22nd European Conference on Management Leadership and Governance

ECMLG 2026 Physical Programme

5-6 November 2026 at Universidade Portucalense, Porto, Portugal

	Wednesday 4 November 2026	
18:00	**Pre-conference Registration and Welcome Drink at (ends at 19:00) Hotel Ibis Porto Sao Joao Rua Dr. Placido Costa, Paranhos, 4200-450, Porto**	
	Thursday 5 November 2026	
08:30	**Registration and Coffee**	
09:00	**Room 201: Welcome and Opening of the Conference: Rector Professor Fernando Ramos & Prof. Fernando Moreira, Portucalense University, Porto, Portugal**	
09:15	***Keynote Address: Carlos Brito, President of the Northern Portuguese Association of Economists*** ***Old Wine in a New Bottle: The Port Wine Ecosystem***	
10:00	***Conference Splits into Streams***	
	Room 201 **Stream A: Mini Track: AI and Digitalization in a Changing Business World** **Chair: Fred Strønen**	**Room 511** **Stream B: Mini Track: The Human Side of Organisational Leadership and Management in the Global World** **Chair: Tatiana Gladkikh**
10:20	Perceiving Human–AI Creative Competition: An Exploratory HCC Discourse Study Orsolya **Sadik-Rozsnyai**, and Barbara **Caemmerer,** ESSCA, School of Management,France ELG-025	A Typology of Strategic Collective Decision-Making in Health NGOs Peter **Mazunga** and Noel **Pearse,** Rhodes University, South Africa ELG-033
10:40	AI Use, Environmental Awareness and Moral Disengagement Among Gen Z Business Students Dovilé **Daveluy** and Adib **Bensalem**, ESCE Business School, France ELG-081	Bridging Science and Coaching: Science-Led, Human-Centred Approach to Personal and Organisational Wellbeing Namrata Roy **Chowdhury** ,University of Surrey, Guildford, England ELG-036
11:00	Digitalisation of Work Processes and Fear of Job Loss: Does Digital Risk Governance Play a Role? Łukasz **Sienkiewicz,** Gdańsk University of Technology, Poland ELG-097	Development of Emotional Intelligence in the Czech Armed Forces Eva **Kozáková,** University of Defence, Brno, Czech Republic ELG-064
11:20	A Study of Dynamic Capabilities for Digital Transformation Among Top Rated Norwegian Law Firms Johanna Viola **Jacobsen** and Fred **Strønen,** Oslo Metropolitan University,Oslo, Norway ELG-117	Competence Development as a Leadership and Governance Practice in Micro and SMEs: Observations from EK Inno Workshops in South Karelia, Finland Heli **Rantanen**,LAB University of Applied Sciences, Lappeenranta, Finland ELG-080
11:40	Augmentation or Attrition? Task Redistribution After a Generative AI HR Deployment Rohini **Kaninde**, Clarke University,Worcester, USA ELG-138	Women Leaders in Public Administration Through Representative Bureaucracy Theory: An Integrative Review Marisa **Zikan da Silva,** Solange **Maria da Silva,** Fernanda Matsukura Lindemeyer **Pieri**, and Rayssa **Nunes da Silva**, Federal University of Santa Catarina (UFSC), Brazil ELG-054
12:00	Digital Twins as Governance Infrastructures in UNESCO Low-density Landscapes Ana Vieira **Martins**, Lucilia **Ribeiro** and Elisabete **Nogueira**, Universidade Portucalense, Portugal ELG-046	The Human Side of Ethical Leadership: Promoting Organizational Citizenship Behavior in the UAE's Culturally Diverse Private Sector Balqees **Almessabi,** Zayed University, Abu Dhabi, UAE (Presentation only) ELG-178
12:20	***Lunch***	***Lunch***

	Room 201 Stream A: Mini Track: AI and Digitalization in a Changing Business World Chair: Namrata Roy Chowdhury	Room 511 Stream B: Mini Track: The Human Side of Organisational Leadership and Management in the Global World Chair: Noel Pearse	Room 512 Stream C: PhD and Masters Colloquium (10 minute presentations with discussion) Chair: Shital Jayantilal
