

## Stream 1

## The Practice of HRD - A Practitioner Paper Stream

Stream Leader

Jeff Gold

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Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
<i>Stream 1 Track 1 (2 Papers)</i> <b>Track Chair:</b> Jeff Gold <b>NBS Host:</b> Dorothy Fellows	<i>Stream 1 Track 2 (3 Papers)</i> <b>Track Chair:</b> <b>NBS Host:</b> Paul Banfield	<i>Stream 1 Track 3 (2 Papers)</i> <b>Track Chair:</b> Jeff Gold <b>NBS Host:</b> Dr. Fiona Robson	<i>Stream 1 Track 4 (3 Papers)</i> <b>Track Chair:</b> <b>NBS Host:</b> Claire Hoy	<i>Stream 1 Track 5 (3 Papers)</i> <b>Track Chair:</b> Jeff Gold <b>NBS Host:</b> Claire Hoy	<i>Stream 1 Track 6 (3 Papers)</i> <b>Track Chair:</b> Jeff Gold <b>NBS Host:</b> Geoff Tame
<b>Paper No:</b> 1.17 <b>Title:</b> Framework and approach for change in Complex Organisational environments – implications of a practical framework and tools used to drive complex systemic change in HE <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Alastair Work, Fred Buining <b>Institution:</b> Workhouse8	<b>Paper No:</b> 1.10 <b>Title:</b> How do Professionals Learn? A Study of Human Resource Professionals <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Patricia Harrison <b>Institution:</b> Liverpool John Moores University	<b>Paper No:</b> 1.16 <b>Title:</b> Graduate retention: Realistic objective or thing of the past? A qualitative study into the antecedents to turnover of graduates early in their career. <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Dr. Fiona Robson, Claire Rubin <b>Institution:</b> Northumbria University	<b>Paper No:</b> 1.18 <b>Title:</b> Getting Value from Management Development: Participant perceptions on achieving the aims of the Programme and the practical value of formal knowledge inputs in a public sector environment <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Geoff Tame, Ruth Leggett, Caroline Patterson <b>Institution:</b> Northumbria University	<b>Paper No:</b> 1.20 <b>Title:</b> HRD and the Older Employee in the UK Financial Sector <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Dr. Linda Alker, Melanie Powell <b>Institution:</b> Manchester Metropolitan University	<b>Paper No:</b> 1.24 <b>Title:</b> The Role of the Private Sector towards Saudization (Localization) <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Adel S. Al-Dosary, Syed Masiur Rahman <b>Institution:</b> City and Regional Planning Department
<b>Paper No:</b> 1.29 <b>Title:</b> An Alternative Look at Volunteer's Retention Using Structural Equation Modeling from Volunteer's Characteristics and Training <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Yin-Che Chen, Yun-Chi Chen, Jia-Mi Chen <b>Institution:</b> Pennsylvania State University	<b>Paper No:</b> 1.15 <b>Title:</b> Dual Relationships as Hot Practice in Coach-Mentoring - Some Implications for HRD Practitioners <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Sandra Powley <b>Institution:</b> Sandra Powley at Triskell	<b>Paper No:</b> 1.14 <b>Title:</b> The Forgotten Cacti: Using Learning Histories to explore the unspoken in organisations <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Dawn Langley, Katie Venner <b>Institution:</b> University of Surrey	<b>Paper No:</b> 1.2 <b>Title:</b> Niponic Management of Human Resources in the Iberian Peninsula Enterprises Performance <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> António Eduardo Martins, Felipa Lopes dos Reis <b>Institution:</b> Open University, Portugal	<b>Paper No:</b> 1.25 <b>Title:</b> The Moment of Leadership – a pivot for developing organisational capacity. <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Alastair Work <b>Institution:</b> Workhouse8	<b>Paper No:</b> 1.6 <b>Title:</b> Human Resource Electronic Map (HREM) in MAPNA Company-Iran <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Hosein Teimoori Nejad <b>Institution:</b> Iran Power Plant Projects Management Co.
	<b>Paper No:</b> 1.21 <b>Title:</b> Coaching for Colleagues <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Alison Hollinrake <b>Institution:</b> Lancashire Business School		<b>Paper No:</b> 1.1 <b>Title:</b> The Relation Between the Nippon Human Resources Management and its Results - One Allocated Analyze to the Automobile and Electronic Sectors <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Felipa Lopes dos Reis, António Eduardo Martins <b>Institution:</b> Open University, Portugal	<b>Paper No:</b> 1.8 <b>Title:</b> Resolving Conflict in the Workplace <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Antoinette Oglethorpe <b>Institution:</b> Banana Park Consulting LLP	<b>Paper No:</b> 1.7 <b>Title:</b> A Conceptual Model for Human Resource Development and Training in ICT Sector based on Porter Value Chain Template: case study in Iran <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Iman Mohammadian, Masoumeh Maddah, Vahid Zarrabi, Habiboallah Asghari <b>Institution:</b> IT Business Modeling (ITBM) Research Group

## Stream 2

## Learning and Performance at Work

Stream Leader

Dr Paul Smith

[p.j.smith@tees.ac.uk](mailto:p.j.smith@tees.ac.uk)

Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
<p><i>Stream 2 Track 1 (3 papers)</i>  <b>Track Chair:</b> Philip Wilding  <b>NBS Host:</b> Nick Creaby-Attwood  <b>Paper No:</b> 2.5  <b>Title:</b> Supporting the changing role of first line managers: Training and development as part of an absence management strategy  <b>Type:</b> Refereed paper  <b>Time:</b> 30 mins  <b>Authors:</b> Dr. Fiona Robson, Prof. Sharon Mavin  <b>Institution:</b> Northumbria University</p>	<p><i>Stream 2 Track 2 (3 papers)</i>  <b>Track Chair:</b> Philip Wilding  <b>NBS Host:</b> Dr. Roman Stepanov  <b>Paper No:</b> 2.26  <b>Title:</b> Malaysia's Human Resource Practices and Work Performance among Technical Engineers: The Role of Perceived Organisational Support (POS)  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Nasina Mat Desa  <b>Institution:</b> Universiti Sains Malaysia</p>	<p><i>Stream 2 Track 3 (2 papers)</i>  <b>Track Chair:</b> Dr Paul Smith  <b>NBS Host:</b> Geoff Tame  <b>Paper No:</b> 2.33  <b>Title:</b> Getting Value for Management Development: Participant perceptions on practicing their learning in a public sector environment.  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Geoff Tame, Philip Wilding  <b>Institution:</b> Northumbria University</p>	<p><i>Stream 2 Track 4 (3 papers)</i>  <b>Track Chair:</b> Dr Paul Smith  <b>NBS Host:</b> Dr. Roman Stepanov  <b>Paper No:</b> 2.38  <b>Title:</b> Location, trust and learning: insights from a doctoral summer school  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Prof. Mark N.K. Saunders, Richard Slack, David Bowen  <b>Institution:</b> University of Surrey</p>	<p><i>Stream 2 Track 5 (3 papers)</i>  <b>Track Chair:</b> Martin McCracken  <b>NBS Host:</b> Peter Graham  <b>Paper No:</b> 2.24  <b>Title:</b> An organisational perspective on the professional development of teachers: A test of an elaborated model for the predictive validity of organisational factors for professional development  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Arnoud Evers, Karel Kreijns  <b>Institution:</b> Open University of the Netherlands</p>	<p><i>Stream 2 Track 6 (2 papers)</i>  <b>Track Chair:</b> Dr Paul Smith  <b>NBS Host:</b> Nick Creaby-Attwood  <b>Paper No:</b> 2.6  <b>Title:</b> Gazing at Appraisal - A lighter shade of pale: the dark side of appraisal systems, an exploration of language, context and staff perceptions in a health care setting.  <b>Type:</b> Practitioner Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Steve Trenchard, Tim Ward, Lorna Storr, Russell Yates  <b>Institution:</b> The Retreat, York</p>
<p><b>Paper No:</b> 2.21  <b>Title:</b> The Leader as a Facilitator of Learning at Work  <b>Type:</b> Refereed paper  <b>Time:</b> 30 mins  <b>Authors:</b> Andreas Wallo  <b>Institution:</b> HELIX VINN Excellence Centre</p>	<p><b>Paper No:</b> 2.19  <b>Title:</b> Barriers to Human Resource Development in the Public Sector of the Sultanate of Oman  <b>Type:</b> Full Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Stephen Swailes, Saleh Al Fahdi  <b>Institution:</b> University of Hull</p>	<p><b>Paper No:</b> 2.36  <b>Title:</b> The practice of HRD in the voluntary sector: towards an understanding of impact  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Rick Holden, Vivienne Griggs  <b>Institution:</b> Leeds Business School</p>	<p><b>Paper No:</b> 2.18  <b>Title:</b> How a Supportive Organisational Environment May Enhance Transfer of Training: Findings from the Residential Childcare Sector  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Dr. Martin McCracken  <b>Institution:</b> University of Ulster</p>	<p><b>Paper No:</b> 2.28  <b>Title:</b> An Operational Model for Comprehensive University Staff Empowerment System in Information &amp; Communication Technology  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Javad Jassbi, Ali Hajiha, Parisa Amiri  <b>Institution:</b> Azad University</p>	<p><b>Paper No:</b> 2.12  <b>Title:</b> A Systems Model of Workplace Learning  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Shari L. Peterson  <b>Institution:</b> University of Minnesota</p>
<p><b>Paper No:</b> 2.15  <b>Title:</b> Will training help managers manage a more flexible workforce?  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Linda Walker  <b>Institution:</b> London School of Economics</p>	<p><b>Paper No:</b> 2.14  <b>Title:</b> Leveraging Customer Service through Human Resource Interventions: Identifying Good Practice from the European STEP Project  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> David McGuire, Haaris Sheikh, Emma Hollywood  <b>Institution:</b> Queen Margaret University</p>		<p><b>Paper No:</b> 2.3  <b>Title:</b> Towards a Theoretical Model of Dispositional Influences on Transfer of Learning  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Bogdan Yamkovenko  <b>Institution:</b> Louisiana State University</p>	<p><b>Paper No:</b> 2.39  <b>Title:</b> The Rule of Saint Benedict and Corporate Human Resource Development: Employing the Whole Person  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Birgit Kleymann, Prof. Hedley Malloch  <b>Institution:</b> Catholic University of Lille</p>	

Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
<p><i>Stream 2 Track 7 (2 papers)</i>  <b>Track Chair:</b> Ronan Carberry  <b>NBS Host:</b> Paul Hill</p>	<p><i>Stream 2 Track 8 (3 papers)</i>  <b>Track Chair:</b>  <b>NBS Host:</b> Nick Creaby-Attwood</p>		<p><i>Stream 2 Track 9 (2 papers)</i>  <b>Track Chair:</b> Dr. Birgit Kleymann  <b>NBS Host:</b> Naomi Kirkup</p>	<p><i>Stream 2 Track 10 (3 papers)</i>  <b>Track Chair:</b>  <b>NBS Host:</b> Paul Hill</p>	
<p><b>Paper No:</b> 2.27  <b>Title:</b> Initiatives of ELD in Malaysian GLC's</p>	<p><b>Paper No:</b> 2.40  <b>Title:</b> Explaining Participation in Career-Focused Learning and Development</p>		<p><b>Paper No:</b> 2.1  <b>Title:</b> Does Team Stability Mediate the Relationship between Leadership and Team Learning? An Empirical Study among Dutch Project Teams</p>	<p><b>Paper No:</b> 2.8  <b>Title:</b> Developing psycho-social skills for retail support workers: a case study of a development programme using combined group work and individual coaching</p>	
<p><b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Nur Naha Abu Mansor, Prof. Jim Stewart, Janet Firth</p>	<p><b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Ronan Carberry, Prof. Thomas N. Garavan</p>		<p><b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Chantal Savelsbergh, Rob Poell, Beatrice van der Heijden, Peter Storm  <b>Institution:</b> Open University, Netherlands</p>	<p><b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Elaine Cox, Claire Patrick</p>	
<p><b>Institution:</b> Wolverhampton Business School</p>	<p><b>Institution:</b> University of Limerick</p>		<p><b>Institution:</b> Open University, Netherlands</p>	<p><b>Institution:</b> Oxford Brookes University</p>	
<p><b>Paper No:</b> 2.23  <b>Title:</b> The "Working-Group" as an innovate training method for enhancing transfer of learning</p>	<p><b>Paper No:</b> 2.9  <b>Title:</b> The nurse as director of her own professional learning track.</p>		<p><b>Paper No:</b> 2.22  <b>Title:</b> Everybody wins? Using the workplace as an arena for learning</p>	<p><b>Paper No:</b> 2.16  <b>Title:</b> The impact of culture on the learning and performance of new hires: A cross-cultural comparison of the socialization experiences of newcomers.</p>	
<p><b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Maria Victoria Moreno, Carla Quesada, Pilar Pineda  <b>Institution:</b> Autonomous University of Barcelona</p>	<p><b>Type:</b> Poster Session  <b>Time:</b> 15-20 mins  <b>Authors:</b> Gerard A. Brekelmans</p>		<p><b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Chris Ogilvie</p>	<p><b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Russell F. Korte</p>	
	<p><b>Institution:</b> University Hospital Rotterdam Erasmus</p>		<p><b>Institution:</b> Manchester Metropolitan University</p>	<p><b>Institution:</b> University of Illinois</p>	
	<p><b>Paper No:</b> 2.11  <b>Title:</b> What does the HR literature tell us about promoting reflective learning to improve performance?</p>			<p><b>Paper No:</b> 2.13  <b>Title:</b> The relation between feedback processes and informal learning activities at the workplace</p>	
	<p><b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Susan L. Greener</p>			<p><b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Regina H. Mulder, Magdalena Mandl  <b>Institution:</b> University of Regensburg</p>	
	<p><b>Institution:</b> University of Brighton</p>				

## Stream 3

## Leadership and Management Development

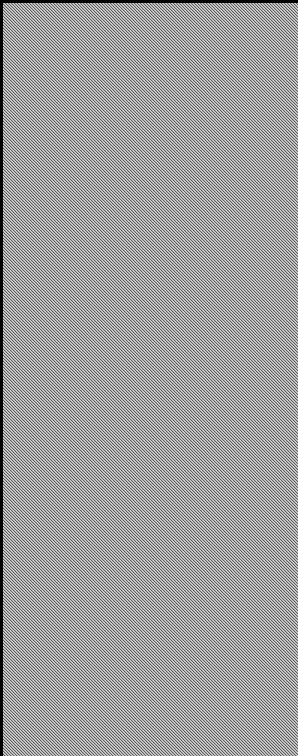
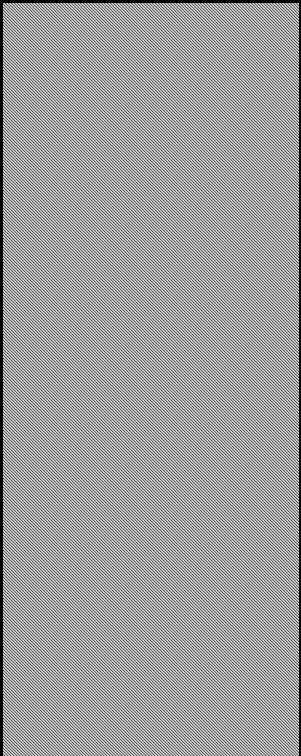
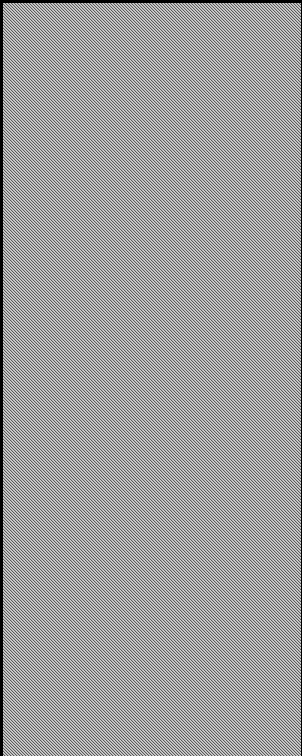


