leading Organizational Change to Adopt Family-Friendly Practices: A Qualitative Analysis of Female Leaders' Experiences with Organizational Change Dr. Elizabeth Spradley, *Department of Languages, Cultures, and Communication Communication Studies Program, Stephen F. Austin State University, Nacogdoches, USA* *Overview:* This study examines interview data with women in elected leadership roles within professional and community organizations as related to their role in family-friendly organizational change. *Theme: Change Management*
13:20-14:10	LUNCH (HELD IN THE PII PYRAMID DINING ROOM)
14:10-14:55	PARALLEL SESSIONS
Entrance Hall	**Poster Session**
	Restructuring the Teaching Program at the Department of Teacher Training, Bar Ilan University: An Action Research Study Dr. Rivka Glaubman, *Department of Teacher Education, Bar Ilan University, School of Education, Ramat Gan, Israel* Dr. Hananyah Glaubman, *Psychology Department, Bar-Ilan University, Ramat-Gan, Israel* *Overview:* Teaching programs and strategies at Teacher Training Department, Bar Ilan University, were revised via Action Research, introducing collaborative work in small teams. Results substantiated the efficacy of the program. *Theme: Change Management*
	The Performance Pyramid: New Management Tools for a New Workplace Lukas Michel, *Owner, Founder, SPHERE Advisors AG, Zug, Switzerland* *Overview:* This paper offers a business case illustrating the Performance Pyramid as a model, diagnostic, and tool for leaders to initiate the transformation of their organizations into the knowledge era. *Theme: Change Management*
	Measuring Organizational Culture and Change in a US Medical School Dr. Melissa Piasecki, *Dean's Office of Medical School, Univesrity of Nevada School of Medicine, Reno, USA* Jennifer Hagen, *Dean's Office, University of Nevada School of Medicine, Reno, USA* Ramona Houmanfar, *Division of Behavioral Analysis, University of Nevada Reno, Reno, USA* Daniel Reimer, *Behavior Analysis Program, University of Nevada Reno, Reno, USA* *Overview:* The University of Nevada School of Medicine is undergoing profound organizational change. We describe the tools, theoretical foundations and implications related to measuring the impact on culture, climate and behavior. *Theme: Change Management*
	An Experimental Study on Participation of Design Division and Organizational Factors Yosuke Kanno, *Faculty of Business Administration, Toyo Gakuen University, Nagareyama, Japan* Satoshi Shibata, *faculty of humanities, Yamagata University, Yamagata, Japan* *Overview:* This study examined the impact of organizational factors related to design development on the contribution of design divisions in developing highly advanced, innovative, customer oriented and coherent designs. *Theme: Knowledge Management*
Rhodes Theatre	**Publishing Session** In this session the Community Editor of the Organization Collection of Journals and The Organization: A Book Series will present an overview of Common Ground's publishing philosophy and practices. She will also offer tips for turning conference papers in to journal articles, present an overview of journal publishing procedures and provide information on Common Ground's book proposal submission process. Please feel free to bring questions - the second half of the session will be devoted to Q&A.

MONDAY, 04 AUGUST

14:10-14:55	PARALLEL SESSIONS
Seminar 11	**Workshop** The Education Professors' Changing Role: Application Development for Content Delivery Dr. Jane Thielemann, *Professor, College of Public Service, Houston, USA* Dr. Janice Nath, *College of Public Service, University of Houston-Downtown, USA* Dr. Irene (linlin) Chen, *The College of Public Service, University of Houston-Downtown, USA* *Overview:* Technology quickly evolves and professors must learn new ways of content delivery and knowledge management. The need, skills, and challenges of iPad App development for content delivery are discussed. *Theme: Knowledge Management*
Seminar 13	**Workshop** Coaching for Effective Conflict Management Dr. Samantha Hardy, *Faculty of Law, Business and Creative Arts, James Cook University, Townsville, Australia* Prof. Nadja Alexander, *International Institute of Conflict Engagement and Resolution, Hong Kong Shue Yan University, Hong Kong, China* *Overview:* Effective conflict management is essential in a changing world. Coaching can support leaders and team members to prevent unnecessary conflict and effectively manage inevitable conflict to promote learning and development. *Theme: Change Management*
Seminar 14	**Spanish Language Workshop**
Seminar A	**Focused Discussion** A Mandate to Change for Innovation in Higher Education Dr. Claudia Santin, *College of Graduate and Innovative Studies, Concordia University Chicago, River Forest, USA* Dr. Kathryn Hollywood, *Leadership & Professional Studies Department in the College of Graduate and Innovative Programs, Concordia University Chicago, River Forest, USA* Dr. Donna Blaess, *Graduate Studies and Innovative Programs, Concordia University Chicago, River Forest, USA* *Overview:* Change is academe is needed for innovation to flourish. Developing a culture of innovation, based on shared vision, a common language, and open communication is the responsibility of academic leaders. *Theme: Change Management* Change to Remote Leadership Teaching Assist.Prof. Kenneth Borgesen, *Department of Philosophy and Learning, Aalborg University, Copenhagen, Denmark* Ditte Kolbaek, *Learning and Philosophy, Aalborg University, Copenhagen, Denmark* *Overview:* This research explores how followers offer followership with the leader in the ICT mediated cooperation, and what the leader does to involve and engage the followers in the cooperation. *Theme: Change Management* Virtual Field Trip Models to Strengthen Future Urban Teachers' Digital Visual Literacy Teaching Techniques Dr. Irene (linlin) Chen, *The College of Public Service, University of Houston-Downtown, Houston, USA* Dr. Jane Thielemann, *Associate Professor, College of Public Service, Houston, USA* Dr. Janice Nath, *Department of Urban Education, University of Houston-Downtown, Houston, USA* *Overview:* This proposed project is intended to critically review current virtual field trip models, investigate ways to teach digital visual literacy, and add an alternative tool for future teachers. *Theme: Knowledge Management* An Example of Organizational Transformation Due to Digital Emergence: The Case of the Royal Spanish House Dr. Daniel Barredo, *School of Marketing Faculty of Business Administration, Escuela Superior Politécnica de Chimborazo, Riobamba, Ecuador* *Overview:* This is a description of the transformation of the management in the Royal Spanish House: from an opaque and arbitrary managerial administration, to a more transparent and participative one. *Theme: Change Management*
14:55-15:05	TRANSITIONAL BREAK

MONDAY, 04 AUGUST

15:05-16:45	PARALLEL SESSIONS
Seminar 9	**Gender Issues in Organizational Cultures** **Women in Media Organizations: Newsroom Practices, Beliefs and Working Conditions** Dr. Maria João Silveirinha, *Faculty of Letters, Universidade de Coimbra, CIMJ - Center of Studies in Media and Journalism, Coimbra, Portugal* Dr. Paula Lobo, *Faculty of Letters, Universidade de Coimbra, CIMJ - Center of Studies in Journalism and Media, Coimbra, Portugal* *Overview:* We discuss gender perspectives on newsmaking practices and economic, social and technological changes in media organizations and practical implications of the feminization of the profession in decision-making and media contents. *Theme: Organizational Cultures* **Gender Differences in Career Outlooks for Fitness Professionals** Heidi Hughes, *Business, Education and Professional Services, University of Gloucestershire, Cheltenham, UK* *Overview:* Stereotypes regarding women's ability, skill, and personality temperament affect how both men and women view career opportunities for women fitness professionals. *Theme: Organizational Cultures* **Women and Workplace Bullying in Academic Settings** Dr. Katerina Machovcova, *Methodology of psychological research section, Institute of Psychology, Academy of Sciences of the Czech Republic, Prague, Czech Republic* Dr. Katerina Zabrodska, *Methodology of psychological research section, Institute of Psychology, Academy of Science Czech Republic, Prague, Czech Republic* *Overview:* This paper focuses on a contrast between qualitative and quantitative data in a mixed-method study on the nature of academia workplace bullying and its effects on women. *Theme: Organizational Cultures* **A Sustainable Talent Management Framework in United Nations: Competency Model, Skills Inventory and Career Enhancement Initiatives** Dr. Manuela Morelli, *HR Department, HR Policy, World Health Organization, Geneva, Switzerland* *Overview:* I discuss HR techniques and strategies to develop a sustainable talent management framework in United Nations Agencies and Programmes. *Theme: Organizational Cultures*
Seminar 11	**Cultures and Change: Education** **Manager of Organizational Events and Ceremonies in an Academic College of Education: A Position/Function Contributing to the Organizational Culture, Cohesion and Well-being** Dr. Ester Levanon-Mordoch, *Humanistics Department Drama and Arts and Literature Section, Kibutzim College of Education; Oranim Academic College of Education, Kibbutz Gazit, Israel* *Overview:* The paper reviews this managerial position as a task of leadership and team-work, and its various contributions to the educational organization, based on theory, comparative inquiry, and personal practice. *Theme: Organizational Cultures* **Management Accounting and Outcome-based Education: Learning Perspectives of Senior Accountancy Students** Prof. Jephte Munez, *Department of Accountancy and Taxation, San Beda College, Manila, Philippines* *Overview:* I discuss Management Accounting and Outcome Based Educational System and the application of a quality assurance framework and lessons learned by accountancy students from San Beda College. *Theme: Change Management* **Misplaced Management Theory in a Massive System of Higher Education: Text, Context and Reconstructive Loop** Dr. Mark Stoner, *Department of Communication Studies, California State University, Sacramento, Sacramento, USA* *Overview:* This study makes visible the rhetorical patterns of managerial discourse intended to reshape academic policy in the California State University system, recreating the meaning of higher education in California. *Theme: Change Management* **A Life-long Learning Tool: Facebook** Pınar Koçak, *School of Foreign Languages, Anadolu University, Eskisehir, Turkey* *Overview:* Facebook, not only a life-long learning tool but also a useful and practical learning environment that could improve and/or strengthen learning of English. *Theme: Knowledge Management*
Seminar 13	**Spanish Language Paper Session - Cambios y desafíos en las Organizaciones Educativas 2**

MONDAY, 04 AUGUST

15:05-16:45	PARALLEL SESSIONS
Seminar 14	Knowledge Management
	Influence of Network Structure and Knowledge Articulation on Effective Knowledge Sharing: A Multilevel Investigation Prof. Seokwoo Song, *Information Systems & Technologies, Weber State University, Ogden, USA* Prof. James T.C. Teng, *Information Systems, University of Texas at Arlington, Arlington, USA* *Overview:* We explore the potential contribution of inter-unit network structure as well as intra-unit knowledge process and task environment to two different types of knowledge sharing: solicited and voluntary. *Theme: Knowledge Management*
	Knowledge Creation without Deliberate Knowledge Management Herbert Jung, *University of Gloucestershire, Frastanz, Austria* *Overview:* This research challenges the traditional understanding of Knowledge Management, which should lead to knowledge creation, and shows a new way for managing knowledge creation without using deliberate Knowledge Management (KM). *Theme: Knowledge Management*
	A Study of Knowledge Creation and Sharing in an Organization with a Multi-Agent Simulation and a Computer-Aided Human Experiment Jie Gu, *Department of Human and Engineered Environmental Studies, Graduate School of Frontier Sciences, The University of Tokyo, Tokyo, Japan* Assoc.Prof. Hao Wang, *The Institute of Software, Chinese Academy of Sciences, Beijing, China* Prof. Fanjiang Xu, *The Institute of Software, Chinese Academy of Sciences, Beijing, China* Assoc.Prof. Yu Chen, *Graduate School of Frontier Sciences, The University of Tokyo, Tokyo, Japan* *Overview:* We simulate knowledge creation and sharing on endogenous social network and conduct computer-aided human experiment that validates the simulation on evolution of organizational structure and collective performance under complex environment. *Theme: Knowledge Management*
	Using Legal Acumen to Add Value to the Firm: A Multinational Perspective Dr. Sean Melvin, *Department of Business and Economics, Elizabethtown College, Malvern, USA* *Overview:* This paper postulates that managers of multinational corporations can add value to their firms using a legal knowledge management regime which bridges legal acumen with managerial expertise. *Theme: Knowledge Management*
Seminar 15	Spanish Language Paper Session - Evolucion en la Gestion
Seminar A	Rights and Responsibilities: Education
	Human Rights in Management Education: Equipping Educators and Future Business Leaders Dr. Jennifer Palthe, *Department of Management Haworth College of Business, Western Michigan University, Kalamazoo, USA* Daniel Ronald Palthe, *James Madison College, Michigan State University, East Lansing, USA* *Overview:* This presentation provides management educators with resources to integrate human rights principles into business education, and helps future business leaders better serve as change agents for global human rights progress. *Theme: Management Education*
	Finding Truth as Finding Freedom: Examining Barriers to Future Self-managed and Self-directed Living Dr. Kenneth R. Austin, *Department of Secondary Education and Educational Leadership, Stephen F. Austin State University, Nacogdoches, USA* *Overview:* This paper discusses the importance of addressing cognitive development and critical thinking for the learner, and asks if schools are aptly preparing students for successful self-managed and self-directed quality living. *Theme: Management Education*
	Undergraduate Business Ethics Curricula in Saudi Arabia: A Content Analysis Maurice Murphy, *College of Business, Alfaisal University, Riyadh, Saudi Arabia* Giselle Antoine, *College of Science and General Studies, UPP, Alfaisal University, Riyadh, Saudi Arabia* Daniel Lund, *College of Business, Alfaisal University, Riyadh, Saudi Arabia* *Overview:* This exploratory study employs a two-part content analysis to evaluate the presence and quality of undergraduate business ethics curricula within business colleges in Riyadh, Saudi Arabia. *Theme: Management Education*
	Knowledge for Sustainable Development Weiquan Cheng, *Stuart School of Business, Illinois Institute of Technology, Chicago, USA* Prof. Nasrin R. Khalili, *Stuart School of Business, Illinois Institute of Technology, Chicago, USA* *Overview:* This paper provides empirical support for the development of educational models that are both capable of creating and transferring the knowledge needed to support sustainable development in low-carbon economies. *Theme: Management Education*
16:45-18:00	WELCOME RECEPTION (HELD IN THE ENTRANCE HALL)