13:30	Tacit Erosion: Does AI-Generated Feedback Undermine Critical Feedback Competence & Organisational Innovativeness? A Scoping Review Bettina **Falckenthal,** Cláudia **Figueiredo** and Manuel **Au-Yong-Oliveira,** University of Aveiro, Portugal ELG-098	Collectivistic Leadership as a Mechanism of Leadership Without Hierarchy in Emerging Organisational Forms: An Integrative Literature Review Reilika **Jugolainen-Klesnina** and Kurmet **Kivipõld,** University of Tartu, Estonia ELG-039	Leading for Alignment: Integrating Internal Marketing and DEI for High-Performance in MNEs Ângela **Sousa**, Sofia **Gomes,** Universidade Portucalense (REMIT), Portugal and Mafalda **Nogueira**, CETRAD/UNIDCOM/IPAM Lab,Portugal (PhD Paper) ELG-085
13:50	Differential Pathways to Digitalisation: A Multi-Group Analysis of Trade and Services SMEs Irena **Mladenova** and Zhelyu **Vladimirov**, University St Klimen Ohridski, Bulgaria ELG-027	Exploring the Alignment of Internal and External Branding: A Grounded Theory Study of Leadership in A South African Organisation Vinessa **Naidoo,** Tshwane University, Pretoria, South Africa ELG-096	Challenges and Opportunities of Diversity, Equity and Inclusion in Accounting: Insights from an Eastern European Context Raluca-Andreea **Achim** and Camelia Iuliana **Lungu,** Bucharest University of Economic Studies, Romania (PhD Paper) ELG-105
14:10	Building an Interdisciplinary Additive Manufacturing Ecosystem: A Case Study of TUM.Additive Sreeja **Gadhiraju,** Katrin **Wudy** and Peter **Mayr**, Technical University of Munich, Germany ELG-171	Does Ethical CSR Buffer the Creativity Cost of Cyberbullying? Aizza **Anwar** and Viktorija **Skvarciany,** Vilnius Gedminas Technical University, Lithuania ELG-147	The Leadership Personality Evolution Model: Psychosocial Foundations of Leadership Orientation Michael **Faakye,** South Shore University College, Accra, Ghana (PhD Paper) ELG-186
14:30	Leadership Competencies for Future Leaders in Dubai Government Organisations Amira **Kamali** , Dubai, UAE, ELG-130	Family Offices as Relational Governance Mechanisms in Family Firms: A Systematic Literature Review Ricardo V.B **Koch** and Shital **Jayantilal,** Portucalense University, Porto, Portugal, Sílvia F. **Jorge,** Aveiro University Portugal ELG-045	
14:50	*Refreshment Break*	*Refreshment Break*	*Refreshment Break*
	Room 201 Stream A: Sustainabilty and Social Chair: Kristiina Brusila-Meltovaara	Room 511 Stream B: The Human Side of Organisational Leadership and Management in the Global World Chair: Tatiana Gladkikh	
15:20	From Economic Wealth to Multidimensional Sustainable Wealth: A New Business Management Model Jose-Manuel **Vega-Baez,** Tecnologico de Monterrey, Torreon, Mexico and Berenice **Juarez-Lopez,** Universidad Autónoma de Coahuila, México ELG-009	Staying Relevant or Becoming Invisible? Human Legitimacy in Extended Working Lives Teresa **Dieguez** and Carla **Azevedo Lobo** U. Portucalense, Porto, Portugal ELG-017	
15:40	Mapping Life Cycle Costing: Methods, Applications, and Management Implications Alba **Bruno** and Tamara **Menichini**, University of Rome "Niccolò Cusano", Italy ELG-091	Expatriate Faculty and the Internationalization of Academic Entrepreneurship in the GCC Oualid **Abidi,** Australian University, Kuwait City, Kuwait (Presentation only) ELG-150	
