

MANCHESTER
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The University of Manchester

AMBS Doctoral Research Conference



Programme of Events

6-8 June 2023

Alliance Manchester Business School

The University of Manchester

2023 AMBS Doctoral Research Conference Programme



6-8 June 2023

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Conference Schedule

Tuesday, 6 June Schedule

Time	Session	Location	Presenters / Chairs	Audience
9:00 – 09:30 Tues, 6 June	Registration and Refreshments	The Hive Event Space (Floor 3)		<i>Attendance is compulsory for all Year 1 PGRs</i>
9:30 – 9:45 Tues, 6 June	Opening Address	2.008 Lecture Theatre	<ul style="list-style-type: none"> Prof Wing Lam (AMBS PGR Director) Prof Nikolay Mehandjiev (AMBS Research Director) 	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 PGRs</i>
9:45-10:45 Tues, 6 June	Alumni Panel	2.008 Lecture Theatre	<ul style="list-style-type: none"> Previous PhD & DBA Graduates Chaired by Sandra Hamilton (AMBS PhD) 	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 PGRs</i>
10:45 – 11:00 Tues, 6 June	Break and Refreshments	The Hive Event Space (Floor 3)		All PGRs and staff are welcome
11:00 – 12:00 Tues, 6 June	Keynote	2.08 Lecture Theatre	<ul style="list-style-type: none"> Prof Susanne Braun (Durham University Business School) Chaired Prof Wing Lam 	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 PGRs</i>
12:00 – 12:45 Tues, 6 June	Lunch	The Mill Restaurant		All PGRs and staff are welcome

12:45 – 14:15 Tues, 6 June	Best Paper Presentations Session 1	2.008 Lecture Theatre	<ul style="list-style-type: none"> • Lina Sigel (PMO) • Spyridon Gkikopoulos (A&F) • <i>Chaired by Abderrahim Nekkache (AMBS PhD)</i> 	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 PGRs</i>
14:15 – 14:30 Tues, 6 June	Break and Refreshments	The Hive Event Space (Floor 3)		All PGRs and staff are welcome
14:30 – 16:00 Tues, 6 June	Best Paper Presentations Session 2	2.008 Lecture Theatre	<ul style="list-style-type: none"> • Amir Ashrafi (MSM) • Abderrahim Nekkache (IMP) • <i>Co-chaired by Noora Al-Muhannadi and Lan Zhang (AMBS PhDs)</i> 	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 PGRs</i>



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Wednesday, 7 June Schedule

Time	Session	Location	Presenters	Audience
9:00 – 9:15 Weds, 7 June	Registration	The Hive Event Space (Floor 3)		PGRs who have not yet attended earlier this week or would like to have a daily welcome

9:15 – 10:45 Weds, 7 June	Year 1 PGR Presentations A&F Session 1	3.013a	<ul style="list-style-type: none"> • Gabriel Cabrera Guzman (A&F PhD) • Lan Zhang (A&F PhD) • Sergey Mazyavkin (A&F PhD) • <i>Chaired by Tian Gao (Y2 A&F PhD)</i> 	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 A&F PGRs</i>
	Year 1 PGR Presentations MSM Session 1	3.013b	<ul style="list-style-type: none"> • Ares Albirru Amsal (MSM PhD) • Guowei Huang (MSM PhD) • Javier Mora Jimenez (MSM PhD) • <i>Chaired by Jana Ivanov (SP MSM PhD)</i> 	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 MSM PGRs</i>
	Year 1 PGR Presentations IMP Session 1	3.015a	<ul style="list-style-type: none"> • Alejandra Navea Parra (IMP PhD) • Fengwen Yan (IMP PhD) • Hazera Tun Nessa (IMP PhD) • Hien Dao (IMP PhD) • <i>Chaired by Mingwei Zhang (Y2 IMP PhD)</i> 	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 IMP PGRs</i>
	Year 1 PGR Presentations PMO Session 1	3.015b	<ul style="list-style-type: none"> • Abdulla Alshehhi (PMO DBA) • Claire Fenerty (PMO PhD) • Ellis Latham (PMO PhD) • <i>Chaired by Tamara Brezighello Hojajj (Y3 PMO PhD)</i> 	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 PMO PGRs</i>
10:45 – 11:00 Weds, 7 June	Break and Refreshments	The Hive Event Space (Floor 3)		All PGRs and staff are welcome
11:00 – 12:00 Weds, 7 June	AMBS Teaching Assistant (TA) Informational Session	2.008 Lecture Theatre	Dr Adrien Querbes (AMBS TA Coordinator)	AMBS PGRs who are interested in being employed as graduate teaching assistants for 2023/24
12:00 – 12:45 Weds, 7 June	Lunch	The Mill Restaurant		All PGRs and staff are welcome

12:45 – 14:15 Weds, 7 June	Year 1 PGR Presentations MSM Session 2	3.013b	<ul style="list-style-type: none"> Jieyichi Jenny Zhao (MSM PhD) Melis Kupeli (MSM PhD) Róisín Jordan (MSM PhD) Chaired by Nazifa Nisha (Y2 MSM PhD) 	All PGRs and staff are welcome Attendance is compulsory for all Year 1 MSM PGRs
	Year 1 PGR Presentations IMP Session 2	3.015a	<ul style="list-style-type: none"> Keyang Drake Zhou (IMP PhD) Maria Cristina Sousa (IMP PhD) Mohammad Asif Gazi (IMP PhD) Patricia Santa Cruz Montero (IMP DBA) Chaired by Adam McCarthy (Y2 IMP PhD) 	All PGRs and staff are welcome Attendance is compulsory for all Year 1 IMP PGRs
	Year 1 PGR Presentations PMO Session 2	3.015b	<ul style="list-style-type: none"> Hak Liong Chan (PMO PhD) Michael Francis (PMO PhD) Moon Narzary (PMO PhD) Chaired by Pathum Kodikara (Y2 PMO PhD) 	All PGRs and staff are welcome Attendance is compulsory for all Year 1 PMO PGRs
14:15 – 14:30 Weds, 7 June	Break and Refreshments	The Hive Event Space (Floor 3)		All PGRs and staff are welcome
14:30 – 16:00 Weds, 7 June	Year 1 PGR Presentations MSM Session 3	3.013b	<ul style="list-style-type: none"> Samer Itani (MSM PhD) Seyedamirhossein Salehiamiri (MSM PhD) Xinyue Wang (MSM PhD) Chaired by Jana Ivanov (SP MSM PhD) 	All PGRs and staff are welcome Attendance is compulsory for all Year 1 MSM PGRs
	Year 1 PGR Presentations IMP Session 3	3.015a	<ul style="list-style-type: none"> Pawan Kumar Srikanth (IMP PhD) Peiyu Zhan (IMP PhD) Runze Zheng (IMP PhD) Chaired by Xinger Wei (Y2 IMP PhD) 	All PGRs and staff are welcome Attendance is compulsory for all Year 1 IMP PGRs

	Year 1 PGR Presentations PMO Session 3	3.015b	<ul style="list-style-type: none"> Phyllis Mills (PMO DBA) Shubhangi Sharma (PMO PhD) Chaired by Shreya Roy Choudhury (Y2 PMO PhD) 	All PGRs and staff are welcome Attendance is compulsory for all Year 1 PMO PGRs
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Thursday, 8 June Schedule