TUESDAY, 05 AUGUST

8:30-9:00	REGISTRATION DESK OPEN
9:00-9:10	HOST OPENING COMMENTS
9:10-9:40	PLENARY SESSION
	Levent Altinay, Oxford Brookes University, UK "Ethnic Minority Entrepreneurship in the UK"
9:45-10:15	PLENARY SESSION
	Christian Lystbaek, Aarhus University, Denmark "The Business of Ethics in Business Ethics"
10:20-10:50	BREAK & GARDEN SESSION
10:50-12:30	PARALLEL SESSIONS
A. Cormack Rm.	Leadership and Change Home Grown Female Leadership Models Abida Mahmood, *Qurban & Surraya Educational Trust, Lahore, Pakistan* *Overview:* This case study explores how female educational leaders develop their leadership practices despite facing specific challenges and possibilities through various home grown leadership models that can be adapted and replicated. *Theme: Management Education* Management Capability Proficiency Differences among Asian Business Women and Men Prof. Johanna Anzengruber, *Competence Management Department, Steinbeis University Berlin, School of International Business and Entrepreneurship, Herrenberg, Germany* Dr. Herbert Nold, *School of Business and Applied Science, Polk State College, Lakeland, USA* *Overview:* Capability proficiency evaluations of 966 male and female managers in China, India, Korea and Japan in 2012 indicate that women start to catch up with their male counterparts. *Theme: Management Education* How Informal Coordination Moderates Task Integration of Internal Reorganization Dr. Florian Bauer, *Management & Law, MCI Management Center Innsbruck, Innsbruck, Austria* Mai Anh Dao, *Business & Management, MCI Management Center Innsbruck, Innsbruck, Austria* Daniel Degischer, *Management & Law, MCI Management Center Innsbruck, Innsbruck, Austria* *Overview:* This paper provides an analysis of the relationship between post-merger integration mechanisms and intermediate goal-achievement within an empirical study of 65 transactions from Austria, Germany, and Switzerland. *Theme: Change Management* Change Management Practices in Small Island Economies: A Study of Private Sector Organisations in Mauritius Sanjiv Gungadeen, *School of Management and Governance, Murdoch University, Perth, Australia* *Overview:* This thesis addresses the research issue of change management in small island economies and examines the practices of private sector organisations in Mauritius in three different sectors. *Theme: Change Management*

TUESDAY, 05 AUGUST

10:50-12:30	PARALLEL SESSIONS
Seminar 9	**Health Care Organizations**
	Six Sigma Training Can Mitigate Change Resistance Dr. Jean Gordon, *School of Business, Florida International University, Hollywood, USA* Dr. Trevor Bonstetter, *Mid Continent University, Memphis, USA* *Overview:* Change management and ways to mitigate resistance to change has recently become an area of interest in many businesses. *Theme: Change Management*
	Creating the Future Together: Reflecting on Organised Staff Engagement in Sexual Healthcare in Scotland Two Years on Dr. Rosie Ilett, *Sandyford Sexual Health Services, NHS Greater Glasgow and Clyde, NHS Greater Glasgow & Clyde, Glasgow, UK* June Fraser, *Sandyford Sexual Health Services, NHS Greater Glasgow and Clyde, Glasgow, UK* Karen Brown, *Sandyford Sexual Health Services, NHS Greater Glasgow & Clyde, Glasgow, UK* *Overview:* This is a description of staff engagement in Scottish sexual healthcare through findings of a recent review, referencing UK public sector reform and Tajfel's social identity theory. *Theme: Organizational Cultures*
	Considerate Leadership as a Measure of Effectiveness in Medical and Higher Education: Analysis of Supervisory/Managerial Leadership Dr. Rana Zeine, *Basic Medical Sciences, Bonaire campus, Saint James School of Medicine (Park Ridge, IL, USA), Kralendijk, Netherlands Antilles* Dr. Cheryl Boglarsky, *Human Synergistics International, Plymouth, USA* Dr. Edward Daly, *Community College of Rhode Island, Warwick, USA* Patrick Blessinger, *International Higher Education Teaching and Learning Association, New York, USA* Dr. Mary Kurban, *Christ the King Catholic School, Los Angeles, USA* Dr. Alwyn Gilkes, *Bronx Community College, New York, USA* *Overview:* We analyzed "consideration" as a measure of effectiveness of supervisory/managerial leadership in medical and higher education. Scores fell below Organizational Effectiveness Inventory® Survey benchmarks. We recommend strengthening considerate leadership practices. *Theme: Organizational Cultures*
	An Interpretive Phenomenolgical Analysis of Pharmaceutical Industry Front Line Mangement during Post Acquisition Integration Dr. Kathleen Guindon, *Medical Affairs, Genentech, West Seneca, USA* *Overview:* Interpretive Phenomenological Analysis summary and model explains seven super-ordinate themes related to operator culture, front line, pharmaceutical industry managers experience of management in a post-acquisition integration. *Theme: Organizational Cultures*
Seminar 11	**Education and Management**
	Managing an Exit Test: Issues and Challenges Dr. Noor Abidah Mohd Omar, *Language Academy, Universiti Teknologi Malaysia, Johor Bahru, Malaysia* *Overview:* The paper highlights some of the challenges faced in managing and administering an exit test for graduating students. *Theme: Management Education*
	New Perspectives on Employee Motivation: Balancing the Big 4 Dr. Melanie Seemann, *Think2, Stuttgart, Germany* Prof. Thomas Seemann, *DHBW Stuttgart, Stuttgart, Germany* *Overview:* A new framework for employee motivation is proposed that balances the four key factors (Big 4) of employee motivation. *Theme: Management Education*
	Ethical Consumption and Recession Daniel Hagan, *Marketing, Middlesex University, London, UK* *Overview:* This study explores how recent recession affects ethical consumption in the UK and examines the concerns that demand for ethical products may decline in the UK as the recession. *Theme: Management Education*
	The Nigerian Polytechnic Education and Globalization: Its Implication on Entreprenuership and Economic Growth Pauline Adachukwu Ikeyi, *Department Of Science Laboratory Technology, Biochemistry option., Institute of Management and Technology (IMT) Enugu., Enugu, Nigeria* *Overview:* Polytechnic education is important for technological progress in Nigeria. This paper examines the current state, problems and advocates a review of it's entrepreneurship programs to encourage entrepreneurship and economic growth. *Theme: Management Education*

TUESDAY, 05 AUGUST

10:50-12:30	PARALLEL SESSIONS
Seminar 13	Special Topics: Change Management
	Quality Readiness in Organizations: Literature Review and Introduction of a New Quality Readiness Index Maria Bakatsaki, *Department of Production Engineering and Management, Technical University of Crete (TUC), Chania, Greece* Dr. Leonidas A. Zampetakis, *Production Engineering and Management, Technical University of Crete, Chania, Greece* Prof. Vassilis S. Moustakis, *Production Engineering and Management, Technical University of Crete, Chania, Greece* *Overview:* Implementation of TQM tools to organizations is often driven to failure. This paper introduces a new Quality Readiness Index that could help the organization assesses its readiness for quality. *Theme: Change Management*
	Selection of UK Higher Education Institutions by Overseas Students from Arab Gulf States: Using the "Push-Pull" Framework Trevor Omoruyi, *Salford Business School, University of Salford, Salford, UK* Khaled Hailat, *Salford Business School, University of Salford Business School, Salford, UK* *Overview:* The study is adopting the "push-pull" framework to investigate the factors that influence the selection of UK Higher Education Institutions by overseas students from Arab Gulf States. *Theme: Change Management*
	The Impact of Forensic Accounting, Investigation and Audits on Tax Compliance in Malaysia: An Overview Mohamad Idham Md Razak, *Economics, Faculty of Business Management, Universiti Teknologi MARA, Melaka, Kampus Alor Gajah, Alor Gajah, Malaysia* Dr. Rani Diana Othman, *Accounting, Universiti Teknologi MARA Melaka, Malaysia* Ms. Siti Anis Nadia Abu Bakar, *Accounting, Universiti Teknologi MARA Melaka, Malaysia* Mrs. Mimihayu Md Yusof, *Language, Universiti Teknologi MARA Melaka, Kampus Alor Gajah, Malaysia* Mrs. Maswati Suffian, *Statistics, Universiti Teknologi MARA Melaka, Kampus Alor Gajah, Malaysia* Mrs. Rafidah Hj. Abd Azis, *Business Management, Universiti Teknologi MARA Melaka, Kampus Alor Gajah, Malaysia* *Overview:* This study addresses reporting compliance, as one aspect of the quality of compliance, consistent with the objectives of the new assessment system: inducing a sense of responsibility. *Theme: Change Management*
	The Telewest Case: Leading High Speed Change Dr. Robert Perkins, *Stetson School of Business and Economics, Mercer University, Atlanta, USA* *Overview:* Telewest, $2 B UK telecom stumbles toward immediate bankruptcy. New CEO transforms company using simple four-step change process. Telewest revives dramatically within 18 months. *Theme: Change Management*
Seminar 14	Spanish Language Paper Session - Neurociencia y Educacion
Seminar 15	The Process of Change
	An Investigation of Leadership in Saudi Arabia: Grounded Theory Approach Mona Aseri, *The School of Mechanical Aerospace and Civil Engineering, The University of Manchester, Manchester, UK* Dr. Jamshid Parvar, *Project Management Research Group, The University of Manchester, Manchester, UK* *Overview:* The paper focuses on leadership in Saudi Arabia and investigating leadership within the construction and manufacturing industry. It is to evaluate the current leadership and highlight challenges leaders face. *Theme: Change Management*
	Leading Organizational Change Management in Nigerian Oil Organizations: Exploring the Adoption of Leadership and Competing Values Framework Model Laguo Livingstone Gilbert, *Organisational Leadership, Learning & Management University of South Wales, Uk., University of South Wales, UK, Cardiff, UK* Dr. Ramdane Djebarni, *Research Methods and Philosophy, University of South Wales, UK, Pontypridd, UK* *Overview:* The outcome of the study provided key insights for organizational leaders to appropriately understand the link between leadership styles and organizational culture types as a strategy for leading organizational change. *Theme: Change Management*
	Key Barriers to Economic and Social Modernisation in Russia: A "Creative Class" View Maria Barikhina, *Faculty of sociology, Moscow State University, Moscow, Russian Federation* *Overview:* This research underlines the key barriers of the innovation process in the economy and the knowledge society development in modern Russia. *Theme: Knowledge Management*
	Making Public Sector Knowledge Management Work: The Knowledge Management Strategy of the Vienna Municipality Isabella Maria Mader, *Excellence Institute, Vienna, Austria* Maximilian Biwald, *Chief Executive Office Executive Group for Personnel and Internal Auditing, Vienna City Administration, Vienna, Austria* *Overview:* Knowledge Management tends to lack staff engagement. A strategic community-driven approach along with a focus on delivering concrete efficiency benefits can create engagement in Public Sector Knowledge Management. *Theme: Knowledge Management*

