

21st European Conference on Management Leadership and Governance

ECMLG 2025 Physical Programme

13 - 14 November 2025 at CESI, Paris-Nanterre, France

93 Boulevard de la Seine, 92000 Nanterre, France

Wednesday 12 November 2025	
18:00	Pre-conference Registration and Welcome Drink at (ends at 19:00) <i>Mercure Paris Nanterre, 2 Av. Benoît Frachon, 92000 Nanterre, France</i>
Thursday 13 November 2025	
08:30	Registration and Coffee
09:00	Amphitheatre Einstein (002) Welcome and Opening of the Conference: Stefan Seiler, CESI Paris-Nanterre
09:15	Keynote Address: <i>Stéphanie Buisine, CESI, Paris- Nanterre</i> <i>The Future of Leadership</i>
10:00	<i>Conference Splits into Streams</i>
	<p>Room: Amphitheatre Einstein (002) Stream B: Digital technology, AI, Digital Communications and Governance. Chair: Wioleta Kucharska</p> <p>Room: Poincaré (020) Stream A: Leadership Chair: Celina Czech-Włodarczyk</p>
10:20	Co-Designing Future Digital Strategies in Higher Education Gül Akcaova , SURF, Utrecht, Netherlands and Anand Sheombar , University of Applied Sciences of Utrecht / Hogeschool Utrecht, Netherlands (Presentation Only)
10:40	Reimagining Business Educators: Leveraging Generative AI for Enhanced Teaching Joanne Chi-hang Tsoi and Karl Joachim Breunig , Oslo Business School, Oslo Metropolitan University, Norway
11:00	Framing Data Governance Amid AI Advancements in a Public University in South Africa Garreth van Leeve and Sue Petratos , Nelson Mandela University, South Africa
11:20	Startegic Injustice in AI-Assisted Goal Setting: The Marginalization of Social Objectives Mikolaj Pindelski , Warsaw School of Economics, Warsaw, Poland
11:40	Analysing the use of Online Communication Software in Companies in the Czech Republic František Smrčka , Hana Vojáčková , Zdeňka Dostálová and Jakub Novotný , College of Polytechnics Jihlava, Czech Reoublic
12:00	An Information System for a Small Agricultural Company Built on The Google Maps Platform Marek Musil and František Smrčka , College of Polytechnics Jihlava, Czech Republic
12:20	<i>Lunch</i>
	<p>Room: Amphitheatre Einstein (002) Stream A: Diverse Business Issues Chair: Ghayur Ahmad</p> <p>Room: Poincaré (020) Stream B: PhD and Masters Colloquium (10 minute presentations with discussion) Chair: Wioleta Kucharska</p>
13:30	The Ambidextrous HR System: A Consilience-Driven Framework for Paradoxical Organizations Ghayur Ahmad , Prince Mohammad bin Fahd University, Khobar, Saudi Arabia
13:50	Aligning Regional Innovation Ecosystems: The MEAM-3LAM Model and CAM Actor Mapping Håkan Ozan , Novelty Quest Research, Stockholm, Sweden and Annika Steiber , RDHY Silicon Valley Research Center, USA
14:10	Understanding and Preventing VAT Fraud: Lessons from One of the EU's Highest Gap Economies Mihai-Daniel Gavrila , The University of Economic Studies in Bucharest, Romania
14:30	Integrated Reporting Quality, CEO Duality, and Earnings Management: Evidence from Europe Sana Ben Hassine , UQAM, Montréal, Canada, Mohamed Drira , Saint Mary's University, Canada and Farah Khlif , Faculté des sciences de la gestion de Sfax, Tunisia (Presentation only)
14:50	<i>Refreshment Break</i>
	<p>Room: Amphitheatre Einstein (002) Stream A: Ethical Leadership Chair: Amira Kamali</p>
15:20	DEI Policies and Practices' Effect on Sustainability Performance: An Ethical Leadership Perspective Raluca-Andreea Achim , Camelia Iuliana Lungu , Chirata Caraiani and Cornelia Dascalu , Bucharest University of Economic Studies, Romania
15:40	Breaking the Silence: How Advertising CEO Vacancies Can Transform Gender Equality in Executive Recruitment Thora Christiansen and Ásta Dís Óladóttir , University of Iceland Iceland
16:00	Financial Literacy, Risk and Role Models: Investment Behavior Among Members of the Association of Women Business Leaders in Iceland Ásta Dís Óladóttir and Thora H. Christiansen , University of Iceland, Iceland
16:20	Close of conference day
19:30	Conference Dinner: United Kitchens at Château de Nanterre <i>75 allée des Parfumeurs, 24 Rue Becquet, 92000 Nanterre, France</i>

