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PROCEEDINGS

# BAM 2014

9-11 SEPTEMBER | BELFAST WATERFRONT

The Role of the Business School in Supporting  
Economic and Social Development



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# Conference Schedule

## TUESDAY 9TH SEPTEMBER

08:00-18:00	<b>Conference Registration Open</b>	FOYER HALL, BELFAST WATERFRONT
08:00-09:30	<b>New Members' Welcome Breakfast</b> By Invitation only <i>Sponsored by Wiley</i>	BAR LEVEL 2 AND GALLERY LEVEL 2, BELFAST WATERFRONT
09:30-11:00	<b>Open session: Panel of BAM Fellows on Management and Leadership</b>	BOARDROOM SUITE, HILTON BELFAST
09:30-11:00	<b>Professional Development Workshops: Session 1</b> <i>Sponsored by The Higher Education Academy (HEA)</i> A multi-discipline review of the state of corporate responsibility and sustainability research (PDW 01: 378) Novices' Guide for Cognitive Mapping: Analysing Rich Qualitative Data in Academic Research (PDW 02: 639) Developing Senior Leadership & Management Capability (PDW 03: 699) Technologies and Business Models in data-intensive economies (PDW 04: 893) Bloom your module - encourage critical thinking (PDW 05: 904) Career Development for Women Academics (PDW 06: 908) Developing Knowledge Elicitation Skills for Organizational Development Practitioners (PDW 07: 912) Management Knowledge and Education: How does it happen? (PDW 08: 919)	GREEN ROOM, BELFAST WATERFRONT LAGAN B, HILTON BELFAST GLENBANK SUITE, HILTON BELFAST BROOKFIELD SUITE, HILTON BELFAST CANBERRA, BELFAST WATERFRONT ARC - ROOM 2, BELFAST WATERFRONT LAGAN A, HILTON BELFAST ARC - ROOM 1, BELFAST WATERFRONT
11:00-11:30	<b>Refreshment Break</b>	STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT
11:30-13:00	<b>Professional Development Workshops: Session 2</b> <i>Sponsored by The Higher Education Academy (HEA)</i> Stimulating Economic Development through Customer Experience Management (CEM) (PDW 09: 818) Researching Organizational Mindfulness and Mindful Organizing: Theory, Method, and Practice (PDW 10: 903) Developing Reviewing Skills for Early Career Academics and Doctoral Students (PDW 11: 905) Using Case Studies: Bringing the Real World into your Classroom (PDW 12: 909) Low-Tech Teaching (PDW 13: 914) Researching and Engaging with SMEs (PDW 14: 915) Generating Impactful Research: Views from the Field (PDW 15: 916) NEMODE Professional Development Workshop. The digital economy, big data and social media: implications for the practice of management research (PDW 16: 917) Frontiers of Identity Research and Research Methods (PDW 17: 918)	ARC - ROOM 2, BELFAST WATERFRONT LAGAN A, HILTON BELFAST GREEN ROOM, BELFAST WATERFRONT LAGAN B, HILTON BELFAST GLENBANK SUITE, HILTON BELFAST ARC - ROOM 3, BELFAST WATERFRONT CANBERRA, BELFAST WATERFRONT BROOKFIELD SUITE, HILTON BELFAST ARC - ROOM 1, BELFAST WATERFRONT
13:00-14:00	<b>Lunch Available</b>	STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT
14:00-15:30	<b>OPENING PLENARY</b> <b>Including the Announcement of New Fellows and the Richard Whipp Lifetime Achievement Award Ceremony</b> Chair: Professor Sir George Bain, former Dean of the London Business School and former Vice-Chancellor of Queen's University Belfast Speakers: Dr Stephen Farry, Minister for Employment and Learning Northern Ireland Executive Ian Coulter, Senior Partner, Tughans Solicitors and Vice-Chair of the CBI(NI) Professor Nigel Nicholson, London Business School	LAGAN SUITE, HILTON BELFAST
15:30-16:00	<b>Refreshment Break</b>	STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT
16:00-17:30	<b>CONFERENCE SESSION 1</b>	BELFAST WATERFRONT AND HILTON BELFAST
16:00-17:30	<b>SIG Meetings</b> (Also at other times during the event) Operations, Logistics and Supply Chain Management	BRITANNIC, BELFAST WATERFRONT
17:35-18:30	<b>SIG Meetings</b> (Also at other times during the event) Corporate Governance Human Resource Management Inter-Organizational Collaboration: Partnerships, Alliances and Networks International Business Knowledge and Learning Leadership and Leadership Development Marketing and Retail Organizational Psychology Research Methodology Strategy Sustainable and Responsible Business	BRITANNIC, BELFAST WATERFRONT GREEN ROOM, BELFAST WATERFRONT BOARDROOM SUITE, BELFAST WATERFRONT ARC - ROOM 2, BELFAST WATERFRONT ARC - ROOM 1, BELFAST WATERFRONT BROOKFIELD SUITE, HILTON BELFAST CANBERRA, BELFAST WATERFRONT LAGAN B, HILTON BELFAST LAGAN A, HILTON BELFAST ARC - ROOM 3, BELFAST WATERFRONT GLENBANK SUITE, BELFAST WATERFRONT