TUESDAY, 05 AUGUST

10:50-12:30	**PARALLEL SESSIONS**
Seminar 16	Spanish Language Paper Session - De lo Social y lo Etico en las Organizaciones
Seminar A	Stakeholders and Change
	Sustainability, Shared Value and Change: Contemporary Challenges for Essential Service Providers Dr. Tullio Caputo, *Department of Sociology and Anthropology, Carleton University, Ottawa, Canada* Dr. Michael McIntyre, *Sprott School of Business, Carleton University, Ottawa, Canada* *Overview:* Interviews with national-level stakeholders and six municipal police services in Canada are used to develop a framework for sustainability and change including a new value proposition for essential service providers. *Theme: Organizational Cultures*
	Building Relationships between Academic Researchers and Practitioners: A Framework for Critical Engaged Praxis Dr. Brandi Lawless, *Department of Communication Studies, University of San Francisco, San Francisco, USA* Prof. Mary Jane Collier, *Department of Communication & Journalism, University of New Mexico, Albuquerque, USA* *Overview:* This paper applies a framework for critical, engaged praxis to understand and transform relationships between researchers and practitioners in a US nonprofit working to move families out of poverty. *Theme: Organizational Cultures*
	Shared Value, Conscious Business and Spirituality in a Fashion Enterprise in South India Mr Shreen Raghavan, *Chennai, India* Dr. Kala Shreen, *Cultural Dynamics & Emotions Network (CDEN), School of History and Anthropology, Queen's University Belfast, Belfast, UK* *Overview:* This article will examine the interlinked notions of business, sustainability, social responsibility and spirituality using a fashion enterprise in India as a case study. *Theme: Organizational Cultures*
	The Social Organization of Authenticity in Mexican Restaurants Stephen Christ, *Department of Sociology, Columbia, USA* *Overview:* Framing food and foodways as direct expressions of culture, this project analyzes the everyday organizational rhythms that mark the boundaries of culture, tradition, and authenticity in ethnic restaurants. *Theme: Organizational Cultures*
12:30-13:20	**LUNCH (HELD IN THE PII PYRAMID DINING ROOM)**
13:20-14:05	**SPECIAL EVENT**
A. Cormack Rm.	Spanish Language Workshop
Rhodes Theatre	Publishing Session In this session the Community Editor of the Organization Collection of Journals and The Organization: A Book Series will present an overview of Common Ground's publishing philosophy and practices. She will also offer tips for turning conference papers in to journal articles, present an overview of journal publishing procedures and provide information on Common Ground's book proposal submission process. Please feel free to bring questions - the second half of the session will be devoted to Q&A.
Seminar 9	Workshop
	Changing Narratives to Change the Organization: Applying a Systems/Dialogical View of Culture in Organizations Jim MacQueen, *University Organizational and Professional Development, Virginia Tech (Virginia Polytechnic and State University), Blacksburg, USA* Richard Hach, *Network Infrastructure and Services (NI&S), (Virginia Tech (Virginia Polytechnic and State Univiersity), Blacksburg, USA* *Overview:* This is an interactive workshop demonstrating the application of a new theory of organizational culture to change behavior and improve effectiveness in an administrative department of a major US university. *Theme: Organizational Cultures*
Seminar 11	Workshop
	A Box Office Hit: Entrepreneurship Dr. Spyros Catechis, *Global Campus, Central Michigan University, Houston, USA* *Overview:* Emphasis will be placed on identifying specific potential roadblocks and ways to overcome these obstacles to become a successful global entrepreneur. *Theme: Organizational Cultures*
Seminar 13	Spanish Language Workshop
Seminar 15	Spanish Language Workshop

TUESDAY, 05 AUGUST

13:20-14:05	**SPECIAL EVENT**
Seminar A	Focused Discussion

Maximizing Personnel Using Coaching Techniques
Dr. Kathryn Hollywood, *Leadership & Professional Studies Department in the College of Graduate and Innovative Programs, Concordia University Chicago, River Forest, USA*
Dr. Donna Blaess, *Leadership & Professional Studies Department in the College of Graduate and Innovative Programs, Concordia University Chicago, Chicago, USA*
Dr. Claudia Santin, *Graduate and Innovative Programs, Concordia University Chicago, Chicago, USA*
Overview: Consensus supports the premise that effective leadership does not happen in isolation. Leaders face challenges of creating learning organizations, communities, and systems in which everyone can realize full human potential.
Theme: Management Education

The Internet Will Make Governments Unrecognizable
Christopher Wilson, *Centre on Governance, University of Ottawa, Telfer School of Management, Ottawa, Canada*
Overview: How is the Internet eroding existing models of government and leadership while creating a new foundation for government to become a platform for human cooperation through stewardship and collaboration?
Theme: Knowledge Management

A Visualization Model for Giddens' Structuration Theory and Its Application: In the Context of Research on Business and IT Alignment Using Enterprise Architecture
Dr. Shahid Ali, *EA, NCEI, Riyadh, Saudi Arabia*
Overview: This paper discusses visualization and application of Giddens' structuration theory as an aid to understanding and serving as theoretical framework for exploring Enterprise Architecture for improved Business and IT Alignment.
Theme: Change Management

Creating Value for SMEs' Exporting Development
Francisco Villena Manzanares, *Business Management Department, University of Seville,, Sevilla, Spain*
Jaime Eduardo Souto Perez, *department of business management, European University of Madrid, Madrid, Spain*
Overview: This research shows the importance of intangible strategic in the exporting process.
Theme: Change Management

14:05-14:10	**TRANSITIONAL BREAK**
14:10-15:50	**PARALLEL SESSIONS**
A. Cormack Rm.	Productive Diversities

Anxiety in SMEs
Prof. Tony Gear, *School of Business and Management, University of Gloucestershire, Cheltenham, UK*
Dee Allen, *School of Business and Management, University of Gloucestershire, Cheltenham, UK*
Overview: It was found that the size of the SME, the nature of the business and types of individuals created its own distinctive types of anxieties.
Theme: Knowledge Management

Organisational Culture Change through Social Entrepreneurship
Dr. Linzi J. Kemp, *School of Business & Management, American University of Sharjah, Sharjah, United Arab Emirates*
Overview: This paper is about a social entrepreneurship vision for corporations in the Gulf Arab states for transparent and accountable organisational cultures.
Theme: Organizational Cultures

Gap Analysis of Organizational Culture for Sustained Organizational Development
Dr. Iouri Bairatchnyi, *Kent State University, Kent State University, Bethesda, USA*
Michael John Gates, *Cross-Cultural and Organizational Development, Oxford University, Helsinki, Finland*
Overview: The paper presents a web-based approach to assess a gap between the current and desired states of organizational culture in order to design and sustain organizational development.
Theme: Organizational Cultures

A Study of Public Oranizational Culture in South Korea: Focusing on the Case of Government's Handling the South Korean Ferry Tragedy in 2014
Prof. Jinman Kyonne, *Department of Public Administration, Hankuk University of Foreign Studies, Seoul, South Korea*
Overview: The purpose of this study is to explore the characteristics of public organizational culture in South Korea through adopting the six organizational culture dimensions developed by Geert Hofstede(2001).
Theme: Organizational Cultures

TUESDAY, 05 AUGUST

14:10-15:50	PARALLEL SESSIONS
Seminar 9	**Global Implications for Change Management** **The "Language of Changes" and "Changes of Language" in Law: A New Paradigm for the 21st Century?** Rostam J. Neuwirth, *Faculty of Law, University of Macau, Taipa, Macao Special Administrative Region of China* *Overview:* The paper examines how law is dealing with changes and what changes have occurred in the recent past that suggest the emergence of a new paradigm in legal thinking. *Theme: Change Management* **Orchestrating the Vantage Point for Societies** Dr. Alejandro Ruelas-Gossi, *UAI Business School, Universidad Adolfo Ibañez, Miami, USA* Dr. Pedro Mendi, *Center of International Development, University of Navarra, Spain* Dr. Rodrigo Costamagna, *Public Policy, IESE Business School, Spain* *Overview:* Vantage Point is the set of resources that by nature are distinctively present across the geography in every country. Leveraging/orchestrating those resources, attain high levels of sophistication, and higher IPC. *Theme: Change Management* **Understanding Business and National Culture during Due Diligence and Their Impact on Multi-National Ventures** Dr. Herbert Nold, *School of Business and Applied Science, Polk State College, Lakeland, USA* Dr. Allan Hagelthorn, *MeLange Global Solutions, Spokane, USA* *Overview:* Differences in organizational and national culture can have a significant influence on the success or failure of multinational ventures. Yet, these issues take are largely ignored during negotiations. *Theme: Organizational Cultures* **The Terrorist Threat to Organizations: New Thinking about an Age-old Problem** Dr. David Wernick, *Department of Management & International Business, Florida International University, Miami, USA* Dr. William Schneper, *Business, Organizations & Society Department, Franklin & Marshall College, Lancaster, USA* *Overview:* Theory about terrorism and its risk to organizations remains underdeveloped. This paper offers propositions on how multinational corporations with global operations can adapt their strategies to manage this evolving threat. *Theme: Change Management*
Seminar 11	**New Directions** **Innovation and the Learning Landscape: Teaching Innovation across Organizations** Prof. Laurie Burruss, *Visual Arts and Media Studies, Interaction Design, Pasadena City College/lynda.com (consultant), Pasadena, USA* *Overview:* Leaders want innovation across organizations, but often it's only encouraged among a select students or employees. Imagine if schools and business focused on producing innovators rather than subject matter experts. *Theme: Organizational Cultures* **The Emergence of Organized Retail in India: The Impact on Inter-organizational Relationships in Marketing Channels** Hari Sreekumar, *Marketing Group, Indian Institute of Management Trichy, Trichy, India* *Overview:* This paper examines some of the key changes that will occur in Indian marketing channel relationships due to the entry of organized retail chains, and sets forth propositions. *Theme: Organizational Cultures* **Internal Organizational Communications in Bulgarian Companies** Dr. Evelina Christova, *Mass Communication Department, New Bulgarian University, Sofia, Bulgaria* *Overview:* Communicating with the employees and other internal publics impacts organizational culture and organizational goals. This research focuses on how companies in Bulgaria communicate with their internal publics. *Theme: Organizational Cultures* **The Effects of Flexitime on Individual Work Performance** Dejan Mrkic, *School of Psychology, Deakin University, Melbourne, Australia* Assoc.Prof. Kathryn von Treuer, *School of Psychology, Deakin University, Australia* *Overview:* A cross-sectional study was conducted to better understand the inconclusive relationship between flexitime and individual performance using the Multilevel Performance Inventory, which offers an expanded set of performance behaviors. *Theme: Organizational Cultures*
Seminar 13	**Spanish Language Paper Session - Innovacion y Creatividad para el Cambio en las Organizaciones**

TUESDAY, 05 AUGUST

14:10-15:50	PARALLEL SESSIONS
Seminar 14	Ethics

The Business of Business Ethics: Which Trade Are We In?
Christian Lystbaek, *School of Business and Social Science, Aarhus University, Herning, Denmark*
Overview: The paper argues criticizes current trends in business ethics to provide either practical solutions to management problems or critical questions to management practice. It suggest a move beyond these trends.
Theme: Organizational Cultures

Public Administration Decision Making Ethics in Post Colonial European Polities: The Case of Bulgaria
Prof. Benedict Edward DeDominicis, *College of Social and Behavioral Sciences, Walden University, Minneapolis, USA*
Overview: Developing decision making ethics in post-colonial societies confront greater challenges than in political systems that have not experienced control by a imperial power during their modernization phase.
Theme: Change Management

Leverage for Value-driven Change: A Theoretical Framework
Dr. Marlis Krichewsky, *CIRPP, DGAERF, Chambre de Commerce et d'Industrie de Paris - Île de France, Cucuron, France*
Prof. François Fourcade, *CIRPP, CCI-Paris-île-de-France, Paris, France*
Overview: Our contribution presents a theoretical framework based on anglophone and francophone literature for a research project on the interactions between value change, practices and organizational development.
Theme: Change Management

Codes of Conduct: Effectiveness and Legitimacy
Tania Calvao, *MBA department, University of St Thomas, Sugar Land, USA*
Overview: The paper will offer recommendations for corporate initiatives related to Codes, based on their nature as voluntary instruments and the common content in Codes from the 1990s to the present.
Theme: Organizational Cultures

Seminar 15	Spanish Language Paper Session - Cambios y Desarrollos en la Gestion Empresarial
Seminar 16	Late Additions

Where Talents Flow and What They Care About
Prof. Jianqi Wang, *East Asian Languages and Literatures, Ohio State University, Columbus, USA*
Overview: What are the areas for improvement to attract Chinese talents? "Potential for future development", "nature of job," "income," "social environment," "natural environment," and "geographical distance to where parents live."
Theme: Organizational Cultures

Limitations of Legal Safeguards against Economic Espionage and Protection of Knowledge in Service Industries
Dr. Muruga Perumal Ramaswamy, *Faculty of Law, University of Macau, Macau, China*
Overview: The paper identifies limitations in legal protection of knowledge and trade secrets against economic espionage and examines how legal lacuna can be filled with enterprise knowledge management and protection strategies.
Theme: Knowledge Management

Women's Leadership Networks, the Law, and Civil Society in Colombia: Unexplored Impacts
Soyoun Lee, *The Hotchkiss School, Lakeville, USA*
Overview: Analysis of leadership in the Colombian women's movement demonstrates the enormous potential of informal, gender-based networks to promote access to governance among marginalized groups.
Theme: Organizational Cultures