Time	Session	Location	Presenters	Audience
09:30 – 09:45 Thurs, 8 June	Registration	The Hive Event Space (Floor 3)		PGRs who have not yet attended earlier this week or would like to have a daily welcome
09:45 – 11:00 Thurs, 8 June	Social Responsibility Paper Presentations	2.008 Lecture Theatre	<ul style="list-style-type: none"> Ellis Latham (PMO PhD) Jieyichi Jenny Zhao (MSM PhD) Keyang Drake Zhou (IMP PhD) Chaired by Dr Magda Hassan 	All PGRs and staff are welcome Attendance is compulsory for all Year 1 PGRs
11:00– 11:15 Thurs, 8 June	Break and Refreshments	The Hive Event Space (Floor 3)		All PGRs and staff are welcome

11:15 – 12:45 Thurs, 8 June	A&F Roundtable	3.013a	<ul style="list-style-type: none"> • Carmine Pizzo (Uni of Lancaster PhD) • Leonor Guedes Soares (Uni of Lancaster PhD) • Tien Nguyen (Uni of Liverpool PhD) • Yuchen Su (Uni of Liverpool PhD) • <i>Chaired by Minjia Zhang (Y3 A&F PhD)</i> 	<p>All PGRs and staff are welcome</p> <p><i>Attendance is compulsory for all Year 1 A&F PGRs</i></p>
	MSM Roundtable	3.013b	<ul style="list-style-type: none"> • Clare Westcott (Uni of Liverpool PhD) • Diana Madibekova (Uni of Liverpool PhD) • Karim Derrick (MSM DBA) • <i>Chaired by Vasileios Karountzos (Y3 MSM PhD)</i> 	<p>All PGRs and staff are welcome</p> <p><i>Attendance is compulsory for all Year 1 MSM PGRs</i></p>
	IMP Roundtable	3.015a	<ul style="list-style-type: none"> • Adam McCarthy (IMP PhD) • Mingwei Zhang (IMP PhD) • Priscila De Ferri (IMP PhD) • Rasheed Dauda (IMP DBA) • Wanyu Zhang (IMP PhD) • <i>Chaired by Noora Al-Muhannadi (Y3 IMP PhD)</i> 	<p>All PGRs and staff are welcome</p> <p><i>Attendance is compulsory for all Year 1 IMP PGRs</i></p>
	PMO Roundtable	3.015b	<ul style="list-style-type: none"> • Funmilola Asa (PMO DBA) • Maha Alabdulwahed (Uni of Liverpool PhD) • Ragnhild Nordset (Uni of Liverpool PhD) • Suprit Bhattacharya (PMO DBA) • <i>Chaired by Tamara Brezighello Hojaij (Y3 PMO PhD)</i> 	<p>All PGRs and staff are welcome</p> <p><i>Attendance is compulsory for all Year 1 PMO PGRs</i></p>
12:45 – 13:30 Thurs, 8 June	Lunch	The Mill Restaurant		All PGRs and staff are welcome

13:30 – 14:30 Thurs, 8 June	A&F Divisional Talk	3.013a	Dr Chi-Yang Ben Tsou (Lecturer in Finance)	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 A&F PGRs</i>
	MSM Divisional Talk	3.013b	Prof Julia Handl (Professor in Decision Sciences)	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 MSM PGRs</i>
	IMP Divisional Talk	3.015a	Dr Karl Taeuscher (IMP PGR Divisional Coordinator and Lecturer in Strategy and Entrepreneurship)	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 IMP PGRs</i>
	PMO Divisional Talk	3.015b	Dr Mathew Johnson (Senior Lecturer in Human Resources and Employment Studies)	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 PMO PGRs</i>
14:30 – 15:00 Thurs, 8 June	Prize Giving and Closing Address	2.008 Lecture Theatre	Prof Ken Mcphail (AMBS Head of School)	All PGRs and staff are welcome <i>Attendance is compulsory for all Year 1 PGRs</i>



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Welcome statement

We are delighted to welcome you to the 2023 Alliance Manchester Business School Doctoral Research Conference!

We are very pleased to once again welcome PGR colleagues from Lancaster University Management School and University of Liverpool Management School. We are taking the opportunity to provide significant external content with specialists and alumni. The opening keynote address will be given by Professor Susanne Braun from Durham University Business School.

During the Doctoral Research Conference, we will have talks from academics within AMBS featuring Professor Julia Handl, Dr Mathew Johnson, Professor Ben Tsou and Dr Karl Taeuscher and an information session on being a TA from Dr Adrien Querbes.

Our closing address is given by Professor Kenneth McPhail, Professor of Accounting and AMBS Head of School.

We have also scheduled a panel of former PhD and DBA graduates talking about what their programme meant to them.

The PGR presentations will be similar to typical conference presentations and will be of three types. First, we have Year 1 PhD presentations organised by Division. Second, we are holding roundtable discussion sessions where DBAs in all years of study and Year 2+ PhDs can interact and comment on short discussions of each other's research. Third, we have plenary sessions that feature the entrants to the Best Social Responsibility Abstract Competition and Best Doctoral Paper Competition.

All together these sessions will:

1. Provide feedback on the PGRs' ongoing thesis research;
2. Offer inspiration on how to conduct engaged management research; and
3. Build a network of collaboration amongst PGRs and faculty members.

We know that everyone is incredibly busy and will have to pick and choose what sessions of the Doctoral Research Conference they can attend, so we invite you to look through this programme and identify those sessions of most suitability and interest.

We look forward to seeing you at the conference.

All the best,



Professor Wing Lam, AMBS PGR Director and Professor Lloyd C. Harris, DBA Programme Director

School and conference organisation

As a School, AMBS is organised by four Divisions of research studies. Depending upon focus of research and study, all AMBS academics and PGRs reside within the AMBS's four Divisions: Accounting and Finance (A&F); Innovation, Management and Policy (IMP); Management Sciences and Marketing (MSM); or People Management and Organisations (PMO).



ACCOUNTING AND FINANCE (A&F)



INNOVATION, MANAGEMENT AND POLICY (IMP)



MANAGEMENT SCIENCES AND MARKETING (MSM)



PEOPLE, MANAGEMENT AND ORGANISATIONS (PMO)

Many of the presentation allocations of the conference will align within these divisions; others are School-wide PGR events. Everyone is welcome at the Conference, although **Year 1 PGRs *must* attend all their divisional colleagues' abstract and roundtable discussions as a compulsory part of their programme.**

Programme contacts

AMBS Doctoral Programmes academic leadership

AMBS academic members of staff provide academic leadership for PGRs in the School and work closely with the Doctoral Programmes Office in the delivery of your PGR programme. These people will attend the conference, so make sure to say "hi!"