**WEDNESDAY 10TH SEPTEMBER**

08:00-18:00	<b>Conference Registration Open</b>	FOYER HALL, BELFAST WATERFRONT
09:00-10:30	<b>CONFERENCE SESSION 2</b>	BELFAST WATERFRONT, HILTON BELFAST AND ST. GEORGE'S MARKET
09:00-10:30	<b>BJM Board Meeting</b> By invitation only	EWART SUITE, HILTON BELFAST
10:30-11:00	<b>Refreshment Break</b>	STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT
11:00-12:30	<b>CONFERENCE SESSION 3</b>	BELFAST WATERFRONT, HILTON BELFAST AND ST. GEORGE'S MARKET
12:30-14:00	<b>Lunch Available</b>	STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT
12:40-13:50	<b>Meet the Editors Session</b>	GREEN ROOM, BELFAST WATERFRONT
12:45-13:45	<b>Track/SIG Chairs Meeting</b> By invitation only	BOARDROOM SUITE, HILTON BELFAST
14:00-15:30	<b>CONFERENCE SESSION 4</b>	BELFAST WATERFRONT, HILTON BELFAST AND ST. GEORGE'S MARKET
14:00-15:30	<b>JMS Board Meeting</b> By invitation only	EWART SUITE, HILTON BELFAST
15:30-16:00	<b>Refreshment Break</b>	STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT
16:00-17:30	<b>CONFERENCE SESSION 5</b>	BELFAST WATERFRONT, HILTON BELFAST AND ST. GEORGE'S MARKET
16:00-17:30	<b>IJMR Board Meeting</b> By invitation only	EWART SUITE, HILTON BELFAST
17:30-18:15	<b>SIG Meetings</b> (Also at other times during the event) eBusiness and eGovernment Entrepreneurship Gender in Management Identity Organizational Transformation, Change and Development Performance Management Public Management and Governance Strategy as Practice	BOARDROOM SUITE, HILTON BELFAST CANBERRA, BELFAST WATERFRONT LISBURN SUITE, HILTON BELFAST GLENBANK SUITE, BELFAST WATERFRONT BRITANNIC, BELFAST WATERFRONT ARC - ROOM 3, BELFAST WATERFRONT GREEN ROOM, BELFAST WATERFRONT ARC - ROOM 1, BELFAST WATERFRONT
18:30-20:00	<b>Access to Galleries and Conference Dinner Reception Drinks</b> (tickets only)	BELFAST TITANIC MUSEUM, 1 QUEENS ROAD, TITANIC QUARTER, BELFAST, BT3 9EP
20:00-23:00	<b>Conference Gala Dinner</b> (tickets only)	BELFAST TITANIC MUSEUM, 1 QUEENS ROAD, TITANIC QUARTER, BELFAST, BT3 9EP

**THURSDAY 11TH SEPTEMBER**

08:00-09:00	<b>Conference Registration Open</b>	FOYER HALL, BELFAST WATERFRONT
09:00-10:30	<b>CONFERENCE SESSION 6</b>	BELFAST WATERFRONT, HILTON BELFAST AND ST. GEORGE'S MARKET
10:30-11:00	<b>Refreshment Break</b>	STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT
11:00-12:30	<b>CONFERENCE SESSION 7</b>	BELFAST WATERFRONT, HILTON BELFAST AND ST. GEORGE'S MARKET
12:30-14:00	<b>Lunch Available</b>	STUDIO, BAR LEVEL 1 AND GALLERY LEVEL 1, BELFAST WATERFRONT
12:50-13:50	<b>BAM Annual General Meeting</b>	GREEN ROOM, BELFAST WATERFRONT
14:00-15:30	<b>CONFERENCE SESSION 8</b>	BELFAST WATERFRONT, HILTON BELFAST AND ST. GEORGE'S MARKET