16:00	Evaluating Sustainable Implementation of National Innovation Systems through Technology Audits: Evidence from Brazil's SENAI Innovation Network Fabian **Hecklau** , Markus **Will** and Florian **Kidschun,** Fraunhofer IPK, Germany**,** Holger **Kohl,** Technical University Berlin, Germany ELG-050	Cultural Configurations and Quality Management Maturity in the Public Sector Veronica **Moscon**, URAC Research ,Bolzano-Bozen, Italy ELG-019	
16:20	From Circular Practices to Sustainable Outcomes: The Role of Environmental Management Accounting in Manufacturing Firms Sakun **Boon-itt** and Linh Thi Phuong **Nguyen,** Asia-Pacific International University,Saraburi, Thailand (Presentation only) ELG-149	Female Leadership Ambitions in Germany: A Comparative Qualitative Career-Stage Analysis Elisa **Weisman**, Rania **Azougaghe** and Anmol **Kaur**, Macromedia University of Applied Sciences, Germany ELG-094	
16:40	**Close of conference day**		
19:30	**Conference Dinner PIP at WOW, Porto, Rua do Choupelo, 39 4400-088 V.N. Gaia**		

	Friday 6 November 2026		
	Room 201 **Stream A: Mini Track: Strategic Educational Leadership and Digital Resilience: Navigating Governance in Crisis Contexts** **Chair: Roila Christakou**	**Room 511** **Stream B: Leadership Development** **Chair: Stefan Lagrosen**	**Room 512** **Stream C: Technology** **Chair: Bettina Falckenthal**
09:00	Malta's Local Governance: Systemic Malaise, Centralization and Capacity Challenges Mario Thomas **Vassallo**, University of Malta, Malta ELG-137	Team Readiness as a Leadership Capability: A Study of Military Students Jaromir **Pitas,** Petr **Cech** and Miroslav **Maslej**, University of Defence, Czech Republic ELG-026	Tacit Knowledge Seeking in the Age of AI: Leadership Implications Mamie **Griffin,** Higher Colleges of Technology, Abu Dhabi, UAE (Presentation only) ELG-159
09:20	Transforming Morocco's Prosocial AI Potential : A Multilevel Governance Framework, Prosocial AI Index and National Charter for Sustainable Human Development Abdelmjid **Lafram** and Salah Eddine **Bahji**, Mohammed V University, Rabat, Morocco ELG-029	From Decision-Maker to Decision Architect: Generative AI and the Changing Role of Leadership Kristiina **Brusila-Meltovaara** and Lasse **Torkkeli,** LAB University of Applied Science, Lappeenranta, Finland ELG-074	The Role of Artificial Intelligence for Technology Managers in the Logistics Industry Denis **Imhof** and Dominik **Wörner** and Stella Gatziu **Grivas**, University of Applied Sciences and Arts Northwestern Switzerland FHNW, Olten, Switzerland ELG-165
09:40	The Hierarchy of Strategic Intent: A Standardized Architecture for Purpose-driven Organizational Design Kelly **O'Brien** and Marylou **Shockley,** California State University Monterey Bay, USA	The Entrepreneur's Legacy: An Intrinsic Drive toward Authentic Excellence Yoritoshi **Hara,** Meiji University and Chihiro **Nakayama**, Hokkaido University, Japan (Presentation Only) ELG-034	Defending the Home Turf: Agility and Strategic Acceleration Amid Global Retail Entry John **Lou-Anndree** and Zanele **Ndaba**, The University of the Witwatersrand, Johannesburg, South Africa ELG-183
10:00	**Poster Presentations and Refreshments in Room**		
10:30	***Room 201: Keynote Address: Sital Ruparelia, Talent X Tech, Human-Centred Leadership in the AI Era***		
11:15	***Conference Splits into Streams***		
	Room 201 **Stream A: Strategic Management** **Chair: Kelly O'Brien**	**Room 511** **Stream B: Transitions and Looking ahead** **Chair: Elisa Weisman**	
11:30	The Ethics and Identification of Combat Leadership: Navigating High-Risk Research in a High-Tension Global Landscape Jakub **Stříbrný,** University of Defence, Brno, Czech Republic ELG-102	Materiality Assessment as a Governance Lens for the Twin Transition: A Cross-Sector Analysis Nicoletta Maria **Strollo,** Tamara **Menichini** and Stefania Roberta **Miccoli,** Niccolò Cusano University, Italy ELG-101	