Stream Leader

Jonathan Winterton

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Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
<i>Stream 3 Track 1 (3 papers)</i> <b>Track Chair:</b> Dr. Sandra Watson  <b>NBS Host:</b> Jannine Williams	<i>Stream 3 Track 2 (3 papers)</i> <b>Track Chair:</b> Dr. Russell Warhurst  <b>NBS Host:</b> Joanne James	<i>Stream 3 Track 3 (3 papers)</i> <b>Track Chair:</b>  <b>NBS Host:</b> Dimitra Skoumpopoulou	<b>Stream 3 Symposium (A)</b> <b>Track Chair:</b> Prof Jim McGoldrick  <b>NBS Host:</b> Guy Brown	<i>Stream 3 Track 4 (3 papers)</i> <b>Track Chair:</b> Dr. Russell Warhurst  <b>NBS Host:</b> Dr. Xiaojian Wu	<i>Stream 3 Track 5 (3 papers)</i> <b>Track Chair:</b> Dr. Fiona Robson  <b>NBS Host:</b> Paul Leonard
<b>Paper No:</b> 3.30 <b>Title:</b> What Makes a Successful Leader?  <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Sandra Watson, Rachel Chandler  <b>Institution:</b> Edinburgh Napier University	<b>Paper No:</b> 3.24 <b>Title:</b> Leading from the front: The High Performance Working (HPW) Inventory <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Andrew Armitage, Diane Keeble  <b>Institution:</b> Anglia Ruskin University	<b>Paper No:</b> 3.10 <b>Title:</b> The Essential Leadership Skills for Global Managers <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Szu-Fang Chuang  <b>Institution:</b> Fooyin University, Taiwan	<b>Paper No:</b> 3.34 <b>Title:</b> Issues in Management Development: a Practitioner Perspective <b>Type:</b> Symposium <b>Time:</b> 90 mins <b>Authors:</b> Dr. John Fenwick, Guy Brown, David Bartlett, Barry Howarth, Caroline Patterson, Captain Robert Lock OBE <b>Institution:</b> Northumbria University	<b>Paper No:</b> 3.9 <b>Title:</b> Management Learning and HRD in UK Trade Unions: A Qualitative Study. <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Denise Thursfield, Jean Kellie  <b>Institution:</b> Hull University	<b>Paper No:</b> 3.41 <b>Title:</b> Transfer of Leadership Skills: A Field Study of First Line Supervisors <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Travor C. Brown  <b>Institution:</b> Memorial University
<b>Paper No:</b> 3.14 <b>Title:</b> A Future Leader's Program: Can leaders really be developed?  <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Kate McCormack  <b>Institution:</b> Mercy Health	<b>Paper No:</b> 3.13 <b>Title:</b> The Professional and Personal Development of HR Practitioners  <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Graham Benmore, Jane Eldridge, Matthew Cannon <b>Institution:</b> Southampton Business School	<b>Paper No:</b> 3.19 <b>Title:</b> Effective Leadership: Malaysian Cases and Practices  <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Abu Daud Silong, Zaharah Hassan <b>Institution:</b> Universiti Putra Malaysia		<b>Paper No:</b> 3.45 <b>Title:</b> Behavioural Criteria of Managerial and Leadership Effectiveness: An Empirical Study of Managerial Behaviour Within a UK Third Sector (Not-for-Profit) Organisation <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Prof. Robert G. Hamlin, Jenny Sawyer, Lesley Sage <b>Institution:</b> University of Illinois	<b>Paper No:</b> 3.12 <b>Title:</b> The Line Manager as Coach: An assessment of coaching characteristics reported by line managers.  <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Valerie Anderson  <b>Institution:</b> University of Portsmouth
<b>Paper No:</b> 3.29 <b>Title:</b> Competences and/or Competencies : What Are Employers Looking For?  <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Clare Jones  <b>Institution:</b> Birmingham City University	<b>Paper No:</b> 3.15 <b>Title:</b> To Have or To Be: the contributions of MBA study to managers' practice  <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Russell Warhurst  <b>Institution:</b> Chester Business School	<b>Paper No:</b> 3.22 <b>Title:</b> Leadership Competencies and Development for Community Leaders in Malaysia  <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Madinah Mohamad, Abu Daud Silong, Azimi Hamzah, Azizan Asmuni <b>Institution:</b> Universiti Putra Malaysia		<b>Paper No:</b> 3.32 <b>Title:</b> Leading Boards of GovernancePublic Sector Complexity and Human Imperfection <b>Type:</b> Practitioner Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Jennifer Mack, John Swift  <b>Institution:</b> NHS Grampian	<b>Paper No:</b> 3.26 <b>Title:</b> Discourses on commitment amongst nurses and their line managers  <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> T.J. McCabe, Sally Sambrook  <b>Institution:</b> National College of Ireland