The Design Driven Innovation Strategies for the Creative Economy of Korea: Policy Direction for the Ministry of Science, ICT and Future Planning
Dr. Eun Jung Moon, *Design department, International Design school for Advanced Studies, Hong-ik University, Seoul, South Korea*
Yangsook Lee, *Design Department, International Design school for Advanced Studies, Hong-ik University, Seoul, South Korea*
Dr. Ken Nah, *Design Management Department, International Design school for Advanced Studies, Hong-ik University, Seoul, South Korea*
Overview: The research aims at seeking ways to use design as a key strategic measure for MSIP, a competent department for the implementation of the Creative Economy of Korea.
Theme: Knowledge Management

TUESDAY, 05 AUGUST

14:10-15:50	PARALLEL SESSIONS
Seminar A	**Information Technology**

Information Technology and User Knowledge-driven Innovation
Dr. Hong Y. Park, *Department of Economics College of Business & Management, Saginaw Valley State University, University Center, USA*
Il-Hyung Cho, *College of Science, Engineering and Technology, Saginaw Valley State University, University Center, USA*
Sook Jung, *Department of Horticulture, Washington State University*
Dorrie Main, *Department of Horticulture, Washington State University, Pullman, USA*
Overview: This paper examines the nature of user knowledge and emergence of a new system/structure for user knowledge gathering. The paper investigates how information technology is used to gather user knowledge.
Theme: Knowledge Management

The Use of Online Social Networks at an Enterprise Level: To What Extent Can an Organization Ensure That Its Use of OSNs Is Carried Out Professionally
Jonathan Mizzi, *Department of Computing, Sheffield Hallam University, Malta*
Dr. Frances Slack, *Department of Computing, Sheffield Hallam University, Sheffield, UK*
Dr. Paul Crowther, *Faculty of Arts, Computing, Engineering and Sciences, Sheffield Hallam University, Sheffield, UK*
Overview: Online Social Networks offer benefits and risks to enterprises resulting in a dilemma about whether to adopt the technology or not and if adopted, how to manage it.
Theme: Knowledge Management

Disruptive Technologies and Change
Dr. Rod Dilnutt, *Department of Computing and Information Systems, The University of Melbourne, Elsternwick, Australia*
Overview: Disruptive Technologies bring significant benefits, however there are undesirable consequences as workforces shrink or are displaced. This study explores the impact on individuals, communities and societies in the business context.
Theme: Change Management

The Power of Data: What 20,000 People and 300,000 Data Points Can Tell You about Successful Change Implementation
David Miller, *Changefirst, Haywards Heath, UK*
Overview: This benchmarking study helps organizations optimize change performance by understanding key success factors, critical indicators, risks to change success and change breakthroughs.
Theme: Change Management

15:50-16:00	BREAK
16:00-17:15	PARALLEL SESSIONS
A. Cormack Rm.	**Life Long Learning**

Challenging Transformations in the Greek VET System with an Employment Focus
Dr. Sofia Boutsiouki, *Department of International and European Studies, University of Macedonia, Thessaloniki, Greece*
Overview: The paper is an analytical evaluation of recent transformations in the Greek vocational education and training system focusing especially on their impact on its structure and on employment-oriented strategies.
Theme: Management Education

Movies in the MBA Classroom: Impact Study of an Experiment
Siby Jose, *Rajagiri Centre for Business Studies, Kochi, India*
Biju Varkkey, *Personnel And Industrial Relations (P&IR), Indian Institute of Management Ahmedabad, Ahmedabad, India*
Manoj Menon, *Department of Human Resource Management, Rajagiri College of Social Sciences, Kochi, India*
Overview: Teaching management subjects to students without organizational experience is challenging. Full length movies were used to teach strategic management to 60 MBA students. The pedagogy and subsequent learning is discussed.
Theme: Management Education

Mentoring, Isomorphism and Knowledge Management in the University: Universities of Mediocrity
Prof. Alan Garfield, *University of Dubuque, USA, University of Dubuque, Dubuque, USA*
Overview: It has become an article of faith in higher education that substantial innovation is around the corner. Disruptive knowledge management in accreditation reform and faculty mentoring might be the key.
Theme: Management Education

TUESDAY, 05 AUGUST

16:00-17:15	PARALLEL SESSIONS
Seminar 9	**Collaborations for Change** **Improving Knowledge Management in Small Civil Society Organizations in Argentina** Dr. Stephen John Beaumont, *CENTED (Centro de Tecnología para el Desarrollo), Buenos Aires, Argentina* *Overview:* Small, locally operating Civil Society Organizations (CSOs) or Nonprofit Organizations (NPOs) working in local development present two particular threats to effective knowledge management: changing boards and interference from local politicians. *Theme: Knowledge Management* **Barn Raising: Fostering a Collaborative Culture to Design Curriculum in HE** Prof. Romy Lawson, *Learning, Teaching & Curriculum, University of Wollongong, Wollongong, Australia* *Overview:* This paper discusses a collaborative curriculum design approach, capitalizing on the knowledge, experience, and practices of HE academics, encouraging a sense of ownership and engagement from all of the contributors. *Theme: Change Management* **Economy for the Common Good: One Alternative for a New Political, Social and Economic World System** Diego Isabel, *International Coordination Team, Economy for the Common Good International Association, Brighton, UK* *Overview:* The world needs a new paradigm. Economy for the Common Good promotes the common good instead of economic profit and cooperation instead of competition. It is present in 25 countries. *Theme: Change Management*
Seminar 11	**Projects and Possibilties** **Emotional Intelligence and Project Outcomes in Technology** Dr. Art Trejo, *Panasonic Technical Services within Panasonic Avionics Corporation, Self, Rancho Santa Margarita, USA* *Overview:* This doctoral study explored relationships between Emotional Intelligence competencies, such as self-awareness, self-management, social awareness, and relationship management, and project management outcomes: scope creep, in-budget project cost, and project timeliness. *Theme: Knowledge Management* **The Appeal of Business Management Positions to Czech Undergraduates** Ing. Eliška Sobotková, *Department of Economics, Tomas Bata University in Zlín, Faculty of Management and Economics, Zlin, Czech Republic* *Overview:* The target is to determine the career aspirations of Czech university students interested in business management. *Theme: Knowledge Management* **The Role of Improvisation in Emergency Management Communities of Practice (CoP): The (Re)Production and Transformation of CoP Knowledge from a Practice Perspective** Dr. R. Tyler Spradley, *Languages, Cultures and Communication, Stephen F. Austin State University, Nacogdoches, USA* *Overview:* This ethnographic study examines the complex relationship between materiality and discourse in the context of emergency management CoP to better understand the role of improvisation from a practice perspective. *Theme: Knowledge Management*

TUESDAY, 05 AUGUST

16:00-17:15	PARALLEL SESSIONS
Seminar 13	**Culture, Identiy, and Change**
	Impact of Organisational Size on the Relationship between Organisational Culture and Organisational Effectiveness: The Case of Small and Medium Size Organisations in Iran Dr. Alireza Nazarian, *International Business School, University of West London, London, UK* Peter Atkinson, *Business School, Brunel University, UK* Lyn Greaves, *International Business School, University of West London, London, UK* *Overview:* This study aim is to investigate the impact of organisational size on the culture–effectiveness relationship in small and medium size organisations in Iran. *Theme: Organizational Cultures*
	Identity, Argument and the Organizational Politics of Success and Blame Avinash Rao, *Travel and Transportation Vertical, Mindtree UK, London, UK* *Overview:* This paper defines and discusses how Identity and Workgroup organizations interact, collaborate and allocate blame. *Theme: Organizational Cultures*
	The Importance of Diversity in Organizations Richard Williams, *Bachelor of Applied Science, Polk State College, Lakeland Campus, Lakeland, Florida, U.S.A., Lakeland, USA* Thi-Anna Hunter, *Bachelor of Applied Science, Polk State College, Winter Haven Campus, Winter Haven, FL USA, USA* Rosemary Gorman, *Bachelor of Applied Science, Polk State College, Lakeland Campus, Lakeland, Florida, USA* Maria Jenny Landin, *Bachelor of Applied Science, Polk State College, Lakeland Campus, Winter Haven, FL USA, USA* Danielle Godwin, *-, Polk State College, -, USA* *Overview:* Diversity in today's business environment is vitally important as our markets are becoming globalized. New opportunities and successes are created by networking and collaboration. *Theme: Organizational Cultures*
Seminar 14	**Knowledge and Change**
	The SPEED Method for Employee Experience Management Marta Ewa Romaneczko, *Employee Experience Institute, Research Center, Employee Experience Institute, Warsaw, Poland* *Overview:* The SPEED method is a result of many years' studies on Employee Experience and its impact on financial results carried out by the Employee Experience Institute. *Theme: Organizational Cultures*
	Obsession and Organizations: Can an Entrepreneur's Obsession Shape the Culture? Cigdem Baskici, *Faculty of Health Sciences, Health Care Management, Ankara, Turkey* Yavuz Ercil, *Faculty of Communication, Communication Design, Ankara, Turkey* *Overview:* Impact of entrepreneur's obsession on organizational culture is important, but a theoretical understanding of how this happens is lacking. This research explores the interaction between entrepreneur's obsession and organizational culture. *Theme: Organizational Cultures*
	Integrated KM Processes and TQM Practices and Their Impact on Productivity Muneera Mufleh, *Management Department, World Islamic Sciences and Education University, Amman, Jordan* *Overview:* Integration practices still receive little consideration. This research investigates the impact of KM processes on TQM practices, and how managing both fields can improve productivity. *Theme: Knowledge Management*
Seminar 15	**Spanish Language Paper Session - La Gestion de los Recursos Humanos en las Organizaciones**
Seminar 16	**Spanish Language Paper Session - Efecto de las Nuevas Tecnologias en el Desarrollo Empresarial**

TUESDAY, 05 AUGUST

16:00-17:15	PARALLEL SESSIONS
Seminar A	Organizational Change Management
	Virtual Desktop Infrastructure: The End of the Personal Computer Era Marcel Micallef, *Sheffield Hallam University, Malta* Dr. Paul Crowther, *Faculty of Arts, Computing, Engineering and Sciences, Sheffield Hallam University, Sheffield, UK* *Overview:* Virtualized Desktop Infrastructure (VDI) has always been targeted at large organisations, however there are few if any studies about deployment within small to medium sized organisations. *Theme: Change Management*
	Commitment in Change Projects Gordana Spejic, *University of Latvia, Faculty of Economics and Management, Metzingen, Germany* *Overview:* Change projects in companies generally experience a high failure rate due to resistance of the change agents caused by skill- and will-barriers and inadequate tools. *Theme: Change Management*
	A Randomized Controlled Trial to Assess Effectiveness of a Workplace Psychosocial Risk Management Module in an Iranian Oil and Gas Company: Nil Dordaneh Amiri, *faculty of Medicine and Health Science, Universiti Putra Malaysia (UPM), Serdang, Malaysia* Prof. Munn-Sann Lye, *Faculty of Medicine and Health Science, University Putra Malaysia (UPM), Serdang, Malaysia* Prof. Karl Kuhn, *Occupational Safety and Health, Federal Institute for Occupational Safety and Health, Fröndenberg, Germany* *Overview:* Workplace psychosocial risks were determined and an intervention module for their management was developed and evaluated using an experimental pre-test post-test design to improve employee's attitude to workplace safety climate. *Theme: Change Management*
17:15-17:50	CLOSING SESSION - SEMINAR ROOM A

Economía y Gestión de las Organizaciones

HORARIOS

Lunes, 4 Agosto

08:00–09:00	Acreditaciones
09:00–09:15	Apertura del congreso—Homer Stavely, Common Ground Publishing, USA
09:15–09:45	Sesión plenaria—Samantha Miles, Oxford Brookes University, Reino Unido "Stakeholder Value Creation"
09:50–10:20	Sesión plenaria - Lucia Sutil, Universidad Rey Juan Carlos, España "Neuromanager: The Manager of the 21st Century"
10:25–10:55	Descanso & Tertulia con Samantha Miles y Lucia Sutil
10:55–11:35	Grupos de discusión
11:40–13:20	Sesiones paralelas
13:20–14:10	Comida (PII Pyramid Dining Room)
14:10–14:55	Sesiones paralelas
15:05–16:45	Sesiones paralelas
16:45–18:00	Recepción de bienvenida en el Entrance Hall

Martes, 5 Agosto

08:30–09.00	Acreditaciones
09:00–09:10	Comentarios generales
09:10–09:40	Sesión plenaria—Levent Altinay, Oxford Brookes University, UK "Ethnic Minority Entrepreneurship in the UK"
09:45–10:15	Christian Lystbaek, Aarhus University, Denmark "The Business of Ethics in Business Ethics"
10:20–10:50	Descanso & Tertulia con Levent Altinay y Christian Lystbaek
10:50–12:30	Sesiones paralelas
12:30–13:20	Almuerzo (PII Pyramid Dining Room)
13:20–14:05	Sesiones paralelas
14:05–14:10	Descanso entre sessiones
14:10–15:50	Sesiones paralelas
15:50–16:00	Descanso
16:00–17:15	Sesiones paralelas
17:15-17:30	Cierre del congreso en la Seminar A