11:50	Implementation of Strategic Metrics and Action Plans: A Finnish Case Study on Practical Execution Kristiina **Brusila-Meltovaara** and Olli **Vartiala** LAB University of Applied Sciences, Lahti, Finland ELG-041	Agile Mindset Leader as the Leader of the Future: Collective Human and Artificial Intelligence Broker Wioleta **Kucharska** and Maciej **Kucharski,** Gdansk University of Technology, Polska and Jari **Jussila,** Häme University of Applied Sciences,Hämeenlinna , Finland ELG-	
12:10	Making Strategy Work Through Staff Agency in Times of Change Outi-Maaria **Palo-oja** and Pasi **Juvonen,** LAB University of Applied Sciences,Lappeenranta, Finland ELG-116	Organizational Culture: The Forgotten Competitive Advantage of Organizations Otmar **Varela**, University of Arkansas, Little Rock, USA (Presentation only) ELG-032	
12:30	Quality Management for Pupil Health in Schools Stefan **Lagrosen,** Linnaeus University, Kalmar, Sweden and Yvonne **Lagrosen**, Malardalen University,Eskilstuna, Sweden ELG-132	The Moderating Role of Work Mode in Transformational Leadership and Team Efficacy Sergiu **Ursan** and Iraida **Musteață,** Alexandru Ioan Cuza University,Iasi, Romania (Presentation only) ELG-180	
12:50	**Best PhD Presentation and Best Poster Awards**		
13:00	**Conference Summary and Close**		
13:15	***Lunch***		
	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.		
	WIP	**Poster Only**	
	Leadership as the Design of Regulation: Toward a Regulation Theory of Leadership Armin **Trost,** Furtwangen University, Germany (WIP) ELG-059	The Paradox of Double Transformation: AI and Eco-Innovation in the European Manufacturing Industry Martin **Mikeska**, Thomas Bata University, Zlin, Česko (Poster only) ELG-134	HR Maturity in the Age of AI: Leadership and the Boundaries of AI Involvement in People Decisions Jolanta **Bartkowiak,** University College of Professional Education, Wrocław, Poland
		From Information Availability to Organisational Action: Accountability and Decision-Making in Public Hospitals Šárka **Papadaki,** Thomas Bata University, Zlin, Česko (Poster only) ELG-135	

22nd European Conference on Management Leadership and Governance

ECMLG 2026 Virtual Programme

5-6 November 2026 hosted by ACPI and Universidade Portucalense, Porto, Portugal

Runs to Portuguese time (GMT/UTC)

	Thursday 5 November 2026	
08:30	**Zoom Room 1 Opens**	
09:00	**Welcome and Opening of the Conference: Rector Professor Fernando Ramos & Prof. Fernando Moreira, Portucalense University, Porto, Portugal**	
09:15	***Keynote Address: Carlos Brito, President of the Northern Portuguese Association of Economists*** ***Old Wine in a New Bottle: The Port Wine Ecosystem***	
10:00	**Virtual Conference Splits into Streams**	
	Zoom Room 1: **Stream A: Sustainable Leadership** **Chair: Mohammad Talha**	**Zoom Room 2** **Stream B: AI and Digital** **Chair: Safdar Husain Tahir**
10:10	Sustainable Leadership and Green Investment Decisions: The Role of ESG Integration in Reducing Financial Risk Mohammad **Talha,** Prince Mohammad Bin Fahd University, Al-Khobar, Saudi Arabia, Ahmad **Khalid** and Syed Mohammad **Faisal**, Jezan University, Saudi Arabia ELG-030	Beyond Digitalisation: Evaluating Citizen Experience in Romanian E-Government Services Mihaela **Apostol,** Alexandra-Mirela **Kiș** and Teodor-Iulian **Gheorghe,** National University of Political Studies and Public Administration (NUPSPA)Romania ELG-086
