

Sixteenth International Conference on Knowledge, Culture, and Change in Organizations

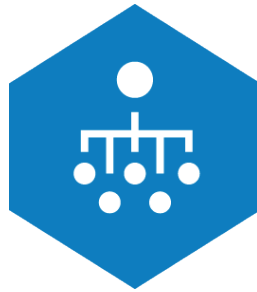
*Climates of Change: Organizations in a Time of
Ecological and Social Vulnerability*

19-20 APRIL 2016 | UNIVERSITY OF HAWAII AT MANOA | HONOLULU, USA | ORGANIZATION-STUDIES.COM

Sixteenth International Conference on Knowledge, Culture, and Change in Organizations

*“Climates of Change: Organizations in a Time of Ecological and
Social Vulnerability”*

University of Hawaii at Manoa | Honolulu, USA | 19–20 April 2016



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Sixteenth International Conference on Knowledge, Culture, and Change in Organizations
www.organization-studies.com

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Designed by Ebony Jackson
Cover image by Phillip Kalantzis-Cope



Dear Organization Studies Delegates,

Welcome to Honolulu and to the Sixteenth International Conference on Knowledge, Culture, and Change in Organizations. The Organization Studies Knowledge Community—its conference, journal collection, and book imprint—was created to explore the nature and future of organizations and their impacts on modern society.

Founded in 1993, the International Conference on Knowledge, Culture, and Change in Organizations provides a meeting place for the investigation of knowledge-based social and economic change. Perspectives at the conference range from big picture analyses, to detailed case studies of practice, traversing a broad terrain, from theory to strategies for action. The inaugural Organization Studies Conference was held at the Universiti Sains Malaysia in Penang, Malaysia, in 2003. The conference has since been hosted in 2004 at the University of Greenwich, London, UK; in 2005 at the University of the Aegean on the Island of Rhodes, Greece; in 2006 at the Monash University Centre, Prato, Italy; in 2007 at the Singapore Management University, Singapore; in 2008 at Cambridge University, UK; in 2009 at Northeastern University, Boston, USA; in 2010 at HEC in Montreal, Canada; in 2011 at the Universidad San Pablo CEU, Madrid, Spain; in 2012 at the University Center in Chicago, USA; in 2013 at the University of British Columbia—Robson Square, Vancouver, Canada; in 2014 at the University of Oxford Said Business School in Oxford, UK; and in 2015 at the University of California at Berkeley in Berkeley, USA. Next year, we are honored to hold the conference in partnership with Charles Darwin University in Darwin, Australia, 20-21 April 2017. In addition to the annual themes, the 2017 conference will address the special focus—Succeeding and Achieving in Diverse Communities and Organizations.

Conferences can be ephemeral spaces. We talk, learn, get inspired, but these conversations fade with time. This Knowledge Community supports a range of publishing modes in order to capture these conversations and formalize them as knowledge artifacts. We encourage you to submit your research to the Organization Studies Journal Collection. We also encourage you to submit a book proposal to the Organization Studies Book Imprint.

In partnership with our Editors and Community Partners the Organization Studies Knowledge Community is curated by Common Ground Publishing. Founded in 1984, Common Ground Publishing is committed to building new kinds of knowledge communities, innovative in their media and forward thinking in their messages. Common Ground Publishing takes some of the pivotal challenges of our time and builds knowledge communities which cut horizontally across legacy knowledge structures. Sustainability, diversity, learning, the future of humanities, the nature of interdisciplinarity, the place of the arts in society, technology's connections with knowledge, the changing role of the university—these are deeply important questions of our time which require interdisciplinary thinking, global conversations, and cross-institutional intellectual collaborations. Common Ground is a meeting place for people, ideas, and dialogue. However, the strength of ideas does not come from finding common denominators. Rather, the power and resilience of these ideas is that they are presented and tested in a shared space where differences can meet and safely connect—differences of perspective, experience, knowledge base, methodology, geographical or cultural origins, and institutional affiliation. These are the kinds of vigorous and sympathetic academic milieus in which the most productive deliberations about the future can be held. We strive to create places of intellectual interaction and imagination that our future deserves.

I want to thank my Organizations Studies Knowledge Community colleagues, Rachael Arcario and Kimberly D. Kendall, who have put such a significant amount of work into this conference.

We wish you all the best for this conference, and we hope it will provide you every opportunity for dialogue with colleagues from around the corner and around the globe.

Yours sincerely,

Homer Staveland, PhD

Host, Common Ground Publishing



Our Mission

Common Ground Publishing aims to enable all people to participate in creating collaborative knowledge and to share that knowledge with the greater world. Through our academic conferences, peer-reviewed journals and books, and innovative software, we build transformative knowledge communities and provide platforms for meaningful interactions across diverse media.

Our Message

Heritage knowledge systems are characterized by vertical separations—of discipline, professional association, institution, and country. Common Ground identifies some of the pivotal ideas and challenges of our time and builds knowledge communities that cut horizontally across legacy knowledge structures. Sustainability, diversity, learning, the future of the humanities, the nature of interdisciplinarity, the place of the arts in society, technology's connections with knowledge, the changing role of the university—these are deeply important questions of our time which require interdisciplinary thinking, global conversations, and cross-institutional intellectual collaborations. Common Ground is a meeting place for these conversations, shared spaces in which differences can meet and safely connect—differences of perspective, experience, knowledge base, methodology, geographical or cultural origins, and institutional affiliation. We strive to create the places of intellectual interaction and imagination that our future deserves.

Our Media

Common Ground creates and supports knowledge communities through a number of mechanisms and media. Annual conferences are held around the world to connect the global (the international delegates) with the local (academics, practitioners, and community leaders from the host community). Conference sessions include as many ways of speaking as possible to encourage each and every participant to engage, interact, and contribute. The journals and book imprint offer fully-refereed academic outlets for formalized knowledge, developed through innovative approaches to the processes of submission, peer review, and production. The knowledge community also maintains an online presence—through presentations on our YouTube channel, monthly email newsletters, as well as Facebook and Twitter feeds. And Common Ground's own software, **Scholar**, offers a path-breaking platform for online discussions and networking, as well as for creating, reviewing, and disseminating text and multi-media works.

Organization Studies Knowledge Community

*Exploring the nature and future of
organizations and their impacts on
modern society*



Organization Studies | Knowledge Community

The Organization Studies Knowledge Community is brought together around a common concern for, and a shared interest to explore, new possibilities in knowledge, culture and change management, within the broader context of the nature and future of organizations and their impact on modern society. The community interacts through an innovative, annual face-to-face conference, as well as year-round online relationships, a family of peer reviewed journals, and book imprint—exploring the affordances of the new digital media.

Conference

The Organization Studies Conference is built upon four key features: Internationalism, Interdisciplinarity, Inclusiveness, and Interaction. Conference delegates include leaders in the field as well as emerging scholars, who travel to the conference from all corners of the globe and represent a broad range of disciplines and perspectives. A variety of presentation options and session types offer delegates multiple opportunities to engage, to discuss key issues in the field, and to build relationships with scholars from other cultures and disciplines.

Publishing

The Organization Studies Knowledge Community enables members to publish through two media. First, community members can enter a world of journal publication unlike the traditional academic publishing forums—a result of the responsive, non-hierarchical, and constructive nature of the peer review process. The Organization Studies Journal Collection provides a framework for double-blind peer review, enabling authors to publish into an academic journal of the highest standard. The second publication medium is through the book imprint, Organization Studies, publishing cutting edge books in print and digital formats. Publication proposals and manuscript submissions are welcome.

Community

The Organization Studies Knowledge Community offers several opportunities for ongoing communication among its members. Any member may upload video presentations based on scholarly work to the community YouTube channel. Monthly email newsletters contain updates on conference and publishing activities as well as broader news of interest. Join the conversations on Facebook and Twitter. Or explore our new social media platform, **Scholar**.

Community Partner

International Graduate Center for Education, Charles Darwin University, Darwin, Australia



We are proud to partner with Charles Darwin University (CDU) in hosting the 2017 conference. CDU dates back to the 1950s, currently teaching 21,000 students at four campuses and four training centres with training delivered in more than 170 remote locations across the Territory. The

University promotes and supports the development of educational practices that provide high-quality and diverse learning experiences for all students. Through education and research, CDU has helped to strengthen the social and economic development of northern Australia and the Asia-Pacific region.



On learning to lead in organizations oriented to the future

Theme 1: Management Education

- New types of organization: what do you need to learn today?
- Towards leadership: management education and training
- Vision, strategy, and leadership: measuring the effects
- Training and human resource development
- Blurring the boundaries: informal learning, training, and education
- New economy: what is appropriate education for the new work order?
- Learning for the 'new economy'
- What is knowledge? What is the role of learning?
- 'Wisdom' in the knowledge economy
- Mentoring: where leadership means knowledge transfer
- Collaboration as a personal capacity and organizational resource
- The making of a 'knowledge worker'
- Educational institutions as knowledge managers

On negotiating organizational change, and organizational responses to social, stakeholder, and market change

Theme 2: Change Management

- Organizations in change: what makes for success
- Organizations responding to change: markets, clients, stakeholders, and community expectations
- Technologies and organizational change
- Process change in organizations, streamlining systems
- Restructuring: revamping, rethinking, and reevaluation
- Upgrades: removing heritage systems and moving forward with new tech
- Financial upheaval, dealing with difficult times
- Leadership in change, negotiating successful business changeovers
- Dealing with legal and regulatory challenges in a constantly changing environment



On knowledge as a factor of production

Theme 3: Knowledge Management

- Managing intangibles for tangible outcomes
- Knowledge and culture as factors of production
- Reconceptualizing 'economy' in a knowledge society
- Putting a tangible value on intangibles
- New performance indicators for new economies
- The conditions of innovation
- The business case for knowledge management
- Building intellectual capital and maintaining intellectual property
- Transforming personal knowledge into common knowledge
- Data, information, and their electronic means of creation, storage, access, and communication
- Beyond competition: creating efficiencies through supply chain relationships
- Addressing the divides: digital, development, social
- Virtual enterprises in a networked world
- The dynamics of adult learning
- Lifelong learning

On the cultures of responsive, productive, and respected organizations

Theme 4: Organizational Cultures

- What is organizational culture? 'Organic', 'community', 'complexity', and other metaphors
- Agonies of change: working with order and chaos; regularity and complexity
- Networks, clusters, alliances
- Building collaborative organizational cultures
- Decision-making and leadership
- Building a culture of innovation
- Teams and the dynamics of collaboration
- Productive diversity: capitalizing on human differences
- Women at work and women in management: what are the different ways of working?
- Gay-friendly workplaces
- Family friendly workplaces
- Developing sustainable organizational cultures: government, community, and NGOs
- Capacity development: building knowledge locally
- Globalization, internationalization, and organizational change
- Customization: recognizing market and customer differences
- Navigating complexity: the dynamics of organizational change
- Business ethics



Climates of Change: Organizations in a Time of Ecological and Social Vulnerability

Organizations function like communities. These communities have internal aspects: the values, behaviors, and culture of the organization itself. And they have external aspects: the embeddedness of the organization as a social actor within the broader context of social life. It is a constant concern for organizations to develop strategies to cope with, lead, or anticipate change. Prominent among today's concerns are the effects of climate change specifically, naturally occurring and as the product of human action. This phenomenon comes to present a number of challenges within the framework of environmental sustainability. This, in turn, sits within an even broader context that, in the special theme of this year's conference, we call "Climates of Change". For business and industry: how do environmental factors affect the bottom line? For the world of finance: what is invested in and what are the environmental ramifications of such investments? For the world of governmental or non-governmental organizations: how do agendas need to be realigned in order to address the diverse ways climate change, environmental factors, and the wider contexts of change affect the life of the organization?

Parallel to our annual thematic streams, this special focus addresses a range of empirical and theoretical questions about organizations in their natural and social environments. What are the measurement indicators and assessment tools of organizational performance in relation to environmental sustainability? What are the leadership opportunities in a time of environmental vulnerability and social uncertainty—internally within organizations and externally as organizations face society? What might be the shape of new modes of leadership exploring opportunities for the development of ethical models of organizational growth and the emergence of new sustainability practices?



Organizational Intangibles and their Tangible Value

The focus of this knowledge community is to explore those intangible drivers which determine not only the livability of organizations for insiders, but their credibility and attraction to outsiders.

They also impact tangible results in the form of efficiency, effectiveness, and productivity. The intangibles of knowledge, culture, and change management do not appear on balance sheets, but ultimately do have an enormous impact on 'bottom lines'.

Our interests range across organizations in all their forms and manifestations: businesses, from micro-enterprises to multinational corporations; institutions of formal learning, from schools to universities; public sector agencies; and non-government and community sector organizations. Our concern also extends beyond the boundaries of organizations to consider the dynamics of supply chains, organizational alliances, networks, communities of practice, and capacity building.

The organizational story may be different from situation to situation. However, across all of these contexts, a pragmatic focus persists—to examine the 'organization' and 'management' of groups of people collaborating to productive ends, and to analyze what makes for success and sustainability.

Knowledge Economy

Ours is the era of the 'knowledge economy'.

What might it mean to have a knowledge economy? Contemporary economies are increasingly dependent upon technologies which assist the flow of information. The value of an organization is also increasingly located in intangibles such as business systems, intellectual property, and the human skills base. In this sense, knowledge has become a key factor of production. And human needs have been transformed to the point where, in the marketplace, consumers focus on knowledge-representations as much as they do on physical entities—design, aesthetics, product concepts, brand associations, service values. If anything, these are the things that make the knowledge economy different from the industrial economy in its time.

Knowledge in Organizations

What, however, is this nebulous thing, knowledge, and how do we manage it?

Certainly, it is bigger than out-of-the box IT systems, or content management systems, or cloud software ensembles—things that are often sold as knowledge management 'solutions'. To be sure, the new technologies have the capacity to enable and transform. But knowledge is also the stuff of incessant talk, collaborative working relationships, personalized stories, and constant learning. It is, in fact, no less than the core of human capital.

With or without technology assistance, knowledge management involves transforming personal knowledge into common knowledge, implicit and individual knowledge into explicit and shared understandings, and everyday common sense into systematic designs. It is also the business of codifying these designs as information architectures, paradigms, or disciplines.

Not that this leaves the world of tacit understandings and individual subjectivity behind as a poor cousin to knowledge proper. On the contrary, herein lies the raw material of inspiration, imagination, and creativity. The shape of things has to be felt before it can be articulated.



It is the project of knowledge management to ensure that collaboration is institutionalized and that knowledge sharing occurs. As a result, wheels are not needlessly reinvented. Lessons are learned from mistakes, and these lessons shared. The knowledge of the organization or community is not dangerously depleted when a key person departs. Organizing knowledge creates more work, to be sure, but the longer term effect of this extra work should be to create less.

Knowledge is the process of connecting the stuff of the mind and the stuff of the world. It is not a recorded thing (data, information), or at least, it is not just that. Knowledge is a form of action. Knowing might be by experiencing (deep understandings, intuitions, or judgments based on extended immersion in a particular situation), or conceptualizing (knowing the underlying concepts and theories of a particular discipline, system, or vocation), or analyzing (linking cause with effect, interests with behaviors, purposes with outcomes), or applying (doing something practical again or anew). These are some of the ways in which knowing is done.