LUNES, 04 AGOSTO

8:00-9:00	ACREDITACIONES
9:00-9:15	APERTURA DEL CONGRESO
	Homer Stavely, Common Ground Publishing, EEUU
9:15-9:45	SESIÓN PLENARIA EN INGLÉS
	Samantha Miles, Oxford Brookes University, Reino Unido "Stakeholder Value Creation"
9:50-10:20	SESIÓN PLENARIA EN INGLÉS
	Lucia Sutil, Universidad Rey Juan Carlos, España "Neuromanager: The Manager of the 21st Century"
10:25-10:55	DESCANSO Y TERTULIA CON SAMANTHA MILES Y LUCÍA SUTIL
10:55-11:35	GRUPOS DE DISCUSIÓN
	Andrew Cormack Room: Management Education Seminar A: Change Management Seminar 9 & Seminar 11: Knowledge Management Seminar 13: Organizational Cultures Seminar 14: Economía y gestión de la educación/Economía y gestión del cambio Seminar 15 & Seminar 16: Economía y gestión del conocimiento/Economía y culturas organizacionales
11:35-11:40	DESCANSO ENTRE SESIONES
11:40-13:20	<raquel.jimenez@home.commongroundpublishing.com>
Seminar 9	Change and the Employee (sesión temática en inglés)
Seminar 11	Management Education (sesión temática en inglés)
Seminar 13	Cambios y desafios en las organizaciones educativas (sesión temática en español)
	Aproximación de las variables que afectan el sistema de financiación de las Instituciones de Educación Superior (IES) públicas de Colombia a partir de un análisis estructural Silvia Lizeth Quiroz Ramírez, *Pasante en Investigación /Auxiliar Administrativo, Universidad Industrial de Santander, Bucaramanga, Colombia* Ingeniera María Fernanda Diaz Delgado, *Vicerrectoría Administrativa, Universidad Industrial de Santander, Bucaramanga, Colombia* Phd (C) Hugo Ernesto Martinez Ardila, *Vicerrectoría Administrativa, Universidad Industrial de Santander, Bucaramanga, Colombia* MSc Luis Eduardo Becerra, *Escuela de Estudios Industriales y Empresariales, Universidad Industrial de Santander, Bucaramanga, Colombia* *Overview:* Análisis estructural a partir de las variables que afectan el sistema de financiación, que refleje las influencias y dependencias que presentan entre sí en el corto, mediano y largo plazo *Theme: 1.-Economia y Gestion de la Educacion* Financiamiento extraordinario en México: Evaluación y gestión universitaria Mtra. Laura Cedillo Arias, *Instituto de Investigaciones sobre la Universidad y la Educación, Universidad Nacional Autónoma de México, México, Mexico* *Overview:* El documento analiza la relación entre financiamiento federal extraordinario y la evaluación de la calidad en las Universidades. Muestra los efectos generados, a partir de la relación financiamiento-resultados. *Theme: 1.-Economia y Gestion de la Educacion*
Seminar 14	Governance and Change (sesión temática en inglés)

LUNES, 04 AGOSTO

11:40-13:20	SESIONES PARALELAS
Seminar 15	Gobalizacion y diversidad cultural (sesión temática en español y portugués)
	Las inteligencias múltiples como herramienta de gestión multicultural en las organizaciones del siglo XXI Hualong Jin, *Universidad Rey Juan Carlos, Madrid, Spain* *Overview:* Existen muchas diferencias entre la cultura organizacional asiática y europea, como tambien entre ambas sociedades. *Theme: 2.-Economia y Gestion del Cambio*
	Testando a otimização da relação risco x retorno dos fundos de pensão com investimentos no exterior Marco Antonio dos Santos Martins, *Porto Alegre, Brazil* Frederike Monika Budiner Mette, *Porto Alegre, Brazil* Dr Gilberto de Oliveira Kloeckner, *Porto Alegre, Brazil* Dr Paulo Schmidt, *Departamento de Ciências Contábeis e Atuariais, Universidade Federal do Rio Grande do Sul and Faculdade São Francisco de Assis, Porto Alegre, Brazil* Dr Jose Luiz dos Santos, *Contabilidade, Faculdade São Francisco de Assis, -, Brazil* *Overview:* O artigo tem por objetivo investigar, através da Teoria de Markowitz, se a alocação em ativos no exterior permite a otimização das carteiras dos fundos de pensão do Brasil. *Theme: 4.-Economia y Cultura Organizacionales*
	Las estrategias de las organizaciones ante la globalizacion: El corporativo FEMSA durante el periodo 1982-2013 Mtra. Ana Bertha Vidal Focil, *División Académica de Ciencias Económico Administrativas, Universidad Juarez Autónoma de Tabasco, Villahermosa, Mexico* Dra. Beatriz Perez Sanchez, *División Académica de Ciencias Económico Administrativas, Universidad Juarez Autónoma de Tabasco, Villahermosa, Mexico* Lic. Jesús Alberto Morales Mendez, *División Académica de Ciencias Económico Administrativas, Universidad Juarez Autónoma de Tabasco, Jalapa, Mexico* *Overview:* Conocer los corporativos, potencial y vínculos con el capital extranjero, para entender la reconfiguración de las fracciones empresariales, tal es el caso la Fracción Monterrey, a la que pertenece FEMSA. *Theme: 4.-Economia y Cultura Organizacionales*
	El aprovechamiento de potencialidades locales: La creacion de una microempresa procesadora de pez diablo en Jalpa de Mendez, Tabasco, Mexico Lic. Jesús Alberto Morales Mendez, *División Académica de Ciencias Económico Administrativas, Universidad Juarez Autónoma de Tabasco, Jalapa, Mexico* Mtra. Ana Bertha Vidal Focil, *División Académica de Ciencias Económico Administrativas, Universidad Juarez Autónoma de Tabasco, Villahermosa, Mexico* Dra. Beatriz Perez Sanchez, *División Académica de Ciencias Económico Administrativas, Universidad Juarez Autónoma de Tabasco, Villahermosa, Mexico* *Overview:* Esta investigación propone la creación de una microempresa que reduzca el daño económico y ecológico del pez diablo, aprovechándolo para producir alimento acuícola, para la mojarra tilapia. *Theme: 4.-Economia y Cultura Organizacionales*
Seminar 16	Knowledge and Culture (sesión temática en inglés)
Seminar A	Change and the Client (sesión temática en inglés)
13:20-14:10	ALMUERZO
14:10-14:55	SESIONES PARALELAS
Entrance Hall	Sesión de Posters
	Aprendizagem através do acompanhamento produtivo e gerencial de uma cooperativa de produtores de pequenos animais domésticos Dr. José Crisologo de Sales Silva, *Curso de Zootecnia, Campus II - UNEAL, Universidade Estadual de Alagoas - UNEAL, Santana do Ipanema, Brazil* Alex Romualdo Nunes de Oliviera, *Curso de Zootecnia, Campus II, Santana do Ipanema, Universidade Estadual de Alagoas - Uneal, Santana do Ipanema, Brazil* *Overview:* Aprendizagem a partir do trabalho de universitários na execução de diagnóstico e intervenção gerencial numa cooperativa de produtores de pequenos animais no município de Santana do Ipanema Alagoas, Brasil. *Theme: 2.-Economia y Gestion del Cambio*
	Ecosistema que influye en la capacidad emprendedora en alumnos de Educación Superior: Desafíos para formar emprendedores en el siglo XXI MSc Mauricio Castillo-Vergara, *Ingeniería Industrial, Universidad de La Serena, La Serena, Chile* MSc. Alejandro Alvarez-Marin, *Ingeniería Industrial, Universidad de La Serena, La Serena, Chile* Mauricio Alfaro-Castillo, *Chile* *Overview:* Se analiza cuáles son los factores del ecosistema transformador interno en los Centros de Educación Superior, los cuales impactan en el desarrollo de la capacidad emprendedora de sus alumnos. *Theme: 1.-Economia y Gestion de la Educacion*
Rhodes Theatre	Sesión de publicaciones en inglés
Seminar 11	Taller en inglés

LUNES, 04 AGOSTO

14:10-14:55	SESIONES PARALELAS
Seminar 13	Taller en inglés
Seminar 14	Taller en español
	Racionalidad individual y colectiva: Estudio del comportamiento de los agentes frente a un recurso de uso común Dr William Delgado, *Facultad de economía, Universidad Católica de Colombia, Bogotá, Colombia* *Overview:* El análisis de la racionalidad individual y colectiva frente a un recurso de uso común es el objeto de análisis del trabajo, para ello se empleó un juego económico. *Theme: 4.-Economia y Cultura Organizacionales*
Seminar A	Mesas de discusión en inglés
14:55-15:05	DESCANSO ENTRE SESIONES
15:05-16:45	SESIONES PARALELAS
Seminar 9	Gender Issues in Organizational Cultures (sesión temática en inglés)
Seminar 11	Cultures and Change: Education (sesión temática en inglés)
Seminar 13	Cambios y desafios en las organizaciones educativas 2 (sesión temática en español)
	Reestructuración de la Facultad de Economía y Negocios MSc. Silvia Mariela Mendez Prado, *School of Socials and Humanities Science, Polytechnic School of the Coast - Ecuador, Guayaquil, Ecuador* *Overview:* Se presenta el análisis efectuado de los cambios organizacionales que se pusieron en práctica, en la Facultad de Economía y Negocios de la Escuela Superior Politécnica del Litoral (Guayaquil-Ecuador). *Theme: 4.-Economia y Cultura Organizacionales* **Modelo de formación para una organización que aprende** Mtra. Angelica Lopez Aguilar, *Doctorado en Pedagogía, Facultad de Filosofía y Letras, Universidad Nacional Autónoma de México, México, Mexico* *Overview:* Experiencia en la formación de directivos *Theme: 1.-Economia y Gestion de la Educacion*
Seminar 14	Knowledge Management (sesión temática en inglés)
Seminar 15	Evolución en la gestión organizacional (presentaciones en español)
	La gestión de las organizaciones: Una perspectiva desde la complejidad Dra. Luz Patricia Pardo Martínez, *Maestría MGO y facultad de administración, Universidad Cooperativa de Colombia, Bogotá, Colombia* Mg María Victoria Huertas de Mora, *MGO Y facultad de administración, Universidad Cooperativa de Colombia., Colombia* *Overview:* Queriéndolo o sin desearlo ante la complejidad, las organizaciones han ido adquiriendo nuevas formas y expresiones, son numerosos los conceptos revaluados, las estructuras que caducan y otras nuevas *Theme: 4.-Economia y Cultura Organizacionales* **Neurociencia, complejidad y liderazgo** Monica Miret Torremocha, *Universidad Rey Juan Carlos, Madrid, Spain* *Overview:* La teoría del caos, de la complejidad y los principios de la física cuántica se están utilizando como metáforas para explicar la evolución actual de la gestión empresarial. *Theme: 2.-Economia y Gestion del Cambio* **El papel de la Administración frente al caos: Una perspectiva de la práctica administrativa como una ordenación instrumentacional, sistemática e intencional de las organizaciones** Elkin Fabriany Pineda, *Facultad de Ingeniería y Administración, Universidad Nacional de Colombia, Colombia* Cristian David Rincon Orozco, *Facultad de Administración, Grupo de Investigación en Filosofía y Teoría de la Administración, Manizales, Colombia* Carlos Tello Castrillon, *Facultad de Ingeniería y Administración Departamento de Ciencias Sociales Grupo de Investigación: Grupo de Estudios Neoinstitucionales -GEN-, Universidad Nacional de Colombia, Santiago de Cali, Colombia* *Overview:* Interpretación teórico-filosófica de la administración como una técnica social interventiva, que genera "Orden Organizacional" como medio para los fines organizacionales. *Theme: 3.-Economia y Gestion del Conocimiento*
Seminar A	Rights and Responsibilities: Education (sesión temática en inglés)
16:45-18:00	COCTEL DE BIENVENIDA EN EL ENTRANCE HALL