10:30	CSRD Impact in Portugal: First-Year Evidence and Determinants of Application Kátia **Lemos,** Marta **Araújo** and Sónia **Monteiro,** IPCA, Barcelos, Portugal ELG-111	Smart Cities and Digital Inclusion in Education: The Role of Public Administration in Bridging the Digital Divide Maria Antonela **Dima** and Michaela **Sima**, National University of Political Studies and Public Administration (NUPSPA), Romania ELG-089
10:50	Beyond Project Delivery: Reimagining Aid Governance for Sustainable Community Development in Nigeria Paul Chibuike **Ezebuilo**, Daniel Eseme **Gberevbie,** Ugochukwu David **Abasilim** and Celestina Ekene **Chukwudi,** Covenant University Ota, Ogun State, Nigeria ELG-142	Leaders use it First: How Leadership Role Modeling Shapes the Sources and Grounding of AI Self-efficacy in Knowledge-intensive Roles in Morocco Amine **Zenjari** , Oumnia **Sidqui**, and Amal **Zaki**, GROUPE ISCAE, Morocco ELG-062
11:10	Leadership Effectiveness and Foreign Assistance: Assessing Community-Based Infrastructure Sustainability in Southeastern, Nigeria Paul Chibuike **Ezebuilo,** Daniel Eseme **Gberevbie,** Ugochukwu David **Abasilim**, Covenant University Ota and Arinze Charles **Obiora** , Chukwuemeka Odumegwu Ojukwu University, Nigeria ELG-140	Effectiveness of Early Risk Assessment in Enhancing IT Project Success in Sri Lanka Dinesha Madurangi Badde **Vithanalage**, York St John University, London, UK (Masters Paper) ELG-179
11:30	International Academic Mobility and Human Capital Development: Evidence from Erasmus Students in an European Higher Education Institution Vânia **Costa**, Raquel **Pereira** and Gabriela **Ribeiro,** Polytechnic University of Cávado and Ave (IPCA), Barcelos, Portugal ELG-120	Leadership Styles and Burnout in SMEs: Employees' Perceptions and Organizational Implications Tânia **Sousa**, Pedro **Melo** and Cláudia **Rodrigues**, Polytechnic University of Cávado and Ave, Portugal ELG-065
11:50	How Transformational Leadership Shapes Cardiac Sonographer Performance: A Mediation Model Joana **Braga,** Andreia **Vitoria** and Ana **Dias**, University of Aveiro, Portugal (Presentation only) ELG-162	AI Enablement in SMEs: Why Theoretical Models Miss the Real Picture Gvidas **Petruzis**, Vilnius University, Siauliai, Lithuania (PhD) ELG-202
12:10	***Lunch***	***Lunch***
	Zoom Room 1 **Stream A: Integrity and Ethics** **Chair: Sudhinder Singh Chowhan**	**Zoom Room 2** **Stream B: The Human Side of Leadership and Management** **Chair: Stanley Fore**
13:00	Managing Integrity or Reporting Compliance? Analysing Integrity Plans as Organisational Instruments in Romanian Public Administration Alexandra-Mirela **Kiș,** Mihaela **Apostol** and Teodor Iulian **Gheorghe,** National University of Political Studies and Public Administration (NUPSPA), Bucharest, Romania ELG-087	Stratigec Interacency Collaboration and Regional Stability: Lessons From Nigeria–Benin Border Governance Ugochukwu **Abasilim,** Comfort **Sofela,** Daniel Eseme **Gberevbie and** Oluwakemi **D. Udoh** Covenant University, Ota, Nigeria ELG-123
13:20	Ethical Leadership in Healthcare Management: The Case of Greek Hospitals Konstantinos **Giannakos**, Dimitrios **Belias** and Athanasios **Koustelios,** University of Thessaly, Larisa, Greece and Nikolaos **Tsigilis**, Aristotle University of Thessaloniki Greece ELG-157	Artisanal Sand Mining, Local Power Structures and Resource Governance in Nigeria Michael Ayobami **Fajobi**, Fadeke Esther **Olu-Owolabi** , Felix **Chidozie** and Moses Metumura **Duruji.** Covenant University, Ota/Ado Odo, Nigeria ELG-145