	Friday 14 November 2025	
09:00	Amphitheatre Einstein (002) Opening Messages	
09:05	Keynote Address: Daniel Ahlers, Centre for Coaching (Europe) <i>Team Coaching: Overcoming Corporate Contradiction</i>	
09:50	Introduction to ECMLG 2026	
10:00	Poster Presentations and Refreshments in Room CRI (019)	
10:30	<i>Conference Splits into Streams</i>	
	Room: Amphitheatre Einstein (002) Stream A: Environmental and sustainable Chair: Olga Bogdanova	Room: Poincaré (020) Stream A: Leadership Chair: Roila Christakou
10:40	Sustainability Indicators in Practice: Insights from Expert Companies in Finland Kristiina Brusila-Meltovaara , Heidi Myrskyläinen , LAB University of Applied Science, Finland and Maria Katisko , University of Helsinki, Finland	The Conflict Management Types and Strategies of Sport Club Board Rooms: Case Evidence from Jordan Yehia AIDaaja , Prince Mohammad Bin Fahd University, Alkhobar, Saudi Arabia
11:00	Collaborative Innovation Ecosystems as Platforms for Sustainable Entrepreneurship: A Regional Case from Lappeenranta, Finland Olga Bogdanova , LAB University of Applied Sciences, Lappeenranta, Finland	From MBAs to Corporate Universities: The New Business of Business Schools Otmar Varela , University of Arkansas - Little Rock Arkansas, USA (Presentation only)
11:20	Can Green Growth Influence Remittance and FDI on Human growth – a Study of the Visegrad Economy Charles Randy Afful , Tomas Bata University, Zlin, Czech Republic, Matthew Amoako , Kwame Nkrumah University of Science and Technology, Ghana (Presentation only)	What makes an Academic Leader Top of the Class? Cedric Bardowieck and Joachim Prinz , University of Duisburg-Essen, Germany
11:40	Transforming Health Service Competencies in Remote Regions: Lessons from Lithuania's Public Health Reform Birute Mockeviciene , Ilona Mulerenkiene , Romalda Kasiliauskiene and Natalija Istomina , Mykolas Romeris University, Lithuania	Agile Culture, Agile and Non-Agile Minded Employees' Interrelations in the Context of Agile-Minded Leader Paradox Wioleta Kucharska and Maciej Kucharski , Gdansk University of Technology, Poland and Jari Jussila , Hame University, Finland
12:00	<i>A Philosophical Conversation with AI</i> <i>Led by Dr Dan Remenyi</i>	
12:45	Conference Summary and Close	
12:50	<i>Lunch</i>	
	<i>Posters will be presented on Friday Morning during the coffee break. Please give your poster to the registration desk on arrival and we will display it for you.</i>	
	When AI Changes its Tone, does Acceptance Follow ? Kevin Lejeune and Corentin Burnay , University of Namur, Belgium	Pioneering Sustainable Care Pathways Through Lean and Safety Management: The Case of Post-Stroke Home Rehabilitation Anna Tiso and Caterina Pozzan , Chiara Pamich and Alfonc Baba University of Padova, Italy (Poster)
	Workplace Learning Potential as a Mediator Between Psychological Safety and Strategy Implementation Teemu Ojala and Soila Lemmetty , University of Eastern Finland, Finland	Educating Sustainable Leadership through Academia-Industry Collaboration for Shared Value and Resilience Iskra Rodriguez , Instituto Tecnológico y de Estudios Superiores de Monterrey, Aguascalientes, Mexico
	Being Bypassed: Uncovering Skip-Level Meetings from U.S. Frontline Technology Leaders' Perspectives Samuel Blacher , Anderson University, SC, Fort Worth, Texas, United States	
	Healthcare Lean Management Readiness Assessment in a Territorial Outpatient System Caterina Pozzan , University of Padova, Padova, Italy, Maria Crema, Azienda Ulss 2 Marca Trevigiana, Italy and Chiara Verbano , University of Padova, Italy	