Professor Wing Lam

PGR Director

Email: wing.lam@manchester.ac.uk

Professor Stefan Zagelmeyer

Research Training Programme (RTP) Director and Director of Master of Research (MRes)

Email: S.Zagelmeyer@manchester.ac.uk

Professor Lloyd C. Harris

Doctorate of Business Administration (DBA) Director

Email: lloyd.harris@manchester.ac.uk

Professor Edward Lee

Accounting and Finance (A&F) Divisional Coordinator

Email: Edward.Lee@manchester.ac.uk

Dr Karl Taeuscher

Innovation, Management and Policy (IMP) Divisional Coordinator

Email: karl.taeuscher@manchester.ac.uk

Dr Ilma Nur Chowdhury

Management Sciences and Marketing (MSM) Divisional Coordinator

Email: ilma.chowdhury@manchester.ac.uk

Professor Sharon Clarke

People, Management and Organisations (PMO) Divisional Coordinator

Email: s.g.clarke@manchester.ac.uk

Faculty of Humanities Doctoral Academy administrative contact details

[Doctoral Academy](#) | [Faculty of Humanities](#) | [StaffNet](#) | [The University of Manchester](#)

AMBS Doctoral Research Conference support leads: Joanne Marsh and Kristin Trichler

Session speakers

Keynote

Professor Susanne Braun, Durham University Business School

Biography

Susanne is Professor in Leadership at Durham University Business School, Director of the International Centre for Leadership and Followership, and incoming Associate Dean for Postgraduate Research of the Faculty of Business. She is PI of the grant Leadership Identity Dynamics in Work and Beyond: Conceptualization, Measurement, and Intervention funded by the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) (2023-2028). She received her PhD (2011) and Habilitation (2017) in Psychology from Ludwig Maximilian University Munich, Germany. She held posts at TUM School of Management and visiting scholarships at New York University and University of California in Berkeley before joining Durham University Business School in 2015.



Susanne's research focuses primarily on leadership. She is interested in the bright sides and dark sides of leadership and how they affect productivity and wellbeing at the work-life interface. One of her current research foci is leader identity and its development. Her work also studies leader narcissism and leadership. She has published articles in outlets such as Organizational Behavior and Human Decision Processes, The Leadership Quarterly, British Journal of Management, Human Resource Management, Journal of Business Ethics, and the European Journal of Work and Organizational Psychology. She received the Emerald Citation of Excellence and The Leadership Quarterly's Highly Cited Research Award in 2016. She co-edited the book Leadership Lessons from Compelling Contexts in the Monographs in Leadership and Management series (Emerald, 2016). She is Associate Editor (Organizational Psychology) of Frontiers in Psychology and Editorial Board Member of the Journal of Organizational Behavior and the European Journal of Work and Organizational Psychology.

For more information about Susanne, please see: [Professor Susanne Braun- Durham University Business School](#)

Alumni Panel

Amal AbuKuwaik (DBA Alumni)

<https://www.linkedin.com/in/dr-amal-abukuwaik-21377861/>

Andrew Lo (DBA Alumni)



<https://www.linkedin.com/in/dr-andrew-lo-34ba19/>

Eva Herman (PhD Alumni)



<https://www.linkedin.com/in/eva-herman-3409b060/>

Brian Vera (PhD Alumni)



<https://www.linkedin.com/in/brian-vera/>

Gordon Mayze (DBA Alumni)



<https://www.linkedin.com/in/gordon-mayze/>

Dawn Holmes (DBA Alumni)



<https://www.linkedin.com/in/dawnholmes/>

Ramakrishna Krovvidi (DBA Alumni)



<https://www.linkedin.com/in/dr-ramakrishna-krovvidi-rk-a749243/>

Tarek Madany (DBA Alumni)



<https://www.linkedin.com/in/tarekmadany/>

Divisional Talks

Dr Ben Chi-Yang Tsou, A&F Divisional Talk

Biography

I am a Lecturer of Finance at Alliance Manchester Business School. I hold a PhD degree from University of Hong Kong. Prior to joining Manchester, I worked at Hong Kong University of Science and Technology as a Postdoctoral Fellow.

My research interests are in the areas of theoretical and empirical asset pricing, macro-finance, firm dynamics, and sustainable finance. Overall, my research agenda is to study how corporate finance decisions affect the real economy and financial markets.



In my recent work, I build general equilibrium asset pricing models with financial frictions to explain stock returns in the cross-section. Also, I employ toxic emission and pollution abatement data to study climate finance issues, especially for the policy implications, such as green lending.

I have presented my research at all major global finance conferences, including the American Finance Association (AFA) meetings, European Finance Association (EFA) meetings, Financial Intermediation Research Society (FIRS) meetings, Midwest Finance Association (MFA) meetings, SFS Cavalcade meetings, and the Western Finance Association (WFA) meetings.

I have published in journals such as the Journal of Finance and Journal of Monetary Economics.

Synopsis

This paper examines how financial frictions and policy uncertainty jointly influence firms' investments in pollution abatement. Our data analyses suggest that financially constrained firms are less likely to invest in pollution abatement and are more likely to release toxic pollutants, with this pattern intensified by policy uncertainty surrounding future environmental regulations, as measured by "close" gubernatorial elections or uncertainty revealed in firms' earnings conference calls. We then develop a general equilibrium model with heterogeneous firms, including both financially constrained and unconstrained firms, in which financially constrained firms face increased marginal costs of finance from pollution abatement. These costs are further amplified by policy uncertainty, reducing firms' incentives to prevent pollution. Therefore, the aggregate effect of environmental policies depends on the distribution of financial frictions and policy uncertainty.

Dr Karl Taeuscher, IMP Divisional Talk

Biography

Karl Taeuscher is a Senior Lecturer of Strategy and Entrepreneurship at the Alliance Manchester Business School, The University of Manchester. In his research, Karl primarily explores how entrepreneurs and firms successfully position and differentiate themselves and their offerings. Using primarily quantitative methods, Karl has a particular interest in understanding how entrepreneurs effectively use storytelling, framing, and other linguistic approaches to attract customers and financial resources for their ventures. Karl has lead-authored articles in journals such as the Academy of Management Journal, Strategic Management Journal, and the Journal of Business Venturing and serves as a frequent reviewer for journals such as the Academy of Management Journal and the Academy of Management Review. Karl's research has been recognized with Best Paper prizes at the SMS Conference, ISPIM Conference, and the European Management Journal. In 2020, he was awarded AMBS's Researcher of the Year. Before moving to Manchester in 2018, he held positions at the Fraunhofer Society and the University of Bayreuth, Germany, and as a visiting scholar at UC Berkley.



Synopsis

This talk will provide hands-on guidance on how to write research articles for top management journals. The talk will first outline the types of research questions suited for publication in top management journals and the criteria that editors and reviewers of these journals use when evaluating a submitted manuscript. Drawing on concrete examples, we demystify the concept of theory and discuss what does (and doesn't) qualify as a theoretical contribution in the management domain. Other topics addressed in the topic include hands-on advance on how to craft a compelling story around your findings, how to effectively structure your manuscript, how to make use of and present different types of empirical evidence, and how to successfully navigate the revision process. After the session, you should have a better understanding of what to expect when aiming to publish in these journals and should be able to avoid some of the time-wasting mistakes that many scholars make when aiming to publish their research in top management journals.

Dr Mathew Johnson, PMO Divisional Talk

Biography

Mat Johnson is a senior lecturer in Employment Studies based in the Work and Equalities Institute at The Alliance Manchester Business School. Mat's research interests include comparative employment relations, the changing nature of work in cities, and the role of the state in shaping employment standards. Mat secured a £1m grant from the UKRI Future Leaders Fellowship to support a comparative qualitative study of work and employment in six cities around the world (2020-27). Mat has published articles in *Human Relations*, *Human Resource Management Journal*, *Economic and Industrial Democracy*, *Industrial Relations Journal*, *Transfer and Work*, *Employment and Society*.