13:40	Human vs Algorithmic Leadership: Justice, Commitment, and Job Satisfaction Filippo **Ferrari**, University of Bologna, Italy ELG-037	Influence of Participative Leadership on Worker Performance in a Hybrid Social Enterprise Okuhle **Mtilwa**, Stanley **Fore** and Jephita **Matande,** Cape Peninsula University of Technology, South
14:00	CEO Sustainability Narratives in the World's Best Workplaces: An Exploratory Gender-Sensitive Content Analysis Stefania Roberta **Miccoli,** Tamara **Menichini** and Nicoletta Maria **Strollo,** University of Rome Niccolò	The Human Side of Digital School Leadership: A Dynamic Digital Leadership Competency Framework for School Leaders Mohd Yusof **Abd Manan,** Fanny Kho Chee **Yuet** and Syariff M. Fuad Dayang **Rafidah,** Sultan Idris
14:20	The Organization of Wrongdoing: The Strategic Role of Leadership Sara **Rocchi,** University of Milano-Bicocca, Milan, Italy ELG-053	Can the Crippled Giant Walk Again? Evaluating Nigeria's Rising State Credentials in Environmental Resource Governance Michael Ayobami **Fajobi,** Fadeke Esther **Olu-Owolabi**, Felix **Chidozie** Covenant University, Ota, Nigeria
14:40		The Influence of Cultural Intelligence on Immigrant Employees' Job Satisfaction and Discrimination Eva **Gonçalves,** Márcia **Duarte** and Oscarina **Conceição,** Polytechnic University of Cávado and Ave, Portugal ELG-038
15:00	***Refreshment Break***	
	Zoom Room 1 **Stream A: Supply Chain, The Future-Self and AI** **Chair: Amitrajit Sarkar**	**Zoom Room 2** **Stream B: KM** **Chair: Rachel Omoruyi-Onor**
15:20	How Does Supply Chain Finance Affect Sustainable Supply Chain Management? A Multiple Case Study of Chinese Baijiu Enterprises Yingying **Wang**, Vasco Barroso **Gonçalves** and Elizabeth **Reis,** ISCTE-IUL Portugal ELG-501	Knowledge Management as a Driver of Competitive Advantage in SMEs: A Multisectorial Study Nuno **Pimenta,** Manuel Sousa **Pereira,** Paula **Oliveira** and Sílvia **Faria** Instituto Politécnico de Viana do Castelo, Portugal ELG-049
15:40	The Future-Self Effect: How Veteran Welfare Shapes Organizational Commitment among Serving Military Personnel Mark Peter **Jatau**, Daniel Eseme **Gberevbie** and Ugochukwu David **Abasilim,** Covenant University, Ota, Nigeria (Academic, Main) ELG-118	Employee Engagement as A Digital Twin Innovation Driver: Conceptual Framework Lucília **Ribeiro,** Ana Vieira **Martins** and Elisabete **Nogueira**, Universidade Portucalense, Portugal ELG-055
16:00	The Auditor's Dilemma: AI Adoption, Trust And Regulatory Legitimacy In Auditing Isabel **Maldonado** and Natacha **Silva,** Portucalense University, Porto Portugal, Carlos **Pinho,** University of Aveiro Portugal and Helena **Costa Oliveira,** ISCAP, Polytechnic of Porto, Portugal ELG-028	The 2026 United States and Israeli Military Conflict with Iran: Implications for International Relations, Global Governance and Security Rachel **Omoruyi-Onor**, Covenant University, Ota, Ogun State, Nigeria ELG-129
16:20	Responsible AI Governance for Student-Centred Digital Transformation in Higher Education Mark Anthony **Camilleri,** University of Malta, Imsida, Malta ELG-153	Beyond Active Service: Nigerian Military Veterans' Welfare as Strategic Human Resource Management Mark Peter **Jatau,** Daniel Eseme **Gberevbie** and Ugochukwu David **Abasilim,** Covenant University, Ota, Nigeria ELG-119
