

2nd International Conference on Management, Leadership and Governance 2014

(ICMLG 2014)

**Wellesley, Massachusetts, USA
20 - 21 March 2014**

Editors:

**Phil Dover
Sam Hariharan**

Michael Cummings

ISBN: 978-1-63266-061-9

Printed from e-media with permission by:

Curran Associates, Inc.
57 Morehouse Lane
Red Hook, NY 12571



Some format issues inherent in the e-media version may also appear in this print version.

Copyright© The Authors, (2014). All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Papers have been double-blind peer reviewed before final submission to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference.

Many thanks to the reviewers who helped ensure the quality of the full papers.

Printed by Curran Associates, Inc. (2014)

Published by Academic Conferences Ltd.
Curtis Farm Kidmore End
Reading RG4 9AY UK

Phone: 441 189 724 148

Fax: 441 189 724 691

info@academic-conferences.org

Additional copies of this publication are available from:

Curran Associates, Inc.
57 Morehouse Lane
Red Hook, NY 12571 USA
Phone: 845-758-0400
Fax: 845-758-2634
Email: curran@proceedings.com
Web: www.proceedings.com

Contents

Paper Title	Author(s)	Page No.
Preface		iv
Committee		v
Biographies		vii
Application of Structural Equation Modelling to Evaluate the Effect of Transformational Leadership on Knowledge Sharing	Sawasn Al-husseini and Ibrahim Elbeltagi	1
Corporate Governance in Founders' Controlled Companies	Maria Aluchna and Mikołaj Pindelski	10
Validation Scale for Measuring the Transformational Leadership Style in Education Ministry	Leila Amjadi, Fattah Nazem and Samad Karimzadeh	18
Corporate Social Responsibility in Islamic and Conventional Banking Systems in Pakistan	Sanaullah Ansari	23
Factors Affecting the Decision Making of Female Entrepreneurs: A Research in Pakistani Context	Mohsin Bashir	26
Acceptance of Assessments for Team Assignments – the Secret Ingredient for Managers	Ronald Beach	36
Environmental Legislation and its Implementation in India	Kanika Bhal	43
Towards a Re-Conceptualisation of Governance via Strategic Decision-Making and Performance	Peter Crow, James Lockhart, and Kate Lewis	52
Universal Leadership Across Social Culture: Theoretical Framework, Design and Measurement	Serene Dalati	59
Cyber Threats to Online Education: A Delphi Study	Phillip Davidson and Kenneth Hasledalen	68
Is Human Oriented Performance Management the key to High Performance Organizations?	Benny De Waal and Rob ter Hedde	78
Modeling Empowerment Based on Transformational and Transactional Leaderships in the Environmental Protection Organization in Tehran City	Masoom Eftekhary, Fattah Nazem and Soghra Afkaneh	87
Distinctive Features of Hostile Takeovers in Russia: The Legal Aspect	Olga Erahtina	94
Ten Virtues of Outstanding Leaders	Ronald Green and Al Gini	100
Execution Challenges: The Experiences of Emerging Economy Multi-Nationals	Sam Hariharan and Srinivasa Rangan	108
Escalation of Commitment: The Effect of the Regulatory Focus of Managers and the Strategic Means on Their Commitment	Shuja Ul Islam	115
Reverse Logistics in Retail Chains in Poland	Anna Maria Jeszka	121
To What Extent do Companies' Environmental Reports Reflect Their Actual Environmental Performance?	Aigerim Kaumenova	129
Expatriates in MNCs Corporate Governance and Management – Centralization, Formalization and Financial Performance: The Case of the Czech Republic	Alena Klapalová, Mária Králová and Petr Pirožek	134
At What Cost is Corporate Failure? An Examination of the Enforcement of Directors in New Zealand and Australia	James Lockhart	142
Promoting Fairness: The Roles of Conflict, Integrity, and Social Control	Chris Long	149