And what does knowing do? For one thing, it creates a different kind of organization. This organization is one in which certain kinds of knowledge rise to higher levels of validity. This is the knowledge that has been collaboratively constructed, is widely informed, is cross-referenced — and these processes give it a collegial or organizational imprimatur. This knowledge becomes authoritative to the extent that the processes of knowledge construction are made transparent. And the unidirectional (top-bottom, expert-novice, organization-customer) transmission of knowledge is replaced by knowledge as dialogue.

Culture in Organizations

Ours is an era when organizations are driven by culture, or so today's management thinkers tell us. This is in direct contrast to the focus on system and structure in an earlier era when management was considered to be an exact science.

On the micro-scale, teams are driven by shared values—or is it perhaps the complementarity of differences of knowledge and experience? On the corporate scale, organizations try to enlist employees to their visions and ethos—or is it perhaps a matter of creating an inclusive space in which everyone's motivations and energies are enlisted, even if they don't fit a single obvious corporate mold? On a market or community scale, organizations try to get close to customers and forge tight supply chain relationships—or is this really a matter of negotiating the differences that are inherent to a world of ever more finely differentiated niche markets and subtly or not-so-subtly divergent organizational cultures? And on the macro, global scale, we may find ourselves operating across one world market—or is it perhaps, a world where, in crossing borders, successful organizations negotiate differences and become many things to many peoples?

Culture is a key organizational driver, but not because it has a simplistically unifying dynamic — of shared values, singular vision, and cloning to the ideal of the corporate person. The dynamic of effective contemporary organizational cultures, more often than not, is one of productive diversity. This is not the diversity of affirmative action and remedies for discrimination. Rather it is the diversity that is at the heart of organizational cultures, including workaday domains such as human resource management, product and service diversification strategy, sales and marketing into a myriad of niches, and customer relationship management which recognizes that no two customers are the same.



Change in Organizations

Ours is an era of massive change, sometimes liberating, other times traumatic.

Organizations find themselves buffeted by external forces: technological, market, political, and cultural. They are challenged to become ever more efficient, effective, productive, and competitive. How can they be active masters of change rather than reactive servants? How can change in organizations be driven by their people rather than the organization in the abstract? How can organizations change without their leaders having to drag along the led?

Organizations will fail if they are not capable of learning, in a collective sense, as well as ensuring the learning growth of the individuals who spend their days there at work. They will fail if they do not regard themselves as places of continuous personal and corporate reinvention, of individual and institutional transformation. The organization and every person within it needs to envision themselves, not as a change object, but as an agent of change.

This conference, journals, book imprint, and news blog attempt to address these and other dynamics of knowledge, culture, and change as they manifest themselves in organizations. The perspectives range from big picture analyses to detailed case studies which speak to the tangible value of organizational intangibles. They traverse a broad terrain, from theory and analysis to practical strategies for action.



About

The Organization Studies Knowledge Community is dedicated to the concept of independent, peer-led groups of scholars, researchers, and practitioners working together to build bodies of knowledge related to topics of critical importance to society at large. Focusing on the intersection of academia and social impact, the Organization Studies Knowledge Community brings an interdisciplinary, international perspective to discussions of new developments in the field, including research, practice, policy, and teaching.

Membership Benefits

As an Organization Studies Knowledge Community member you have access to a broad range of tools and resources to use in your own work:

- Digital subscription to the Organization Studies Journal Collection for one year.
- Digital subscription to the book imprint for one year.
- One article publication per year (pending peer review).
- Participation as a reviewer in the peer review process, with the opportunity to be listed as an Associate Editor after reviewing three or more articles.
- Subscription to the community e-newsletter, providing access to news and announcements for and from the knowledge community.
- Option to add a video presentation to the community YouTube channel.
- Free access to the **Scholar** social knowledge platform, including:
 - ◊ Personal profile and publication portfolio page
 - ◊ Ability to interact and form communities with peers away from the clutter and commercialism of other social media
 - ◊ Optional feeds to Facebook and Twitter
 - ◊ Complimentary use of **Scholar** in your classes—for class interactions in its Community space, multimodal student writing in its Creator space, and managing student peer review, assessment, and sharing of published work



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Present and Participate in the Conference

You have already begun your engagement in the community by attending the conference, presenting your work, and interacting face-to-face with other members. We hope this experience provides a valuable source of feedback for your current work and the possible seeds for future individual and collaborative projects, as well as the start of a conversation with community colleagues that will continue well into the future.

Publish Journal Articles or Books

We encourage you to submit an article for review and possible publication in the journal. In this way, you may share the finished outcome of your presentation with other participants and members of the community. As a member of the community, you will also be invited to review others' work and contribute to the development of the community knowledge base as an Associate Editor. As part of your active membership in the community, you also have online access to the complete works (current and previous volumes) of the journal and to the book imprint. We also invite you to consider submitting a proposal for the book imprint.

Engage through Social Media

There are several ways to connect and network with community colleagues:



Email Newsletters: Published monthly, these contain information on the conference and publishing, along with news of interest to the community. Contribute news or links with a subject line 'Email Newsletter Suggestion' to support@organization-studies.com.



Scholar: Common Ground's path-breaking platform that connects academic peers from around the world in a space that is modulated for serious discourse and the presentation of knowledge works.



Facebook: Comment on current news, view photos from the conference, and take advantage of special benefits for community members at: <http://www.facebook.com/OrganizationStudiesKnowledgeCommunity>.



Twitter: Follow the community [@onorganizations](https://twitter.com/onorganizations) and talk about the conference with [#ICKCCO16](https://twitter.com/ICKCCO16).



YouTube Channel: View online presentations or contribute your own at <http://commongroundpublishing.com/support/uploading-your-presentation-to-youtube>.



Organization Studies | Advisory Board

The principal role of the Advisory Board is to drive the overall intellectual direction of the Organization Studies Knowledge Community and to consult on our foundational themes as they evolve along with the currents of the field. Board members are invited to attend the annual conference and provide important insights on conference development, including suggestions for speakers, venues, and special themes. We also encourage board members to submit articles for publication consideration to the Organization Studies Journal Collection as well as proposals or completed manuscripts to the Organization Studies Book Imprint.

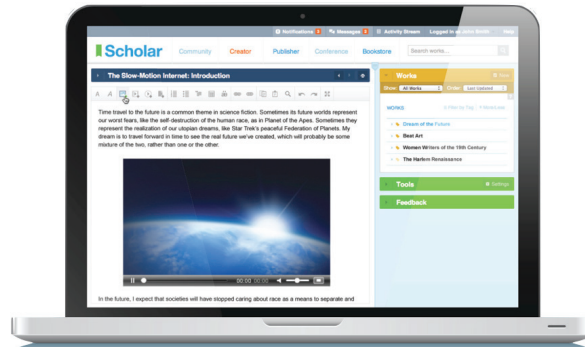
We are grateful for the continued service and support of the following world-class scholars and practitioners.

- **Angel Algarra**, Universidad CEU San Pablo, Madrid, Spain
- **Zainal Ariffin**, Universiti Sains Malaysia, Penang, Malaysia
- **David P. Boyd**, Northeastern University, Boston, USA
- **Robert Brooks**, Monash University, Melbourne, Australia
- **Bruce Cronin**, University of Greenwich Business School, London, UK
- **Cristina Elorza**, Universidad CEU San Pablo, Madrid, Spain
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- **Kirpal Singh**, Singapore Management University, Singapore
- **Dave Snowden**, Cognitive Edge Pte, LTD
- **David Szabla**, The George Washington University, Washington, D.C., USA
- **Alan Zaremba**, Northeastern University, Boston, USA



A Social Knowledge Platform

Create Your Academic Profile and Connect to Peers



Developed by our brilliant Common Ground software team, **Scholar** connects academic peers from around the world in a space that is modulated for serious discourse and the presentation of knowledge works.

Utilize Your Free Scholar Membership Today through

- Building your *academic profile* and list of published works.
- Joining a community with a *thematic or disciplinary focus*.
- Establishing a new knowledge community *relevant to your field*.
- Creating *new academic work* in our innovative publishing space.
- Building a *peer review network* around your work or courses.

Scholar Quick Start Guide

1. Navigate to <http://cgscholar.com>. Select [**Sign Up**] below 'Create an Account'.
2. Enter a "**blip**" (a very brief one-sentence description of yourself).
3. Click on the "**Find and join communities**" link located under the YOUR COMMUNITIES heading (On the left hand navigation bar).
4. Search for a community to join or create your own.

Scholar Next Steps – Build Your Academic Profile

- **About:** Include information about yourself, including a linked CV in the top, dark blue bar.
- **Interests:** Create searchable information so others with similar interests can locate you.
- **Peers:** Invite others to connect as a peer and keep up with their work.
- **Shares:** Make your page a comprehensive portfolio of your work by adding publications in the Shares area - be these full text copies of works in cases where you have permission, or a link to a bookstore, library or publisher listing. If you choose Common Ground's hybrid open access option, you may post the final version of your work here, available to anyone on the web if you select the 'make my site public' option.
- **Image:** Add a photograph of yourself to this page; hover over the avatar and click the pencil/edit icon to select.
- **Publisher:** All Common Ground community members have free access to our peer review space for their courses. Here they can arrange for students to write multimodal essays or reports in the Creator space (including image, video, audio, dataset or any other file), manage student peer review, co-ordinate assessments, and share students' works by publishing them to the Community space.





A Digital Learning Platform

Use **Scholar** to Support Your Teaching

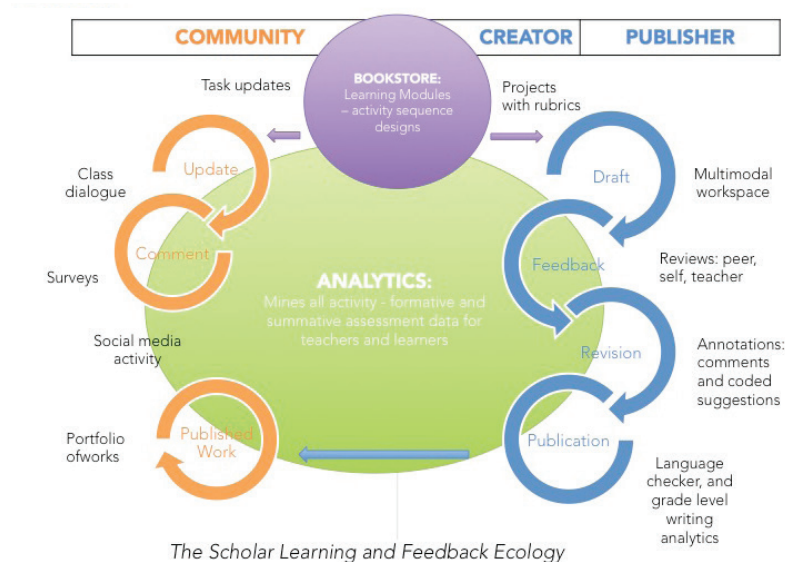
Scholar is a social knowledge platform that *transforms the patterns of interaction in learning by putting students first*, positioning them as knowledge producers instead of passive knowledge consumers. **Scholar** provides scaffolding to encourage making and sharing knowledge drawing from multiple sources rather than memorizing knowledge that has been presented to them.

Scholar also answers one of the most fundamental questions students and instructors have of their performance, “How am I doing?” Typical modes of assessment often answer this question either too late to matter or in a way that is not clear or comprehensive enough to meaningfully contribute to better performance.

A collaborative research and development project between Common Ground and the College of Education at the University of Illinois, **Scholar** contains a knowledge community space, a multimedia web writing space, a formative assessment environment that facilitates peer review, and a dashboard with aggregated machine and human formative and summative writing assessment data.

The following **Scholar** features are only available to Common Ground Knowledge Community members as part of their membership. Please email us at support@cgscholar.com if you would like the complimentary educator account that comes with participation in a Common Ground conference.

- Create projects for groups of students, involving draft, peer review, revision, and publication.
- Publish student works to each student’s personal portfolio space, accessible through the web for class discussion.
- Create and distribute surveys.
- Evaluate student work using a variety of measures in the assessment dashboard.



Scholar is a generation beyond learning management systems. It is what we term a *Digital Learning Platform*—it transforms learning by engaging students in powerfully horizontal “social knowledge” relationships. **For more information, visit:** <http://knowledge.cgscholar.com>.



Organization Studies Journal Collection

*Committed to being a definitive resource
on new possibilities in knowledge,
culture, and change management, within
the broader context of the nature and
future of organizations and their impact
on modern society*



Indexing

Academic Search Alumni Edition (EBSCO)
Academic Search Complete (EBSCO)
Academic Search Elite (EBSCO)
Academic Search Premier (EBSCO)
Association of Business Schools (Grade One)
Business Source Complete (EBSCO)
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Scopus
The Australian Research Council (ERA)
Ulrich's Periodicals Directory

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1993

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Community Website:

organization-studies.com

Bookstore:

ijm.cgpublisher.com

About

The focus of the journals in the Organization Studies Collection is on those intangible drivers which determine not only the livability of organizations for insiders, and their credibility and attraction to outsiders; but, also their tangible results in the form of efficiency, effectiveness, and productivity. The intangibles of knowledge, culture, and change management do not appear on balance sheets, but ultimately do have an enormous impact on “bottom lines.” The journals in this collection attempt to address dynamics of knowledge, culture, and change as they manifest themselves in organizations. The perspectives range from big picture analyses to detailed case studies which speak to the tangible value of organizational intangibles. They traverse a broad terrain, from theory and analysis to practical strategies.

This collection of journals is relevant for academics in the fields of management, social sciences, and education/training, research students, knowledge managers, trainers, industry consultants, and knowledge management and change practitioners—anyone with an interest in, and concern for, cultural change in organizations.

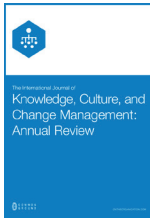
Editor



Peter Kell, School of Education at Charles Darwin University, Darwin, Australia

Associate Editors

Articles published in the Organization Studies Collection are peer reviewed by scholars who are active members of the Organization Studies Knowledge Community. Reviewers may be past or present conference delegates, fellow submitters to the collection, or scholars who have volunteered to review papers (and have been screened by Common Ground's editorial team). This engagement with the knowledge community, as well as Common Ground's synergistic and criterion-based evaluation system, distinguishes the peer review process from journals that have a more top-down approach to refereeing. Reviewers are assigned to papers based on their academic interests and scholarly expertise. In recognition of the valuable feedback and publication recommendations that they provide, reviewers are acknowledged as Associate Editors in the volume that includes the paper(s) they reviewed. Thus, in addition to the Organization Studies Collection's Editors and Advisory Board, the Associate Editors contribute significantly to the overall editorial quality and content of the collection.



The International Journal of Knowledge, Culture, and Change Management: Annual Review

ISSN: 1447-9524 (print) | 1447-9575 (online)

Indexing: Association of Business Schools (Grade One), Academic Search Alumni Edition (EBSCO), Academic Search Elite (EBSCO), Academic Search Premier (EBSCO), Academic Search Complete (EBSCO), Academic Search International (EBSCO), Genamics Journal Seek, Management Directory (Cabell's), Scopus, The Australian Research Council (ERA), Ulrich's Periodicals Directory

DOI: 10.18848/1447-9524/CGP

About: *The International Journal of Knowledge, Culture, and Change Management: Annual Review* examines the nature of the organization in all its forms and manifestations.