Synopsis

Given the seemingly intractable challenges of articulating and implementing the decent work agenda across varied national contexts (e.g., Burchell et al., 2014; Christie et al., 2021), there is growing interest in the role of cities in delivering the economic and social upgrading needed to 'build back better' from the covid-19 pandemic. On the one hand, cities can operate as 'spaces of progress' where egalitarian and redistributive policies are enacted and implemented from the top down, through the laws, licensing rules, and social investments of municipal government (Jacobs et al., 2021; Johnson et al., 2022; Waite and Bristow, 2019). Conversely, cities are also 'spaces of protest' where worker-led and grassroots movements generate new mechanisms of regulation, enforcement and solidaristic action 'from below' (Atzeni, 2018; della Porta, 2016; Fine and Bartley, 2018; Souza, 2006).

This presentation will offer initial findings from a four-year project comparing decent work initiatives from six cities around the world (Bremen, Buenos Aires, Manchester, Montreal, NYC and Seoul) and reflect upon the varied ways in which issues of precariousness and inequality are being addressed within and across different city contexts. Our research suggests that in order to understand the changing nature of work in cities, we need to look at the increasingly complex and nuanced horizontal relationships between workplaces and the wider communities within which they are located, and to explore the shifting sources of power and collective action that may transcend traditional industries, trade union structures and occupational groups. We also need to interrogate the strength of the vertical links that connect elite actors to grassroots activists, workers and citizens, and the channels of dialogue that shape the tone and substantive outcomes of regulatory debate at city level.

Prof Julia Handl, MSM Divisional Talk

Biography

Julia Handl is Professor of Decision Sciences at Alliance Manchester Business School. She is also a fellow of the UK's Alan Turing Institute and a member of the European Laboratory for Learning and Intelligent Systems (ELLIS). Her research sits on the interface between traditional operations research, decision sciences and machine learning, and she is



particularly interested in the synergies between these fields. Some of her best-known work has considered the potential of multi-objective optimization (specifically Pareto optimization) in machine learning applications, designing new approaches that allow for the incorporation and exploration of a variety of criteria, information sources or domain constraints. She currently serves as associate editor of the Journal of Artificial Intelligence Research, the IEEE Transactions on Evolutionary Computation and Evolutionary Computation.

Synopsis

Undoubtedly, mathematical and computational models present hugely powerful tools to enhance and support human thinking. However, reaping these benefits is premised on appropriately understanding, communicating and critically challenging model assumptions and limitations. One of the key risks of any mathematical and computational model has always been undifferentiated faith into their outputs, a danger that is only set to increase as they increase in complexity and are labelled as “artificially intelligent”. In this talk, I will draw on a range of examples to delve into the various types of assumptions that underpin machine learning models, in particular, and to highlight why critical reflection about their outputs is arguably becoming a core academic (if not life) skill.



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Best Doctoral Paper Competition

Manuscript submissions for the Best Doctoral Paper Competition must be a completed paper that fulfils one of the following criteria: published; accepted for publication; in receipt of a revise and resubmit decision; or accepted for presentation at a major international conference within the last twelve months– and must be based on research conducted at Alliance Manchester Business School. The submitting author must be registered on the doctoral programme as of 31 March 2023.

Three prizes are offered for postgraduate researchers:

- One best paper (cash prize of £1,000)
- Runners-up (cash prize of £1,000 split between the runners-up).

The shortlisted candidates for this year's Best Doctoral Paper Competition award are:

- Abderrahim Nekkache (IMP PhD)
- Amir Ashrafi (MSM PhD)
- Lina Sigel (PMO PhD)
- Spyridon Gkikopoulos (A&F PhD)

Abderrahim Nekkache

Enacting Identity Work and Identity Regulation in the Digitalisation of Industrial R&D



Amir Ashrafi

Problematizing Digital Transformation: Mobilising New Frontiers of Research



Lina Sigel

The Right to Disconnect': An Intervention Study to Examine the Effect of Constant Connectivity through Work-emails on Work-home Conflict, Recovery, Burnout, and Performance



Spyridon Gkikopoulos

Does Corporate Tax Planning Affect Firm Productivity?



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Social Responsibility Abstract Competition

Social Responsibility (SR) is one of the three core goals of the University of Manchester and the Alliance Manchester Business School. We aim to embed SR fully in our research, including research conducted by our PGR students. One way to make our research socially responsible is to follow the basic principles of Responsible Research in Business and Management (RRBM).

The AMBS Doctoral Research Conference's SR award celebrates and encourages socially responsible research that follows the principles of RRBM and has the potential to deliver the highest societal impact.

Three prizes are offered for Year 1 postgraduate researchers:

- One best paper (with a cash prize of £500)
- Two runners-up (with a cash prize of £250).

The shortlisted candidates for this year's SR Abstract Competition award are:

- Ellis Latham (PMO PhD)
- Jieyichi Jenny Zhao (MSM PhD)
- Keyang Drake Zhou (IMP PhD)

Ellis Latham – Social Responsibility Competition

Postgraduate Researcher	:	Ellis Latham
Division and Programme	:	People, Management and Organisations (PhD)
Supervisor(s):	:	Dr Asmund Rygh, Dr William il-Kuk Kang
Presentation Title	:	The Downturn Effect: Social Responsibility in Times of Economic Recession

The thesis explores the relationship between social responsibility and economic downturns. The relationship is explicated within the context of two key recessionary periods: the 1997 Asian financial crisis and the 2008 financial crisis. Under RRBM's principle 1, the research proposes theoretical and policy implications to protect vulnerable stakeholders in the wake of the pressing global economic recession. These implications are based on identifying why certain stakeholders are marginalised during economic recessions, to then tackle how inequality manifests within society as a result. Encouraging plurality stated in principle 3, stakeholder theory, inequality and social responsibility scholarly streams are combined to tackle the research problem.

During these periods, the mobilisation of limited resources to widening stakeholder demands result in unequal outcomes both within and between stakeholder groups. Therefore, the study presents an opportunity to show the interconnectedness of managerial actions to wider society, to ultimately centralise the moral agency of MNEs during recessions. This resonates with principle 1's aim to promote knowledge that connects businesses with their service to society.

Unlike previous studies that explore one recession, this thesis compares multiple recessions to generate more robust theoretical contributions expressed under principle 2. Going further, principle 2 is also attested to in that the thesis also proposes the foundations for a niche intellectual space to refine academic theories. Applying principle 3, an extensive literature review aims to organise the fragmented literature field and promote cross-disciplinary insights by proposing a framework to guide researchers of different scholarly backgrounds. Put differently, the framework hopes to stimulate interdisciplinary knowledge to mitigate inequality for the current global recession.

The study incorporates a multiple historical case study design (10 Southeast Asian cases for the 1997 Asian financial crisis and 10 UK cases for the 2008 financial crisis under a different paper). Oral history interviews with stakeholders like policy-makers, employees, managers and union officials are triangulated with archival methods. Whilst the inclusion of these stakeholders from differing geographical and temporal contexts adheres to principle 5, the use of methodological and data source triangulation aims to use rigorous and appropriate methods to answer the research objectives- constituting 'sound' methods espoused by principle 4. Data is analysed using a qualitative pattern matching approach informed by source criticism and hermeneutic analysis.

