About the 22nd European Conference on Management, Leadership and Governance, 2026

The European Conference on Management, Leadership and Governance has evolved significantly over the past 22 years, adapting to the changing landscape of management and leadership practices. Initially focusing on foundational theories and practices in management, the conference has expanded its scope to include a diverse range of topics reflecting contemporary challenges in the field.

In its earlier years, the conference mainly emphasized traditional management principles, leadership styles, and governance frameworks. As global business dynamics shifted, so did the conference's themes, incorporating emerging trends such as digital transformation, sustainability, and ethical leadership.

Aims and Scope

The aims of the conference now not only include sharing academic research but also fostering dialogue among practitioners, policymakers, and scholars to address pressing issues facing organizations today.

Recent editions have featured discussions on topics like organizational resilience, innovation management, and cross-cultural leadership, showcasing the conference's commitment to staying relevant in an ever-evolving business environment. This evolution reflects a broader understanding of management and governance as interdisciplinary fields that require collaborative approaches and innovative solutions.

Topics Covered

The call for papers for the ECMLG conference asked for contributions that considered the following topics. In addition, the committee welcomed papers on a number of specialist mini-tracks which can be seen at the end of this list.

Leadership Styles and Theories:

Exploring various approaches to leadership, including transformational, transactional, and servant leadership, and their impact on organizational culture.

Strategic Management:

Discussions on the formulation and implementation of strategies that drive organizational success, emphasizing agility and adaptability in changing markets.

Digital Transformation:

Examining the role of technology in shaping management practices, including the integration of artificial intelligence and data analytics in decision-making processes.

Sustainability and Corporate Social Responsibility (CSR):

Addressing the importance of ethical leadership and sustainable practices in organizations, highlighting the balance between profit and societal impact.

Cross-Cultural Management:

Investigating the challenges and opportunities of managing diverse teams across different cultural contexts, emphasizing communication and collaboration.

Innovation and Change Management:

Focusing on how organizations can foster a culture of innovation and effectively manage change to remain competitive.

Organisational Behaviour:

Exploring the dynamics of team interactions, motivation, and employee engagement in enhancing organizational performance.

Governance and Policy Making:

Analysing the frameworks and practices that guide effective governance in both public and private sectors.

Experts in the field proposed mini tracks on the following topics. Papers accepted on these topics after the double-blind peer review process were presented as mini tracks at the conference and are also published in these proceedings.

- Sustainable Leadership and Governance in the Digital Era
- The Human Side of Organisational Leadership and Management in the Global World
- Circular Economy and Resource Efficiency: Leadership, Strategy, and Innovation
- AI and Digitalization in a Changing Business World
- Strategic Educational Leadership and Digital Resilience: Navigating Governance in Crisis Contexts

The programme from the 2026 conference can be downloaded from here and full details about the conference can be seen from the conference website: https://www.academic-conferences.org/conferences/ecmlg/

ECMLG 2026 Preface

These proceedings represent the work of contributors to the 22nd European Conference on Management Leadership and Governance (ECMLG 2026), hosted by ACPI and Universidade Portucalense, Porto, Portugal on 05-06 November 2026. The Conference Chair was Fernando Moreira and the Programme Chairs was Shital Jayantilal both from Universidade Portucalense, Porto, Portugal.

ECMLG is a well-established event on the academic research calendar and now in its 22nd year the key aim remains the opportunity for participants to share ideas and meet the people who hold them. The aims and scope of the conference is to be a forum for practical, technical and theoretical exchange about the study, management, development and implementation of issues pertaining to management, leadership and governance from a multidisciplinary context.

The opening keynote presentation was given by Professor Carlos Brito from Porto Business School, Porto Portugal, who spoke about "*Old Wine in a New Bottle: The Port Wine Ecosystem*". The second day of the conference opened with an address from Sital Ruparelia, Founder of Talent X Tech who discussed *"Human-Centred Leadership in the AI Era".*

With an initial submission of 208 abstracts, after the double blind, peer review process there are 95 Academic research papers, 12 PhD research papers and 3 work-in-progress papers published in these Conference Proceedings. These papers represent research from Australia, Brazil, Colombia, Czech republic, Ethiopia , Finland, France, Ghana, India, Indonesia, Iran , Israel, Kuwait, Malaysia, Morocco, Nigeria, Norway, Pakistan, Peru, Poland, Portugal, Saudi Arabia, Saudia Arabia, Schweiz, Slovakia, South Africa, Taiwan, The Netherlands, Tunisia, UK, UAE and USA.

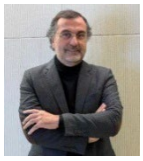
We would like to thank everyone who participated in this conference.

Fernando Moreira and Shital Jayantilal

Universidade Portucalense,
Porto, Portugal
November 2026

Biographies of Chairs and Keynote Speakers

Conference and Programme Chairs



Professor Fernando Moreira has been a member of the Science and Technology Department at Portucalense University since 1992, currently as a Full Professor, and a visiting professor at the University of Porto Business School. He was the head of the Science and Technology Department from May 2018 until February 2022. He is graduated in Computer Science (1992), M.Sc. in Electronic Engineering (1997) and PhD in Electronic Engineering (2003), both at the Faculty of Engineering of the University of Porto and Habilitation (2018). He teaches subjects related to undergraduate and post-graduate studies. He supervises several PhD and M.Sc. students. He is a (co-)author of more than 200 scientific publications with peer-review on national and international journals and conferences. He serves as a member of the Editorial Advisory Board for several journals and books. He organized several special issues from JCR journals. He has already regularly served as a member of Programme and Scientific committees of national and international conferences. He was the MSc in Computation coordinator during the last ten years. He holds editorial experience, and he is co-editor of several books. He is associated with NSTICC, ACM and IEEE. His principal research areas are mobile computing, ICT in Higher Education, Mobile learning, Social business and Digital transformation. He was awarded Atlas Elsevier Award in April 2019