Change Management: An International Journal

ISSN: 2327-798X (print) | 2327-9176 (online)

Indexing: Business Source Complete (EBSCO), Business Source Corporate Plus (EBSCO), Business Source International (EBSCO), Genamics Journal Seek, Management Directory (Cabell's), Scopus, Ulrich's Periodicals Directory

DOI: 10.18848/2327-798X/CGP

About: *Change Management: An International Journal* investigates the dynamics of negotiating organizational change, and organizational responses to social, stakeholder, and market change.



Knowledge Management: An International Journal

ISSN: 2327-7998 (print) | 2327-9249 (online)

Indexing: Business Source Complete (EBSCO), Business Source Corporate Plus (EBSCO), Business Source International (EBSCO), Genamics Journal Seek, Management Directory (Cabell's), Scopus, Ulrich's Periodicals Directory

DOI: 10.18848/2327-7998/CGP

About: *Knowledge Management: An International Journal* investigates the dynamics of the contemporary "knowledge economy," and the ways in which knowledge has become a key factor of production.



Management Education: An International Journal

ISSN: 2327-8005 (print) | 2327-9273 (online)

Indexing: Business Source Complete (EBSCO), Business Source Corporate Plus (EBSCO), Business Source International (EBSCO), Genamics Journal Seek, Management Directory (Cabell's), Scopus, Ulrich's Periodicals Directory

DOI: 10.18848/2327-8005/CGP

About: *Management Education: An International Journal* explores the dimensions of learning to lead in organizations that manage their knowledge resources effectively, have developed highly productive cultures and negotiate change effectively.



Organizational Cultures: An International Journal

ISSN: 2327-8013 (print) | 2327-932X (online)

Indexing: Business Source Complete (EBSCO), Business Source Corporate Plus (EBSCO), Business Source International (EBSCO), Genamics Journal Seek, Management Directory (Cabell's), Scopus, Ulrich's Periodicals Directory

DOI: 10.18848/2327-8013/CGP

About: *Organizational Cultures: An International Journal* explores success factors in the management of organizational culture in responsive, productive, and respected organizations.



Journal Collection Submission Process and Timeline

Below, please find step-by-step instructions on the journal article submission process:

1. Submit a conference presentation proposal.
2. Once your conference presentation proposal has been accepted, you may submit your article by clicking the “Add a Paper” button on the right side of your proposal page. You may upload your article anytime between the first and the final submission deadlines. (See dates below)
3. Once your article is received, it is verified against template and submission requirements. If your article satisfies these requirements, your identity and contact details are then removed, and the article is matched to two appropriate referees and sent for review. You can view the status of your article at any time by logging into your CGPublisher account at www.CGPublisher.com.
4. When both referee reports are uploaded, and after the referees’ identities have been removed, you will be notified by email and provided with a link to view the reports.
5. If your article has been accepted, you will be asked to accept the Publishing Agreement and submit a final copy of your article. If your paper is accepted with revisions, you will be required to submit a change note with your final submission, explaining how you revised your article in light of the referees’ comments. If your article is rejected, you may resubmit it once, with a detailed change note, for review by new referees.
6. Once we have received the final submission of your article, which was accepted or accepted with revisions, our Publishing Department will give your article a final review. This final review will verify that you have complied with the Chicago Manual of Style (16th edition), and will check any edits you have made while considering the feedback of your referees. After this review has been satisfactorily completed, your paper will be typeset and a proof will be sent to you for approval before publication.
7. Individual articles may be published “Web First” with a full citation. Full issues follow at regular, quarterly intervals. All issues are published 4 times per volume (except the annual review, which is published once per volume).

Submission Timeline

You may submit your article for publication to the journal at any time throughout the year. The rolling submission deadlines are as follows:

- Submission Round 1 – 15 January
- Submission Round 2 – 15 April
- Submission Round 3 – 15 July
- Submission Round 4 (final) – 15 October

Note: If your article is submitted after the final deadline for the volume, it will be considered for the following year’s volume. The sooner you submit, the sooner your article will begin the peer review process. Also, because we publish “Web First,” early submission means that your article may be published with a full citation as soon as it is ready, even if that is before the full issue is published.





Hybrid Open Access

All Common Ground Journals are Hybrid Open Access. Hybrid Open Access is an option increasingly offered by both university presses and well-known commercial publishers.

Hybrid Open Access means some articles are available only to subscribers, while others are made available at no charge to anyone searching the web. Authors pay an additional fee for the open access option. Authors may do this because open access is a requirement of their research-funding agency, or they may do this so non-subscribers can access their article for free.

Common Ground's open access charge is \$250 per article—a very reasonable price compared to our hybrid open access competitors and purely open access journals resourced with an author publication fee. Digital articles are normally only available through individual or institutional subscriptions or for purchase at \$5 per article. However, if you choose to make your article Open Access, this means anyone on the web may download it for free.

Paying subscribers still receive considerable benefits with access to all articles in the journal, from both current and past volumes, without any restrictions. However, making your paper available at no charge through Open Access increases its visibility, accessibility, potential readership, and citation counts. Open Access articles also generate higher citation counts.

Institutional Open Access

Common Ground is proud to announce an exciting new model of scholarly publishing called Institutional Open Access.

Institutional Open Access allows faculty and graduate students to submit articles to Common Ground journals for unrestricted open access publication. These articles will be freely and publicly available to the whole world through our hybrid open access infrastructure. With Institutional Open Access, instead of the author paying a per-article open access fee, institutions pay a set annual fee that entitles their students and faculty to publish a given number of open access articles each year.

The rights to the articles remain with the subscribing institution. Both the author and the institution can also share the final typeset version of the article in any place they wish, including institutional repositories, personal websites, and privately or publicly accessible course materials. We support the highest Sherpa/Romeo access level—Green.

For more information on how to make your article Open Access, or information on Institutional Open Access, please contact us at support@commongroundpublishing.com.



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As part of each conference registration, all conference participants (both virtual and in-person) have a one-year digital subscription to the entire Organization Studies Journal Collection. This complimentary personal subscription grants access to both the current volume of the collection as well as the entire backlist. The period of complimentary access begins at the time of registration and ends one year after the close of the conference. After that time, delegates may purchase a personal subscription.

To view articles, go to <http://ijm.cgpublisher.com/>. Select the “Login” option and provide a CGPublisher username and password. Then, select an article and download the PDF. For lost or forgotten login details, select “forgot your login” to request a new password.

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- <http://organization-studies.com/journals/subscribe>
- Or contact us at subscriptions@commongroundpublishing.com

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Organization Studies Book Imprint

*Aiming to set new standards in
participatory knowledge creation and
scholarly publication*



Call for Books

Common Ground is setting new standards of rigorous academic knowledge creation and scholarly publication. Unlike other publishers, we're not interested in the size of potential markets or competition from other books. We're only interested in the intellectual quality of the work. If your book is a brilliant contribution to a specialist area of knowledge that only serves a small intellectual community, we still want to publish it. If it is expansive and has a broad appeal, we want to publish it too, but only if it is of the highest intellectual quality.

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- Individually and jointly authored books
- Edited collections addressing a clear, intellectually challenging theme
- Collections of articles published in our journals
- Out-of-copyright books, including important books that have gone out of print and classics with new introductions

Book Proposal Guidelines

Books should be between 30,000 and 150,000 words in length. They are published simultaneously in print and electronic formats and are available through Amazon and as Kindle editions. To publish a book, please send us a proposal including:

- Title
- Author(s)/editor(s)
- Draft back-cover blurb
- Author bio note(s)
- Table of contents
- Intended audience and significance of contribution
- Sample chapters or complete manuscript
- Manuscript submission date

Proposals can be submitted by email to books@commongroundpublishing.com. Please note the book imprint to which you are submitting in the subject line.



Call for Book Reviewers

Common Ground Publishing is seeking distinguished peer reviewers to evaluate book manuscripts.

As part of our commitment to intellectual excellence and a rigorous review process, Common Ground sends book manuscripts that have received initial editorial approval to peer reviewers to further evaluate and provide constructive feedback. The comments and guidance that these reviewers supply is invaluable to our authors and an essential part of the publication process.

Common Ground recognizes the important role of reviewers by acknowledging book reviewers as members of the Editorial Review Board for a period of at least one year. The list of members of the Editorial Review Board will be posted on our website.

If you would like to review book manuscripts, please send an email to books@commongroundpublishing.com with:

- A brief description of your professional credentials
- A list of your areas of interest and expertise
- A copy of your CV with current contact details

If we feel that you are qualified and we require refereeing for manuscripts within your purview, we will contact you.



Teaching Organizational and Business Ethics

Jonathan H. Westover (ed.)



ISBN—978-1-61229-777-4
200 Pages

Community Website:
ontheorganization.com

Bookstore:
ijm.cgpublisher.com

In an increasingly complex and interconnected world, with a seemingly endless supply of examples of corporate scandal and organizational exploitation and abuses of employees, consumers, and the environment represented daily in the media, there is an ever increasing need for our organizational leaders to be more firmly grounded in sound ethical principles and practices. Furthermore, the business students of today will be the business leaders of tomorrow and need to be adequately trained in how to deal with the complexity and the ambiguity inherent in the ethical dilemmas they will face. With the far reaching societal impacts of organizational and business ethics missteps, we need business leaders with pragmatic ethical knowledge and dispositions and sensitivities to work to find creative and innovative solutions to society's most perplexing challenges.

This edited collection will help you answer the following questions:

- Why is it necessary to provide greater ethics training to business students and organizational leaders?
- What are some of the key principles and considerations in providing ethics training to business students and organizational leaders?
- What are the models and practices for effectively teaching organizational and business ethics?
- What are some examples of organizational and business ethics application?

This edited collection provides a comprehensive introduction to teaching organizational and business ethics and explores the increasing importance of effectively training the organizational leaders of tomorrow, presenting a wide range of cross-disciplinary research in an organized, clear, and accessible manner. It will be informative to organization and business professors, while also informing various organizational leaders seeking to understand the importance and role of ethics education and its implementation within business courses.

Editor Bio:

Dr. Jonathan H. Westover is an associate professor of management and associate director of the Center for the Study of Ethics at Utah Valley University, specializing in international human resource management, organizational development, and community-engaged experiential learning. His ongoing research examines issues of globalization, labor transformation, work quality characteristics and employee motivation, the determinants of worker engagement and satisfaction cross-nationally, and higher-education pedagogy.



The Organizational and Business Ethics Imperative

Jonathan H. Westover (ed.)



ISBN—978-1-61229-779-8
290 Pages

Community Website:
ontheorganization.com

Bookstore:
ijm.cgpublisher.com

One need only turn on the news or briefly peruse the daily headlines to see countless examples and evidences of ethical failures in all aspects of our daily lives. The impacts of these ethical missteps can be far reaching, often with everyone in society paying the price in some way. Furthermore, with an increasingly interconnected and complex globalized world, we have communication technologies that allow for the instant sharing of information, along with a citizenry hungry to consume the next big scandal. Once more, increasingly complex technological integration of previously isolated systems has created ever more complex systems that are increasingly sensitive to the surrounding environment. This can often result in a chain reaction effect of one seemingly small and isolated ethical blunder that can then have wide-ranging societal impacts. Within this increasingly complex environment, with ever more damage caused by unethical leaders in organizations of all types and sizes in all parts of the globe, never before has there existed such an imperative for strong organizational and business ethics. Additionally, not only must organizational leaders seek to “do no harm,” but they must put their pragmatic ethical knowledge to work to find creative and innovative solutions to society’s most perplexing challenges.

This edited collection will help you answer the following questions:

- Why is there an organizational and business ethics imperative?
- What are key ethical theories that need to be considered within the organizational and business context?
- What role does ethical organizational culture, professional codes of ethics, and corporate social responsibility place play in ethical organizational and business practices?
- What are key considerations for ethical organizational leadership?
- What are the future directions in organizational and business ethics?

Editor Bio:

Dr. Jonathan H. Westover is an associate professor of management and associate director of the Center for the Study of Ethics at Utah Valley University, specializing in international human resource management, organizational development, and community-engaged experiential learning. His ongoing research examines issues of globalization, labor transformation, work quality characteristics and employee motivation, the determinants of worker engagement and satisfaction cross-nationally, and higher-education pedagogy.



Foundations of Social Responsibility and Its Application to Change

Emad Rahim, Jeffrey A Neal, Seth Berg, and Wayne Richards



ISBN—978-1-61229-567-1
50 Pages

Community Website:
ontheorganization.com

Bookstore:
ijm.cgpublisher.com

This book is a unique contribution to the subject of social responsibility and change management. Rahim, Berg, Neal and Richards build on their vast and diverse experience and expertise to translate academic concepts of social responsibility, corporate social responsibility (CSR), and change management into a practical roadmap for students as well as managers, executives, and business leaders. *Foundations of Social Responsibility and Its Application to Change* is an overview of contemporary aspects of change management and social responsibility such as tragedy of the commons, triple bottom line, and scale-free networks with ecological, social, and business systems.

The authors introduce the readers to the topic of sustainability and describe the foundation of the subject, as well as theory, concepts, and principles. The authors also provide various case examples and perspectives on the triple bottom line, scale-free networks, and social and business systems. They deliver to the reader a blueprint for developing a change management strategy for fostering a socially responsible environment.

The combination of the authors' professional experiences, diverse perspectives, and education adds a refreshing twist to a core topic, which challenges the reader to rethink her or his understanding of what it takes to create a successful social responsibility culture. It also challenges the reader to rethink how leaders can affect positive change within their organization and community. This book is a must read for organizational leaders as well as managers and students interested in fostering a positive social responsibility culture in their company or community.

Author Bios:

Dr. Emad Rahim is the Endowed Entrepreneur-in-Residence at Oklahoma State University, visiting scholar at Rutgers University and the assistant dean of Business at Strayer University/ Jack Welch Management Institute.

Dr. Jeffrey A. Neal is the director of service & support administration for the Lorain County Board of Developmental Disabilities in Elyria, Ohio.

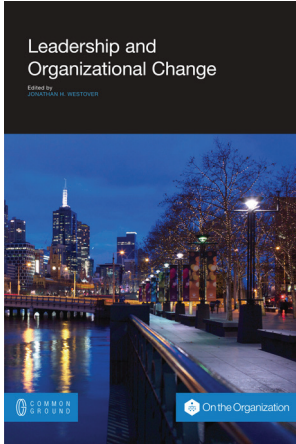
Seth Berg currently serves as the academic dean at Rasmussen College in Eagan, Minnesota.

Dr. Wayne Richards Jr. is a native of New Orleans, LA, is a highly engaged program manager responsible for execution, performance, and the integration of organizational objectives.



Leadership and Organizational Change

Jonathan H. Westover (ed.)