Case study databases will then be converted into company profiles, wherein macro, meso and micro linkages across a timeline of events during each recession show the interconnections between institutional, firm and stakeholder behaviours, respectively. Approaching principle 2, collaboration at different levels of analysis to tackle global inequality is therefore assumed within the research process.

Connecting with principle 6, the research intends to impact a wide variety of non-academic stakeholders. In example, preparation strategies for practitioners to manage their stakeholders more equitably can help to bolster firm contingency plans. Realising this impact for a variety of stakeholders requires diverse knowledge dissemination. Besides seminars, workshops and academic journals, public engagement opportunities abroad in approaching Asian policy makers at conference proceedings for example, broadens knowledge diffusion to an international audience- reflecting principle 7.

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Jieyichi Jenny Zhao – Social Responsibility Competition

Postgraduate Researcher	: Jieyichi Jenny Zhao
Division and Programme	: Management Sciences and Marketing (PhD)
Supervisor(s):	: Prof Heiner Evanschitzky, Dr Hai-Anh Tran
Presentation Title	: The Inputs and Outputs in Green CSR: Investigating Moderation Effects for Communication Styles and Industry Characteristics

In recent years business management and SR scholars have become increasingly interested in CSR. Current CSR involves "philanthropic community support, environmental initiatives, diversity promotion, employee support, changes to products and supply chains, and corporate governance issues". These potential CSR activities are mainly divided into environmental CSR (e.g., environmental performance and green production) and social CSR (e.g., corporate philanthropy and ethical behaviour) (Nickerson, Lowe, Patabhiraiah, and Sorescu, 2022). More and more companies with "green growth" visions are adopting marketing strategies from an SR perspective, where environmental CSR seeks to benefit stakeholders through sustainable practices, creating the concept of "green CSR". Stakeholder theory suggests SR-related research should focus on customer and company performance (Homburg, Stierl, and Bornemann, 2013). Many scholars use meta-analysis attempts to summarise empirical results on the relationship between green CSR and financial performance (Dixon-Fowler, Slater, Johnson, Ellstrand, and Romi, 2013). However, changes in the green marketing environment offer timely opportunities to expand green CSR's output.

Objective conclusions will be reached based on extensive SR data and reliable meta-analytic methods (Cooper, Hedges, & Valentine, 2019). Previous empirical studies have provided sufficient insight into consumer responses to green CSR, but still contain unresolved controversies and inconsistent results on this topic. To clarify the impact of green CSR and provide academic findings, a primary goal of this study is to conduct a meta-analytic investigation of the impact of green CSR on organisational-level performance (through customer and company outcomes).

Previous green CSR research have shown inconsistent empirical results across different marketing contexts. Therefore, the next research focus is to identify potential source of these differences, that is, an exploration of potential moderators that influence main effects of green CSR on outcomes. This study proposes pluralistic potential moderators, benefiting from the existing marketing and CSR literature: At the communication level, different communication styles are assessed (e.g., emotional attachment, sincerity signals and transparency). At the industry level, various company and market conditions are evaluated (e.g., product type: service vs. products, company type: B2B vs. B2C, industry context: controversial vs. non-controversial, and economic market: developed vs. developing economics).

Despite the popularity of corporate "going green", the existing empirical research is fragmented: using different indicators to measure the effectiveness of green CSR. Thus, it is unclear at what level stakeholders should work to develop successful green marketing strategies. Theoretically, this study creates an SR theoretical model regarding green CSR inputs, outputs (customer and company performance), and moderators (communication style and industry characteristics). Practically, marketing managers have the opportunity to apply success factors to CSR marketing through this SR-related research. This meta-analysis identifies the success of green CSR, while providing a comprehensive assessment of the potential factors that contribute to inconsistent green CSR performance.

In summary, this study focuses on business and management responsibility research from an environmental perspective. Contributing to better business and a better world by meeting the needs of stakeholders, such as society and customers, with a sustainable and profitable purpose (Ko, E., Hwang, Y.K. and Kim, E.Y., 2013; RRB, 2023).

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Keyang Drake Zhou – Social Responsibility Competition

Postgraduate Researcher	:	Keyang Drake Zhou
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Dr Oliver Laasch, Prof Hongwei He
Presentation Title	:	The Impact of Responsible Management Education on Business Models in Business Schools and the Principles of Responsible Research in Business and Management

Responsible Research in Business and Management (RRBM) has seven principles on its website, and this document will explain why this research is consistent with the principles of responsible research in business management from the perspective of those principles.

Principle 1— Service to Society: This research will investigate how responsible management education (RME) influences business models in business schools. The aim is to understand whether RME leads to significant changes in business models, and what factors influence this shift. Understanding how RME influences business models helps to best identify the factors that influence the implementation of RME in business schools. Ultimately, this study aspires to create a better world by helping business schools to better implement RME to develop more responsible managers for society.

Principle 2—Valuing Both Basic and Applied Contributions: The aim of the study is clear and meaningful, and the study is expected to provide insights into the impact of business schools on business models when developing RME, including arguments as to whether the change in business models in this case is fundamental, and if it is, the study will generalise the changes in business models following the development of RME in business schools at a theoretical level. If the impact of RME on the business model is not significant, the study will address the disconnect between the commitment of business schools to adopt RME and its actual implementation. The findings will provide practical level feedback and advice to business schools and other interested stakeholders in the promotion of RME and sustainable development. This is in line with the RRBM principle that research findings must have practical application, be able to generate new knowledge in theoretical areas as well as address current issues in applied areas.

Principle 4— Sound Methodology: The study used qualitative research methods to collect data through interviews, surveys, and document analysis to gain insight into the experiences and perceptions of stakeholders. The choice of an appropriate research method is one of the principles in line with responsible research. As qualitative research can help the researcher to gain a detailed understanding of stakeholders' experiences regarding the deployment of RME when exploring complex social phenomena, this research method will be adopted for this study. It is also in line with RRBM's advocacy for the implementation of sound scientific methods and process design in research.

Principle 5&6— Stakeholder Involvement & Impact on Stakeholders: The study will interview leaders and faculty members of the business school, as well as students and alumni who have knowledge of RME. The researcher will involve as many different stakeholders in the research process as possible, without compromising the independence of the research. Based on data from a wide range of stakeholders whose RME practices affect business schools, the researcher will be able to describe the status and impact of RME in business schools and help future business schools that need to develop RME practices to better align their business models to shape a better business environment and a better world.

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Abstracts (Year 1 Presentations and Roundtable Sessions)

These abstracts will be presented/discussed in the Year 1 PGR Presentations and the Roundtable sessions.



Postgraduate Researcher	:	Abdulla Alshehhi
Division and Programme	:	People, Management and Organisations (DBA)
Supervisor(s):	:	Prof Wing Lam, Prof Hongwei He
Presentation Title	:	Digital Transformation to Metaverse and its Impact on Virtual Team Resilience

Metaverse has become a hot topic in the industries such as Logistics, Gaming, Space, Tourism, and healthcare. Metaverse is a compute-generated environment where users can represent themselves as Avatars and carry out different businesses such as Marketing, Tours, Customer care, healthcare, etc. (Y. Bian, 2022, Y. K. Dwivedi, 2022, S. Kraus, 2022). Metaverse itself typically employs new technologies, such as Extended Reality (XR), Augmented Reality (AR) and Virtual Reality (VR). Metaverse has other technology platforms and algorithms due to the decentralisation of the data, non-fungible tokens eligibility, Blockchain and Cryptocurrencies.