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<b>Stream 3 Symposium (B)</b> Track Chair: Jane Turner	<i>Stream 3 Track 6 (2 papers)</i> Track Chair:	<i>Stream 3 Track 7 (3 papers)</i> Track Chair: Dr John Fenwick	<i>Stream 3 Track 8 (3 papers)</i> Track Chair: Andrew Armitage	<i>Stream 3 Track 9 (2 papers)</i> Track Chair: Dr. Jonathan Winterton	<i>Stream 3 Track 10 (3 papers)</i> Track Chair: Dr. Jonathan Winterton
NBS Host: Guy Brown	NBS Host: Guy Brown	NBS Host: Dr. Xiaojian Wu	NBS Host: Paul Leonard	NBS Host: Joanne James	NBS Host: Guy Brown
Paper No: 3.43	Paper No: 3.38	Paper No: 3.44	Paper No: 3.35	Paper No: 3.4	Paper No: 3.23
Title: 'Emotional Capital – The New Psychology of Leadership Success'	Title: Mutual Learning and Management Development: Client and Academic Expectations	Title: Developing Leadership for Sustainability: radical approaches for shifting mindsets	Title: Exploring Managerial Leadership Effectiveness: Comparing Private Sector Companies Across Germany and UK	Title: Talking about leadership: Enhancing leadership development programmes	Title: Yes, "it's who you know, not what you know", but who are those people and what to do with them for my development and learning? --- the role of intermediaries in networking and beyond
Type: Symposium	Type: Working Paper	Type: Working Paper	Type: Working Paper	Type: Refereed Paper	Type: Working Paper
Time: 90 mins	Time: 20-25 mins	Time: 20-25 mins	Time: 20-25 mins	Time: 30 mins	Time: 20-25 mins
Authors: Martyn Newman	Authors: Dr. John Fenwick, Guy Brown	Authors: Sharon Turnbull, Sue Williams	Authors: Taran Patel, Stefanie Heidgen	Authors: Martin Dowling, Sabine Hotho	Authors: Dr. Xiaojian Wu
Institution: RocheMartin Pty Ltd	Institution: Northumbria University	Institution: The Leadership Trust Foundation	Institution: La Rochelle Business School	Institution: University of St Andrews	Institution: Northumbria University
	Paper No: 3.27	Paper No: 3.17	Paper No: 3.33	Paper No: 3.1	Paper No: 3.3
	Title: Distributed Leadership in teams/self-directed teams: The importance of trust	Title: Leader socialization in organizations: The importance of making connections for leadership performance.	Title: Contextual Impact and the Future of Leadership Development in Higher Education in Malaysia	Title: Designing learning methods to affect behavioural changes in a leadership development programme	Title: How a Mexican Family Company deal with the Succession and the Preparation for the Human Resources to Lead the Business from the First to the Second Generation?
	Type: Working Paper	Type: Working Paper	Type: Working Paper	Type: Refereed Paper	Type: Poster Session
	Time: 20-25 mins	Time: 20-25 mins	Time: 20-25 mins	Time: 30 mins	Time: 15-20 mins
	Authors: Chitra Meetoo	Authors: Russell F. Korte, Maude DiVittis	Authors: Rokimah Mohamad	Authors: David Simmonds, Ophelia Tsui	Authors: Prof. Rafael Idoyagabeitia Garcia
	Institution: Leeds Business School	Institution: University of Illinois	Institution: University of Hull	Institution: University of Westminster	Institution: Universidad de las Américas Puebla, Mexico
		Paper No: 3.8	Paper No: 3.20		Paper No: 3.46
		Title: Fitting In: A Multiple Case Study for Understanding the Full Circle Experience of Leaders in Transition	Title: Leadership Roles in Community Development in Malaysia		Title: Challenges in HR management in the 21st century
		Type: Refereed Paper	Type: Refereed Paper		Type: Working Paper
		Time: 30 mins	Time: 30 mins		Time: 20-25 mins
		Authors: Steven V. Manderscheid, Jean Ertel Davidson	Authors: Madinah Mohamad, Abu Daud Silong, Azimi Hamzah, Azizan Asmuni		Authors: Dr. Béla Krisztián, Dr. Mária Cseh, Dr. Zsolt Nemeskéri, Dr. Gvöray Benedek
		Institution: Concordia University, Minnesota	Institution: Universiti Putra Malaysia		Institution: University of Pécs

<b>Session 1</b> Day 1 - Wed 15:00 - 16:30	<b>Session 2</b> Day 2 - Thu 10:30 - 12:00	<b>Session 3</b> Day 2 - Thu 13:00 - 14:30	<b>Session 4</b> Day 2 - Thu 16:00 - 17:30	<b>Session 5</b> Day 3 - Fri 11:00 - 12:30	<b>Session 6</b> Day 3 - Fri 13:30 - 15:00
	Stream 3 Track 11 (2 papers) <b>Track Chair:</b> Dr. Jonathan Winterton <b>NBS Host:</b> Paul Leonard	Stream 3 Track 12 (3 papers) <b>Track Chair:</b> Dr. Jonathan Winterton <b>NBS Host:</b> Paul Banfield			
	<b>Paper No:</b> 3.21 <b>Title:</b> Transformative learning: from critical reflection to emergence through guided introspection?  <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Dr. Paul Tosey, Dr. Jane Mathison  <b>Institution:</b> University of Surrey	<b>Paper No:</b> 3.6 <b>Title:</b> Relations between the patterns of managerial competence formation and organisational learning cultures in the big business structure <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Vidmantas Tütlys, Daiva Bukantaitė, Eugenijus Nazelskis  <b>Institution:</b> Vytautas Magnus University, Lithuania			
	<b>Paper No:</b> 3.40 <b>Title:</b> A Framework for Leading Individual Change <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Khalil M. Dirani <b>Institution:</b> University of Georgia	<b>Paper No:</b> 3.7 <b>Title:</b> It's Not MAGIC: Training for Multi Agency Civil Emergencies <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> John P. Wilson <b>Institution:</b> University of Sheffield			
	<b>Paper No:</b> 3.11 <b>Title:</b> Sensemaking within complex social systems: core capabilities for leadership in complexity  <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> George Boak <b>Institution:</b> York St John University				

## Stream 4

## SMEs and Entrepreneurship

Stream Leader

Professor Thomas Garavan

[Thomas.garavan@ul.ie](mailto:Thomas.garavan@ul.ie)

Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
	<p><i>Stream 4 Track 1 (2 papers)</i>  <b>Track Chair:</b>  <b>NBS Host:</b> Dr. Steffi Macht  <b>Paper No:</b> 4.7  <b>Title:</b> The element of a sustainable learning environment as the linking mechanism between HR and performance in small firms  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Essi Saru  <b>Institution:</b> Turku School of Economics</p>	<p><i>Stream 4 Track 2 (3 papers)</i>  <b>Track Chair:</b> Prof T Garavan  <b>NBS Host:</b> Dr. Steffi Macht  <b>Paper No:</b> 4.10  <b>Title:</b> HRD as a Means of Leveraging Growth in SMEs in the Creative Media/Marketing Sector  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Gill Homan, Sue Shaw  <b>Institution:</b> Manchester Metropolitan University</p>	<p><i>Stream 4 Track 3 (3 papers)</i>  <b>Track Chair:</b> Prof T Garavan  <b>NBS Host:</b> Dr. Steffi Macht  <b>Paper No:</b> 4.2  <b>Title:</b> The Effects of Learning Organization Practices on Organizational Commitment and Effectiveness for Small and Medium-Sized Enterprises in Taiwan  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Chien-Chi Tseng, Gary N. McLean  <b>Institution:</b> University of Minnesota</p>		<p><b><i>Stream 4 Symposium</i></b>  <b>Track Chair:</b> Prof T Garavan  <b>NBS Host:</b> Prof Waring  <b>Paper No:</b> n/a  <b>Title:</b> SMEs &amp; Entrepreneurship Symposium  <b>Type:</b> Symposium  <b>Time:</b> 90 mins  <b>Panellists:</b> Paul Campbell, Lucy Armstrong, Ian Baggett, Gary Thompson</p>
	<p><b>Paper No:</b> 4.12  <b>Title:</b> Understanding Entrepreneurial Orientation of Small and Medium Enterprises in Nigeria and Implication for SME Development  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Remi Alarape, E. D. Adetayo, Lanre Moshood  <b>Institution:</b> Obafemi Awolowo University</p>	<p><b>Paper No:</b> 4.6  <b>Title:</b> How do entrepreneurs in small- and medium-sized enterprises achieve their sustained development?  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Florence H.C. Ho  <b>Institution:</b> The Hong Kong Polytechnic University</p>	<p><b>Paper No:</b> 4.3  <b>Title:</b> Challenges faced by Human Resource and Training professionals in training and developing hotel employees in Port Dickson, Malavsia.  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Jagdeep Singh Jassel  <b>Institution:</b> INTI International University College, Malaysia</p>		
		<p><b>Paper No:</b> 4.9  <b>Title:</b> Learning in Small Firms: How is it different to learning in larger firms?  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Daniel Bishop  <b>Institution:</b> University of Leicester</p>	<p><b>Paper No:</b> 4.1  <b>Title:</b> Developing the Instrument for Measuring Satisfaction with Work Life Balance of Women Entrepreneurs  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Dr. Madhurima Lall  <b>Institution:</b> University of Lucknow, India</p>		