16:40	Hybrid Human-AI Decision-Making Models: A Conceptual Framework for Organizational Integration and Strategic Implementation Azam **Bejou**, West Virginia State University, West Virginia, USA ELG-021	Governing Curriculum Innovation: An Integrated Curriculum Governance Framework for Entrepreneurship Education Michal **Lukáč** and Peter **Pisár,** University of Ss. Cyril and Methodius in Trnava, Slovakia ELG-048
17:00		A Phantasmagoria: Does Learning and Development Support Organizational Performance? Hester **Nienaber** and Richard **McNeill**, Northern Arizona University, USA ELG-010
17:20	***Close of Conference Day***	

Friday 6 November 2026

	Zoom Room 1 Stream A: Leadership Chair: Camelia Iuliana Lungu	Zoom Room 2 Stream B: Organisational Culture Chair: Elisa Weisman	Zoom Room 3 Stream C: Virtual PhD Colloquium Chair: Maria José Sousa
09:00	Employees' Perceptions of Transformational Leadership and its Relationship with Employee Productivity in Organisations Tshingombe Caleb **Tshibangu** and Stanley **Fore**, Cape Peninsula University of Technology (CPUT), South Africa ELG-007	The Phases of Organisational Change: An Interview Study with Management Teams. Susanne **Arvidsson,** Lund University,Lund, Sweden (Presentation only) ELG-161	Leadership Diversity, Governance Quality, and Responsible Innovation in European Industrial Firms: A Integrative Literature Review Eva **Klink** and Kotkova **Striteska**, University of Pardubice, Czech Republic ELG-109 Carbon Policy, ESG Adoption, and Industrial Marketing: A Bibliometric Analysis of an Empirically Empty Integrative Space Erisa **Luzi** and Irma **Shyle**, Polytechnic University of Tirana, Albania ELG-125 Transformational Leadership, Organizational Resilience, and Business Performance in Contexts of Social Uncertainty: A Conceptual Proposal for SMEs in Portugal Norberto Semião and Rita Nunes, Universidade da Beira Interior,Portugal and Jorge **Simões**, Susana **Domingos** Polytechnic Institute of Tomar & Techn&Art & Gest&9, Portugal ELG-060 ESG Integration in Banking Strategy and Reporting: Evidence from the Slovak Banking Sector Nina **Majerovicova** and Jan **Papula**, Comenius University, Slovakia ELG-057 Institutional Governance Quality as a Determinant of Energy Investments: Evidence from a Panel of 17 EU Countries Anca-Violeta **Toth** and Camelia Iuliana **Lungu,** The Bucharest University of Economic Studies, Romania ELG-103
09:20	Integrating Stewardship into the Management and Leadership Paradigm for a Regenerative Future Toon **Abcouwer** and Emőke **Takács,** ERI Hungary - European Research Institute Hungary,, Budapest, Hungary ELG-022	Static and Nomadic Third Culture Adult (TCA) Pathways Vic **Benuyenah**, University of Birmingham, Dubai , UAE ELG-187	
09:40	A Critical Review of Digital Leadership in the Age of AI Edmont **Pasipamire,** The IIE Rosebank College Cape Town, South Africa (Presentation only) ELG-200	Subnational Capacity and Upward Institutional Influence: Lagos State and Federal Tax Administration in Nigeria: 1999–2025 Rachel **Omoruyi-Onor**, Moses **Duruji** and Ugochukwu David **Abasilim** , Covenant University, Ota, Nigeria ELG-176	
10:00	Break		
10:30	***Keynote Address: Sital Ruparelia, Talent X Tech, Human-Centred Leadership in the AI Era***		
11:15	*Conference Splits into Streams*		
	Zoom Room 1 **Stream A: Psychological and Conflict in Management** **Chair: Rossilah Jamil**	**Zoom Room 2** **Stream B: Gender and SME Issues** **Chair: Suzi Mikulić**	**Zoom Room 3** **Stream D: Virtual Posters** **Chair: Mohamad Rjoob** **5 minute presentations with time for discussion**