The metaverse is growing up and getting serious about offering practical business applications. The metaverse market was valued at USD 22.79 billion in 2021 and is expected to grow at a compound annual growth rate (CAGR) of 39.8% from 2022-2030. Almost 25% of the world's population will use Metaverse for one hour or more by 2026. Forward-thinking companies are now preparing for the metaverse; Metaverse is already rolled out in the gaming industries like Roblox, Marketing and Tourism as the Abu Dhabi government did for Yas Island, enabling users to gather, socialise, play, create, and transact within Yas Island in Abu Dhabi.

The impact of the use of metaverse on employees and teams is a concern to organisations. Introducing Metaverse within the organisation will require new skills for the existing development teams to deliver the business model within the time frame, budget and scope assigned to them (P. Faraboschi, 2022, Rospigliosi, 2022). Feeling a skill gap may add pressure to the working unit and negatively impact the team's resilience, which is defined as the team's ability to manage and positively overcome adverse events at work. Rudman and Bruwer (2016) have pointed out the following possible impacts of applying the new business model methodologies through metaverse, including the Lack of the utilisation of organisational resources and the shortage of experienced team members to ensure effective day-to-day operations.

The philosophy of the research will be in two parts. A virtual team is a mature and existing assertion in terms of academic research, references, case studies and data in quantitative and qualitative methods. This will provide an overview of the process and insights into the virtual team environment, as most related hypotheses and studies are almost accurate. Also, it establishes a deductive approach from theories which already exist earlier to the utilisation of data to prove it (Bryman, 2008). That supports a thematic analysis of the existing qualitative data and proven hypothesis related to Virtual Team. (Wiltshire and Ronkainen, 2021)

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Adam McCarthy

Postgraduate Researcher	:	Adam McCarthy
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Philip Shapira, Prof Kieron Flanagan
Presentation Title	:	Knowledge-policy interfaces for wicked problems. The Co-production of Digital Sequence Information governance at the Convention for Biological Diversity

Governing rapidly evolving technologies to fulfil the needs and values of diverse stakeholders is non-trivial, especially when such technologies relate to urgent, wicked problems such as biodiversity loss and climate change. Nonetheless, theoretical advances such as participatory technology assessment and Inclusive Innovation aim to integrate diverse values into technology governance and link technological transformation to policy at various scales (Mission-oriented innovation policy, SDGs etc.).

An example of this is current debates about digitalisation in biosciences at the UN Convention for Biological Diversity (CBD) where integrating evidence and diverse values to achieve desirable governance outcomes is challenging, since the subject is technical, and decisions have significant consequences. It is widely recognised that genome sequencing-enabled digitalisation undermines the CBD norms of 'fair and equitable sharing of benefits arising out of the utilisation of genetic resources' because the definition of genetic resources was limited to physical samples in 1992. In other words, technological change in the biosciences escaped a governance mechanism to link biotechnology innovation to conservation in 'megadiverse' countries and parties to the CBD are currently deciding whether, and how to re-establish biological Digital Sequence Information (DSI) under its governance regime. The governance of DSI involves managing the interests of a diverse group of stakeholders, encompassing both North-South and public-private dimensions. The CBD process also emphasizes the role of Indigenous peoples as Traditional Knowledge holders and as potential recipients of benefits from DSI governance.

These interests feed into the CBD Science-Policy Interface where different institutional norms and power dynamics interact to understand, and subsequently decide upon, the issue of DSI governance. This paper utilises Jasanoff's notion of Co-production to explore the features of the DSI Science-Policy Interface, exploring to what extent a formal technology governance process can be inclusive of different needs, values, and rights in the context of global, wicked problems. To achieve this, I use a critical review of Co-production literature to develop a theoretical foundation for further analysis. Following this, documentary analysis is used to conceptualise the CBD's approach to DSI according to Co-production and the contribution of academia is analysed using bibliometric analysis. These insights are supplemented by the results of participant observation at the recent COP15. Because the CBD is a global convention, it operates under UN rules which are ostensibly inclusive and aim to ensure representative and pluralistic participation. This paper explores this participation in practice while assessing the value of Co-production as an underlying theoretical framework.

Preliminary findings suggest that the notion of a Science-Policy Interface may be limited considering the diverse knowledge and values interacting in this case. Therefore, this paper advances the concept of a Knowledge-Policy Interface, exploring its relevance and dynamics in the context of this unfolding issue. Investigating this Knowledge-Policy Interface should provide useful insights for the study of participatory technology governance as well as for the actors involved in the case. The findings also form the foundation for further empirical investigation, exploring whether values of inclusion, ethics, and responsibility can be integrated into international policymaking for wicked problems.

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Alejandra Navea Parra

Postgraduate Researcher	:	<u>Alejandra Navea Parra</u>
Division and Programme	:	<u>Innovation, Management and Policy (PhD)</u>
Supervisor(s):	:	<u>Dr Cornelia Lawson, Dr Shukhrat Nasirov</u>
Presentation Title	:	<u>Start-ups, IP contractual provisions and securing Venture Capital funding</u>

In knowledge-based economies, the focus has shifted from tangible to intangible assets (IA). As of 2020, IA comprises 90% of S&P 500 market value (Ocean-Tomo, 2020). Among IA, Intellectual Property (IP) in the form of IP rights (IPRs) such as patents, trademarks, trade secrets and copyright, is crucial to ensure adequate private returns to innovation (Greenhalgh and Rogers, 2007; Fischer et. al., 2013). As proprietary rights, IPRs can be used to secure financing. The financing opportunities associated with IP are especially relevant for innovative and young firms, whereas entrepreneurs' survival depends on funding.

The literature has already established a positive correlation between patents and attracting funding, especially Venture Capital funds (Haeussler et al., 2009; Zhou et.al, 2015). Moreover, obtaining funding is not only the good outcome of patent applications, since they are also positively associated with incoming growth and survival (Hall, 2019).

Nevertheless, patenting is a costly, lengthy and complex task, where professional advice is required. Research has shown that even in relatively technology intensive sectors, few firms apply for patents (Mann and Sager, 2007; Hall, 2019; Power and Reid, 2020). Moreover, the reasons behind patenting could obey to strategic purposes rather than as a mechanism to protect their inventions from imitation (Neuhäusler, 2012).

In the context of business transactions, before closing a deal, conducting Due Diligence (DD) allows investors to scrutinize IA and IP to take informed decisions. Even though an Intellectual Property Due Diligence (IP-DD) is a time consuming, costly and complex undertaking; its relevance for businesses cannot be underestimated, especially for IP-heavy industries (Mann et al., 2018; Qua et al., 2021). Performing an IP-DD minimize risks and allows to reveal issues with the technology or assets under revision, which is critical for investing in innovative ventures (Cole and Lysiak, 2017; Jarchow and Röhm, 2020).