ISBN—978-1-61229-360-8
361 Pages

Community Website:
ontheorganization.com

Bookstore:
ijm.cgpublisher.com

With the global economy shifting in recent decades and the emergence of the technology and service-oriented knowledge organizations, we live in an increasingly hyper-competitive global marketplace where firms are fighting to stay lean and flexible in an effort to satisfy increasingly diverse and specialized consumer demand around the world. In such a hyper-competitive global economy, how do organizational leaders effectively manage and lead key organizational change efforts? What are the leadership characteristics, skills, and best practices that top leaders need to possess to have a measurable impact on increased firm effectiveness and employee productivity? How can organizational leaders more successfully manage organizational change initiatives to achieve strategic organizational goals and add value to all organizational stakeholders? These are just some of the pressing questions facing today's organizations.

This edited collection provides a comprehensive introduction to leadership and organizational change and explores the wide-sweeping impacts for the modern workplace, presenting a wide range of cross-disciplinary research in an organized, clear, and accessible manner. It will be informative to management academics and instructors, while also instructing organizational managers, leaders, and human resource development professionals of all types who are seeking effective organizational change leadership to drive firm effectiveness in an increasingly competitive global economy.

Editor Bio:

Jonathan H. Westover is an assistant professor of business at Utah Valley University, specializing in international human resource management and organizational behavior. Additionally, he recently received the prestigious Fulbright Scholar award to be visiting faculty in the MBA program at Belarusian State University (Minsk, Belarus), and is a visiting faculty member in other graduate business programs in the UK, France, Poland, and China. He received a Master of Public Administration degree with an emphasis on Human Resource Management and Organizational Behavior from the Marriott School of Management at Brigham Young University. As a doctoral student at the University of Utah, his research interests combined comparative international sociology and the sociology of work and organizations. His ongoing research examines issues of globalization, labor transformation, work quality characteristics, and the determinants of job satisfaction cross-nationally.

Organization Studies Conference

*Curating global interdisciplinary spaces,
supporting professionally rewarding
relationships*



Conference History

Founded in 1993, the International Conference on Knowledge, Culture, and Change in Organizations provides a meeting place for the investigation of knowledge-based social and economic change. Perspectives at the conference range from big picture analyses, to detailed case studies of practice, traversing a broad terrain, from theory to strategies for action. In 2010 the World Universities Forum combined with the International Conference on Knowledge, Culture, and Change in Organizations.

The International Conference on Knowledge, Culture, and Change in Organizations is built upon four key features: Internationalism, Interdisciplinarity, Inclusiveness, and Interaction. Conference delegates include leaders in the field as well as emerging scholars, who travel to the conference from all corners of the globe and represent a broad range of disciplines and perspectives. A variety of presentation options and session types offer delegates multiple opportunities to engage, to discuss key issues in the field, and to build relationships with scholars from other cultures and disciplines.

Past Conferences

- 1993 - Hilton Hotel, Sydney, Australia
- 1995 - Wesley Conference Centre, Sydney, Australia
- 2003 - Universiti Sains Malaysia, Penang, Malaysia
- 2004 - University of Greenwich, London, United Kingdom
- 2005 - University of the Aegean, Rhodes, Greece
- 2006 - Monash University Centre, Prato, Italy
- 2007 - Singapore Management University, Singapore
- 2008 - Cambridge University, Cambridge, United Kingdom
- 2009 - Northeastern University, Boston, USA
- 2010 - HEC Montréal, Montréal, Canada
- 2011 - Universidad San Pablo CEU, Madrid, Spain
- 2012 - University Center, Chicago, USA
- 2013 - UBC Robson Square, Vancouver, Canada
- 2014 - Saïd Business School at the University of Oxford, Oxford, UK
- 2015 - University of California, Berkeley, USA



Plenary Speaker Highlights

The International Conference on Knowledge, Culture, and Change in Organizations has a rich history of featuring leading and emerging voices from the field, including:

- Juan Alfaro, State Council on Corporate Social Responsibility of the Government of Spain, Madrid, Spain (2011)
- Gibor Basri, University of California, Berkeley, USA (2014)
- David Gurteen, Gurteen Knowledge, London, UK (2004)
- Richard Harris, University of Glasgow, Glasgow, UK (2009)
- Nuzhat Jafri, Office of the Fairness Commissioner, Ontario, Canada (2010)
- Leslie Johnson, University of Greenwich Business School, London, UK (2004)
- Samantha Miles, Oxford Brookes University, Oxford, UK (2013)
- Bruce Payne, Shelley & Donald Rubin Foundation, New York City, USA (2007)
- Anne H. Reilly, Loyola University, Chicago, USA (2012)
- Alexandra V. Roth, Northeastern University, Boston, USA (2008)
- Kirpal Singh, Signapore Management University, Singapore (2003)
- Dave Snowden, IBM Centre for Action Research in Organisation Complexity, UK (2003)
- Thomas A. Stewart, Harvard Business Review, Boston, USA (2004)

Past Partners

Over the years the International Conference on Knowledge, Culture, and Change in Organizations has had the pleasure of working with the following organizations:



Gurteen Knowledge,
London, UK (2005)



RMIT Business,
Melbourne, Australia (2003)



Singapore Institute of Management,
Singapore (2003)



The Business School,
University of Greenwich,
London, UK. (2004)



Universidad San Pablo CEU,
Madrid, Spain (2011)



Universiti Sains Malaysia,
Penang, Malaysia (2003)



University of the Aegean,
Rhodes, Greece (2005)

2017 Conference Partner



International Graduate Center for Education,
Charles Darwin University, Australia





Conference Principles and Features

The structure of the conference is based on four core principles that pervade all aspects of the knowledge community:

International

This conference travels around the world to provide opportunities for delegates to see and experience different countries and locations. But more importantly, the International Conference on the Image offers a tangible and meaningful opportunity to engage with scholars from a diversity of cultures and perspectives. This year, delegates from over 34 countries are in attendance, offering a unique and unparalleled opportunity to engage directly with colleagues from all corners of the globe.

Interdisciplinary

Unlike association conferences attended by delegates with similar backgrounds and specialties, this conference brings together researchers, practitioners, and scholars from a wide range of disciplines who have a shared interest in the themes and concerns of this community. As a result, topics are broached from a variety of perspectives, interdisciplinary methods are applauded, and mutual respect and collaboration are encouraged.

Inclusive

Anyone whose scholarly work is sound and relevant is welcome to participate in this community and conference, regardless of discipline, culture, institution, or career path. Whether an emeritus professor, graduate student, researcher, teacher, policymaker, practitioner, or administrator, your work and your voice can contribute to the collective body of knowledge that is created and shared by this community.

Interactive

To take full advantage of the rich diversity of cultures, backgrounds, and perspectives represented at the conference, there must be ample opportunities to speak, listen, engage, and interact. A variety of session formats, from more to less structured, are offered throughout the conference to provide these opportunities.

Become a Partner

Common Ground Publishing has a long history of meaningful and substantive partnerships with universities, research institutes, government bodies, and non-governmental organizations. Developing these partnerships is a pillar of our Knowledge Community agenda. There are a number of ways you can partner with a Common Ground Knowledge Community. Contact us at support@organization-studies.com to become a partner.



Plenary

Plenary speakers, chosen from among the world's leading thinkers, offer formal presentations on topics of broad interest to the community and conference delegation. One or more speakers are scheduled into a plenary session, most often the first session of the day. As a general rule, there are no questions or discussion during these sessions. Instead, plenary speakers answer questions and participate in informal, extended discussions during their Garden Conversations.



Garden Conversation

Garden Conversations are informal, unstructured sessions that allow delegates a chance to meet plenary speakers and talk with them at length about the issues arising from their presentation. When the venue and weather allow, we try to arrange for a circle of chairs to be placed outdoors.



Talking Circles

Held on the first day of the conference, Talking Circles offer an early opportunity to meet other delegates with similar interests and concerns. Delegates self-select into groups based on broad thematic areas and then engage in extended discussion about the issues and concerns they feel are of utmost importance to that segment of the community. Questions like "Who are we?", "What is our common ground?", "What are the current challenges facing society in this area?", "What challenges do we face in constructing knowledge and effecting meaningful change in this area?" may guide the conversation. When possible, a second Talking Circle is held on the final day of the conference, for the original group to reconvene and discuss changes in their perspectives and understandings as a result of the conference experience. Reports from the Talking Circles provide a framework for the delegates' final discussions during the Closing Session.



Themed Paper Presentations

Paper presentations are grouped by general themes or topics into sessions comprised of three or four presentations followed by group discussion. Each presenter in the session makes a formal twenty-minute presentation of their work; Q&A and group discussion follow after all have presented. Session Chairs introduce the speakers, keep time on the presentations, and facilitate the discussion. Each presenter's formal, written paper will be available to participants if accepted to the journal.



Colloquium

Colloquium sessions are organized by a group of colleagues who wish to present various dimensions of a project or perspectives on an issue. Four or five short formal presentations are followed by commentary and/or group discussion. A single article or multiple articles may be submitted to the journal based on the content of a colloquium session.



Focused Discussion

For work that is best discussed or debated, rather than reported on through a formal presentation, these sessions provide a forum for an extended “roundtable” conversation between an author and a small group of interested colleagues. Several such discussions occur simultaneously in a specified area, with each author’s table designated by a number corresponding to the title and topic listed in the program schedule. Summaries of the author’s key ideas, or points of discussion, are used to stimulate and guide the discourse. A single article, based on the scholarly work and informed by the focused discussion as appropriate, may be submitted to the journal.



Workshop/Interactive Session

Workshop sessions involve extensive interaction between presenters and participants around an idea or hands-on experience of a practice. These sessions may also take the form of a crafted panel, staged conversation, dialogue or debate—all involving substantial interaction with the audience. A single article (jointly authored, if appropriate) may be submitted to the journal based on a workshop session.



Poster Sessions

Poster sessions present preliminary results of works in progress or projects that lend themselves to visual displays and representations. These sessions allow for engagement in informal discussions about the work with interested delegates throughout the session.



Innovation Showcase

Researchers and innovators present products or research and development. All presentations should be grounded in presenters research experience. Promotional conversations are permissible, however, products or services may not be sold at the conference venue.



Tuesday, 19 April

8:00–9:00	Conference Registration Desk Open
9:00–9:30	Conference Opening—Homer (Tony) Stavelly, Common Ground Publishing, USA
9:30–9:45	Introductory Comments—Peter Kell, Charles Darwin University, Australia
9:45–10:15	Plenary Session—Deanna Spooner, Coordinator, Pacific Islands Climate Change Cooperative (PICCC), Honolulu, USA <i>Navigating Change</i>
10:15–10:45	Plenary Session—Maxine Burkett, William S. Richardson School of Law, University of Hawaii, Honolulu, USA <i>Climate-Induced Migration: Understanding the Global Challenges</i>
10:45–11:15	Coffee Break and Garden Conversation with Deanna Spooner and Maxine Burkett
11:15–12:00	Talking Circles
12:00–12:45	Lunch
12:45–14:25	Parallel Sessions
14:25–14:40	Coffee Break
14:40–16:20	Parallel Sessions
16:20–16:25	Transition
16:25–17:10	Parallel Sessions
17:10–18:10	Welcome Reception

Wednesday, 20 April

8:30–9:00	Conference Registration Desk Open
9:00–9:15	Daily Update—Homer (Tony) Stavelly, Common Ground Publishing, USA
9:15–9:45	Plenary Session—John J. Marra, Research Program and Director, Pacific Regional Climate Services, NOAA, East-West Center, Honolulu, USA <i>Generators, Transformers, and Transmitters: Making the Connection to get from Information to Action</i>
9:45–10:15	Plenary Session—Eileen Shea, Former Chief of the Climate Services and Monitoring Division of the National Climatic Data Center, Director, National Oceanic and Atmospheric Administration (NOAA), Integrated Data and Environmental Applications (IDEA) Center, Honolulu, USA <i>Community-Based Climate Adaptation: Shared Learning and Joint Problem-Solving</i>
10:15–10:45	Coffee Break and Garden Conversation with John J. Marra and Eileen Shea
10:45–12:25	Parallel Sessions
12:25–13:10	Lunch
13:10–14:50	Parallel Sessions
14:50–15:05	Coffee Break
15:05–16:45	Parallel Sessions
16:45	Special Event—Conference Closing and Award Ceremony



Featured Session—Reaching Out to the Globe: Internationalising Masters Postgraduate Learning in Education

Tuesday, 19 April | 12:45–14:25 | Room 1

Dr. Peter Kell

Professor, Charles Darwin University, Darwin, Australia

Editor, Organization Studies Journal Collection

Member, Advisory Board for the Organization Studies Knowledge Community

Overview: This paper explores the internationalization of graduate education using online learning. The paper discusses and describes the collaboration between US and Australian students. It also discusses joint international degrees.

Special Events

Pre-Conference Tour: Diamond Head Crater Adventure

This exciting tour of the world famous Diamond Head Crater begins with a short introductory talk by a trained nature guide. You will learn about the fascinating volcanic creation, Hawaiian history, European discovery, early cattle ranching, and modern day military use of the “Gibraltar of the Pacific” while being escorted on a 45 minute walk that ascends to the 763’ summit. Along the way the group will stop at several points to rest and photograph the crater. Walking up stairways, going into a dark 200 foot tunnel, and climbing a spiral staircase imparts a sense of adventure. From the summit the incredible 360 degrees panoramic views of Waikiki Beach, the emerald green mountains, and the sparkling aquamarine water of the Pacific Ocean below will thrill you. The excursion lasts approximately 3 hours and is a truly memorable experience.

Date: Monday, 18 April 2016

Time: 8:00 AM

Cost: US\$35.00

Conference Welcome Reception

Common Ground Publishing and the International Conference on Knowledge, Culture, and Change in Organizations will host a welcome reception at the University of Hawaii at Manoa. The reception will be held directly following the last parallel session of the first day, Tuesday, 19 April 2016. Join other conference delegates and plenary speakers for drinks, light hors d’oeuvres, and a chance to converse. The Welcome Reception is complimentary to all conference delegates; we look forward to hosting you!

Date: Tuesday, 19 April 2016

Time: 5:00 PM

Location: Conference Ballroom



Conference Dinner – The Pig & the Lady

Join fellow conference delegates and plenary speakers for an evening of conversation and a delicious globally accented, modern Vietnamese meal set at communal tables. The menu varies by what is locally available. Price is inclusive of both tax and gratuity.

Date: Tuesday, 19 April 2016

Time: 8:00 PM

Location: Delegates are to meet at the restaurant, transportation is not provided.