11:30	The Influence of Workload on Work-Life Conflict: Empirical Evidence From Accountants Soraia **Ferreira,** Márcia **Duarte** and Oscarina **Conceição,** Polytechnic University of Cávado and Ave, Portugal ELG-040	Gender Diversity, Structural Charistics and Performance of Listed Companiesin Transition Economies Suzi **Mikulić,** University of Mostar, Bosnia and Herzegovina ELG-052	Econometric Validation of Sectoral Environmental Innovation Drivers Michael **Mansberger** and Rodney **Leitner**, European Polytechnical University, Bulgaria (WIP) ELG-047 Integrated Ethics Management Framework (IEMF) for Local Government in South Africa Simphiwe **Mngonyana** and Shaun **Pekeur,** Management College of Southern Africa, Cape Town, South Africa (WIP) ELG-172 Socio-Demographic Factors Associated with Career Engagement Among University Students Kalliopi **Selioti**, Cuprus University of Technology, Limassol, Cyprus ELG-095
11:50	Who Owns the Wait: Human Judgment and Deferred Accountability in Executive Leadership Ásta Dís **Óladóttir** and Thora H **Christiansen,** University of Iceland ,Reykjavik, Iceland (Presentation only) ELG-197	Female Leadership Ambitions in Germany: A Comparative Qualitative Career-Stage Analysis Elisa **Weisman,** Rania **Azougaghe** and Anmol **Kaur,** Macromedia University of Applied Sciences, Germany ELG-094	
12:10	CEO Gender Gap: How Gender and Political Ideology Shape Competing Organizational Diagnoses Thora H. **Christiansen** and Ásta Dís **Óladóttir**, University of Iceland School of Business,Reykjavík, Iceland (Presentation only) ELG-199	Reconfiguring Relational Leadership in Owner-Managed Small Firms Under Remote and Hybrid Work Sabrina **von Nessen,** IU International University of Applied Sciences, Oberottmarshausen, Germany (Presentation only) ELG-169	
12:30	*Lunch*		
	Zoom Room 1 **Stream A: HR** **Chair: Mark Peter Jatau**	**Zoom Room 2** **Stream B: Social and Cultural Leadership** **Chair: Elena Seghedin**	
13:00	From Participation to Ownership Voice: Leadership Enabled Investor Agency Asta Dis **Oladottir** and Thora H. **Christiansen**, Univeristy of Iceland,Reykjavik, Iceland (Presentation only) ELG-198	The Social Impact Assessments (SIA) and Environmental Impact Assessments (EIA) in Mexico. CSR Tools for Sustainable Development or Just A Legal Process to Fulfill ? Armando **Garcia-Chiang**, Universidad Autónoma Metropolitana, Mexico City, Mexico ELG-115	
13:20	Whose Expertise Counts? HR Legitimacy in Executive Decision Making Thora **Christiansen,** Marko **Markovic** and Ásta Dís **Óladóttir,** University of Iceland School of Business, Reykjavik, Iceland (Presentation only) ELG-196	Speaking the Same Language? Cultural Differences in Written Business Communication between Germany and the Asian/IPBC Region Andreas **Zehetner** and Johanna **Deger,** University of Applied Sciences, teyr, Austria ELG-168	
13:40	Repurposing Organizational Learning Processes to Facilitate Sensemaking /Sensegiving in a Memetic Digital Twin Environment Ulrich **Schmitt,** Bellville, South Africa ELG-084	Exploring Team: How Incivility and Psychological Capital Influence Organizational Behavior Hajer **Alriyami**, Zayed University, Abu Dhabi, UAE (Presentation only) ELG-206	
14:00	Lagos as a Political Leadership Laboratory: Elite Recruitment, Political Succession and National Power in Nigeria's Fourth Republic Rachel **Omoruyi-Onor,** Moses **Duruji** and Ugochukwu David **Abasilim** Covenant University, Ota, Nigeria ELG-175	Social Innovation and Public Sector Performance: The Mediating Role of Social Cohesion and Digital Inclusion Mihaela **Sima** and Maria Antonela **Dima**, National University of Political Studies and Public Administration (NUPSPA), Romania ELG-090	
14:20	*Close of Virtual Conference*		