Paper Title	Author(s)	Page No.
Leading Remote and Virtual Teams: A Real Challenge for Leaders and Entrepreneurs	Aya Maher	160
Investigating User Intention to Adopt a new Information System in a Multinational Company's Business Unit	Peter Mkhize and Emmanuel Mtsweni	167
Women and Governance in the Nigerian University System	Ukertor Gabriel Moti	174
The Problem of Single-Industry Cities: Kazakhstan's Path Solutions	Temirkhan Mukhambetov	182
Providing the Structural Model of Intellectual Capital Based on Leadership Styles	Fattah Nazem and Leila Amjadi	189
A Structural Model for Employees' Entrepreneurship Based on Leadership Styles in Environmental Protection Organization, in Tehran City	Fattah Nazem and Masoome Eftekhary	195
Successful Governance in a Private Equity Entrepreneurial Venture	Robert Perkins	204
Supplier Relationships for Innovation	Jasna Prester	212
A Learning Approach for Selecting Key Organizational Components that Influence Enterprises Performance	Pavel Pudil, Stanislav Tripes, Petr Somol and Petr Pirozek	222
Towards a Framework for Managing IT-Enabled Change, Sourcing and Governance	Sascha Pult and Sharm Manwani	228
Identification and Development of Leadership Competences in Different Organizational Levels: Portuguese Military Context	Carlos Rouco	237
The Information Revelation by Diversifying Acquisitions: Empirical Evidence in Announcement Returns	Wonsang Ryu and Thomas Brush	248
Implementing Sustainable Practices in Restaurants: A Mixed Methods Evaluation of General Managers' Motivations in the Richmond Metropolitan Area of Virginia	Anna Salzberg	258
The Impact of Board Structure to the Roles of Board of Commissioners in Implementing Good Corporate Governance at Indonesian State-Owned Enterprises	Synthia Sari, Engkos Kuncoro and Haryadi Sarjono	266
Improved Model for Attribute Selection on High-Dimensional Economic Data	Petr Somol, Pavel Pudil, Ondrej Castek and Jana Pokorna	276
Quality and Customer Satisfaction as Competitiveness Factors in the Food Industry	Petr Suchánek, Jiří Richter, Jana Pokorná and Maria Králová	286
Creating Socially Responsible Business Leaders in a Country With High Diversity and Complexity	Lenny Sunaryo	295
Ways to Increase key Factors of the Company Value	Farida Yerdavletova and Temirkhan Mukhambetov	303
Adoption of ICT by SMEs in Tanzania: Issues That Matter	Jim James Yonazi and Sebastian Aklei Marondo	308
Leadership Communication Competency: A Practice of Design	Paul Ziek Pace University, Pleasantville, USA	317
PHD Research Papers		323
Impact of LMX Congruence on Subordinate Performance, Promotability and Organization Commitment	Megha Gupta and Kanika Bhal	325

Paper Title	Author(s)	Page No.
Downward Impression Management Tactics by Leaders: Impact of Organizational and Subordinate Machiavellianism	Priyanka Jaiswal and Kanika Bhal	333
Leadership Development Programs (LDPs): A Review of Contextual and Cultural Factors and how They Impact LDP Effectiveness	Amira Kamali, Payyazhi Jayashree and Valerie Lindsay	343
Leadership in Governance- Implementing Public Policy	Sarabjeet Natesan and Rahul Marathe	350
Economic Impact of Marketing Event Hosting on Gross Value Added	Otakar Ungerman and Iveta Honzáková	360
Multimodal Management	Veronika Zelena	370
Masters research papers		377
Dimensions of Absorptive Capacity Across Multiple Generations in Organizational Context	Venkat Ram Reddy and Lata Dyaram	379
International Entrepreneurial Opportunity: A Meta-Synthesis of Previous Researche	Mehran Rezvani, Hassan Shariatmadari and Shahram Ghahramani	388
Non Academic papers		397
The Effect of Technical Director’s Leadership on the Motivation of Team	Emrah Aydemir and Emre Aydemir	399
Mapping Out the Role of Social Entrepreneurship and Innovation in Economic Growth and Job Creation: A Case of a State-Owned Entity in South Africa	Xolani Ngonini	406
Work in Progress paper		413
Leader’s Role in Compromising Multiple Organizational Cultures	Adhi Baskara Ekanand	415
Mexican SBE’s Growth Limitations: a Comparative Analysis of NAFTA’s Firm Death Dynamics	Nancy Aceves, Gloria Pérez and Pedro Cárdenas	41
Late Submissions Papers		423
Cross-Culturally Consistent Leadership Behaviors	Thomas Kent	425
An Exploratory Study of Transformational Leadership and Organizational Culture in a Public Service Organization	Ophillia Ledimo	434
Governance: Trials And Tribulations in South Africa	S Perumal, K Perumal and R Perumal	442