Address: The Pig and the Lady, 83 N King St, Honolulu, HI 96817

Cost: US\$60.00

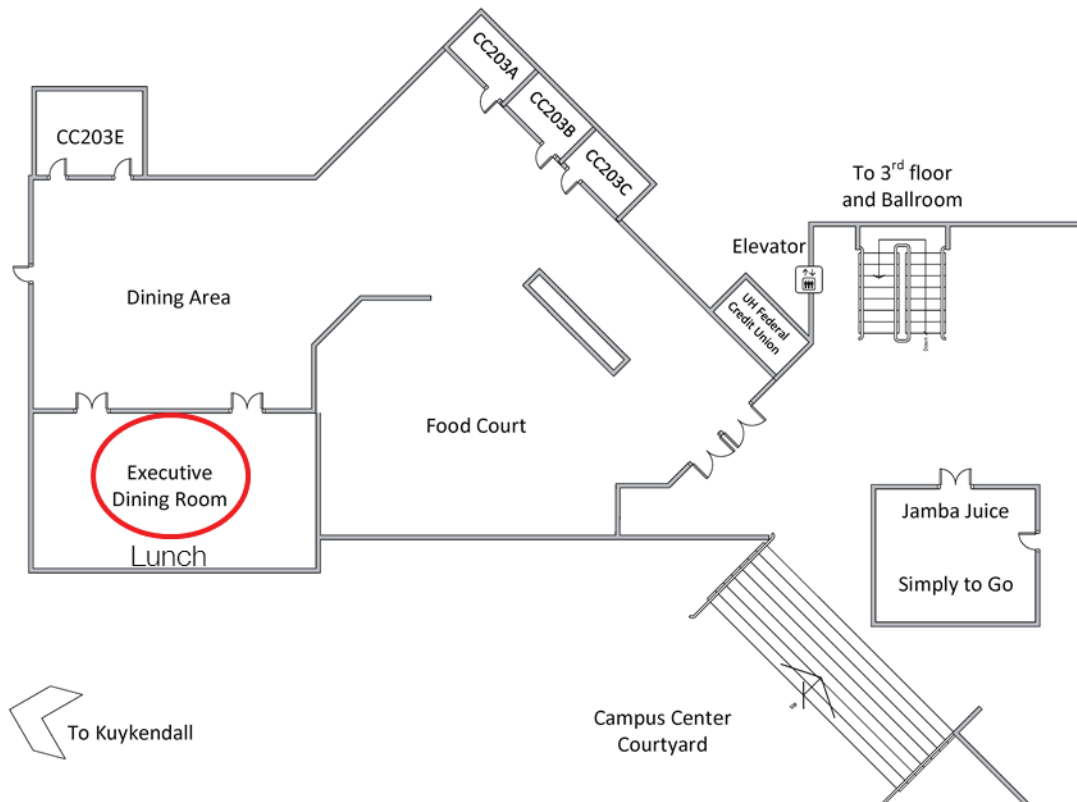
Booking: Please see the conference registration desk to make your booking. Space is limited.

Conference Shuttle Schedule

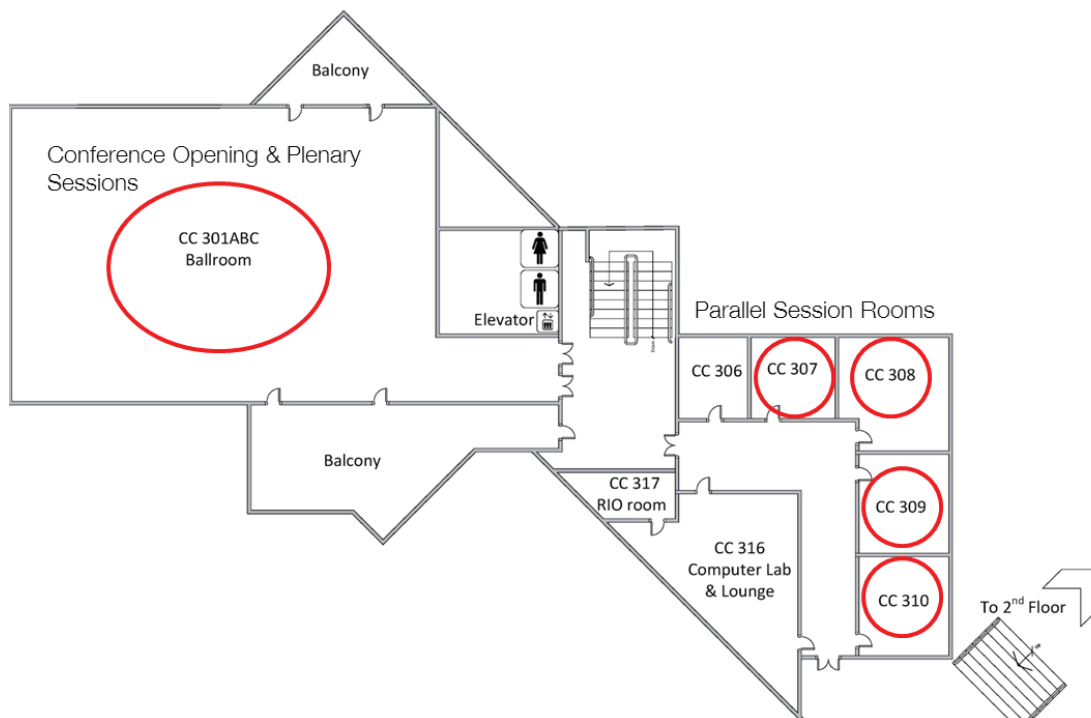
	Date	Time
Hotel to Venue	Tuesday, 19 April	Shuttle 1: 7:30 AM Shuttle 2: 8:00 AM
Venue to Hotel	Tuesday, 19 April	Shuttle 1: 5:30 PM Shuttle 2: 6:00 PM
Hotel to Venue	Wednesday, 20 April	Shuttle 1: 8:00 AM Shuttle 2: 8:30 AM
Venue to Hotel	Wednesday, 20 April	Shuttle 1: 5:00 PM Shuttle 2: 5:30 PM



2nd Floor



3rd Floor





Deanna Spooner

Navigating Change



Over the past two decades, Deanna Spooner has worked on species conservation and climate change adaptation in both the non-profit and government sectors. Currently employed by the U.S. Fish and Wildlife Service to serve as the Coordinator of the Pacific Islands Climate Change Cooperative (PICCC), she focuses on large-scale, partnership-driven climate adaptation planning and implementation for natural and cultural resources, known as biocultural resources. The Pacific Islands are experiencing a multitude of regional and localized impacts of global climate change that are straining the natural resilience of the region's people and places. Spooner's work with the PICCC is helping to build capacity to understand and adapt to these changes to the lands, waters, and seas that sustain the unique and diverse biocultural heritage of the Pacific. Spooner is co-author of the 2012 report issued by the Pacific Islands Regional Climate Assessment titled *Climate Change and Pacific Islands: Indicators and Impacts* and contributing author of the 2014 National Climate Assessment Chapter on Hawai'i and U.S. Affiliated Pacific Islands. She holds a B.A. from U.C. Berkeley and a J.D. from U.C. Hastings, where she focused on environmental law and policy.

Maxine Burkett

Climate-Induced Migration: Understanding the Global Challenges



Maxine Burkett joined the William S. Richardson School of Law in 2009. She teaches Climate Change Law and Policy, Torts, Environmental Law, International Environmental Law, and International Development. She has written extensively in diverse areas of climate law with a particular focus on climate justice, exploring the disparate impact of climate change on vulnerable communities in the United States and globally. Professor Burkett has presented her research on the law and policy of climate change throughout the United States and in West Africa, Asia, Europe, and the Caribbean. Professor Burkett currently serves as a Co-Director of the Hawai'i Presidential Center Initiative, which is coordinating the national, competitive bid to host the Barack Obama Presidential Library. In 2010, Burkett served as the Wayne Morse Chair of Law and Politics at the Wayne Morse Center, University of Oregon, for the Center's "Climate Ethics and Climate Equity" theme of inquiry. Other Wayne Morse Chairs include Charles Ogletree, Jr., Vandana Shiva, Barbara Ehrenreich, and Russ Feingold. Burkett is the youngest recipient of the Chair. From 2009-2012, Professor Burkett also served as the inaugural Director of the Center for Island Climate Adaptation and Policy (ICAP). As the Director of ICAP, she led projects to address climate change policy and planning for island communities globally. She directed the completion of several adaptation related policy documents, outreach and education programs, and decision-maker support efforts for Hawai'i and other Pacific Island nations. Professor Burkett attended Williams College and Exeter College, Oxford University, and received her law degree from Boalt Hall School of Law at the University of California, Berkeley. She served as a law clerk for The Honorable Susan Illston of the United States District Court, Northern District of California. She was a White House intern and is currently a member of Cohort II of the Omidyar Fellows Program. Prior to her appointment at the University of Hawai'i, Professor Burkett taught at the University of Colorado Law School.

John J. Marra

Generators, Transformers, and Transmitters: Making the Connections to get from Information to Action



Dr. John Marra is the NOAA Climate Services Director for the Pacific Region, based in Honolulu, HI. He started working in this capacity in July 2010. He also serves as an Adjunct Fellow at the East-West Center. For nearly 20 years Dr. Marra has been working to bridge science, policy, and information technology to address issues related



to natural hazards risk reduction and climate adaptation planning. His particular area of expertise is the development and dissemination of data and products associated with coastal inundation and erosion. Dr. Marra worked for the NOAA Integrated Data and Environmental Applications (IDEA) Center in Honolulu, Hawaii starting in August 2006, where he spearheaded a project on extreme storms – strong winds, heavy rains, and high seas – in the Pacific. For the four years prior to that he worked at the NOAA Pacific Services Center providing technical assistance to Pacific Island jurisdictions and supporting the integration of multi-disciplinary research and observations to address issues associated with coastal natural hazards and community resilience. Before arriving in Hawaii in April 2002 he worked independently for almost 10 years in Newport, Oregon as a consulting geologist for a broad range of private and public sector clients. Prior to that, he was the North Coast Field Representative for the State of Oregon's Department of Land Conservation and Development. Dr. Marra received his Ph.D. in geology from the University of Canterbury, in Christchurch, New Zealand.

Eileen Shea

Community-Based Climate Adaptation: Shared Learning and Joint Problem-Solving



Eileen Shea provides consulting and professional community services in climate science and information services, climate adaptation and community resilience, sustainability, environmental science and public policy. She currently serves in a number of positions related to Pacific climate, risk management and resource management issues:

- Senior Advisor to the Pacific Risk Management 'Ohana (PRiMO) and initial President of the Partnership for Pacific Resilience a recently-formed 501(c) (3) to support hazards assessment and resilience in the Pacific Islands;
- Chair of the Marine Planning and Climate Change Committee of the Western Pacific Fisheries Management Council;
- Member of the Adaptation Initiative Working Group of the Fish and Wildlife Service's Pacific Islands Climate Change Cooperative;
- Member of Rising Voices, a network of individuals committed to bringing indigenous knowledge and practices to climate science and community adaptation; and
- Co-Chair of the American Meteorological Society's Board on Enterprise Communication within the Commission on Weather, Water and Climate.

Immediately prior to retiring on September 30, 2014, Ms. Shea served as NOAA's Pacific Islands Regional Coordinator. She was one of eight NOAA Regional Coordinators whose combined areas of responsibility cover the continental United States, Alaska, the Caribbean and Pacific Island jurisdictions. From 2006 to 2012, Ms. Shea served as senior advisor on services to the Director of the NOAA National Climatic Data Center (NCDC) and Chief, Climate Services and Monitoring Division of the NCDC. From fall 1998 to fall 2006, she served as the Climate Projects Coordinator at the East-West Center in Honolulu, HI, USA. She led research, education and public policy efforts in climate forecast applications, and climate vulnerability assessment and climate risk management with a primary focus on Pacific Islands. She also led the Pacific Islands contribution to the first National Assessment of the Consequences of Climate Variability and Change and subsequently served as a member of the blue ribbon committee of authors for the 2009 report entitled Global Change Impacts in the United States, which served as the second U.S. National Climate Assessment. In summer 2009, the National Research Council to the U.S. National Committee for the Pacific Science Association nominated Eileen Shea. She is a member of the NOAA Climate Adaptation Team and past co-chair of the regional adaptation support-working group of the Interagency Climate Change Adaptation Task Force.



Tahir Mumtaz Awan



Tahir Mumtaz Awan is a highly motivated individual and current PhD Candidate of Corporate Management (Department of Marketing) at Sun Yat-sen Business School, Guangzhou, People's Republic of China. His academic profile includes Masters in Management, Masters of Science (Mass Communication), Master of Business Administration (Marketing) and Bachelor of Science ((Hons.) in Computer Sciences). He is currently working as Lecturer in Marketing (Department of Management Sciences) at COMSATS Institute of Information Technology, Islamabad, Pakistan. Currently he is on study leave from there. He is a diligent professional, with excellent communication skills applied in a broad range of contexts including administrative expertise, leadership qualities, teaching and training, conferences and workshops presentations, and international level events' management. Few successful events he recently managed include; the Pakistan-China Business Forum for previous five consecutive years, International Forum of Vice Chancellors' of Islamic Universities, and annual academic conference of international level organized at his parent university.

Christopher Hurlburt



Christopher Hurlburt is a senior at Roger Williams University (RWU) pursuing his Bachelors of Science in Web Development with a minor in Marketing and a Core Concentration in Graphic Design. Chris has completed a summer internship with Response Marketing Agency as a Web Development intern. Independently, he has developed and marketed a music blog. Chris is currently a student research consultant, helping to develop a content management system for organizing research results and making them accessible through the web. In addition to his work as a student researcher, Chris also interns as a business development analyst where responsibilities include analyzing business expansion options and profiling US-based manufacturing vendors to distribute to multi-national retailers.

Candy Khan



Candy Khan is a graduate student at University of Alberta. She has a Master of Education in Theoretical, Cultural, and International studies and a certificate in Career Development. She also works as a Senior Diversity and Inclusion Consultant at city of Edmonton in the Human Resource Branch. She actively promotes and supports corporate diversity and inclusion policies, strategies, and initiatives. Since her eight years at the city, Candy has made extensive gains in promoting a respectful workplace culture vis-à-vis curriculum delivery, training/education to all city of Edmonton employees, and working collaboratively with senior leaders to ensure policies, practices, and structures are equitable for all. It is noteworthy that Candy is a recipient of many awards including the Globe and Mail Diversity and Inclusion Award (2014, 2015, & 2016), a Commemorative 100 Centennial Medal from the Alberta Provincial Government for exemplary services in assisting immigrant in her community. The Diversity and Inclusion Award from City of Edmonton and Anti-Racism Award from Centre for Race and Culture. Candy has presented papers at both National and International conferences. She has four publications.



Michelle McLinden Nuijen



Michelle McLinden Nuijen is a social scientist with research experience in Hawaii, SE Asia, The Netherlands and Africa. Based within the International Development Studies group at Utrecht University (UU-IDS) in Utrecht, The Netherlands, her research focuses on international sustainable development and includes work on post-conflict land and resource governance, South–South development cooperation and sustainable business/trade.

As a Toptalent scholar of the Netherlands Organisation for Scientific Research, Michelle currently studies the governance aspects of private sector engagement in climate change adaptation in Cambodia. Michelle also guest lectures and supervises master and bachelor internship and thesis research at UU-IDS and University College Utrecht.

Ntandoyenkosi Sibindi



Ntandoyenkosi Sibindi is a Doctor of Philosophy candidate at the School of Economic and Business Science at the University of the Witwatersrand, Johannesburg, South Africa. His thesis investigates the predictor variables and the mediating effects of organizational levers and capabilities on organizational fitness in Zimbabwe's volatile operating environment. His research interests include organizational fitness, organizational structure and organizational performance. Ntandoyenkosi has worked as a Business Studies teacher and examinations administrator.

