10th European Conference on Management Leadership and Governance

(ECMLG 2014)

Zagreb, Republic of Croatia 13-14 November 2014

Editor:

Visnja Grozdanic

ISBN: 978-1-63439-531-1

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		V
Committee		vi
Biographies		viii
Research papers		
Family Business and International Establishment and Entry Mode	Mariasole Bannò and Enrico Zaninotto	1
The Challenges of the European Social Fund for Corporate Governance in Romania	Adriana Schiopoiu Burlea, Sorin Marius Tudor, Ionut Marius Dragulin and Danut Ileana	9
Mediation in Collective Dispute Resolution as an Example of Organizational Conflict Management – Case of Poland	Felicjan Bylok and Leszek Cichobłaziński	17
Dynamic Modelling of ZOO Management: From Challenge to Opportunity`	Martina Chalupova, Jan Voracek, Frantisek Smrcka and Petra Kozakova	24
The Crucial Importance of Access to the Advancement of Governance Research	Peter Crow and James Lockhart	34
Project Management Office: The State of the Art Based on a Systematic Review	José Adson Cunha and Hermano Moura	41
Project Management in the Light of Cognitive Biases: A Public Sector IT Organization Case	José Adson Cunha', Tales Viglioni, João Thomaz and Hermano Moura	50
Leadership Behaviours in Higher Education in Syria	Serene Dalati	59
What Makes User Participation Work? A Project Management View on Variation in User Participation	Benny de Waal, Ronald Batenburg and Paul Breman	69
Why Organisations Cannot Justify the Effective Management of Their Information Assets	Nina Evans and James Price	78
Leadership Across Cultures: Conceptualising a "Global" Leader	Tatiana Gladkikh	86
Interpreting the Party Line for Successful Business Communication in Different Cultures	Marina Gluchshenko and Alima Kutybayeva	94
The Importance of Measuring Sustainability in Reaching Higher Destination Competitiveness	Tea Golja and Iva Slivar	100
Performance Management: The Proposal of a Strategic Scorecard's map for the Hospital Industry	Taťána Hajdíková and Veronika Zelená	111
Enterprise Architecture Applied or not?	Marco Halén, Sixten Blomqvist and Mika Helenius	118
Negative Emotions in Social Media as a Managerial Challenge	Harri Jalonen	128
Conceptual Model of National Healthcare System With the Emphasis on Quality	Miroslav Jankuj, Jan Voracek and Daniela Kandilaki	136

Paper Title	Author(s)	Page No.
Board Directors in Private SMEs: Beyond "One-Form- Fits-All"	Lotfi Karoui, Wafa Khlif and Coral Ingley	145
An Exploration of the Emergence of Governance: A Conceptual Journey From Unification to Separation	James Lockhart	154
School Leadership and the Innovative Principals: Implications for Enhancing Principals' Leadership Knowledge and Practice	Zaidatol Akmaliah Lope Pihie, Afsaneh Bagheri and Soaib Asimiran	162
The Influence of Family Involvement on CSR Disclosure	Nadine Lybaert	168
Free Enterprise and Corruption: The South African Construction Cartel Case Study	Evangelos Mantzaris and Pregala Pillay	176
The Board vs Executive View of Board Effectiveness and its Influence on Organisational Performance	Denis Mowbray	183
Differences in Leadership Styles and Motives in men and Women: How Generational Theory Informs Gender Role Congruity	Duncan Murray and Sarah Chua	192
The Human Resource Management Strategies of Community Businesses in Songkhla Province, Thailand	Chetsada Noknoi and Sunchai Lungtae	200
Family-Business Governance in the Czech Republic	Pavla Odehnalová	206
Towards a Trust and Attention Based Management Concept Paying Attention to Attention First	Marco Oteman and Hendrik van Lienden	212
Versatile Leadership and Organizational Culture	Karel Pavlica and Eva Jarošová	221
Service as a Required Leadership Competency	Noel Pearse	230
Bread and Corruption: The Case of South African Genetically Modified Bread	Pregala Pillay and Evangelos Mantzaris	237
Linking Knowledge Management With Network Management: Designing the Framework for Monitoring of Virtual Communities	Birute Pitrenaite-Zileniene and Monika Maciuliene	245
The Effect of e-Leadership on Organisational Trust and Commitment of Virtual Teams	John Politis	254
A Prosumer-Oriented Value Co-Creation Strategic Model for Corporate Performance	Sabina Potra, Monica Izvercian and Larisa Ivascu	262
Dominance as a Moderator in the Relationship Between Leader's Warmth and Effectiveness	Jakub Prochazka, Martin Vaculik and Petr Smutny	270
Identification of key Organization Components that Influence Enterprise Performance by Means of Non-Linear Regression	Pavel Pudil, Petr Pirozek, Petr Somol and Lenka Komarkova	278
The Competencies of Local Self-Government Authorities Supporting the Competitiveness and Innovativeness of Companies	Korneliusz Pylak, Paweł Czyż and Izolda Gorgol	285
Smart Green Campus: How IT can Support Sustainability in Higher Education	Pascal Ravesteyn, Henk Plessius and Joris Mens	296