Shital Jayantilal is the Head of the Department of Economics and Management at Portucalence University. She lectures under graduate and graduate courses in Strategy and Strategic Management. She has a PhD in Business Studies from Extermadura University (2016) and a degree in Economics from the Faculty of Economics, University of Porto (1999). She is also a practitioner and an experienced Senior consultant, with more than 15 years hands-on experience in aiding more than 50 SMEs and family firms, across diverse industries promoting their sustainability and enhancing trans-generational family business wealth. She is a member of the research unit REMIT – Research on Economics, Management and Information Technologies, Porto. Her main topics of research are Family Firms; Strategy and Game Theory, and she has published in various international journals. She has been awarded the 2021 Schulze Publication award by Entrepreneurship and Innovation Exchange and Family Business editorial teams.

Keynote Speakers



DCarlos Brito is the president of the Order of Economists – North, a marketing professor at Porto Business School, president of the Portuguese Management Association, president of the Port Wine Observatory, director of APCER Brazil, a member of the board of SEDES Porto, a member of the board of the Santa Casa da Misericórdia do Porto, and a member of the Strategic Council of the Porto and North Tourism Association, in addition to participating in several advisory boards. Author of eight books on management and marketing and a regular presence in the media, he is frequently invited as a speaker and motivational speaker to address topics of marketing, innovation, and entrepreneurship. Between 2011 and 2018, he was Pro-Rector of the University of Porto and, between 2019 and 2021, Vice-Rector of the Portucalense University. He holds a PhD in Marketing from the University of Lancaster (UK), an MBA from Nova University of Lisbon, and a degree in Economics from the University of Porto. He has additional training through the Entrepreneurship & Innovation programs at Babson College in Boston (USA) and the Education Leadership program at Case Western Reserve University in Cleveland (USA)



Sital Ruparelia is the Founder of Talent X Tech, a consultancy at the intersection of talent, technology, and leadership. With 25+ years of experience across financial services in London and technology across Asia Pacific, including a decade at Microsoft leading executive talent acquisition during the company's cloud and culture transformation, Sital brings deep practitioner insight into how organisations build future-ready teams and leaders in the age of AI. He advises senior leaders and organisations across Asia and globally, publishes the Talent X Tech newsletter and podcast, and speaks on leadership, the future of work, and career reinvention.

Mini Track Chairs



Sofia Gomes, an associate professor at the Department of Economics and Management at the Portucalense University (UPT) of Porto and an adjunct professor at the Higher Institute of Business and Tourism Sciences (ISCET). She holds a PhD in Applied Economics from the University of Santiago de Compostela and a PhD in Strategic Management and International Business from the University of Seville.She worked for 10 years as a financial risk analyst at a Portuguese bank. She is an integrated researcher at REMIT – Research in Economics, Management and Information Technologies, and the coordinator of the research line "Territories and Organizations for Sustainable Development" (TODS) at REMIT. She has publications in peer-reviewed journals and serves as a reviewer Her research interests focus mainly on entrepreneurship, innovation, sustainability and the circular economy.



Elisabete Nogueira, Assistant Professor in the Department of Economics and Management at Universidade Portucalense. She holds a PhD in Business Sciences and is an integrated researcher at REMIT – Research on Economics, Management and Information Technologies. Her research focuses on sustainability, triple bottom line performance, circular economy, digital transformation, and artificial intelligence in organisational and consumer contexts. She has contributed to the fields of sustainable development, resource efficiency, and responsible innovation. Her work bridges management, governance, and technological transformation, with particular attention to how organisations integrate sustainability and digitalisation to enhance performance and long-term value creation.



Dr Tatiana Gladkikh is Lecturer in Management at the University of Aberdeen Business School. As an academic and consultant, she has worked the UK, Russia, Europe, the Middle East and South-East Asia. Her research is focussed on cross-cultural leadership, cross-cultural issues in the global business environment, and luxury end of tourism. Her latest edited book Co-creating Luxury Customer Experiences in Tourism: Exploring the Superyacht Market was published by Palgrave Macmillan in January 2026. Tatiana is an associate editor of The Journal of Management Development. She is a Senior Fellow of the Higher Education Academy (SFHEA) and a Member of the Chartered Institute of Linguists (MCIL).



Fred H. Strønen is associate professor at Oslo Business School, OsloMet – Oslo Metropolitan University. He has a Ph.D. within strategy and organization from Copenhagen Business School and Norwegian School of Management BI, and he likes teaching. Strønen has published in various international journal on topics as business strategy, AI/digitalization, dynamic capabilities, strategic leadership, innovation, learning and industry structure. Strønen has extensive experience in working with strategic and managerial development, for larger public and private organizations in Norway. In his leisure time Strønen enjoys biking and skiing.



Mohamad Rjoob is a PhD researcher at Al-Quds University, specializing in Educational Management and Leadership. His research focuses on transformational leadership, the impact of leadership styles on organizational performance, and the dynamics of educational administration during crises and emergencies. Mohamad is an active member of the academic community, serving as a peer reviewer for international conferences and journals. He is committed to exploring the intersection of modern management theories and digital transformation in educational environments.

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