TUESDAY, 19 APRIL

TUESDAY, 19 APRIL	
8:00-9:00	CONFERENCE REGISTRATION OPEN
9:00-9:30	CONFERENCE OPENING - HOMER STAVELY, COMMON GROUND PUBLISHING, USA
9:30-9:45	INTRODUCTORY COMMENTS - PETER KELL, CHARLES DARWIN UNIVERSITY, AUSTRALIA
9:45-10:15	PLENARY SESSION - DEANNA SPOONER, COORDINATOR, PACIFIC ISLANDS CLIMATE CHANGE COOPERATIVE (PICCC), HONOLULU, USA, "NAVIGATING CHANGE"
10:15-10:45	PLENARY SESSION - MAXINE BURKETT, ASSOCIATE PROFESSOR OF LAW, WILLIAM S. RICHARDSON SCHOOL OF LAW, UNIVERSITY OF HAWAII, HONOLULU, USA, "CLIMATE-INDUCED MIGRATION: UNDERSTANDING THE GLOBAL CHALLENGES"
10:45-11:15	GARDEN CONVERSATION AND COFFEE BREAK
11:15-12:00	TALKING CIRCLES
	Room 1- Management Education / Knowledge Management Room 2- Change Management / Organizational Cultures Room 3- 2016 Special Focus- Climates of Change: Organizations in a Time of Ecological and Social Vulnerability
12:00-12:45	LUNCH
12:45-14:25	PARALLEL SESSIONS
Room 1	<p>Global Knowledge and Education</p> <p>Reaching Out to the Globe: Internationalising Masters Postgraduate Learning in Education Dr. Peter Kell, <i>Charles Darwin University, Darwin, Australia</i> <i>Overview:</i> This paper explores the internationalization of graduate education using online learning. The paper discusses and describes the collaboration between US and Australian students. It also discusses joint international degrees. <i>Theme: Knowledge Management</i></p> <p>Towards Strategically Sustaining Business Students' Careers in a Globalized Workplace: The Importance of Being Responsible and Accountable Dr. Susan Fox-Wolfgramm, <i>College of Business, Hawaii Pacific University, Honolulu, USA</i> <i>Overview:</i> Relying on sustainable strategic management ideas, self-leadership theory, and classroom practice, this paper explores how business students strengthen their personal careers for increased success in a globalized workplace. <i>Theme: Management Education</i></p> <p>Institutional Responses to Increased International Student Enrollments at One Australian University: Reflections on Research and Practice Dr. Marilyn Kell, <i>Northern Institute, Charles Darwin University, Darwin, Australia</i> <i>Overview:</i> By highlighting the positive attribute international students bring to their studies, this paper seeks to reconceptualise the role of universities in managing this global education phenomenon. <i>Theme: Organizational Cultures</i></p>
Room 2	<p>Inequalities in Organizations</p> <p>The Eyes Don't Lie: Addressing Implicit Bias in Healthcare Administration and Education Dr. Laura Crosswell, <i>Journalism School of Medicine, University of Nevada-Reno, Reno, USA</i> Dr. Lance Porter, <i>Louisiana State University, Baton Rouge, USA</i> <i>Overview:</i> This research examines the immediate impact of racial cues on message reception. Fixation patterns and self-reports provide insight to social dynamics that influence knowledge, communication, and behavior in organizational systems. <i>Theme: 2016 Special Focus - Climates of Change: Organizations in a Time of Ecological and Social Vulnerability</i></p> <p>Reducing Social Inequality and Climate Change Effects: Redesigning Gastronomy Programs Juan Carlos Rivero Isla, <i>Academic Department of Management, Pontificia Universidad Catolica del Peru, Lima, Peru</i> Maria Elena Esparza, <i>Academic Department of Management, Pontificia Universidad Catolica del Peru, Lima, Peru</i> Prof. Maria Elena Sanchez, <i>Academic Department of Management, Pontificia Universidad Catolica del Peru, Lima, Peru</i> <i>Overview:</i> This research examines the tertiary education in gastronomy and argues that this industry has the potential to reduce social inequality and climate change effects. <i>Theme: 2016 Special Focus - Climates of Change: Organizations in a Time of Ecological and Social Vulnerability</i></p>



TUESDAY, 19 APRIL

12:45-14:25	PARALLEL SESSIONS
Room 3	<p>Best Practices</p> <p>Best Practices and Implementation of Diversity Management in Germany's Major Enterprises Sophie Quach, <i>Department of Social Psychology, HR department at AUDI AG, LMU Munich/ AUDI AG, Munich, Germany</i> <i>Overview:</i> This paper shows each phase of implementing diversity management in major enterprises and how diversity management can enhance corporate change. <i>Theme: Change Management</i></p> <p>Integrating Big Data and Collective Intelligence Dr. Marcelo Machado, <i>School of Business, Kwantlen Polytechnic University, Surrey, Canada</i> <i>Overview:</i> This paper proposes a framework integrating Big Data and Collective Intelligence. In essence, such framework proposes the use of Collective Intelligence to improve effectiveness of Big Data - based analysis. <i>Theme: Knowledge Management</i></p> <p>The Social Responsibility of Stakeholders and the Business Success Juan Sebastian Bautista, <i>Universidad Industrial de Santander(UIS), Bucaramanga, Colombia</i> Ruth Zarate Rueda, <i>Research group "INNOTECH", Universidad Industrial de Santander (UIS), Bucaramanga, Colombia</i> Silvia Lizeth Quiroz Ramirez, <i>Research group "INNOTECH", Universidad Industrial de Santander (UIS), Bucaramanga, Colombia</i> <i>Overview:</i> The paper shows the results of the assessment of scientific literature on the Social Responsibility of stakeholders; from a bibliometric analysis based on data mining. <i>Theme: Change Management</i></p> <p>Sustaining the Gains of Change: Project Lessons for Management Xolani Ngonini, <i>Trans-Caledon Tunnel Authority, Centurion, South Africa</i> Prof. Ola Busari, <i>Trans-Caledon Tunnel Authority, Centurion, South Africa</i> <i>Overview:</i> Paper critically evaluates a change project at an infrastructure development entity, South Africa, from three inter-woven dimensions: creating the climate for change, engaging and enabling the organization, and sustaining change. <i>Theme: Management Education</i></p>
14:25-14:40	COFFEE BREAK
14:40-16:20	PARALLEL SESSIONS
Room 1	<p>Ethics and Organizational Responsibilities</p> <p>Developing Consciousness: A Systems Approach for Training in Organizational Ethics Rev. Dr. Thomas D. Lynch, <i>Institute of Public Administration, Louisiana State University, Honolulu, USA</i> Rev. Dr. Cynthia E. Lynch, <i>Public Affairs and Security Studies, University of Texas - Rio Grande Valley, McAllen, USA</i> <i>Overview:</i> This paper builds on the existing ethics and corruption literature to propose a dynamic research agenda that employs a process based approach to training organizational leadership. <i>Theme: Organizational Cultures</i></p> <p>An Exploratory Study on Individual and Situational Drivers of Whistle Blowing Intentions Prof. Nirmala Dorasamy, <i>Department of Public Management and economics, Durban University of Technology, Durban, South Africa</i> <i>Overview:</i> The paper examines the influence of individual and situational factors on internal whistle-blowing intentions within a South African context. The importance of perpetuating a positive organisational ethical culture is highlighted. <i>Theme: Organizational Cultures</i></p> <p>The Changing Face of Corporate Social Responsibility in South Africa: An Important Dimension of Contemporary Business Practice Prof. Renitha Rampersad, <i>Department of Public Relations Management, Faculty of Management Sciences, Durban University of Technology, Durban, South Africa</i> <i>Overview:</i> CSR has moved from ideology to reality and is acknowledged as an important dimension of contemporary business practice, with an obligation for business contribution to communities in which they operate. <i>Theme: Change Management</i></p> <p>The Role of Embodiment in a Municipal Government Ms Candy Khan, <i>Office of Diversity and Inclusion, Human Resource Branch, City of Edmonton, Canada</i> <i>Overview:</i> Embodiment is often ignored in workplace learning. Hence, my paper examines anti-harassment training in a municipal government and ways in which employees learn workplace culture beyond an in-class structured learning. <i>Theme: Organizational Cultures</i></p>



TUESDAY, 19 APRIL

14:40-16:20	PARALLEL SESSIONS
Room 2	<p>Templates for Change</p> <p>Change Management in an Environment of Accelerated and Discontinuous Change Dr. Ronald Paul Lynch, <i>College of Business, law and Governance, James Cook University (Cairns campus) Australia, Smithfield, Australia</i> <i>Overview:</i> Change management methodologies deliver strategic templates for business endeavors while at the same time buttressing economic growth strategies. <i>Theme: Change Management</i></p> <p>Metrics, Murder Rates, and Myths: Communicating Value in a Competitive Environment Dr. Tullio Caputo, <i>Department of Sociology and Anthropology, Carleton University, Ottawa, Canada</i> Dr. Michael McIntyre, <i>Sprott School of Business, Carleton University, Ottawa, Canada</i> Tarrah Hodgkinson, <i>School of Criminology, Simon Fraser University, Burnaby, Canada</i> <i>Overview:</i> Issues related to performance metrics are considered using examples drawn from police organizations. The challenges they encounter in communicating the social value they create to stakeholders are considered. <i>Theme: Change Management</i></p> <p>Strategic Planning in Public and Non-profit Organizations: Lessons for Uncertain Times Dr. Tullio Caputo, <i>Department of Sociology and Anthropology, Carleton University, Ottawa, Canada</i> Dr. Michael McIntyre, <i>Sprott School of Business, Carleton University, Ottawa, Canada</i> Zoe Rogers, <i>Department of Sociology and Anthropology, Carleton University, Ottawa, Canada</i> <i>Overview:</i> The results are presented of a systematic analysis of the Strategic/Business Plans of the 30 largest municipal police services in Canada. The implications are considered for public and non-profit organizations. <i>Theme: Change Management</i></p> <p>Scales to Measure Culture Change in Healthcare Organizations Implementing Continuous Improvement Methodologies Keerthi Suryadevara, <i>Business Operations Excellence, Virtua Health, Marlton, USA</i> Dr. Valerie Maier-Sperdelozzi, <i>Department of Mechanical, Industrial and Systems Engineering, University of Rhode Island, Kingston, USA</i> <i>Overview:</i> The goal of this study was to measure organizational change by assessing employees' attitudes and readiness to adopt improvement methodologies in healthcare, using scales based on the Transtheoretical Model (TTM). <i>Theme: Change Management</i></p>
Room 3	<p>National Contexts for Change</p> <p>A Corporate Culture Phenomenon in Kazakhstan Prof. Akmaral Altaliyeva, <i>MBA Department, Almaty Management University, Almaty, Kazakhstan</i> <i>Overview:</i> What is the cultural context of Kazakhstani leadership in companies today? <i>Theme: Organizational Cultures</i></p> <p>Structure and Measurement of Employee-based Brand Equity: Evidence from China Tahir Mumtaz Awan, <i>Department of Marketing, Sun Yat-sen Business School, Sun Yat-sen University, Guangzhou, China</i> Xiaolin Li, <i>Department of Marketing, Guangdong University of Finance & Economics, Guangzhou, China</i> Aamir Ghafoor, <i>Department of Marketing, Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan</i> Haizhong Wang, <i>Department of Marketing, Sun Yat-sen Business School, Guangzhou, China</i> <i>Overview:</i> We discuss how Chinese organizations manage the internal brand building process effectively. <i>Theme: Organizational Cultures</i></p> <p>Community Knowledge in Functional Educational Systems of the Philippines: Conflict or Incorporation? Louis Stanislaus, <i>College of Liberal Arts - Philosophy Department, De La Salle University - Metro Manila, Paranaque, Philippines</i> <i>Overview:</i> Incorporation of Community Knowledge in functional educational system of the Philippines will help to understand the diverse cultural heritages, wisdom of the people and create sustainable knowledge based communities. <i>Theme: Organizational Cultures</i></p> <p>Organisational Culture and Climate Change: A South African Case Study Hanje Botha, <i>Human Resources and Organisational Development, Trans-Caledon Tunnel Authority (TCTA), Pretoria, South Africa</i> <i>Overview:</i> This paper presents a culture change project at a state-owned enterprise, which was undertaken in pursuit of the desirable organisational climate, to secure a more successful and sustainable future. <i>Theme: Organizational Cultures</i></p>
16:20-16:25	TRANSITION



TUESDAY, 19 APRIL

16:25-17:10	PARALLEL SESSIONS
Ballroom	<p>Poster Session</p> <p>Crisis Communication in Small and Medium-sized Enterprises in Germany Esther Laukötter, <i>Department of Communication Science, University of Münster, Münster, Germany</i> Janne Stahl, <i>Department of Communication, University of Münster, Germany, Münster, Germany</i> <i>Overview:</i> The qualitative study will offer the opportunity to systematise factors that shed light on crisis communication in German Small and medium-sized Enterprises. <i>Theme: Change Management</i></p> <p>The Role of Experiential Learning in Teaching Organizational Leadership Dr. Len Hightower, <i>School of Education, Department of EdD in Organizational Leadership, Brandman University, Irvine, USA</i> <i>Overview:</i> The integral role of combining experiential learning with academic content acquisition in teaching doctoral students organizational leadership will be presented. <i>Theme: Management Education</i></p> <p>Regionalization of the Washington State 4-H Youth Development Program: Employee Awareness, Buy-In, and Communication Alison White, <i>4-H Youth Development, Washington State University, Yakima, USA</i> Dan Teuteberg, <i>4-H Youth Development, Washington State University, Elma, USA</i> <i>Overview:</i> A large, non-profit youth program is transitioning to a streamlined, regional leadership system. We evaluated how employees are responding to organizational change, with specific emphasis on formal versus informal communication. <i>Theme: Change Management</i></p> <p>The Knowledge Transfer in Merger and Acquisition: Human Resource Management Perspective Dr. Dorra Yahiaoui, <i>Management, Kedge Business School, Marseille, France</i> Dr. Hela Chebbi, <i>EDC Paris, Paris, France</i> <i>Overview:</i> The purpose of this paper is to investigate the role played by the HR practices to foster the knowledge transfer in the post-acquisition phase. <i>Theme: Knowledge Management</i></p> <p>Exploring Relations between Construction Management Student Learning Outcomes and Real World Cases Andrew L. Miller, <i>School of Engineering Computing and Construction Management, Roger Williams University, Bristol, USA</i> Dr. Bilge Gokhan Celik, <i>School of Engineering Computing and Construction Management, Roger Williams University, Bristol, USA</i> Antonia K. Papadopoulos, <i>School of Engineering Computing and Construction Management, Roger Williams University, Bristol, USA</i> Patrick J. Flattery, <i>School of Engineering Computing and Construction Management, Roger Williams University, Bristol, USA</i> Christopher Hurlburt, <i>Gabelli School of Business, Roger Williams University, Bristol, USA</i> <i>Overview:</i> This study explores how a set of real world problems collected from construction industry professionals can be utilized to support student learning outcomes in construction management education. <i>Theme: Management Education</i></p>
Ballroom	<p>Focussed Discussion Session</p> <p>The Role of Ethics and Social Responsibility in Preparing Graduate Business and Leadership Students for a Global Society Dr. Claudia Santin, <i>College of Business, Concordia University Chicago, River Forest, USA</i> Dr. Kathryn Hollywood, <i>College of Graduate and Innovative Programs, Leadership and Professional Studies, Concordia University Chicago, Chicago, USA</i> Dr. Donna Blaess, <i>Leadership & Professional Studies Department in the College of Graduate and Innovative Programs, Concordia University Chicago, Chicago, USA</i> <i>Overview:</i> It is insufficient to teach graduate b-school students the MBA common body of knowledge. Preparing socially responsible global leaders requires ethics and corporate sustainability are woven throughout the student's program. <i>Theme: Management Education</i></p> <p>A Comparison of Depth Interviews and Observations as Methods of Data Collection in Organisations: With Special Focus on Researching Knowledge Management, and Culture and Change in Organisations Dr Karen Cacciattolo, <i>Research Support Services, University of Malta, Msida, Malta</i> <i>Overview:</i> The proposal analyses and compares the methods of observation and depth interview for researching the areas of knowledge management, culture and change in organisations. <i>Theme: Management Education</i></p>
Room 1	<p>Innovation Showcase: Product and R&D Presentations</p> <p>Identifying Barriers to Decision-making by Managers Using a Hybrid Approach of Design-Thinking and Root-Cause Analysis Hanan MD. PhD. MBA, <i>The Design Thinking Tank, MED-VAR, New York, USA</i> <i>Overview:</i> By combining the design-thinking approach with root-cause analysis we identified possible barriers to proper decision-making by project managers in 28 social organizations. <i>Theme: 2016 Special Focus - Climates of Change: Organizations in a Time of Ecological and Social Vulnerability</i></p>
Room 2	<p>Innovation Showcase: Product and R&D Presentations</p> <p>Four Keys to Creating a Culture of Engagement: How Great Places to Work Raise the Bar Dr. Beth Sears, <i>Owner of Workplace Communication, Inc., Adjunct instructor Cornell University School of Industrial Labor Relations and Nazareth College School of Business, Scottsville, USA</i> <i>Overview:</i> Whether leaders are trying to improve a dysfunctional culture or raise the bar, this highly interactive session allows participants to identify what leaders from Great Places to Work already know. <i>Theme: Organizational Cultures</i></p>