Paper Title	Author(s)	Page No.
Transformative Change Towards Sustainability: The Case of an Abu Dhabi Public Sector Organisation	Suresh Renukappa	304
Quo Vadis, Hotel Management?	Petr Scholz, Jan Voracek and Frantisek Smrcka	312
E-Leadership in Cross-Cultural Education Delivery	Peter Sinclair	322
Determinants of a Successful Differentiation Strategy	Stanislav Tripes, Lenka Komarkova, Petr Pirozek and Jiri Dvorak	330
Competencies and Leadership Effectiveness: Which Skills Predict Effective Leadership?	Martin Vaculik, Jakub Prochazka and Petr Smutny	337
Design of Corporate Social Responsibility: Case Study of Private Limited Liability Company in Lithuania	Asta Valackiene	345
Mars Attacks! About the Introduction of Social Media in Large Organizations	Haiko van der Voort, Hans de Bruijn, Yulia Sidorova and Michela Arnaboldi	355
Modelling and Improvement of Hospital Processes	Jan Voráček, Hana Vojáčková, Martina Kuncová and David Zažímal	363
Corporate Sustainability/CSR and the Influence of the Independent Director: "100% Pure" New Zealand	Philippa Wells, Coral Ingley and Jens Mueller	372
PHD Research papers		381
Issues in Sustainable Supply Management	Dawuda Alhassan	383
Leadership and Operations Management: Existing Relationship	Dawuda Alhassan	391
The Reference Model of Corporate Performance Management and its Applicability in Enterprise Practice	Veronika Burešová and Lilia Dvořáková	401
The Implications of Visualization of Information on Marketing Management	Radim Cermak and Vaclav Reznicek	410
MCDM Methods in Practice: Determining the Significance of PESTEL Analysis Criteria	Iveta Dockalikova and Jana Klozikova	418
Leveraging the Cross-Cultural Capacities of Artificial Agents as Leaders of Human Virtual Teams	Matthew Gladden	428
Impact of IT Governance on Organizational Performance: Proposing an Explanatory Model	Saida Harguem, Egide Karuranga and Sehl Mellouli	436
Taking the Lead: Gender, Social Context and Preference to Lead	Alain Hong, Juliette Schaafsma, Per van der Wijst and Aske Plaat	445
Employees Training and Development: What Competencies Should be Developed the Most?	Katerina Kashi	452
Corporate Governance Rating: Synthesis of Rating Models of Corporate Governance with Utilization Methods AHP and DEMATEL	Jana Klozikova and Iveta Dockalikova	460
Strategic Governance of Moroccan State-Owned Enterprises: Risk Mapping Through External Public Auditing	Abdelmjid Lafram	472

Paper Title	Author(s)	Page No.
Innovative Integrated Management Systems for Business Continuity Management	Dorin Maier, Marieta Olaru, Teodora Floricel and Georgiana Marin	482
Using MCDM Methods: Evaluation of Regional Innovation Performance in the Czech Republic	Eva Poledníková and Katerina Kashi	487
Cultural Diversity and Competences in Project Teams	Anca-Diana Popescu, Roxana Sirbu, Sorin Suciu and Anca Draghici	497
Validity and Reliability of the Social Entrepreneurial Personality	Radin Siti Aishah Radin Rahman and Zaidatol Akmaliah Lope Pihie	506
Corporate Social Responsibility and Managerial Competencies: A Dynamic Requirement	Anusua Saha	514
Multi Project Management KPIs	Mircea Şandru, Marieta Olaru, Ionela Carmen Pirnea and Gregor Weber	522
HR Professionals' Views on Work Motivation and Retention of Older Workers	Binal Shah and Ales Gregar	532
The Role of Entrepreneurship Education in Human Resource Development and its Relationships With Teacher's Pedagogical Content Knowledge Practices	Merhayati Sipon and Zaidatol Akmaliah Lope Pihie	538
Multiple Attribute Decision Making Methods Applied in the Evaluation of Corporate Social Responsibility	Štěpánka Staňková	541
A Conceptual Framework for web Development Projects Based on Project Management and Agile Development Principles	Martin Tomanek, Radim Cermak and Zdenek Smutny	550
Business Strategy Versus the Sustainability Development Concept	Lucie Vallišová and Lilia Dvořáková	559
Masters Research Paper		567
The Influence of Business Incubation Services on the Performance of Small and Medium Enterprises in the South African Tourism Industry	Gloria Mothibi	569
Late Submission		577
An Audit of Employee Commitment to Enable Leaders to Manage Organisational Talent	Ophillia Ledimo and Nico Martins	579