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ECMLG 2025 Virtual Programme
13 - 14 November 2025 hosted by ACPI and CESI, Paris-Nanterre, France
runs to French time (GMT+1)

Thursday 13 November 2025		
08:30	Zoom Room 1 Opens	
09:00	Welcome and Opening of the Conference Stefan Seiler, CESI Paris-Nanterre	
09:15	Keynote Address: Stéphanie Buisine, CESI, Paris- Nanterre <i>The Future of Leadership</i>	
10:00	Virtual Conference Splits into Streams	
	Zoom Room 1 Stream A: Volunteering, Students and Well-being Chair: Ana Luisa Martinho	Zoom Room 2 Stream B: Sustainability and Healthcare Chair: Douglas Taylor
10:10	Barriers and Benefits to the Practice of Volunteering by People with Disabilities: A Study for the Perceptions of Organisations Working with Disabilities Ana Luisa Martinho , Susana Bernardino , ISCAP/CEOS.PP, Porto, Paula Pereira , Pista Mágica - Associação, Portugal and Ana Luisa Azevedo , CEOS.PP / Univ. Vigo, Portugal	Fragmented Voices, Unified Principles: Diversity, and Just Engagement in Earning Community Acceptance for Large Projects Douglas Taylor , Wits Mining Institute, University of the Witwatersrand, Johannesburg, South Africa
10:30	Translating Organisational Realities into the Lecture Theatre: The Power of Junior-Senior Knowledge Sharing Bettina Falckenthal , Univ. of Aveiro, Germany, Cláudia Figueiredo and Manuel Au-Yong-Oliveira , Univ. of Aveiro, Portugal	Towards a Changing Role of Governance for a Sustainable World Emöke Takács and Toon Abcouwer , ERI Hungary, Hungary
10:50	Stress Management Among University Students in Security and Defence Fields Kristýna Binková and Eva Štěpánková , University of Defence, Czech Republic	Decarbonization, Target Adoption, and Emissions Intensity in Consumer Discretion Evgenia Anagnostopoulou , University of Macedonia, Thessaloniki, Greece (Presentation only)
11:10	Building Dynamic Resilience Through Strategic Coherence and Ambidextrous Leadership Tigran Voskanian , Konstantin Bagrationi and Olga Tunkevichus , HSE University, Germany	Expanded Value Stream Mapping in Healthcare: From Efficiency to Sustainability Azemeraw Tadesse Mengistu , Anna Tiso , Roberto Panizzolo and Chiara Verbano , University of Padova, Italy
11:30	The Role of Psychological Contract Breach on Meeting Work Deadlines: Mediating and Moderating Role of Depersonalization and Job-Related Anxiety Aliiryami Hajer , Zayed University, Abu Dhabi, UAE (Presentation only)	Implementation of Lean Healthcare Approaches in a Hospital's Surgical Block Catarina Ribeiro , Paulo Fernandes , Erik Lopes , and Rui Lima University of Minho, Guimarães, Portugal and Bruno Gonçalves , University of Aveiro, Portugal
11:50	<i>Lunch</i>	<i>Lunch</i>
	Zoom Room 1 Stream A: Leadership in Complex Settings Chair: Mohammad Tala	Zoom Room 2 Stream B: Governance Chair: Inese Spica
12:40	Leadership and Empathy: A Bibliometric Review of Two Decades of Research Sanja Zivkovic , Heartist Center, Zagreb, Croatia	Corporate Governance and Risk Management: Cash Flow Indicators in Credit Risk Prediction Suzi Mikulić , Profin Consulting Ltd, Široki Brijeg, Bosnia and Herzegovina and Nikola Škobić , University of Mostar, Bosnia and Herzegovina