TUESDAY, 19 APRIL

16:25-17:10	PARALLEL SESSIONS
Room 3	<p>Innovation Showcase: Product and R&D Presentations</p> <p>Organisation Stewardship: How Emotionally Healthy Organisations Make a Difference Gayle Hardie, <i>Global Leadership Foundation, Melbourne, Australia</i> Malcolm Lazenby, <i>Global Leadership Foundation, Melbourne, Australia</i> <i>Overview:</i> Emotionally healthy organisations make mindful, constructive and respectful decisions and choices and hold mutual accountability for the way they relate to and engage with others and the world around them. <i>Theme: 2016 Special Focus - Climates of Change: Organizations in a Time of Ecological and Social Vulnerability</i></p>
17:10-18:10	WELCOME RECEPTION



WEDNESDAY, 20 APRIL

WEDNESDAY, 20 APRIL	
8:30-9:00	CONFERENCE REGISTRATION OPEN
9:00-9:15	DAILY UPDATE - HOMER STAVELY, COMMON GROUND PUBLISHING, USA
9:15-9:45	PLENARY SESSION - JOHN J. MARRA, ADJUNCT SENIOR FELLOW, RESEARCH PROGRAM AND DIRECTOR, PACIFIC REGIONAL CLIMATE SERVICES, NOAA, EAST-WEST CENTER, HONOLULU, USA, "GENERATORS, TRANSFORMERS, AND TRANSMITTERS: MAKING THE CONNECTIONS TO GET FROM INFORMATION TO ACTION"
9:45-10:15	PLENARY SESSION - EILEEN SHEA, FORMER CHIEF OF THE CLIMATE SERVICES AND MONITORING DIVISION OF THE NATIONAL CLIMATIC DATA CENTER, DIRECTOR, NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA), INTEGRATED DATA AND ENVIRONMENTAL APPLICATIONS (IDEA) CENTER, HONOLULU, USA "COMMUNITY-BASED CLIMATE ADAPTATION: SHARED LEARNING AND JOINT PROBLEM-SOLVING"
10:15-10:45	GARDEN CONVERSATION AND COFFEE BREAK
10:45-12:25	PARALLEL SESSIONS
Room 1	<p>Cultures of Change</p> <p>Precluding Crises in Sports Organizations: Applications of Communication Theory Dr. Alan Zaremba, <i>Office of the Dean - College of Arts, Media and Design, Northeastern University, Boston, USA</i> <i>Overview:</i> The paper describes a specific crisis in a university athletic department in terms of organizational communication theories. The analysis suggests steps that can be taken to preclude crises. <i>Theme: Organizational Cultures</i></p> <p>Management and Alcohol in Post-Bureaucratic Firms: Understanding Power Relations and the Worker Dr. Samuel Osei-Nimo, <i>QA Business School, QA Higher Education, University of Ulster, Birmingham, UK</i> <i>Overview:</i> The paper focuses on the issue of alcohol in work organisations. It aims to understand how alcohol is constructed as a "problem" at work and the discourses shaping it. <i>Theme: Organizational Cultures</i></p> <p>Diversity in the Canadian Armed Forces: Towards a More Inclusive Military Organization Justin Wright, <i>Defence Research and Development Canada, Department of National Defence, Ottawa, Canada</i> <i>Overview:</i> Drawing on recent Canadian defense research, this paper discusses the need to move toward a more inclusive military culture and organization. <i>Theme: Organizational Cultures</i></p> <p>Personal Values: Fostering Value Congruence in a Military Environment Dr. Ann-Renee Blais, <i>Director Research Operational and Organizational Dynamics, Director General Military Personnel Research and Analysis, Ottawa, Canada</i> <i>Overview:</i> This paper summarizes the findings and implications of research on personal values (and their correlates and work-related outcomes) in a challenging military environment where value congruence/fit is crucial. <i>Theme: Organizational Cultures</i></p>
Room 2	<p>Organizational Responses to a Changing Globe</p> <p>Soft Power and Climate Change: Why Did South Korea Adopt a Carbon Cap-and-Trade System? Prof. Benedict Edward DeDominicis, <i>Political Science, Catholic University of Korea, International Studies Department, Bucheon, South Korea</i> <i>Overview:</i> International and domestic policy responses to global climate change provide soft power exploitation opportunities for rising states including South Korea. South Korea consequently launched a carbon cap-and-trade system in 2015. <i>Theme: Change Management</i></p> <p>Creating Climate-Smart Partnerships: The Potential Contribution of Phnom Penh's Business Organizations toward Better Business and Equitable Adaptation Michelle McLinden Nuijen, <i>Utrecht University Faculty of Geosciences Department of Human Geography and Spatial Planning International Development Studies Group, Netherlands Organisation for Scientific Research, Utrecht, Netherlands</i> <i>Overview:</i> This paper concerns the potential role of Phnom Penh's business organizations in advancing not only climate resilient, but also socially responsible, agriculture. <i>Theme: 2016 Special Focus - Climates of Change: Organizations in a Time of Ecological and Social Vulnerability</i></p> <p>The Salience of Environmental Sustainability Knowledge Sharing among Nature-based Tourism Operators Dr. Jean Marie Ip Soo Ching, <i>School of Business, Cambridge International College, Melbourne, Australia</i> <i>Overview:</i> This research analyses how environmental sustainability knowledge is zealously shared in the tourism industry among staff, tourists, competitors and public. <i>Theme: Knowledge Management</i></p>



WEDNESDAY, 20 APRIL

10:45-12:25	PARALLEL SESSIONS
Room 3	<p>The Roles of Leadership</p> <p>Knowledge Management as Change Agent for Strategic Integrated Communication and Leadership Paradigms: A Critical Review Prof. Rachel Barker, <i>Communication Science, University of South Africa, Pretoria, South Africa</i> <i>Overview:</i> The commonality of most recent research indicates an emphasised focus on the knowledge management of information to implement strategic integrated communication which emphasises the need for new emerging leadership paradigms. <i>Theme: Knowledge Management</i></p> <p>Toward Theory Building for Organizational Change: At the Intersection of Leadership Coaching and Scenario Planning Laura Coons, <i>School of Education, Colorado State University, Fort Collins, USA</i> Dr. Abigail Veliquette, <i>Communication Studies, Colorado State University, Fort Collins, USA</i> <i>Overview:</i> This paper examines the use of leadership coaching and scenario planning as tools to address the mental models of individuals and underlying assumptions of their organizational culture to effect change. <i>Theme: Organizational Cultures</i></p> <p>Leadership, Governance and Management: An Examination of Key Factors Affecting Success at High-performing UK University Departments Dr. Seng Kiat Kok, <i>Liverpool Business School, Liverpool John Moores University, Liverpool, UK</i> <i>Overview:</i> This paper examines the different approaches to leadership and governance in some of the top university departments in the UK. <i>Theme: Organizational Cultures</i></p>
12:25-13:10	LUNCH
13:10-14:50	PARALLEL SESSIONS
Room 1	<p>Politics and Policies of Organizations</p> <p>Inter-Organizational Trust in a Challenging Context: The Case of the Investment Guarantee Fund Dr. Luciano Quinto Lanz, <i>Credit Division, BNDES, Rio de Janeiro, Brazil</i> Prof. Patricia Amelia Tomei, <i>IAG Business School, Pontificia Universidade Católica do Rio de Janeiro – PUC-Rio, Rio de Janeiro, Brazil</i> <i>Overview:</i> This article analyzed the process involved in building trust between a guarantee fund for micro, small and medium firms in Brazil and the banks that used its guarantee. <i>Theme: Change Management</i></p> <p>Dialectical Construction of Organisational Learning: Exploring the Political Use of Identity Humaira Mujib, <i>School of Management, University Of Bath, Bath, UK</i> <i>Overview:</i> Organisational learning (OL) requires identity change at individual and organisational level to stay tuned to changing environment. However, management and employees linked in mutual recognition play politics and resists OL. <i>Theme: Change Management</i></p> <p>Organizational Performance and Fitness: Theoretical Differences and Similarities Ntandoyenkosi Sibindi, <i>School of Economics and Business Science, University of the Witwatersrand, South Africa, Johannesburg, South Africa</i> Michael Samuel, <i>School of Economic and Business Science, University of the Witwatersrand, Johannesburg, South Africa</i> <i>Overview:</i> The paper interrogates theoretical differences and similarities between organisational performance and fitness and proposes a theoretical model that seeks to explain the relationship between the two. <i>Theme: Change Management</i></p> <p>Explicit CSR and the “Triple Triple Structure” of Social Legitimacy Siri Carson, <i>Haas Business School, University of California Berkeley, Berkeley, USA</i> <i>Overview:</i> Corporate social responsibility initiatives may enhance the social legitimacy of organizations, given the right balance between values and facts; economic, social and environmental concerns; and local, national and global interests. <i>Theme: 2016 Special Focus - Climates of Change: Organizations in a Time of Ecological and Social Vulnerability</i></p>



WEDNESDAY, 20 APRIL

13:10-14:50	PARALLEL SESSIONS
Room 2	<p>Diversity and Culture</p> <p>Cultural Competence: Moving Well Beyond Diversity to the Cutting Edge for 21st Century Organizations Rev. Dr. Cynthia E. Lynch, <i>Public Affairs and Security Studies, University of Texas - Rio Grande Valley, McAllen, USA</i> Dr. Aziza Zemrani, <i>Public Affairs, University of Texas-Rio Grande Valley, Edinburg, USA</i> Overview: This is an analysis of pre/post self-assessments and participants surveys showing how Cultural Competency training can be taught and how it contributes to organizations' ability to fulfill their missions. Theme: <i>Organizational Cultures</i></p> <p>Transforming Organisational Cultures Using Spiritual Intelligence: A Case Study of New Zealand Professionals Dr. Peter McGhee, <i>Management, Auckland University of Technology, Auckland, New Zealand</i> Dr. Patricia Grant, <i>Management, Auckland University of Technology, Auckland, New Zealand</i> Overview: Spirituality is a popular topic in the literature. Building on this idea, we discuss professionals use of spiritual intelligence to solve ethical challenges and the benefits this brings to organisations. Theme: <i>Organizational Cultures</i></p> <p>Addressing Cultural Differences across Virtual Teams Dr. Beatrice Gibbons-Kunka, <i>Department of Organizational Leadership School of Communications and Information Systems, Robert Morris University, Pittsburgh, USA</i> Overview: The challenges of virtual team communication across different cultures are examined, including the cultural value differences between virtual team members, different power relationships and hierarchical arrangements and diverse communication styles. Theme: <i>Organizational Cultures</i></p> <p>Successful Organizational Change for International Students in South Korea: Focusing on the International Students' Cultural Adaptation in a University Prof. Jinman Kyonne, <i>Department of Public Administration, Hankuk University of Foreign Studies, Seoul, South Korea</i> Overview: In 2014, the number of international students was 84,891 in South Korea. This study analyzes how the university system in South Korea succeeded to attract international students. Theme: <i>Organizational Cultures</i></p>
Room 3	<p>Late Additions</p> <p>Partnership Law and Its Spawn: Did LLP Deliver on Its Promises? Prof. Kevin Mcmeeking, <i>Accounting, University of Exeter, Exeter, UK</i> Dr. Rachel Baskerville, <i>Accounting, Victoria University, Victoria, New Zealand</i> Prof. Dalice Sim, <i>Biostatistics, Otago, Otago, New Zealand</i> Overview: This study increases our understanding of organizations in change, structural variations and strategic choices among accounting firms. Theme: <i>Change Management</i></p> <p>Successful Strategies to Support Faculty Development within Limited Resources: Enhancing Community Engagement Dr. Henry R. Cunningham, <i>Office of the Vice President for Community Engagement, University of Louisville, Louisville, USA</i> Dr. Vicki Hines-Martin, <i>School of Nursing, University of Louisville, Louisville, USA</i> Overview: This paper identifies strategies to enhance faculty and community partnerships that support teaching and scholarship within a context of academic budgetary constraints. Exemplars that supported successful organizational change are presented. Theme: <i>Organizational Cultures</i></p> <p>Achieving Competency Communicating about Sustainability: An Experiment in College Teaching at the University of St. Thomas Dr. L. David Schuelke, <i>Department of Communication and Journalism College of Liberal Arts and Sciences, University of St. Thomas, St. Paul, USA</i> Overview: Many organizations have mission statements concerning the environment and sustainability. This paper will present the outcomes of a communication course designed to validate organizational sustainability goals. Theme: <i>2016 Special Focus - Climates of Change: Organizations in a Time of Ecological and Social Vulnerability</i></p>
14:50-15:05	COFFEE BREAK
15:05-16:45	PARALLEL SESSIONS
Room 1	<p>Concepts of Change</p> <p>The Concept of Change: A Determinant for Explaining the Substance of Marketing Anthony McMullan, <i>College of Business and Economics, The Australian National University, Canberra, Australia</i> Overview: This paper argues that marketing's role as a pervasive societal force needs to replace "marketing as exchange" with "change as the substance of marketing" to enhance contemporary marketing theory. Theme: <i>Organizational Cultures</i></p> <p>How IBM is Cultivating a Culture of Design Maya Corine Weinstein, <i>Watson, IBM, Brooklyn, USA</i> Overview: IBM is reinventing itself with design thinking at the core. This paper highlights the process, challenges and rewards of changing the culture of a 400,000 employee global company. Theme: <i>Organizational Cultures</i></p> <p>Social and Environmental Disclosure Rating in the Libyan Oil and Gas Sector Dr. Ali Aldrugi, <i>Accounting and Finance, Elmergib University, Manchester, UK</i> Dr. Hafez Abdo, <i>Nottingham Business School, Nottingham Trent University, Nottingham, UK</i> Overview: This study tackles Social and Environmental Disclosure Rating in the Libyan Oil and Gas Sector. The focus is on Libya being a developing but a rich oil and gas country. Theme: <i>Organizational Cultures</i></p>