## Stream 5

## Business Strategy, Organisational Learning and Knowledge Management

Stream Leader

Professor Paul Iles  
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Gina Grandy  
[ggrandy@mta.ca](mailto:ggrandy@mta.ca)

Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
<p><i>Stream 5 Track 1 (3 papers)</i>  <b>Track Chair:</b> Dr. Claire Gubbins  <b>NBS Host:</b> Dr. Gregory Ludwig</p>	<p><i>Stream 5 Track 2 (3 papers)</i>  <b>Track Chair:</b> Shona Morse  <b>NBS Host:</b> Dr. Elmira Djafarova</p>	<p><i>Stream 5 Track 3 (3 papers)</i>  <b>Track Chair:</b> Dr.Tod Treat  <b>NBS Host:</b> Dr. Gregory Ludwig</p>	<p><i>Stream 5 Track 4 (3 papers)</i>  <b>Track Chair:</b> Prof Soroush Dabbagh  <b>NBS Host:</b> Dr. Elmira Djafarova</p>	<p><i>Stream 5 Track 5 (3 papers)</i>  <b>Track Chair:</b> Dr. Niki Kyriakidou  <b>NBS Host:</b> Dimitra Skoumpopoulou</p>	<p><i>Stream 5 Track 6 (2 papers)</i>  <b>Track Chair:</b> Dr.Tom Short  <b>NBS Host:</b> Dr. Gregory Ludwig</p>
<p><b>Paper No:</b> 5.8  <b>Title:</b> Toward overcoming apparent dissatisfaction with Knowledge Management  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> David A. Griffiths, Shona M. Morse  <b>Institution:</b> University of Edinburgh</p>	<p><b>Paper No:</b> 5.27  <b>Title:</b> Structuring Training and Development in European Call Centres  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Prof. Thomas Garavan, John Wilson, Christine Cross, Ronan Carbery, Valerie Shanahan  <b>Institution:</b> University of Limerick</p>	<p><b>Paper No:</b> 5.15  <b>Title:</b> The place and shape of HRD in a globalised and turbulent workplace  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Tom Short  <b>Institution:</b> University of South Australia</p>	<p><b>Paper No:</b> 5.29  <b>Title:</b> The Conceptual Unravelling of the Inseparability of Learning and Context  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Jeff Gold, Roland Yeo  <b>Institution:</b> Leeds Business School</p>	<p><b>Paper No:</b> 5.9  <b>Title:</b> Mobilizing Change in a Business School Using Appreciative Inquiry: Students / Clients as Partners in Idea Generation  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Gina Grandy, Judith Holton  <b>Institution:</b> Mount Allison University</p>	<p><b>Paper No:</b> 5.19  <b>Title:</b> Collaboration as a Vehicle for Knowledge Transfer across Sectors: A Case of Medical Diagnostics  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Tod Treat  <b>Institution:</b> University of Illinois</p>
<p><b>Paper No:</b> 5.14  <b>Title:</b> Taking Care in Business: The role of care in knowledge management.  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Christine Edwards  <b>Institution:</b> Flinders University</p>	<p><b>Paper No:</b> 5.21  <b>Title:</b> Training the different generations: The differences in training and development strategies among generations  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Larry M. Dooley, Summer Odom  <b>Institution:</b> Texas A&amp;M University</p>	<p><b>Paper No:</b> 5.25  <b>Title:</b> HRM and RM in the Greek Banking sector  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Damian Giannakis  <b>Institution:</b> Hellenic American University</p>	<p><b>Paper No:</b> 5.11  <b>Title:</b> Coordination as Organizational Learning in a Fast Growing Company  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Henrik Kock, Peter Nilsson, Andreas Wallo  <b>Institution:</b> HELIX VINN Excellence Centre</p>	<p><b>Paper No:</b> 5.28  <b>Title:</b> A National Human Resource Development Perspective of the Celtic Tiger 1986-2000  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Christina M. Magnuson, Catherine C. Twohig  <b>Institution:</b> University of Minnesota</p>	<p><b>Paper No:</b> 5.10  <b>Title:</b> Evaluation of Lifelong Vocational Training Centres in Health Sector in Greece  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Niki Kyriakidou, George Pierrakos  <b>Institution:</b> Leeds Business School</p>
<p><b>Paper No:</b> 5.26  <b>Title:</b> The Operation of the Strategic Business Partner Model within a Services Organisation  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Valerie Shanahan, Prof. Thomas Garavan, Clíodhna MacKenzie  <b>Institution:</b> University of Limerick</p>	<p><b>Paper No:</b> 5.24  <b>Title:</b> Human Resource Management Information Systems: An enabler or impediment in supporting Human Resource Development?  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Jennifer Chishamiso Nzonzo, Bwalya Kelvin Joseph  <b>Institution:</b> University of Botswana</p>	<p><b>Paper No:</b> 5.2  <b>Title:</b> The Era of Knowledge Economy  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Felipa Lopes dos Reis, António Eduardo Martins  <b>Institution:</b> Open University, Portugal</p>	<p><b>Paper No:</b> 5.12  <b>Title:</b> Understanding Innovation and Knowledge Management in Dynamic Networks  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Claire Gubbins, Lawrence Dooley, Carol Kelleher  <b>Institution:</b> University of Limerick</p>	<p><b>Paper No:</b> 5.5  <b>Title:</b> Developing Tourism Advertisers: The Linguistic Challenges faced when writing copy  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Elmira Djafarova, Prof. Teresa Waring  <b>Institution:</b> Northumbria University</p>	

<b>Session 1</b> <b>Day 1 - Wed</b> <b>15:00 - 16:30</b>	<b>Session 2</b> <b>Day 2 - Thu</b> <b>10:30 - 12:00</b>	<b>Session 3</b> <b>Day 2 - Thu</b> <b>13:00 - 14:30</b>	<b>Session 4</b> <b>Day 2 - Thu</b> <b>16:00 - 17:30</b>	<b>Session 5</b> <b>Day 3 - Fri</b> <b>11:00 - 12:30</b>	<b>Session 6</b> <b>Day 3 - Fri</b> <b>13:30 - 15:00</b>
<p><i>Stream 5 Track 7 (2 papers)</i>  <b>Track Chair:</b> Jennifer Nzonzo  <b>NBS Host:</b> Dimitra Skoumpopoulou  <b>Paper No:</b> 5.22  <b>Title:</b> Benchmarking Employee Skills: Practices from Companies in Morocco  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Bassou El Mansour  <b>Institution:</b> Indiana State University  <b>Paper No:</b> 5.17  <b>Title:</b> Strategic decision-making: Rule-governed or Intuitive?  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Soroush Dabbagh, Javad Jassbi, Hossein Dabbagh  <b>Institution:</b> Iranian Institute of Philosophy</p>	<p><i>Stream 5 Track 8 (2 papers)</i>  <b>Track Chair:</b> Dr.Gina Grandy  <b>NBS Host:</b> Graeme Heron  <b>Paper No:</b> 5.1  <b>Title:</b> Organizational Management in the Knowledge Era  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Felipa Lopes dos Reis, António Eduardo Martins  <b>Institution:</b> Open University, Portugal  <b>Paper No:</b> 5.3  <b>Title:</b> Intellectual Capital and Knowledge Management  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> António Eduardo Martins, Felipa Lopes dos Reis  <b>Institution:</b> Open University, Portugal</p>				