ACADEMIC PROGRAMME THURSDAY  
 FULL PAPERS / SYMPOSIA / WORKSHOPS

VENUE	9:00-10:30	11:00-12:30 (13:00)	14:00-15:30
<b>GREEN ROOM</b> BELFAST WATERFRONT	<b>ORGANIZATIONAL PSYCHOLOGY</b> FULL PAPERS	<b>MARKETING AND RETAIL</b> FULL PAPERS	<b>MARKETING AND RETAIL</b> FULL PAPERS
<b>CANBERRA</b> BELFAST WATERFRONT	<b>ENTREPRENEURSHIP</b> FULL PAPERS	<b>ENTREPRENEURSHIP</b> FULL PAPERS	<b>ORGANIZATIONAL PSYCHOLOGY</b> FULL PAPERS
<b>BRITANNIC</b> BELFAST WATERFRONT	<b>GENDER IN MANAGEMENT</b> FULL PAPERS	<b>GENDER IN MANAGEMENT</b> FULL PAPERS	<b>GENDER IN MANAGEMENT</b> FULL PAPERS
<b>LISBURN SUITE</b> HILTON BELFAST	<b>INNOVATION</b> FULL PAPERS	<b>INNOVATION</b> FULL PAPERS	<b>INNOVATION</b> FULL PAPERS
<b>BOARDROOM SUITE</b> HILTON BELFAST	<b>eBUSINESS AND eGOVERNMENT</b> FULL PAPERS	<b>eBUSINESS AND eGOVERNMENT</b> FULL PAPERS	
<b>EWART SUITE</b> HILTON BELFAST	<b>MANAGEMENT AND BUSINESS HISTORY</b> FULL PAPERS	<b>STRATEGY AS PRACTICE</b> FULL PAPERS	<b>MANAGEMENT AND BUSINESS HISTORY</b> FULL PAPERS
<b>ROOM T1</b> ST. GEORGE'S MARKET, BELFAST	<b>HUMAN RESOURCE MANAGEMENT</b> FULL PAPERS	<b>HUMAN RESOURCE MANAGEMENT</b> FULL PAPERS	<b>HUMAN RESOURCE MANAGEMENT</b> FULL PAPERS
<b>ROOM T2</b> ST. GEORGE'S MARKET, BELFAST	<b>HUMAN RESOURCE MANAGEMENT</b> FULL PAPERS	<b>HUMAN RESOURCE MANAGEMENT</b> FULL PAPERS	<b>HUMAN RESOURCE MANAGEMENT</b> FULL PAPERS
<b>ROOM T3</b> ST. GEORGE'S MARKET, BELFAST	<b>KNOWLEDGE AND LEARNING</b> FULL PAPERS	<b>KNOWLEDGE AND LEARNING</b> FULL PAPERS	<b>STRATEGY</b> FULL PAPERS
<b>ROOM T4</b> ST. GEORGE'S MARKET, BELFAST	<b>STRATEGY</b> FULL PAPERS	<b>STRATEGY</b> FULL PAPERS	<b>STRATEGY</b> FULL PAPERS
<b>ROOM T5</b> ST. GEORGE'S MARKET, BELFAST	<b>SUSTAINABLE AND RESPONSIBLE BUSINESS</b> FULL PAPERS	<b>LEADERSHIP AND LEADERSHIP DEVELOPMENT</b> FULL PAPERS	<b>SUSTAINABLE AND RESPONSIBLE BUSINESS</b> FULL PAPERS
<b>ROOM T6</b> ST. GEORGE'S MARKET, BELFAST	<b>PERFORMANCE MANAGEMENT</b> FULL PAPERS	<b>INTERNATIONAL BUSINESS</b> FULL PAPERS	<b>PERFORMANCE MANAGEMENT</b> FULL PAPERS
<b>ROOM T7</b> ST. GEORGE'S MARKET, BELFAST	<b>ORGANIZATIONAL STUDIES</b> FULL PAPERS	<b>INTER-ORGANIZATIONAL COLLABORATION: PARTNERSHIPS, ALLIANCES AND NETWORKS</b> FULL PAPERS	<b>INTER-ORGANIZATIONAL COLLABORATION: PARTNERSHIPS, ALLIANCES AND NETWORKS</b> FULL PAPERS
<b>ROOM T8</b> ST. GEORGE'S MARKET, BELFAST	<b>CORPORATE GOVERNANCE</b> FULL PAPERS	<b>CORPORATE GOVERNANCE</b> FULL PAPERS	
<b>ROOM T9</b> ST. GEORGE'S MARKET, BELFAST	<b>PUBLIC MANAGEMENT AND GOVERNANCE</b> FULL PAPERS	<b>PUBLIC MANAGEMENT AND GOVERNANCE</b> FULL PAPERS	<b>PUBLIC MANAGEMENT AND GOVERNANCE</b> DEVELOPMENTAL PAPERS
<b>ROOM T10</b> ST. GEORGE'S MARKET, BELFAST	<b>OPERATIONS, LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b> FULL PAPERS	<b>IDENTITY</b> FULL PAPERS	<b>IDENTITY</b> FULL PAPERS

LUNCH & TEA/COFFEE (12:30-14:00) - STUDIO, GALLERY LEVEL 1 AND BAR LEVEL 1) AND BAM AGM (12:50-13:50) - GREEN ROOM, BELFAST WATERFRONT