Martes, 05 Agosto

8:30-9:00	Acreditaciones
9:00-9:10	Comentarios generales
9:10-9:40	Sesión plenaria
	Levent Altinay, Oxford Brookes University, Reino Unido "Ethnic Minority Entrepreneurship in the UK"
9:45-10:15	Sesión plenaria
	Christian Lystbaek, Aarhus University, Denmark "The Business of Ethics in Business Ethics"
10:20-10:50	Descanso y terturlia con Levent Altinay y Christian Lystbaek
10:50-12:30	Sesiones paralelas
Seminar 9	Health Care Organizations (sesión temática en inglés)
Seminar 11	Education and Management (sesión temática en inglés)
Seminar 13	Special Topics: Change Management (sesión temática en inglés)
Seminar 14	Neurociencia y educación (sesión temática en español) Neuroeducación y los dos cerebros en el aula: ¿Verdad o mito? Un análisis de validación en las aulas universitarias Mr. Juan José Rienda, *Economía Financiera y Contabilidad II, Universidad Rey Juan Carlos, Madrid, Spain* Dra Dolores Lucia Sutil, *Economía de la Empresa, Universidad Rey Juan Carlos, Madrid, Spain* Ms, Elisa Villena, *Economía Financiera y Contabilidad II, Universidad Rey Juan Carlos, Madrid, Spain* *Overview:* Evaluación y contrastación de la verdad o mito de los dos cerebros en el aula. La Neuroeducación como respuesta al aprendizaje basado en el cerebro y reducir el fracaso escolar. *Theme: 1.-Economia y Gestion de la Educacion* Factores determinantes intrínsecos al profesorado universitario como neurolíder en las aulas Ms, Elisa Villena, *Economía Financiera y Contabilidad II, Universidad Rey Juan Carlos, Madrid, Spain* Mr. Juan José Rienda, *Madrid, Spain* Dra Dolores Lucia Sutil, *Madrid, Spain* *Overview:* El objetivo del trabajo pretende detectar factores determinantes intrínsecos al profesorado universitario como líderes resonantes en las aulas, tomando las emociones como base del aprendizaje y el éxito educativo *Theme: 1.-Economia y Gestion de la Educacion* Gamification: Aprendizaje, memoria y fidelización de clientes Luciano Pampanas Martinez, *Economia de la empresa, Universidad Rey Juan Carlos, Móstoles, Spain* *Overview:* La gamification es una técnica de marketing que a través de un sistema de recompensas traslada los aspectos positivos de los juegos a la empresa o a la propia educación. *Theme: 1.-Economia y Gestion de la Educacion* En busca del elixir de la felicidad: La oxitocina Carmen Bueno Acero, *Universidad Rey Juan Carlos, Madrid, Spain* *Overview:* En la actual sociedad del conocimiento, la necesidad de establecer vínculos afectivos saludables que nos lleven al crecimiento personal, es imprescindible. *Theme: 2.-Economia y Gestion del Cambio*
Seminar 15	Petroleum and Oil Industry Issues (sesión temática en inglés)

Martes, 05 Agosto

10:50-12:30	SESIONES PARALELAS
Seminar 16	De lo social y lo ético en las organizaciones (sesión temática en español)
	The Family Law: Una expresión compleja de globalización social Doctora Esther Gómez Campelo, *Departamento de Derecho Público. Derecho Internacional Privado, Universidad de Burgos, Burgos, Spain* *Overview:* La ponencia expondrá las tensiones a que da lugar la multiculturalidad desde una única pero significativa perspectiva: la ofrecida por la globalizada realidad del Derecho de familia *Theme: 4.-Economia y Cultura Organizacionales*
	Nietzsche y la ética en las organizaciones Prof. Diana Minerva Idarraga Vallejo, *Facultad de Administración, Grupo de investigación en Filosofía y Teoría de la Administración, Manizales, Colombia* Cristian David Rincon Orozco, *Facultad de Administración, Universidad Nacional de Colombia, Colombia* Jose Gabriel Carvajal Orozco, *Administración, Universidad Nacional de Colombia Sede Manizales, Colombia* *Overview:* El propósito de la ponencia es contribuir al desarrollo de la ética en las organizaciones desde la perspectiva del filósofo alemán Friedrich Nietzsche. *Theme: 4.-Economia y Cultura Organizacionales*
	Los empresarios: Proceso de paz y posconflicto en Colombia . Responsabilidad social Mag. Mariela Marquez Quintero, *Facultad de Administración de Empresas, Grupo Prisa (Medio de Comunicación) Universidad Nacional de Colombia – Sede Manizales., Manizales, Colombia* Julian Andres Restrepo Guzman, *Departamento Administración, Universidad Nacional de Colombia, Colombia* *Overview:* El actual proceso de paz en Colombia espera el aporte de los empresarios en el posconflicto; en el perdón, la reinserción y la reconstrucción como postulado de la responsabilidad social *Theme: 4.-Economia y Cultura Organizacionales*
	Neuromanagent "Incorporación de habilidades neurocomunicativas en líderes políticos " Sr. Andres Fredericksen, *Máster universitario en Desarrollo de Técnicas Neurocognitivas en Organizaciones Empresariales. Neuromanagement., Universidad rey Juan Carlos, Madrid, Spain* *Overview:* Se exponen los trayectos de la investigación científica en el campo de la neurocomunicación examinando sus principales elementos teóricos sus objetos de estudio y los planteamientos para abordarlos. *Theme: 2.-Economia y Gestion del Cambio*
Seminar A	Stakeholders and Change (sesión temática en inglés)
12:30-13:20	ALMUERZO
13:20-14:05	SESIONES PARALELAS
Rhodes Theatre	Sesión de publicaciones en inglés
Seminar 9	Taller en inglés
Seminar 11	Taller en inglés
Seminar 13	Taller en español
	Factores de innovación en empresas de agricultura protegida: Región de Tulancingo Hidalgo Msc Juan Manuel Vargas Canales, *Centro de Investigaciones Económicas, Sociales y Tecnológicas de la Agroindustria y la Agricultura Mundial (CIESTAAM), Universidad Autónoma Chapingo, Texcoco, Mexico* Mistress María Isabel Palacios Rangel, *Centro de Investigaciones Económicas, Sociales y Tecnológicas de la Agroindustria y la Agricultura Mundial (CIESTAAM), Universidad Autonoma Chapingo, Texcoco, Mexico* Mister Joaquin Huitzilihuitl Camacho Vera, *Centro de Investigaciones Económicas, Sociales y Tecnológicas de la Agroindustria y la Agricultura Mundial (CIESTAAM), Universidad Autónoma Chapingo, Texcoco, Mexico* *Overview:* Análisis de los factores que influyen sobre el índice de innovación de productores en agricultura protegida en la producción de jitomate en invernaderos de tecnología intermedia *Theme: 3.-Economia y Gestion del Conocimiento*
Seminar 15	Taller en español
	El desafío del aprendizaje en las organizaciones: La necesidad de aprender a aprender para enfrentar el futuro Profesor Mario Luis Perossa, *Departamento de Investigaciones en Finanzas, CEJU, Universidad Maimónides, Buenos Aires, Argentina* Profesora Alejandra Elena Marinaro, *Escuela de Internacional de Negocios, Universidad Maimónides, Buenos Aires, Argentina* Profesor Néstor Horacio Bursesi, *Escuela Internacional de Negocios, Universidad Maimónides, Buenos Aires, Argentina* *Overview:* Las organizaciones que proyectan su futuro deben adecuarse hoy para enfrentar los desafíos que deba resolver cuando el futuro llegue, entonces deben transformar el aprendizaje habitual por otros nuevos modelos. *Theme: 3.-Economia y Gestion del Conocimiento*
Seminar A	Mesas de discusión en inglés
14:05-14:10	DESCANSO ENTRE SESIONES

MARTES, 05 AGOSTO

14:10-15:50	SESIONES PARALELAS
Seminar 9	Global Implications for Change Management (sesión temática en inglés)
Seminar 11	New Directions (sesión temática en inglés)
Seminar 13	Innovación y creatividad para el cambio en las organizaciones (sesión temática en español)
	Creatividad, innovación y centros de educación superior: Desafíos para proveer de profesionales en el siglo XXI MSc. Alejandro Alvarez-Marin, *Ingeniería Industrial, Universidad de La Serena, La Serena, Chile* MSc Mauricio Castillo-Vergara, *Ingeniería Industrial, Universidad de La Serena, -, Chile* *Overview:* Reflexión teórica sobre la creatividad e innovación, como fundamento para encontrar una herramienta para su gestión en los Centros de Educación Superior. *Theme: 1.-Economia y Gestion de la Educacion*
	La creatividad como motor de gestión del cambio: Analisis, critica y metodología de implantación Carlos Lavarello Bernardo, *Facultad de Ciencias Jurídicas y Sociales, Universidad Rey Juan Carlos, Madrid, Spain* *Overview:* El impacto de la creatividad en el área organizacional como gestor del cambio y la importancia de la actividad del hemisferio derecho en neuromanagement *Theme: 4.-Economia y Cultura Organizacionales*
	La adaptación al entorno mediante la cultura de innovación Manuel Ramón Tejeiro Koller, *School of Social Sciences, Department of Organizational Economics, Universidad Autónoma de Madrid, Cantoblanco, Spain* *Overview:* A partir de la revisión de literatura se define una serie de indicadores que se contrastan y amplían mediante el estudio de cuatro casos para medir una cultura de innovación. *Theme: 4.-Economia y Cultura Organizacionales*
Seminar 14	Ethics (sesión temática en inglés)
Seminar 15	Cambios y desarrollo en la gestión empresarial (sesión temática en español y portugués)
	Retos del cambio en una empresa intermediaria: El Fondo Regional Indìgena Tariatha Keri Dra. Laura Elena Garza Bueno Garza Bueno, *Colegio de Postgraduados Universidad Autónoma de Chapingo, Colegio de Postgraduados, Distrito Federal, Mexico* *Overview:* El Fondo Regional Indìgena Tariatha Keri ha transitado por dos fases como intermediario financiero, pasando de ser un organismo con mùltiples problemas de funcionamiento a un instrumentos de desarrollo local. *Theme: 2.-Economia y Gestion del Cambio*
	Posibilidades de bursatilización de seguros en el Esquema de Solvencia II Act. Andres Barajas Paz, *Programa de Posgrado en Ciencias de la Administración, Universidad Nacional Autónoma de México, Mexico City, Mexico* *Overview:* Explorar nuevos mecanismos e instrumentos internacionales que provean a las aseguradoras mexicanas de mayores elementos para mitigar sus riesgos y fortalecer su solvencia para que México pueda competir. *Theme: 3.-Economia y Gestion del Conocimiento*
	Espacios intercreativos: La economía del conocimiento desde una perspectiva social y un enfoque de espacialidad dinámica Mc Claudia Canobbio Rojas, *Centro Universitario de Arte, Arquitectura y Diseño (CUAAD), Universidad de Guadalajara, Guadalajara, Mexico* *Overview:* Espacios Intercreativos: Espacialidad+Interactividad+Creatividad.Nuevo enfoque de estudio, capaz de abrir el espectro hacia una espacialidad dinámica en el análisis de clústers de industrias creativas, bajo la economía del conocimiento. *Theme: 3.-Economia y Gestion del Conocimiento*
	A internacionalização das empresas brasileiras e as exigências do CPC2 Dr Paulo Schmidt, *Departamento de Ciências Contábeis e Atuariais, Universidade Federal do Rio Grande do Sul and Faculdade São Francisco de Assis, Porto Alegre, Brazil* Dr Jose Luiz dos Santos, *Contabilidade, Faculdade São Francisco de Assis, Porto Alegre, Brazil* Paulo Roberto Pinheiro, *Departamento de Ciências Contábeis, Faculdade São Francisco de Assis, Porto Alegre, Brazil* Fernando Florentino da Silva, *Contabilidade, Faculdade São Francisco de Assis, Porto Alegre, Brazil* Marco Antonio dos Santos Martins, *Faculdade São Francisco de Assis, Porto Alegre, Brazil* *Overview:* O artigo objetiva apesentar o impacto da internacionalização de empresas brasileiras, a partir de 2008, entre eles a obrigatoriedade de adotar o pronunciamento 2 introduzido pelo Comitê de Pronunciamentos Contábeis *Theme: 4.-Economia y Cultura Organizacionales*
Seminar A	Information Technology (sesión temática en inglés)
15:50-16:00	DESCANSO
16:00-17:15	SESIONES PARALELAS
Seminar 9	Collaborations for Change (sesión temática en inglés)
Seminar 11	Projects and Possibilties (sesión temática en inglés)
Seminar 13	Culture, Identiy, and Change (sesión temática en inglés)
Seminar 14	Knowledge and Change (sesión temática en inglés)