## Stream 6

## Gendered Issues in HRD

Stream Leader

Professor Sharon Mavin  
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Dr Savita Kumra  
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Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
<p><i>Stream 6 Track 1 (3 papers)</i>  <b>Track Chair:</b> Prof S Mavin/Dr. S Kumra  <b>NBS Host:</b> Nicola Patterson</p>	<p><i>Stream 6 Track 2 (3 papers)</i>  <b>Track Chair:</b> Prof S Mavin/Dr. S Kumra  <b>NBS Host:</b> Sue Abbott</p>	<p><i>Stream 6 Track 3 (2 papers)</i>  <b>Track Chair:</b> Prof S Mavin/Dr. S Kumra  <b>NBS Host:</b> Nicola Patterson</p>	<p><i>Stream 6 Track 4 (3 papers)</i>  <b>Track Chair:</b> Prof S Mavin/Dr. S Kumra  <b>NBS Host:</b> Sue Abbott</p>	<p><i>Stream 6 Track 5 (2 papers)</i>  <b>Track Chair:</b> Prof S Mavin/Dr. S Kumra  <b>NBS Host:</b> Dr. Diane Sloan</p>	<p><i>Stream 6 Track 6 (2 papers)</i>  <b>Track Chair:</b> Prof S Mavin/Dr. S Kumra  <b>NBS Host:</b> Nicola Patterson</p>
<p><b>Paper No:</b> 6.18  <b>Title:</b> Gender Stereotypes and Assumptions: Popular Culture Constructions of Women Leaders  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Prof. Sharon Mavin  <b>Institution:</b> Northumbria University</p>	<p><b>Paper No:</b> 6.7  <b>Title:</b> Developing Tomorrows Women Business Leaders: Is there still a place for women-only leadership development programmes?  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Dr. Savita Kumra  <b>Institution:</b> Brunel Business School</p>	<p><b>Paper No:</b> 6.16  <b>Title:</b> A Study of Component Gender in Job Satisfaction of University Lecturers  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Ali Hajiha, Farhad Ghaffari, Asal Bahrami  <b>Institution:</b> Azad University</p>	<p><b>Paper No:</b> 6.8  <b>Title:</b> Mind the Gap": "Gender differences in response to initial professional development: the case of male trainee teacher retention  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Kate Black  <b>Institution:</b> University of Chester</p>	<p><b>Paper No:</b> 6.17  <b>Title:</b> From 'Old Boy's Networks' to Women's Leadership Networks: Discovering the Value of On-line Social Networks for HRD Professionals  <b>Type:</b> Refereed Paper  <b>Time:</b> 20 mins  <b>Authors:</b> Sarah Rand, Laura Bierema  <b>Institution:</b> University of Minnesota</p>	<p><b>Paper No:</b> 6.23  <b>Title:</b> Transformational Possibilities: Gender, Power and Identity in HRD  <b>Type:</b> Full Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Prof. Beverly Metcalfe  <b>Institution:</b> Liverpool Hope University</p>
<p><b>Paper No:</b> 6.21  <b>Title:</b> Metaphors and Womens Careers – What do they say?  <b>Type:</b> Full Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Dr. Patricia Treacy, Prof. Thomas N. Garavan  <b>Institution:</b> Sanmina-SCI Ireland Ltd</p>	<p><b>Paper No:</b> 6.5  <b>Title:</b> 'Employer of Choice for Women' – Developing a culture where diversity is embraced and delivers real business outcomes.  <b>Type:</b> Practitioner Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Kate McCormack  <b>Institution:</b> Mercy Health</p>	<p><b>Paper No:</b> 6.12  <b>Title:</b> Career progression within police service: Dispelling the myth about the thin blue ceiling?  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Janet Astley, Tina Harness  <b>Institution:</b> York St John University</p>	<p><b>Paper No:</b> 6.4  <b>Title:</b> An Exploratory Study of Gender Difference in Instructional Preferences: The Case of University Students in the USA  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Szu-Fang Chuang  <b>Institution:</b> Fooyin University, Taiwan</p>	<p><b>Paper No:</b> 6.11  <b>Title:</b> The Kaleidoscope Career Model: Practical Implications for HRD from a Gender Balanced Perspective.  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Jennifer Hennessy, Prof. Thomas Garavan  <b>Institution:</b> Waterford Institute of Technology</p>	<p><b>Paper No:</b> 6.3  <b>Title:</b> Navigating with a feminist compass: Exploring leadership perspectives in small firms  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Nicola Patterson, Prof. Sharon Mavin, Jane Turner  <b>Institution:</b> Northumbria University</p>
<p><b>Paper No:</b> 6.9  <b>Title:</b> Influence of HR-Managers' and Line Managers' Gender Stereotypes on the Fairness of Personnel Management Procedures in SMEs  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Sofia Kosheleva, Elena Zavyalova  <b>Institution:</b> St Petersburg State University</p>	<p><b>Paper No:</b> 6.2  <b>Title:</b> 'Just don't call it diversity': Developing a programme for the Business Case for Diversity in West Yorkshire  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Jeff Gold, Jackie Ford, Jenny Tomlinson, Hilary Sommerlad  <b>Institution:</b> Leeds Metropolitan University</p>		<p><b>Paper No:</b> 6.15  <b>Title:</b> The Role of Gender in Job Satisfaction of University Staff Members  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Ali Hajiha, Javad Jassbi  <b>Institution:</b> Azad University</p>		

Stream 7

Constructing and Deconstructing: Insights on Corporate Social Responsibility and Ethics within HRD

**Stream Leader**  
 Professor Richard Slack  
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Dr Ron Beadle  
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Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
	<p><i>Stream 7 Track 1 (2 papers)</i>  <b>Track Chair:</b> Prof Richard Slack  <b>NBS Host:</b> Rima Hussein  <b>Paper No:</b> 7.2  <b>Title:</b> Older workers confront job loss: What is the role and responsibility of HRD professionals in mass layoffs and redundancies?  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Rosemarie J. Park, Kenneth A. Root  <b>Institution:</b> University of Minnesota</p>	<p><i>Stream 7 Track 2 (3 papers)</i>  <b>Track Chair:</b> Prof Richard Slack  <b>NBS Host:</b> Rima Hussein  <b>Paper No:</b> 7.9  <b>Title:</b> HRD Evaluation and the Public Interest  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Darlene Russ-Eft  <b>Institution:</b> Oregon State University</p>	<p><i>Stream 7 Track 3 (3 papers)</i>  <b>Track Chair:</b> Dr Ron Beadle  <b>NBS Host:</b> Rima Hussein  <b>Paper No:</b> 7.8  <b>Title:</b> Constructing conceptions of corporate social responsibility: drawing upon the practice of third sector practitioners.  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Rima Hussein  <b>Institution:</b> Northumbria University</p>	<p><b>Stream 7 Symposium</b>  <b>Track Chair:</b> Dr Ron Beadle  <b>NBS Host:</b> Dr. Ron Beadle  <b>Paper No:</b> n/a  <b>Title:</b> Corporate Social Responsibility (CSR) &amp; Ethics Symposium  <b>Type:</b> Symposium  <b>Time:</b> 90mins  <b>Panellists:</b> Mary Coyle, Marion Schooler, Rob Williamson, John Mowbray</p>	
	<p><b>Paper No:</b> 7.4  <b>Title:</b> Too Damned Difficult: The impact on management roles of increasing organisational complexity  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Peter Graham  <b>Institution:</b> Northumbria University</p>	<p><b>Paper No:</b> 7.3  <b>Title:</b> The organization moral identity and organizational effectiveness  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Felix Martin  <b>Institution:</b> Manchester Business School</p>	<p><b>Paper No:</b> 7.10  <b>Title:</b> Corporate Social Responsibility and the UK Polish migration – The Significant Role of Trade Unions  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Ian Fitzgerald  <b>Institution:</b> Northumbria University School</p>		
		<p><b>Paper No:</b> 7.7  <b>Title:</b> I know, but nevertheless! Is reality testing an HRD imperative?  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Edwin Moreton  <b>Institution:</b> Northumbria University</p>	<p><b>Paper No:</b> 7.1  <b>Title:</b> Dimensions of Ethical Business Cultures: Comparing Data from 13 countries of Europe, Asia, and the Americas  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Alexandre Ardichvili, Douglas Jondle, Brenda Kowske  <b>Institution:</b> University of Minnesota</p>		