Despite its relevance, the IP-DD is an underexplored phenomenon in the literature and it has not been addressed in a systematic manner. Additionally, extant research has focused mostly on patents, not capturing a broad sample of innovative firms who have opted to depend on less costly and less complex IP forms, such as trademarks or trade secrecy. This study aims to understand if the IP component of the DD process play a role in financing success, and if so, to what extent alternative IPRs are considered at this stage by potential investors. Using a quantitative approach and data collected from several IP databases, this paper assesses the significance of alternative IPRs in the success rate of financing for innovative firms.

This study contributes to the nascent literature on IP and financing by proposing a broader approach when assessing firm's IP in financing processes and, by shedding light on the IP-DD process itself; which can ultimately help to reduce information asymmetries when examining a firm's IP portfolio.

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Ares Albirru Amsal

Postgraduate Researcher	:	<u>Ares Albirru Amsal</u>
Division and Programme	:	<u>Management Sciences and Marketing (PhD)</u>
Supervisor(s):	:	<u>Prof Heiner Evanschitzky, Prof Yu-wang Chen</u>
Presentation Title	:	<u>Investigating Customer Switching Behaviour in Telecommunication Industry</u>

The telecommunication industry has developed into an intensely competitive market, and customer switching phenomena is a continuous challenge for telecom companies. As a short-term subscription-type business, it is easier for customers to change providers when the contract ends. Moreover, the adoption of mobile number portability has allowed customers to keep their phone numbers while churning, lowering the switching cost in this industry.

Customer switching, often known as churn, is customers' potential or actual behaviour to switch to or abandon their present service provider in favour of a rival. It could also be defined as the point at which product-consuming activity reaches zero or falls below the average normal consumption level. One of the main factors that drive or prevent customer switching is switching costs. The switching cost is the sum of the time, money, and other resources a customer must spend in order to change service providers. This research aims at how switching costs affect customer switching behaviour in the telecom sector.

The research will conduct an experiment on telecom companies' customers. Five hundred participants will be assigned to different types and levels of switching costs, such as the contract terms, learning costs, incompatibility of technologies, and bundled service packages. Then, they will be asked to determine their likelihood of switching to a different provider. This research will also employ text mining on online customer reviews and social media to define the issues in the telecommunication industry associated with switching drivers and how it will impact their decision. The data will be mined using Python and analysed with topic modelling techniques that extract topics from the collected text data. Then, the findings from the two methods will be used to create a machine learning churn prediction model.

Two issues might arise in this research, especially in the data collection process. Firstly, data mining from social media might have some restrictions. The limitation can take the form of the number of collectable data from social media API or some privacy concerns from the social media users. Secondly, this research needs operational data from telecom companies to create a precise prediction model. Thus, the researcher should build the companies' trust in this study.

The findings and results will enrich the development of a theoretical framework regarding the reasons for customer switching. It will also have important implications for the telecom industry regarding retaining customers. By understanding how certain levels of switching costs could affect the customers' decisions, companies could create better strategies to reduce switching behaviour. Moreover, implementing the prediction model in business opens a more significant possibility to prevent potential churners.

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Carmine Pizzo (University of Lancaster)

Postgraduate Researcher	:	Carmine Pizzo
Division and Programme	:	University of Lancaster PhD in Accounting
Presentation Title	:	Compliance Certification in Private Firms

In response to increasing regulation, several firms have implemented internal compliance mechanisms to prevent corporate misconduct. However, the effectiveness of these mechanisms is unclear as noncompliance is pervasive, especially among private firms that can bypass regulations more easily due to their lower transparency. In this paper, I study one mechanism to address this issue, namely a certification of effective compliance, and examine how it affects private firms' lending outcomes. I exploit the introduction of the "Legality Rating", a government certification awarded to Italian firms that abide by the law and have no criminal infiltration. I first show that firms are more likely to request and obtain the certification if they operate in contexts with greater corruption and criminal infiltration. Then, I document that the certification improves recipient firms' lending outcomes. Indeed, recipient firms borrow more after the award and at a lower cost. Recipient firms that implement additional compliance mechanisms have greater improvements in lending outcomes. Furthermore, these effects are more pronounced for firms with more opaque internal control environments and located in areas with high criminal infiltration. I employ several tests to rule out alternative explanations for my results and to address selection concerns driven by the voluntary nature of the certification. Overall, my findings highlight the benefits of compliance certification for private firms.

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Postgraduate Researcher	:	Claire Fenerty
Division and Programme	:	People, Management and Organisations (PhD)
Supervisor(s):	:	Prof Paul Irwing, Dr David Hughes
Presentation Title	:	Does measuring individual differences in Adaptive Personality Regulation across contexts improve personality's prediction of job performance?

Organisations recognise that success on any task is not only determined by ability, but also by personality, the individual's unique traits and styles that influence the way a task is completed. Although personality measures have become commonplace within selection and assessment programmes (Ployhart & Weekley, 2017), meta-analyses consistently reveal that broad personality traits explain only 5-10% of the variance in job performance (Judge et al., 2013). Considering that personality guides motivation and individual approaches to workplace tasks, these effect sizes are considered underwhelming. Researchers have attempted to address the problem by enhancing measurement precision, which has resulted in useful but relatively small gains in prediction. Alternatively, recent advances in dynamic personality theories acknowledge that fleeting states and enduring traits interact to influence personality expression in everyday life. The present research addresses personality's prediction of work performance by investigating Adaptive Personality Regulation (APR), an individual difference in the ability to maximise goal attainment by regulating fleeting personality expressions in alignment with situational goals. APR acknowledges that dispositional and situational factors both influence the extent to which individuals can regulate their personality expression adaptively. Since trait measures do not capture dynamic aspects of personality, testing personality adaptability's predictive utility will have consequential implications for selection and assessment practices.

Study 1 will assess the degree to which participants exhibit APR across a range of situations; whether there are individual differences in APR; and if so, to what degree APR predicts task performance. In a mock assessment centre conducted online via Teams, participants will engage in 4 tasks requiring personality regulation: presentation, group exercise, teaching, and giving critique. Prior to the research, participants will complete measures of personality traits and cognitive ability, and subject matter experts will rate the optimal levels of personality facets required to be successful for each task. Once all participants have completed the mock assessment centre, multiple independent judges will be asked provide ratings of participants' performance and expressed personality (e.g., level of assertiveness displayed) from video recordings. An APR score will be calculated using the APR index, which is a function of the extent to which expression of personality matches optimal levels of personality expression to achieve task goals. We expect that APR will predict performance within and between tasks and will explain incremental variance over and above cognitive ability.

Ensuring that collecting data online via Teams will yield viable data will require careful practice and pilot testing. Furthermore, mock assessment centre tasks must be thoroughly considered and planned so that they clearly require the expression of specific personality traits. The practical and theoretical challenges presented by Study 1's approach will provide a stringent test of whether APR facilitates achievement of performance goals.