MARTES, 05 AGOSTO

16:00-17:15	SESIONES PARALELAS
Seminar 15	La gestión de los recursos humanos en las organizaciones (sesión temática en español)
	Los recursos humanos en la cadena de suministro Milena Gomez Cedeno, *department of business management, UNIVERSIDAD DE BARCELONA, BARCELONA, Spain* Jose Maria Castan Farrero, Laura Guitart Tarres, *Overview:* Estudio bibliométrico sobre las investigaciones en HRM y la Cadena de Suministro (SC). No existen trabajos previos, a pesar de quedar demostrado el gran potencial de los HRM en SC. *Theme: 4.-Economia y Cultura Organizacionales*
	Retrospectiva hacia los fundamentos históricos de la administración como una posibilidad para reconstruir la función social de la empresa Magister Olga Herminda Román Muñoz, *Facultad de Ciencias Económicas, Programa de Administración de Negocios, Universidad de San Buenaventura Cali, Cali, Colombia* Profesor Luis Ferney Bonilla Betancourt, *Facultad de Ciencias Económicas, Programa de Administración de Negocios, Universidad de San Buenaventura Cali, Cali, Colombia* Profesor César Augusto Patiño Vargas, *Facultad de Ciencias Económicas, Programa de Administración de Negocios, Universidad de San Buenaventura Cali, Cali, Colombia* *Overview:* Hacer restrospectiva hacia las teorías clásicas de la administración para rescatar argumentos que permitan reconstruir la verdadera función social de la empresa del hombre como fin y no como medio *Theme: 2.-Economia y Gestion del Cambio*
Seminar 16	Efecto de las nuevas tecnologías en el desarrollo empresarial (sesión temática en español)
	Toma de decisiones para el desarrollo empresarial: Una aplicación del operador OWA en la industria deportiva en Colombia Sr. Fabio Raúl Blanco Mesa, *Facultad de Economía y Administración de Empresa, Universidad de Barcelona, Barcelona, Spain* Dra. Anna María Gil Lafuente, *Facultad de Economía y Administración de Empresas, Universidad de Barcelona, Barcelona, Spain* *Overview:* Análisis de los factores que dificultan el desarrollo empresarial en el entorno competitivo y las condiciones claves para el emprendimiento aplicando el operador OWAAC en el sector deportivo en Colombia *Theme: 2.-Economia y Gestion del Cambio*
	Efecto de las tecnologías de la información y comunicación en los subsectores de la manufactura de Baja California México Lourdes Alicia González Torres, *Facultad de Ciencias Administrativas, Universidad Autónoma de Baja California, Mexicali, Mexico* Manuel Alejandro Ibarra Cisneros, *Facultad de Ciencias Administrativas, Universidad Autonoma de Baja California, Mexicali, Mexico* *Overview:* Las tecnologías de la información y comunicación y los efectos que generan en las empresas que integran los subsectores de la manufactura en Baja California México *Theme: 2.-Economia y Gestion del Cambio*
	Nuevas tendencias de mercado y uso de tecnologías en la gestión de categorías en establecimientos de retail en Colombia: Desarrollada a través de 4 fases de investigación Sr. Richard Orlando Buitrago Reyes, *Faculty of Economics and Administrative Sciences, Escuela Colombiana de Carreras Industriales ECCI, Bogota D.C, Colombia* *Overview:* Introducción de cadenas de Retail en el mundo, América latina y Colombia, evolución y proporción en nuestro mercado, Las tendencias de nuestro mercado, uso de nuevas tecnologías, las estructuras organizacionales *Theme: 2.-Economia y Gestion del Cambio*
Seminar A	Digital Transformations on Organizations (sesión temática en inglés)
17:15-17:45	CLAUSURA DEL CONGRESO EN LA SEMINAR A

LIST OF PARTICIPANTS

Al-Ali	Fahad M.	University of Tabuk	Saudi Arabia
AL Mohannadi	Fatima	Salford University	UK
Aldahadha	Basim Mohammad Ali	University of Nizwa	Oman
Alfaro-Castillo	Mauricio	Universidad de La Serena	Chile
Ali	Shahid	NCEI	Saudi Arabia
Allen	Dee	University of Gloucestershire	UK
ALqaoud	Ebtesam	Kuwait University	Kuwait
Altinay	Levent	Oxford Brookes University	UK
Alvarez-Marin	Alejandro	Universidad de La Serena	Chile
Anzengruber	Johanna	Steinbeis University Berlin	Germany
Aseri	Mona	University of Manchester	UK
Austin	Kenneth R.	Stephen F. Austin State University	USA
Baharudin	Rozi	Indah Water Konsortium Sdn. Bhd.	Malaysia
Bairatchnyi	Louri	Kent State University	USA
Bakatsaki	Maria	Technical University of Crete	Greece
Bang	Hae Won	Old Tappan	USA
Bannerji	Parama	Centre For Studies in Social Science	India
Barajas Paz	Andres	Universidad Nacional Autónoma de México	Mexico
Barikhina	Maria	Moscow State University	Russian Federation
Barredo	Daniel	Universidad Central del Ecuador	Ecuador
Baskici	Cigdem	Health Care Management	Turkey
Beaumont	Stephen John	Centro de Tecnología para el Desarrollo	Argentina
Biwald	Maximilian	Vienna City Administration	Austria
Blaess	Donna	Concordia University Chicago	USA
Blanco Mesa	Fabio Raúl	Universidad de Barcelona	Spain
Bolboli	Seyed Amir	University of Wuppertal	Germany
Bonnstetter	Trevor	Walden University	USA
Borgesen	Kenneth	Aalborg University	Denmark
Bottone	Alfredo	CPFL Energia	USA
Boutsiouki	Sofia	University of Macedonia	Greece
Brown	Karen	NHS Greater Glasgow & Clyde	UK
Bueno Acero	Carmen	Universidad Rey Juan Carlos	Spain
Buitrago Reyes	Richard Orlando	Escuela Colombiana de Carreras Industriales	Colombia
Burruss	Laurie	Pasadena City College	USA

Busari	Ola	Trans-Caledon Tunnel Authority	South Africa
Calvao	Tania	University of St. Thomas	USA
Canobbio Rojas	Claudia	Universidad de Guadalajara	Mexico
Canty-Waldron	Julia	JCW Consulting	Australia
Caputo	Tullio	Carleton University	Canada
Catechis	Spyros	Central Michigan University	USA
Cedillo Arias	Laura	Universidad Nacional Autónoma de México	Mexico
Chen	Irene	University of Houston-Downtown	USA
Cheng	Weiquan	Illinois Institute of Technology	USA
Chowdhury	Mohammad Imam Hosaain	NOWZUWAN	Bangladesh
Christ	Stephen	University of Missouri	USA
Christova	Evelina	New Bulgarian University	Bulgaria
Crowther	Paul	Sheffield Hallam University	UK
Daly	Edward	University of Phoenix	USA
Dankova	Desislava	New Bulgarian University	Bulgaria
Dao	Mai Anh	MCI Management Center Innsbruck	Austria
Dean	Kristi	Central Michigan University	USA
DeDominicis	Benedict Edward	Catholic University of Korea	South Korea
Degischer	Daniel	MCI Management Center Innsbruck	Austria
Delgado	William	Universidad Católica de Colombia	Colombia
Diaz Delgado	María Fernanda	Universidad Industrial de Santander	Colombia
Ferdous	Fakhrul	Development Center International	Bangladesh
Ferdous Ananta	Adnan	Dhaka University	Bangladesh
Fraser	June	NHS Greater Glasgow and Clyde	UK
Fredericksen	Andres	Universidad rey Juan Carlos	Spain
Garfield	Alan	University of Dubuque	USA
Garza Bueno	Laura Elena	Colegio de Postgraduados	Mexico
Gates	Michael John	Richard Lewis Communications	Finland
Glaubman	Hananyah	Bar-Ilan University	Israel
Glaubman	Rivka	Bar-Ilan University	Israel
Godwin	Danielle	Polk State College	USA
Gómez Campelo	Esther	Universidad de Burgos	Spain
Gomez Cedeno	Milena	Universidad de Barcelona	Spain
González	Julio Enrique	Universidad Pontificia Bolivariana	Colombia
González Torres	Lourdes Alicia	Universidad Autónoma de Baja California	Mexico

Gordon	Jean	Florida International University	USA
Gorman	Rosemary	Polk State College	USA
Greaves	Lyn	University of West London	UK
Gu	Jie	University of Tokyo	Japan
Guindon	Kathleen	Genentech	USA
Gungadeen	Sanjiv	Murdoch University	Australia
Hach	Richard	Virginia Polytechnic and State Univiersity	USA
Hagan	Daniel	Middlesex University	UK
Hagelthorn	Allan	MeLange Global Solutions	USA
Hailat	Khaled	University of Salford	UK
Hardy	Samantha	James Cook University	Australia
Hashimi	Folad	United Nations Assistance Mission in Afghanistan	Afghanistan
Hollywood	Kathryn	Concordia University Chicago	USA
Hu	Qing	Cardiff University	UK
Hudson	Jackie	Liberty Living Plc	UK
Hughes	Heidi	University of Gloucestershire	UK
Hunter	Thi-Anna	Polk State College	USA
Ikeyi	Pauline Adachukwu	Institute of Management and Technology	Nigeria
Ilett	Rosie	University of Glasgow	UK
Isabel	Diego	Economy for the Common Good International Association	Spain
Iyldyz	Leila	Nazarbayev University	Kazakhstan
Jahangir	Muhammad	National University of Modern Languages	Pakistan
Jin	Hualong	Universidad Rey Juan Carlos	Spain
Jose	Siby	Rajagiri Centre for Business Studies	India
Jung	Herbert	University of Gloucestershire	Austria
Kanno	Yosuke	Toyo Gakuen University	Japan
Kemp	Linzi J.	American University of Sharjah	United Arab Emirates
Kocak	Mihri	Anadolu University	Turkey
Koçak	Pınar	Anadolu University	Turkey
Kolbaek	Ditte	Aalborg University	Denmark
Krichewsky	Marlis	Paris Chamber of Commerce and Industry	France
Krust	Paul N.	CQ University Australia	Australia
Kyonne	Jinman	Hankuk University of Foreign Studies	South Korea
Lavarello Bernardo	Carlos	Universidad Rey Juan Carlos	Spain
Lawless	Brandi	University of San Francisco	USA
Lawson	Romy	University of Wollongong	Australia

Lee	Yangsook	International Design School for Advanced Studies	South Korea
Levanon-Mordoch	Ester	Kibutzim College of Education, Arts & Technologies	Israel
Levy	Amir	The College for Academic Studies	Israel
Lim	Amanda	Chinese Academy of Social Sciences	China
Lobo	Paula	Center of Studies in Journalism and Media	Portugal
Lopez Aguilar	Angelica	Universidad Nacional Autónoma de México	Mexico
Lye	Munn-Sann	University Putra Malaysia	Malaysia
Lystbaek	Christian	Aarhus University	Denmark
Machovcova	Katerina	Academy of Sciences of the Czech Republic	Czech Republic
MacQueen	Jim	Virginia Polytechnic and State University	USA
Mader	Isabella Maria	Excellence Institute	Austria
Mahmood	Abida	Qurban & Surraya Educational Trust	Pakistan
Manzaneres	Francisco Villena	University of Seville	Spain
Martins	Marco Antonio dos Santos	Faculdade São Francisco de Assis	Brazil
McIntyre	Michael	Carleton University	Canada
Md Razak	Mohamad Idham	Universiti Teknologi MARA	Malaysia
Melvin	Sean	Elizabethtown College	USA
Mendez Prado	Silvia Mariela	Polytechnic School of the Coast	Ecuador
Micallef	Marcel	Sheffield Hallam University	Malta
Michel	Lukas	SPHERE Advisors AG	Switzerland
Miles	Jonathan	Oxford Brookes University	UK
Miles	Samantha	Oxford Brookes University	UK
Miller	David	Changefirst Ltd	UK
Miret Torremocha	Monica	Universidad Rey Juan Carlos	Spain
Mohd Omar	Noor Abidah	Universiti Teknologi Malaysia	Malaysia
Moon	Eun Jung	International Design School for Advanced Studies	South Korea
Morales Mendez	Jesús Alberto	Universidad Juarez Autónoma de Tabasco	Mexico
Morelli	Manuela	World Health Organization	Switzerland
Moya	Claudine	Universidad Nacional Autónoma de México	Mexico
Moyle	Kathryn	Australian Council for Educational Research	Australia
Mrkic	Dejan	Deakin University	Australia
Mufleh	Muneera	World Islamic Sciences and Education University	Jordan
Mukhametzhanova	Assel	Nazarbayev University	Kazakhstan
Munez	Jephte	San Beda College	Philippines
Munir	Farrukh	University of the Punjab	Pakistan

Murphy	Maurice	Alfaisal University	Saudi Arabia
Nath	Janice	University of Houston-Downtown	USA
Nazarian	Alireza	University of West London	UK
Neuwirth	Rostam J.	University of Macau	Macao, SAR China
Nguyen	Quynh	EPC College	USA
Nold	Herbert	Polk State College	USA
Nunes de Oliviera	Alex Romualdo	Universidade Estadual de Alagoas	Brazil
Nuno Teixeira de Gouveia	Ricardo	BCP	Portugal
Oliver	Deb	Mount Mercy University	USA
Omoruyi	Trevor	University of Salford	UK
Ospanova	Kadisha	Kazakh University of Technology and Business	Kazakhstan
Owen	Craig	People Systems	Australia
Palladino	Silvano	PathWest LMWA	Australia
Palthe	Daniel Ronald	Michigan State University	USA
Palthe	Jennifer	Western Michigan University	USA
Pámpanas Martínez	Luciano	Universidad Rey Juan Carlos	Spain
Pardo Martínez	Luz Patricia	Universidad Cooperativa de Colombia	Colombia
Park	Hong Y.	Saginaw Valley State University	USA
Perkins	Robert	Mercer University	USA
Perossa	Mario Luis	Universidad Maimónides	Argentina
Piasecki	Melissa	University of Nevada School of Medicine	USA
Pineda	Elkin Fabriany	Universidad Nacional de Colombia /Universidad del Valle	Colombia
Poliner	Brian	Hilbert College	USA
Quiroz Ramírez	Silvia Lizeth	Universidad Industrial de Santander	Colombia
Qureshi	Muhammad Ayyub	Fauji Fertilizer Bin Qasim Limited	Pakistan
Raghavan	Shreen	Independent Management Consultant	India
Ramaswamy	Muruga Perumal	University of Macau	Macau SAR China
Rao	Avinash	Mindtree UK	UK
Restrepo Guzman	Julian Andres	Universidad Nacional de Colombia	Colombia
Rienda	Juan José	Universidad Rey Juan Carlos	Spain
Rincon Orozco	Cristian David	Grupo de Investigación en Filosofía y Teoría de la Administración	Colombia
Román Muñoz	Olga Herminda	Universidad de San Buenaventura Cali	Colombia
Romaneczko	Marta Ewa	Employee Experience Institute	Poland
Ruelas-Gossi	Alejandro	Adolfo Ibañez School of Management	USA
Rumbles	Sally	University of Portsmouth	UK