Stream 8 Critical Perspectives on HRD

Stream Leader

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Claire Valentin  
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Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
<p><i>Stream 8 Track 1 (2 papers)</i>  <b>Track Chair:</b> Dr. Jamie Callahan  <b>NBS Host:</b> Dr. Jon Harrington</p> <p><b>Paper No:</b> 8.21  <b>Title:</b> Researching HRD critically: methodological considerations  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Claire Valentin  <b>Institution:</b> University of Edinburgh</p>	<p><b>Stream 8 Symposium</b>  <b>Track Chair:</b> Dr. Aileen Lawless  <b>NBS Host:</b> Gill Forster</p> <p><b>Paper No:</b> 8.22  <b>Title:</b> The Cultural Context of Human Resource Development  <b>Type:</b> Symposium  <b>Time:</b> 90 mins  <b>Authors:</b> Carol D. Hansen, Yih-teen Lee  <b>Institution:</b> Georgia State University</p>	<p><i>Stream 8 Track 2 (3 papers)</i>  <b>Track Chair:</b> Dr. Maria Cseh  <b>NBS Host:</b> Graeme Heron</p> <p><b>Paper No:</b> 8.5  <b>Title:</b> Fashion, fad or fruitful new direction for HRD? A critical analysis of talent management  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Prof. Paul Iles, David Preece, Xin Chuai  <b>Institution:</b> Leeds Business School</p>	<p><i>Stream 8 Track 3 (2 papers)</i>  <b>Track Chair:</b> Dr. Claire Rigg  <b>NBS Host:</b> Dr. Jon Harrington</p> <p><b>Paper No:</b> 8.13  <b>Title:</b> Global Mobility and Human Resource Development: Developing Global Citizens  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Maria Cseh  <b>Institution:</b> George Washington University</p>	<p><i>Stream 8 Track 4 (3 papers)</i>  <b>Track Chair:</b> Claire Valentin  <b>NBS Host:</b> Gill Forster</p> <p><b>Paper No:</b> 8.2  <b>Title:</b> Renewing the management learning: The using of arts in a dynamic coupling system  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Jacques Angot  <b>Institution:</b> IESEG School of Management</p>	
<p><b>Paper No:</b> 8.19  <b>Title:</b> Skating on Ice: Scrutinising the theory and practise of critical HRD  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Kiran Trehan, Aileen Lawless  <b>Institution:</b> Lancaster University</p>		<p><b>Paper No:</b> 8.12  <b>Title:</b> Webs of Deceit? Practitioners, Power and HRD  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Brendon Harvey  <b>Institution:</b> Aspects Associates</p>	<p><b>Paper No:</b> 8.9  <b>Title:</b> Expatriate Workers as Cultural Bridge Builders: A Qualitative Study of the Expatriate Experience  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Diana Cooper  <b>Institution:</b> University of Minnesota</p>	<p><b>Paper No:</b> 8.16  <b>Title:</b> Theorising the links between HR and Governance: issues and challenges for HRD  <b>Type:</b> Refereed Paper  <b>Time:</b> 30 mins  <b>Authors:</b> Prof. Jim McGoldrick, Prof. Graeme Martin  <b>Institution:</b> NHS Fife Board</p>	
		<p><b>Paper No:</b> 8.10  <b>Title:</b> The Equality Bill- How could it impact upon HRD professionals in the workplace environment? A study with particular reference to disability in the workplace  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Jannine Williams, Sue Abbott  <b>Institution:</b> Northumbria University</p>		<p><b>Paper No:</b> 8.15  <b>Title:</b> Election Campaigns as Social Movement Organizations: A Preliminary Examination of the Effects of Emotion Management in the 2008 U.S. Presidential Election as Lessons for HRD Professionals  <b>Type:</b> Working Paper  <b>Time:</b> 20-25 mins  <b>Authors:</b> Jamie L. Callahan, Heather Kissack, Sarah Minnis, Patricia Moreno, Arthur Watson  <b>Institution:</b> Texas A&amp;M University</p>	

## Stream 9

## Innovative Approaches to Supporting Learning and Teaching in HRD

Stream Leader

Professor Jim Stewart

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Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
<i>Stream 9 Track 1 (2 papers)</i> <b>Track Chair:</b> Prof Jim Stewart	<i>Stream 9 Track 2 (2 papers)</i> <b>Track Chair:</b> Prof Sally Sambrook	<i>Stream 9 Track 3 (2 papers)</i> <b>Track Chair:</b> David Simmonds		<i>Stream 9 Track 4 (2 papers)</i> <b>Track Chair:</b> Victoria Harte	<i>Stream 9 Track 5 (3 papers)</i> <b>Track Chair:</b> Prof Jim Stewart
<b>NBS Host:</b> Dr. Diane Sloan	<b>NBS Host:</b> Lynne Powell	<b>NBS Host:</b> Dr. Diane Sloan		<b>NBS Host:</b> Naomi Kirkup	<b>NBS Host:</b> Matt Sutherland
<b>Paper No:</b> 9.1 <b>Title:</b> Improving the Matching Process of E-Mentoring in Luxury Hotels <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> David Simmonds, Anne Marie Zammit Lupi <b>Institution:</b> University of Westminster	<b>Paper No:</b> 9.18 <b>Title:</b> What is the pedagogic response to increased cultural diversity amongst student cohorts? <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Paul Hill <b>Institution:</b> Newcastle Business School	<b>Paper No:</b> 9.7 <b>Title:</b> Innovations in understanding doctoral supervision <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Sally Sambrook, Clair Doloriert, Prof. Jim Stewart <b>Institution:</b> Bangor Business School		<b>Paper No:</b> 9.15 <b>Title:</b> Research Informed Teaching and Learning: Engaging Leaders in Curriculum Development <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Naomi Kirkup, Matthew Sutherland, Guy Brown <b>Institution:</b> Northumbria University	<b>Paper No:</b> 9.16 <b>Title:</b> The Use of Film and TV in Teaching HRD Concepts: A Primer <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Prof. Hedley Malloch, Jamie Callahan <b>Institution:</b> Catholic University of Lille
<b>Paper No:</b> 9.14 <b>Title:</b> Performance Appraisal - Initial training for appraisers and appraisees in a virtual environment: potential uses in HRD teaching <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Shona Morse <b>Institution:</b> University of Edinburgh	<b>Paper No:</b> 9.10 <b>Title:</b> "iRETURN – A synergetic approach for self organized learning - Start working effectively after parental leave -" <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Andreas Liening, Ewald Mittelstädt <b>Institution:</b> Centre of Complexity Sciences and Business Education	<b>Paper No:</b> 9.19 <b>Title:</b> Using postgraduates to facilitate the learning of undergraduates: The analysis of an assessment/develop centre exercise <b>Type:</b> Working Paper <b>Time:</b> 20-25 mins <b>Authors:</b> Sophie Mills and Amanda Lee <b>Institution:</b> Coventry University		<b>Paper No:</b> 9.3 <b>Title:</b> Blended Learning as the new paradigm for HRD <b>Type:</b> Poster Session <b>Time:</b> 15 - 20 mins <b>Authors:</b> Rosemarie J. Park <b>Institution:</b> University of Minnesota	<b>Paper No:</b> 9.11 <b>Title:</b> Bringing the HRD Classroom to the Internet: The Case for Moodle <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Heather Kissack, Amanda Rolle, Priya Kurup, Larry Dooley <b>Institution:</b> Texas A&M University
					<b>Paper No:</b> 9.17 <b>Title:</b> An investigation of the impact of British education on Hong Kong international students' employability and career development: A case study from a University in North England <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Mary Leung, Dr. Niki Kyriakidou, Dr. Crystal Zhang <b>Institution:</b> Leeds Metropolitan University