13:00	Courageous Leadership: The Impact on Follower Engagement and Organizational Commitment Mette Baran , Troy University, Troy , AL, USA and Rami Saleh , Tiffin University, USA (Presentation Only)	A Study on Assessing Circular Economic Practices in the Construction Sector Mona Noreng and Anandasivakumar Ekambaram , SINTEF, Trondheim, Norway
13:20	Navigating into the Military Leadership Landscape Styliani Gkiosi and Neophytos Mouzouris , Neapolis University Pafos, Cyprus	Public-Private Defence for Satellite Cybersecurity: Addressing Challenges Through Collaboration Li Huang , and Kimberly Cornell , University at Albany, USA
13:40	Leading Change in Clinical Governance: Improving Safety-Netting Documentation in Pediatric Care Linda Nazareth , Blackpool Teaching Hospitals NHS Foundation, UK (Presentation Only)	The Impact of Covid-19 on the Type of Auditor's Opinion: Evidence from the Largest non-listed Portuguese Companies Kátia Lemos , Sara Serra , Andreia Freitas , IPCA, Portugal
14:00	A Literature Review of Cross-Cultural Leadership in Global Teams: Practices and Challenges Edmont Paspipamire , The IIE Rosebank College, Cape Town, South Africa	The Governance of Good Quality Intellectual Capital Formation and its Efficiency Indicators in Various Branches of Science Inese Spica , Sarmite Jegere , Kalevs Kants , Paula Jegere and Lada Kalinina , Scientific Institution Business Competence Centre, Latvia
14:20	<i>Refreshment Break</i>	<i>Refreshment Break</i>
	Zoom Room 1 Stream A: Digital issues Chair:	Zoom Room 2 Stream B: Leadership Chair: Hester Nienaber
14:40	Artificial Intelligence, Strategic Foresight, and Competitive Intelligence: Towards Convergence for Morocco's Augmented Competitiveness Abdelmjid Laftram , School of Information Sciences (ESI), Rabat, Morocco and Salah Eddine Bahji , Mohammedia School of Engineers (EMI), Mohammed V University, Morocco	Leadership in Higher Education: Women's Mentorship and Leadership Styles Elsa Catalina Olivas Castellanos , Fabiola Salas Díaz , and María Gabriela Ortíz Martínez , Tecnológico de Monterrey, Mexico, Leonel De Gunther Delgadi , Universidad de Sonora, Mexico,
15:00	Digital Transformation in Human Resource Development in Malaysia: Emerging Trends and Strategic Implications Norhasni Zainal Abiddin , Zahimi Zainol Abidin and Junita Sulaiman , National Defence University of Malaysia, Kuala Lumpur, Malaysia and Ihsan Ro'is , Universitas Mataram, Indonesia	Lean Leadership: A Study on Lean Leadership Attributes Thierry Jefferson Barros Scursulim , June Marques Fernandes and Luciana Paula Reis , Universidade Federal de Ouro Preto, Brazil
15:20	Kata Coaching and Organizational Factors for Engagement and Performance: A Literature Review Jéssica da Silva Soares Cunha , June Marques Fernandes and Luciana Paula Reis , Universidade Federal de Ouro Preto, Brazil	Ignorant Certainty: Leadership in a Dogmatic Haystack Richard, G. McNeill , Northern Arizona University, USA and Hester Nienaber , hesternienaber.com, Flagstaff, AZ, USA
15:40	<i>Close of day</i>	<i>Close of day</i>

	Friday 14 November 2025	
09:00	Zoom Room 1: Opening Messages	
09:05	Keynote Address: Daniel Ahlers, Centre for Coaching (Europe) <i>Team Coaching: Overcoming Corporate Contradiction</i>	
09:50	Introduction to ECMLG 2027	
	<i>Close of Virtual Conference</i>	