**DEVELOPMENTAL PAPERS**  
**ROOM B1, ST. GEORGE'S MARKET**  
**Leadership and Leadership Development**

**SESSION CHAIR: MARIAN ISZATT-WHITE**

Exploring how Business Schools can harness soft skill development through service learning initiatives in the shaping of emerging leaders. (823)

*Watton, Emma; Maynard, Lucy*

The role of Business Schools to engender future leaders: a longitudinal study across MsC Italian students in health care management (817)

*Morando, Verdiana; Armeni, Patrizio; Tozzi, Valeria; Nasi, Greta*

'Who am I and if so, how many?' A polemic about the myth of leadership authenticity and what leaders should better care about (137)

*Wetzel, Ralf*

Rethinking leadership in 'open teams' (90)

*Santistevan, Diana Christine*

**FULL PAPERS**  
**EWART SUITE, HILTON BELFAST**  
**Management and Business History**

**SESSION CHAIR: JOSEPH AMANKWAH-AMOAH**

The Structure of Networks: The transformation of UK business 1904 - 2010 (20)

*Wilson, John F; Schnyder, Gerhard*

Western Debates about Entrepreneurship in China, 1842-1914 and the Origins of the "European School" of Entrepreneurship Studies (76)

*Smith, Andrew*

Speculation and Accumulation: Entrepreneurs and their Strategies from the Medieval to the Modern Period (142)

*Casson, Catherine*

**DEVELOPMENTAL PAPERS**  
**ARC - ROOM 1, BELFAST WATERFRONT**  
**Marketing and Retail**

**Consumer behaviour**

**SESSION CHAIR: JULIE ROSBOROUGH**

A 'situational' examination of consumer confusion. Implications for the application of the construct in consumer behaviour research. (412)

*Anninou, Ioanna; Pallister, John; Foxall, Gordon*

Label's Best Forms - Prospects' and Customer's First Impression versus Expert Analyses (414)

*Palmeira, Mirian; Palmeira, Denise*

Parents' OTC Medication Behavior with their Children: Toward a Conceptual Framework of Cognition, Affect and Culture (700)

*Fendt, Jacqueline; Nguyen, Phuong*

Akrasia- Temporal Discounting in the Context of Fairtrade Consumer Behaviour (752)

*Gillani, Alvina*

Using Conjoint Analysis to Estimate High School Student's Preferences for Selecting a College (47)

*Shahid, Saad*

**FULL PAPERS**  
**ROOM T10, ST. GEORGE'S MARKET**  
**Operations, Logistics and Supply Chain Management**

**SESSION CHAIR: JON MORRIS**

Understanding Resources in the Service Industry Using Service Quality Models (207)

*Thornton, Charles Duncan; Lim, Wai Mun*

An Investigation into Business Excellence Activities and Perceptions across Asian Organisations (31)

*Tickle, Matthew; Adebajo, Dotun; Mann, Robin*

An empirical investigation of the influence of individual readiness for change dimensions on TQM implementation (427)

*Haffar, Mohamed; Djebarni, Ramdane; Al-Karaghoul, Wafi; Mahmoudi Khorassani, Javad; Aldaweesh, Majed*

**FULL PAPERS**  
**GREEN ROOM, BELFAST WATERFRONT**  
**Organizational Psychology**

**SESSION CHAIR: CHRIS CARTER**

The impact of team emotional intelligence on team affect, conflict and performance: A preliminary analysis (442)

*Collins, Amy Lee; Jordan, Peter; Troth, Ashlea; Lawrence, Sandra*

Contextual Ambidexterity as a Mediator between Collective Organizational Commitment and Performance in the R&D work-unit context (518)

*Poljsak, Petra; Jackson, Paul R.*

The Impact of Emotional Labour Demands on Call Centre Employees: Providing the Right Balance (331)

*Akanji, Babatunde*

**FULL PAPERS**  
**ROOM T7, ST. GEORGE'S MARKET**  
**Organizational Studies**

**SESSION CHAIR: ROBERT PRICE**

The Role of Higher Education in Lebanon in Managing Cultural Diversity: Framework for Curriculum Management. (453)

*Ghattas, Renee Sabbagh*

Organizational Structure's Dimensions Impact on Organizational Trust Levels Applied Study on Telecommunications Industry in Egypt (52)

*Hassan, Mohamad Wahba*

Let's work together: interfunctional collaboration and market-orientation in a Hungarian Business School (547)

*Chandler, Nicholas; Heidrich, Balázs*

**DEVELOPMENTAL PAPERS**  
**ROOM B5, ST. GEORGE'S MARKET**  
**Organizational Transformation, Change and Development**

**SESSION CHAIR: JOANNE MURPHY**

How Does The Notion Of Hybridization Constitute Trust Relations in Organizations? (153)

*Okpanum, Ijeoma Jacklyn; Martin, Graeme; Siebert, Sabina*