## Stream 10

## Theoretical and Methodological Issues in HRD

## Stream Leader

Professor Hedley Malloch

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Session 1 Day 1 - Wed 15:00 - 16:30	Session 2 Day 2 - Thu 10:30 - 12:00	Session 3 Day 2 - Thu 13:00 - 14:30	Session 4 Day 2 - Thu 16:00 - 17:30	Session 5 Day 3 - Fri 11:00 - 12:30	Session 6 Day 3 - Fri 13:30 - 15:00
<i>Stream 10 Track 1 (2 papers)</i> <b>Track Chair:</b> Dr. Elisabeth Bennett	<i>Stream 10 Track 2 (3 papers)</i> <b>Track Chair:</b> Dr. Eduoard Tomé	<i>Stream 10 Track 3 (3 papers)</i> <b>Track Chair:</b> Dr. Lisa Anderson	<i>Stream 10 Track 4 (3 papers)</i> <b>Track Chair:</b> Dr. Sandra Corlett	<b>Stream 10 Symposium</b> <b>Track Chair:</b> Prof Nehlu Rohmetra	<i>Stream 10 Track 5 (3 papers)</i> <b>Track Chair:</b> Prof Rob Poell
<b>NBS Host:</b> Lisa Clark	<b>NBS Host:</b> Karen Keith	<b>NBS Host:</b> Peter Graham	<b>NBS Host:</b> Edwin Moreton	<b>NBS Host:</b> Karen Keith	<b>NBS Host:</b> Jannine Williams
<b>Paper No:</b> 10.2 <b>Title:</b> Undertaking HRD Research in Higher Education: Some Pitfalls, Problems and Struggles. <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Victoria Harte, Prof. Jim Stewart <b>Institution:</b> Leeds Metropolitan University	<b>Paper No:</b> 10.5 <b>Title:</b> Risk and complexity to an intended research design: is there a need for plan B? <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Peter Cureton <b>Institution:</b> University of Chester	<b>Paper No:</b> 10.14 <b>Title:</b> Reflection, Learning, Technology, and the Socio-cultural Context of Virtual HRD: An Emerging Theory of Network Culture Dynamics <b>Type:</b> Refereed Paper <b>Time:</b> 30 min <b>Authors:</b> Elisabeth E. Bennett <b>Institution:</b> Tufts University School of Medicine	<b>Paper No:</b> 10.12 <b>Title:</b> Evaluating Management Development Interventions: A Discursive Approach <b>Type:</b> Refereed Paper <b>Time:</b> 30 min <b>Authors:</b> Lisa Anderson <b>Institution:</b> University of Liverpool Management School	<b>Paper No:</b> 10.1 <b>Title:</b> Possibilities and Limitations in Theorising HRD: A European Perspective <b>Type:</b> Symposium <b>Time:</b> 90 mins <b>Authors:</b> Prof. Jim Stewart, Prof. Paul Iles, Prof. Tom Garavan <b>Institution:</b> Leeds Metropolitan University	<b>Paper No:</b> 10.11 <b>Title:</b> Repression and organisational domination: Regaining the identity and voice of the individual <b>Type:</b> Refereed Paper <b>Time:</b> 30 min <b>Authors:</b> Andrew Armitage, Alan Thornton <b>Institution:</b> Anglia Ruskin University
<b>Paper No:</b> 10.8 <b>Title:</b> Are Practice and Academia in HRD Disconnected? Evidence from a Content Analysis of 579 Journal Articles <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Rob F. Poell <b>Institution:</b> Tilburg University	<b>Paper No:</b> 10.9 <b>Title:</b> Integrating Pluralistic Organizational Culture in an American Community Hospital <b>Type:</b> Refereed Paper <b>Time:</b> 30 mins <b>Authors:</b> Elisabeth E. Bennett <b>Institution:</b> Tufts University School of Medicine	<b>Paper No:</b> 10.19 <b>Title:</b> Human Resource Systems and Organizational Effectiveness: The Case of Indian Rural Banking <b>Type:</b> Research Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Neelu Rohmetra, Jaya Bhasin <b>Institution:</b> University of Jammu	<b>Paper No:</b> 10.4 <b>Title:</b> Evaluating Transfer of a Managers and Leaders Training Program <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Maria Victoria and Moreno Andrés <b>Institution:</b> University of Barcelona		<b>Paper No:</b> 10.7 <b>Title:</b> Developing researchers: 'Novice' CoPs, reflexivity and narrative analysis in practice <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Sandra Corlett, Karen Keith, Jannine Williams <b>Institution:</b> Northumbria University
	<b>Paper No:</b> 10.15 <b>Title:</b> HRD in a Multipolar World: An Introductory Study <b>Type:</b> Refereed Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Eduardo Tomé <b>Institution:</b> Universidade Lusíada de Famalicão – Portugal	<b>Paper No:</b> 10.20 <b>Title:</b> Social Cage (socio-economic status and intelligence in Hungary) <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Sándor Klein, Balázs Klein, Káláman Joubert, Gyula Gvenis <b>Institution:</b> University of Pécs	<b>Paper No:</b> 10.6 <b>Title:</b> Evaluation of training impact: a case in the health sector <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Pilar Pineda Herrero, Cristina Suarez <b>Institution:</b> Autonomous University of Barcelona		<b>Paper No:</b> 10.3 <b>Title:</b> How well does HRD research travel? The methodological challenges of research into the Strategic Value of Learning in Saudi Arabia. <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Faisal Albawardy <b>Institution:</b> University of Portsmouth

## The Doctoral Workshop

Stream Leader

Professor Mark Saunders  
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Professor Beverly Metcalfe  
[metalb@hope.ac.uk](mailto:metalb@hope.ac.uk)

<b>Day 1 - Wed 09:00 - 12:00</b>			
<b>Track Chair: Prof M Saunders/Prof B Metcalfe NBS Host: Dr. David Hart</b>			
<b>Paper No:</b> 11.1 <b>Title:</b> Soft Skills Evaluation: Contributing Factors in Malaysia <b>Type:</b> Symposium <b>Time:</b> 90 mins <b>Authors:</b> Azzman Mohamed <b>Institution:</b> Leeds Metropolitan University	<b>Paper No:</b> 11.2 <b>Title:</b> The Third Gender: Exploring foreign professional women's experience in the United Arab Emirates. <b>Type:</b> Symposium <b>Time:</b> 90 mins <b>Authors:</b> Brenda Stalker <b>Institution:</b> Northumbria University	<b>Paper No:</b> 11.4 <b>Title:</b> Experiences of the Executive Coaching Relationship: Coachee perspectives <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Norman Gilberg, Jane Turner, Bob Garvey <b>Institution:</b> Northumbria University	<b>Paper No:</b> 11.5 <b>Title:</b> Development Commitment: An Explorative Study <b>Type:</b> Working Paper <b>Time:</b> 20 - 25 mins <b>Authors:</b> Anne Story <b>Institution:</b> Teesside Business School