WEDNESDAY, 20 APRIL

15:05-16:45	PARALLEL SESSIONS
Room 2	<p>Institutional Leadership and Image</p> <p>Push and Pull of the Institutional Image Indicators and of the Computing Degree Programs: The Case of the University of the East Rex Perez Bringula, <i>Research and Development Unit, College of Computer Studies and Systems, University of the East-Manila, Manila, Philippines</i> Dean Rodany A. Merida, <i>College of Computer Studies and Systems, University of the East, Manila, Philippines</i> Reymark Torres, <i>College of Computer Studies and Systems, University of the East, Manila, Philippines</i> <i>Overview:</i> The study investigated the reasons why students transferred to other universities and the reasons why they transferred to the University of the East. <i>Theme: Management Education</i></p> <p>Education Business Leadership in Australia: Interrogating Imperatives, Elements and Implications Prof. Karen Starr, <i>Faculty of Education, Deakin University, Melbourne, Australia</i> Matthew McDonough, <i>Faculty of Arts & Education, Deakin University, Geelong, Australia</i> Glenn Brown, <i>School of Education, Deakin University, Geelong, Australia</i> Mark Donehue, <i>School of Education, Deakin University, Geelong, Australia</i> <i>Overview:</i> This paper interrogates the historical, political, economic and educational rationale behind the development and rapid expansion of Australia's first postgraduate course in Education Business Leadership. <i>Theme: Management Education</i></p> <p>Towards an Understanding of the Origins and Implications of Isomorphism in Knowledge Production Enterprises Alecia Radatz, <i>School for the Future of Innovation in Society, Consortium for Science, Policy & Outcomes, Arizona State University, Tempe, USA</i> Elizabeth Garbee, <i>School for the Future of Innovation in Society, Consortium for Science, Policy & Outcomes, Arizona State University, Tempe, USA</i> Dr. Derrick Andersen, <i>School of Public Affairs, Center for Organization Research and Design, Arizona State University, Tempe, USA</i> <i>Overview:</i> This paper is a theoretical discussion on higher education institutions as knowledge producers and disseminators embedded within complex socio-technical systems. Higher education institutional design is critical to shaping society. <i>Theme: Change Management</i></p> <p>Managerial Guidelines to Strengthen the Internal Corporate Image: A New Stakeholder-Inclusive Conceptual Framework Dr. Yolandi Slabbert, <i>Department of Communication Science Organisational Communication, University of South Africa, Pretoria, South Africa</i> <i>Overview:</i> A new stakeholder-inclusive conceptual framework to strengthen the internal corporate image is proposed which could serve as a basis for strengthening the external corporate image and effective internal change communication. <i>Theme: Management Education</i></p>
Room 3	<p>Colloquium</p> <p>Positive Result Oriented Policing: Culture Change in the Organization and the Community Dr. Daniel M. Blumberg, <i>Department of Undergraduate Psychology, Alliant International University, San Diego, USA</i> Sarah Creighton, <i>San Diego Police Department, City of San Diego Police Department, San Diego, USA</i> Chuck Kaye, <i>San Diego Police Department, City of San Diego Police Department, San Diego, USA</i> Charles Lara, <i>San Diego Police Department, City of San Diego Police Department, San Diego, USA</i> Hugh Muhammad, <i>Muhammad Mosque No. 8, Nation of Islam, San Diego, USA</i> Joann Lee, <i>Retired Senior Volunteer Program, San Diego Police Department, Honolulu, USA</i> <i>Overview:</i> With the limitations of the community-oriented policing movement, we offer a groundbreaking program to improve police—community relations. All policing activities are conducted to achieve positive results. <i>Theme: Change Management</i></p>
16:45-17:05	SPECIAL EVENT - CLOSING AND AWARD CEREMONY





Organization Studies | List of Participants

Abdulrhman	Alanzy	George Washington University	USA
Akmaral	Altaliyeva	Almaty Management University	Kazakhstan
Tahir Mumtaz	Awan	Sun Yat-sen University	China
Rachel	Barker	University of South Africa	South Africa
Juan Sebastian	Bautista	Universidad Industrial de Santander	Colombia
Ann-Renee	Blais	Director General Military Personnel Research and Analysis	Canada
Daniel M.	Blumberg	Alliant International University	USA
Hanje	Botha	Trans Caledon Tunnel Authority	South Africa
Glenn	Brown	Deakin University	Australia
Maxine	Burkett	University of Hawaii at Manoa	USA
Ola	Busari	Trans-Caledon Tunnel Authority	South Africa
Karen	Cacciattolo	University of Malta	Malta
Tullio	Caputo	Carleton University	Canada
Siri	Carson	University of California Berkeley	USA
Sarah	Creighton	City of San Diego Police Department	USA
Laura	Crosswell	University of Nevada	USA
Benedict Edward	DeDominicis	Walden University	South Korea
Mark	Donehue	Deakin University	Australia
Nirmala	Dorasamy	Durban University of Technology	South Africa
Maria Elena	Esparza	Pontificia Universidad Catolica del Peru	Peru
Peggy	Fisher	Ball State University	USA
Susan	Fox-Wolfgramm	Hawaii Pacific University	USA
Shuang	Geng	City University of Hong Kong	Hong Kong
Beatrice	Gibbons-Kunka	Robert Morris University	USA
Gayle	Hardie	Global Leadership Foundation	Australia
Len	Hightower	Brandman University	USA
Vicki	Hines-Martin	University of Louisville	USA
Tarah	Hodgkinson	Simon Fraser University	Canada
Christopher	Hurlburt	Roger Williams University	USA
Mohamed	Ibrahim	MEDVAR	USA
Jean Marie	Ip Soo Ching	Cambridge International College	Australia
Chuck	Kaye	City of San Diego Police Department	USA
Marilyn	Kell	Charles Darwin University	Australia
Peter	Kell	Charles Darwin University	Australia
Candy	Khan	City of Edmonton	Canada
Seng Kiat	Kok	Liverpool John Moores University	UK
Jinman	Kyonne	Hankuk University of Foreign Studies	South Korea
Charles	Lara	City of San Diego Police Department	USA
Esther	Laukötter	University of Münster	Germany
Malcolm	Lazenby	Global Leadership Foundation	Australia
Joann	Lee	San Diego Police Department	USA



Organization Studies | List of Participants

Cynthia E.	Lynch	University of Texas - Rio Grande Valley	USA
Ronald Paul	Lynch	James Cook University Australia	Australia
Thomas D.	Lynch	International Academy for Interfaith Studies	USA
Marcelo	Machado	Kwantlen Polytechnic University	Canada
Valerie	Maier-Speredelozzi	University of Rhode Island	USA
John	Marra	NOAA Climate Services, Pacific Region	USA
Paul	McAuley	the indelible link	Australia
Robin	McAuley	the indelible link	Australia
Peter	McGhee	Auckland University of Technology	New Zealand
Michael	McIntyre	Carleton University	Canada
Michelle	McLinden Nuijen	Netherlands Organisation for Scientific Research	Netherlands
Kevin	Mcmeeing	University of Exeter Business School	UK
Anthony	McMullan	The Australian National University	Australia
Hanan		MED-VAR The Service Design Consultancy	USA
Rodany A.	Merida	University of the East	Philippines
Andrew L.	Miller	Roger Williams University	USA
Humaira	Mujib	University Of Bath	UK
Laura	O'Hara	Ball State University	USA
Samuel	Osei-Nimo	University of Ulster/University of Roehampton	UK
Hue T.	Pham	Orange Coast College	USA
Sophie	Quach	LMU Munich/ AUDI AG	Germany
Luciano	Quinto Lanz	Brazilian Development Bank	Brazil
Alecia	Radatz	Arizona State University	USA
Renitha	Rampersad	Durban University of Technology	South Africa
Farzaneh	Razzaghi	Western Carolina University	USA
Paul P.	Richards	University of Hawai'i at Manoa	USA
Zoe	Rogers	Carleton University	Canada
Maria Elena	Sanchez	Pontificia Universidad Catolica del Peru	Peru
Claudia	Santin	Concordia University Chicago	USA
Claudia	Santin	Concordia University Chicago	USA
L. David	Schuelke	University of St. Thomas	USA
Beth	Sears	Cornell University	USA
Eileen	Shea	National Climatic Data Center	USA
Ntandoyenkosi	Sibindi	University of the Witwatersrand	South Africa
Yolandi	Slabbert	University of South Africa	South Africa
Deanna	Spooner	U.S. Fish and Wildlife Service	USA
Louis	Stanislaus	De La Salle University	Philippines
Karen	Starr	Deakin University	Australia
Dan	Teuteberg	Washington State University	USA
Abigail	Veliquette	Colorado State University	USA
Maya Corine	Weinstein	IBM	USA



Organization Studies | List of Participants

Alison	White	Washington State University	USA
Justin	Wright	Department of National Defence	Canada
Dorra	Yahiaoui	Kedge Business School	France
Alan	Zaremba	Northeastern University	USA
Aziza	Zemrani	University of Texas - Rio Grande Valley	USA











COMMON GROUND | Conference Calendar 2016–2017



Inaugural International Conference on Tourism & Leisure Studies

University of Hawaii at Manoa
Honolulu, USA | **22–23 April 2016**
www.tourismandleisurestudies.com/2016-conference



Seventh International Conference on Sport & Society

University of Hawaii at Manoa
Honolulu, USA | **2–3 June 2016**
www.sportandsociety.com/2016-conference



Fourteenth International Conference on New Directions in the Humanities

University of Illinois at Chicago
Chicago, USA | **8–10 June 2016**
www.thehumanities.com/2016-conference



Ninth Global Studies Conference

University of California, Los Angeles
Los Angeles, USA | **30 June–1 July 2016**
www.onglobalization.com/2016-conference



Twenty-third International Conference on Learning

University of British Columbia
Vancouver, Canada | **13–15 July 2016**
www.thelearner.com/2016-conference



Sixteenth International Conference on Diversity in Organizations, Communities & Nations

The University of Granada
Granada, Spain | **27–29 July 2016**
www.ondiversity.com/2016-conference



Eleventh International Conference on Interdisciplinary Social Sciences

Imperial College London
London, UK | **2–4 August 2016**
www.thesocialsciences.com/2016-conference



Eleventh International Conference on the Arts in Society

University of California, Los Angeles
Los Angeles, USA | **10–12 August 2016**
www.artsinsociety.com/2016-conference



Seventh International Conference on the Image

Art and Design Academy,
Liverpool John Moores University
Liverpool, UK | **1–2 September 2016**
www.ontheimage.com/2016-conference



Inaugural Communication & Media Studies Conference

University Center Chicago
Chicago, USA | **15–16 September, 2016**
www.oncommunicationmedia.com/2016-conference



Ninth International Conference on the Inclusive Museum

National Underground Railroad Freedom Center
Cincinnati, USA | **16–19 September 2016**
www.onmuseums.com/2016-conference



Aging & Society: Sixth Interdisciplinary Conference

Linköping University
Linköping, Sweden | **6–7 October 2016**
www.agingandsociety.com/2016-conference



Sixth International Conference on Food Studies

University of California at Berkeley
Berkeley, USA | **12–13 October 2016**
www.food-studies.com/2016-conference



Sixth International Conference on Health, Wellness & Society

Catholic University of America
Washington D.C., USA | **20–21 October 2016**
www.healthandsociety.com/2016-conference

COMMON GROUND | Conference Calendar 2016–2017



Spaces & Flows: Seventh International Conference on Urban & ExtraUrban Studies

University of Pennsylvania
Philadelphia, USA | **10–11 November 2016**
www.spacesandflows.com/2016-conference



Thirteenth International Conference on Environmental, Cultural, Economic & Social Sustainability

Greater Rio de Janeiro, Brazil | **19–21 January 2017**
www.onsustainability.com/2017-conference



Eleventh International Conference on Design Principles & Practices

Institute without Boundaries at George Brown College
Toronto, Canada | **2–4 March 2017**
www.designprinciplesandpractices.com/2017-conference



Second International Conference on Tourism & Leisure Studies

UBC Robson Square
Vancouver, Canada | **6–7 April 2017**
www.tourismandleisurestudies.com/2017-conference



Seventh International Conference on Religion & Spirituality in Society

Imperial College London
London, UK | **17–18 April 2017**
www.religioninsociety.com/2017-conference



Seventeenth International Conference on Knowledge, Culture, and Change in Organizations

Charles Darwin University
Darwin, Australia | **20–21 April 2017**
www.organization-studies.com/2017-conference



Ninth International Conference on Climate Change: Impacts & Responses

Anglia Ruskin University
Cambridge, UK | **21–22 April 2017**
www.constructedenvironment.com/2017-conference



Seventh International Conference on the Constructed Environment

International Cultural Centre
Krakow, Poland | **25–26 May 2017**
www.constructedenvironment.com/2017-conference



Thirteenth International Conference on Technology, Knowledge & Society

University of Toronto
Toronto, Canada | **26–28 May 2017**
www.techandsoc.com/2017-conference



Tenth International Conference on e-Learning and Innovative Pedagogies

University of Toronto
Toronto, Canada | **28 May 2017**
www.ubi-learn.com/2017-conference



Tenth Global Studies Conference

National University of Singapore
Singapore | **8–9 June 2017**
www.onglobalization.com/2017-conference



Twelfth International Conference on the Arts in Society

Pantheon-Sorbonne University
Paris, France | **14–16 June 2017**
www.artsinsociety.com/2017-conference



Fifteenth International Conference on New Directions in the Humanities

Imperial College London
London, UK | **5–7 July 2017**
www.thehumanities.com/2017-conference



Twelfth International Conference on Interdisciplinary Social Sciences

International Conference Center
Hiroshima, Japan | **26–28 July 2017**
www.thesocialsciences.com/2017-conference



Seventh International Conference on Food Studies

Roma Tre University
Rome, Italy | **26–27 October 2017**
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- Lunch and coffee breaks on the days of the conference.
- Attendance at Welcome Reception and Book Launches (when included in conference events).
- Citation and Summary of work in printed conference program, and complete abstract included in the online Post-Conference materials.
- Membership in the **Organization Studies Knowledge Community**.

Proposal & Registration Dates

Proposal Deadlines

Advanced Proposal Deadline	20 June 2016
Early Proposal Deadline	20 September 2016
Regular Proposal Deadline	20 January 2017
Late Proposal Deadline	20 March 2017

Registration Deadlines

Advanced Registration Deadline	20 July 2016
Early Registration Deadline	20 October 2016
Regular Registration Deadline	20 April 2017