Santin	Claudia	Concordia University Chicago	USA
Schneper	William	Franklin & Marshall College	USA
Sears	Beth	Cornell Unversity	USA
Seccombe	Nelle	University of Tasmania	Australia
Seemann	Thomas	DHBW Stuttgart	Germany
Shafiepour Motlagh	Farhad	Islamic Azad University	Islamic Republic of Iran
Slack	Frances	Sheffield Hallam University	UK
Sobotková	Eliška	Tomas Bata University	Czech Republic
Song	Seokwoo	Weber State University	USA
Spejic	Gordana	University of Latvia	Germany
Spradley	Elizabeth	Stephen F. Austin State University	USA
Spradley	R. Tyler	Stephen F. Austin State University	USA
Sreekumar	Hari	Indian Institute of Management Tiruchirappalli	India
Stoner	Mark	California State University, Sacramento	USA
Sutil	Dolores Lucia	Universidad Rey Juan Carlos	Spain
Tejeiro Koller	Manuel Ramón	Universidad Autónoma de Madrid	Spain
Teng	James T.C.	University of Texas at Arlington	USA
Thielemann	Jane	College of Public Service	USA
Thompson	Timothy	Edinboro University	USA
Trejo	Art	University of Phoenix	USA
Vargas Canales	Juan Manuel	Universidad Autónoma Chapingo	Mexico
Verghese	George	Kwantlen Polytechnic University	Canada
Vidal Focil	Ana Bertha	Universidad Juarez Autónoma de Tabasco	Mexico
Villena	Elisa	Universidad Rey Juan Carlos	Spain
Wang	Jianqi	The Ohio State University	USA
Weatherly	Nicole	Nexen Energy ULC	Canada
Wernick	David	Florida International University	USA
Wilson	Christopher	Telfer School of Management	Canada
Wolff	Juergen	Deutsche Bank AG	Germany
Zakariasen	Ken	Kent State University	USA
Zeine	Rana	St. Martinus University	Netherlands Antilles

▌Scholar

A Social Knowledge Platform

Create Your Academic Profile and Connect to Peers
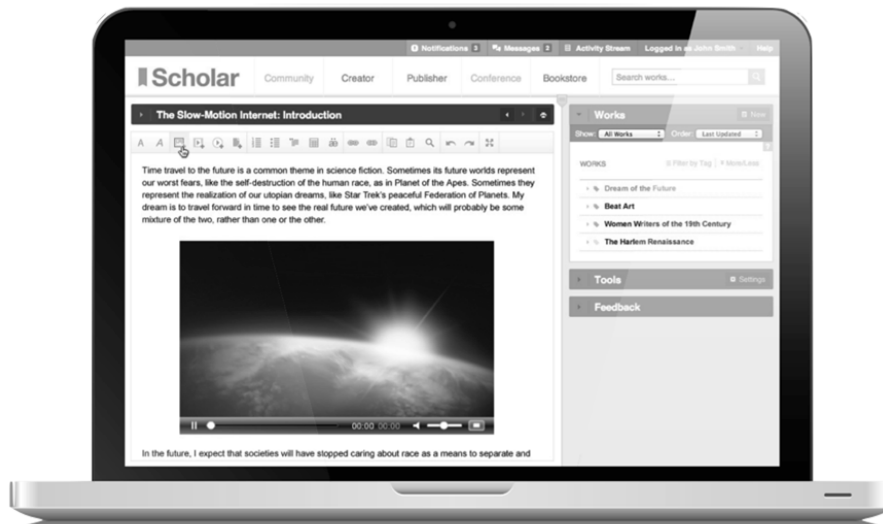
Developed by our brilliant Common Ground software team, **Scholar** connects academic peers from around the world in a space that is modulated for serious discourse and the presentation of knowledge works.

Utilize Your Free Scholar Membership Today through

- Building your *academic profile* and list of published works.
- Joining a community with a *thematic or disciplinary focus.*
- Establishing a new knowledge community *relevant to your field*.
- Creating *new academic work* in our innovative publishing space.
- Building a *peer review network* around your work or courses.

Scholar Quick Start Guide

1. Navigate to http://CGScholar.com. Select [**Sign Up**] below 'Create an Account'.
2. Enter a "**blip**" (a very brief one-sentence description of yourself).
3. Click on the "**Find and join communities**" link located under the YOUR COMMUNITIES heading (On the left hand navigation bar).
4. Search for a community to join or create your own.

Scholar Next Steps – Build Your Academic Profile

- **About**: Include information about yourself, including a linked CV in the top, dark blue bar.
- **Interests**: Create searchable information so others with similar interests can locate you.
- **Peers**: Invite others to connect as a peer and keep up with their work.
- **Shares**: Make your page a comprehensive portfolio of your work by adding publications in the Shares area - be these full text copies of works in cases where you have permission, or a link to a bookstore, library or publisher listing. If you choose Common Ground's hybrid open access option, you may post the final version of your work here, available to anyone on the web if you select the 'make my site public' option.
- **Image**: Add a photograph of yourself to this page; hover over the avatar and click the pencil/edit icon to select.
- **Publisher**: All Common Ground community members have free access to our peer review space for their courses. Here they can arrange for students to write multimodal essays or reports in the Creator space (including image, video, audio, dataset or any other file), manage student peer review, co-ordinate assessments, and share students' works by publishing them to the Community space.

A Digital Learning Platform

Use **Scholar** to Support Your Teaching

Scholar is a social knowledge platform that *transforms the patterns of interaction in learning by putting students first*, positioning them as knowledge producers instead of passive knowledge consumers. **Scholar** provides scaffolding to encourage making and sharing knowledge drawing from multiple sources rather than memorizing knowledge that has been presented to them.

Scholar also answers one of the most fundamental questions students and instructors have of their performance, "How am I doing?" Typical modes of assessment often answer this question either too late to matter or in a way that is not clear or comprehensive enough to meaningfully contribute to better performance.

A collaborative research and development project between Common Ground and the College of Education at the University of Illinois, **Scholar** contains a knowledge community space, a multimedia web writing space, a formative assessment environment that facilitates peer review, and a dashboard with aggregated machine and human formative and summative writing assessment data.

The following **Scholar** features are only available to Common Ground Knowledge Community members as part of their membership. Please email us at Support@CGScholar.com if you would like the complimentary educator account that comes with participation in a Common Ground conference.

- Create projects for groups of students, involving draft, peer review, revision and publication.
- Publish student works to each student's personal portfolio space, accessible through the web for class discussion.
- Create and distribute surveys.
- Evaluate student work using a variety of measures in the assessment dashboard.
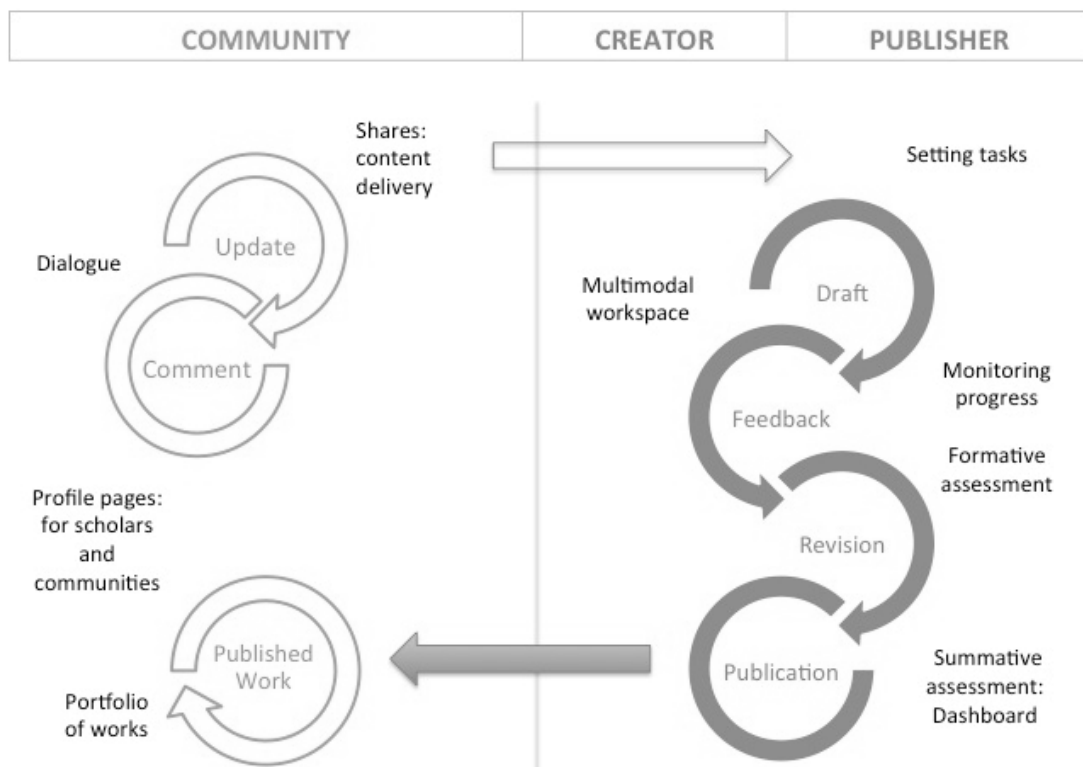
Scholar is a generation beyond learning management systems. It is what we term a *Digital Learning Platform*—it transforms learning by engaging students in powerfully horizontal 'social knowledge' relationships.
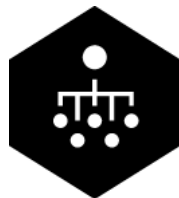
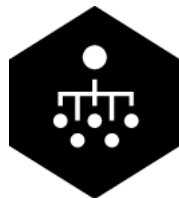**For more information, visit: http://Knowledge.CGScholar.com.**
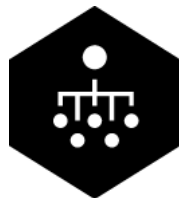
NOTES

NOTES

NOTES

NOTES

NOTES

NOTES

NOTES

NOTES

2015 Call For Papers

Fifteenth International Conference on Knowledge, Culture, and Change in Organizations
University of California at Berkeley
Berkeley, California, USA
19-20 February 2015

Dear Delegate,

The International Advisory Board is pleased to announce the Call for Papers for the Fifteenth International Conference on Knowledge, Culture, and Change in Organizations. The 2015 conference will be held 19-20 February at the University of California at Berkeley, Berkeley, USA.

<u>Special Conference Focus:</u>

Productive Diversity: The Dynamics of Organizational Cultures
Diversity manifests itself in organizations in a myriad of ways—the diversity of human resources within an organization, diversity among clienteles, diversity of divisional or occupational cultures, and diversity when meeting other organizational cultures—be they private, public or other community organizations. In the twentieth century, the prevailing assumption was that organizational cultures based on sameness or alignment would inevitably work best. In the twenty-first century, globalization and civil rights movements that focus on human differences mean that such assumptions are no longer tenable. In fact, they may well be counter-productive, hence the notion of "productive diversity."

As well as its usual range of themes, in 2015 this knowledge community will focus its conference and annual review on the dimensions of diversity faced by contemporary organizations. We welcome open debate, discourse, and research from participants that center on this special topic and on the conference themes. We also encourage faculty and research students to submit joint proposals for paper presentations, colloquia, or panel discussions.

Presenters may also choose to submit written papers for publication in the fully refereed Organization Collection of journals. If you are unable to attend the conference, you may still become a member of the community and submit your article for peer review and possible publication, upload an online presentation, and enjoy subscriber access to the journal.

For more information on the current deadline, submitting your proposal, and registering for the conference, please visit the community website at http://ontheorganization.com/the-conference-2015/call-for-papers.

Returning Member Registration Rate

We are also pleased to offer a Returning Member Registration Rate for delegates or student delegates who have attended an Organization Conference in the past. Conference alumni will receive a discount off of the full conference registration rate. Please visit the registration page for more information on how to register with the Returning Member Registration Rate and to view the corresponding 2015 deadlines: http://ontheorganization.com/the-conference-2015/registration.