Keywords: Personality, Selection and Assessment, Personality Measurement, Organisational Psychology

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Postgraduate Researcher	:	Clare Westcott
Division and Programme	:	University of Liverpool PhD in Management
Presentation Title	:	An investigation into the operational barriers to delivering social value outcomes within UK public procurement

My research examines the operational barriers to delivering social value through UK public procurement. Social value is the positive impact that organisations can have on the communities in which they operate. The UK Public Services (Social Value) Act, 2012, mandated from 2021 that a minimum of 10% weighting should be given to social value when awarding public procurement contracts. Understanding how to maximise the impact of business, beyond the financial definition of value, is critical to meeting many of the grand challenges being presented today (George et al., 2016). UK public sector spending exceeds £330bn per annum on goods and services, thus providing immense scope to influence and deliver social value outcomes whilst seeking 'value for money' from the public purse. Harland et al. (2019) recognised the role that public procurement can play in delivering on governmental policy, but as the legislative landscape becomes increasingly complex so does the challenge presented to those tasked with implementing it (Grandia and Meehan, 2017). Society is integral to the co-creation of social value propositions (Osborne et al., 2016) yet there is limited research into public sector supply chains (Harland et al., 2019). Furthermore, existing theoretical lenses focus on economic outcomes, e.g., value theory (Eggert et al., 2018) or agency theory (Eisenhardt, 1989). The divergent goals of private and public enterprises were also found to create goal incongruence within public procurement contracts (Watts, 2020), especially when external pressures such as COVID-19 are present.

Given the limited academic and practical experience of delivering social value within public procurement contracts this research has adopted a constructivist grounded theory approach (Charmaz, 2014). The constructivist approach was selected in preference to Glaser and Strauss (1967) original methodology due to its recognition of the role the researcher plays in shaping the outcomes. Semi structured interviews with suppliers and framework providers to the public sector will seek to determine emergent themes and identify where the knowledge base currently resides. It is anticipated that this research will have implications for our understanding of the incorporation of non-financial value into existing models of organisation success. Determining where this contribution to knowledge should reside is the current challenge in my research. Methodologically it will contribute to the use of constructivist grounded theory within the management discipline. An approach that has often been claimed but not adhered to correctly (Binder and Edwards, 2010), and one that will become more relevant as we move away from the positivist approaches underpinned by financial measures of success. Finally, it is hoped that practical refinements to UK public procurement policies and procedures may be offered to ensure value from the public purse can realised in all its facets.

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Postgraduate Researcher	:	Diana Madibekova
Division and Programme	:	University of Liverpool PhD in Management
Presentation Title	:	'You can change friends but not neighbours': Exploring how business contributes to peace in a country adjacent to conflict

Although the 'business and peace' or 'business for peace' (B4P) scholarship claims that businesses contribute to a more peaceful world, how they do so remain largely unknown. To extend our knowledge on this important topic, this research inductively investigates how businesses in Türkiye – a country that is adjacent to war and conflicts (Iraq, Syria and Ukraine) but is not in conflict itself – promote peace.

In the two decades that political science, legal and management scholars have considered B4P, there have been ample theoretical frameworks on how business may help or hinder peace (Fort & Schipani, 2007; Oetzel et al., 2009; Oetzel & Getz, 2012; Westermann-Behaylo et al., 2015; Ganson et al., 2022; Joseph et al., 2022) and empirical investigations into business in countries that either experienced conflict and war in the past or are still experiencing it. Examples include Cyprus (Katsos & Forrer, 2014), Iraq (Katsos & Alkafaji, 2019) and Colombia (Miklian & Medina Bickel, 2020). Despite these developments in the field, we still know little about the precise mechanisms of how businesses contribute to peace. Intriguingly, there has been a dearth of research on how firms perceive their role in this respect outside of countries experiencing conflict (Katsos & Forrer, 2014). However, if business has such a role, one would expect they fulfil it in peaceful contexts as well – and nowhere will this be more important than in countries that are near existing conflicts. Perhaps through this, war can even be avoided altogether.

In the light of the above, the goal of this dissertation is to encourage research that furthers our theoretical understanding of practices and considerations of companies in relation to business-peace dynamics. In this research project, managers involved in international business in this geopolitical hotspot were interviewed to learn about their perceptions of the causal relationships, if any, between business and peace. The thematic analysis of 37 expert interviews uncovers multiple ways in which firms in Türkiye directly and indirectly build peace. Hereby, this research moves beyond the confused state of affairs in the B4P literature by taking the emerging theory of business for peace forward and improving our understanding of the practices of businesses located in a country that is geographically close to countries at war.

Keywords: business for peace, war, institutions, societal impact

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Postgraduate Researcher	:	Ellis Latham
Division and Programme	:	People, Management and Organisations (PhD)
Supervisor(s):	:	Dr Asmund Rygh, Dr William il-Kuk Kang
Presentation Title	:	The Downturn Effect: Stakeholder Inequality in times of Economic Recession with Policy and theoretical implications for the Covid-19 pandemic and beyond

The thesis explores the relationship between social responsibility and economic downturns. The relationship is explicated within the context of two key periods: the 1997 Asian financial crisis and the 2008 financial crisis. Based on this, implications are proposed for the current threat of global recession. The thesis also establishes the foundations for a niche intellectual space to refine academic theories by highlighting the failure of short-termism evidenced in shareholder orientated management styles. Firm survival and stakeholder livelihoods are at risk during and after recessions. The mobilisation of limited resources to widening stakeholder demands result in unequal outcomes both within and between stakeholder groups. The reactions of MNEs to these demands can serve to marginalise stakeholders and prolong inequality dynamics rooted in economic downturns. On such reasoning, economic downturns present an opportunity to show the interconnectedness of managerial actions to wider society, to ultimately centralise the moral agency of MNEs during and after recessions. Few studies produce empirical findings from outside the studies research context. Despite comparative research settings having the potential to build more robust theoretical constructs, few studies go beyond analysing one recession. Comparing multiple recessions, the study aims to fill this gap, by generating theoretical generalisations to explicate the relationship between social responsibility and economic downturns. In doing so, tackling calls from Crane and Matten (2020) to consider the salience of marginalised stakeholders like frontline workers can be achieved with greater direction and clarity in the literature. The study incorporates a multiple historical case study design (10 Southeast Asian cases for the Asian financial crisis and 10 UK cases for the 2008 financial crisis). Oral history interviews with stakeholders like policy-makers, employees, managers and union officials are triangulated with archival methods. Data is analysed using a qualitative pattern matching approach informed by source criticism and hermeneutics of each data source. Case study databases will then be converted into company profiles, wherein macro, meso and micro linkages across a timeline of events during each recession show the interconnections between institutional, firm and stakeholder behaviours, respectively. The thesis will aim to organise a highly fragmented literature base through means of an extensive literature. Moreover, navigating the research between geographical and historical contexts will be challenging, but necessary in proposing nuanced implications for the current threat of global economic recession. With the use of a reflexive journal to anticipate ethical as well as practical issues during the research process, future research steps can be effectively planned according to these changes. The research hopes to aid practitioners by deepening their understanding of how social responsibility behaviours affect stakeholder livelihoods during recessions. It is hoped that the intellectual space acts as a guide for academics according to their research disciplines. As a result, cross-disciplinary research can then generate focused research avenues for the current global recession.

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Fengwen Yan

Postgraduate Researcher	:	Fengwen Yan
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Graham Winch, Katharine Barker
Presentation Title	:	How to innovate the sustainable business model for housing retrofit projects in the UK

In 2015, 196 countries ratified the Paris Agreement with the main goal of achieving zero net global carbon emissions by 2050. 73.2% of carbon emissions are attributed to energy consumption, with building-related energy use being the major contributor. Residential buildings, particularly older homes, account for the majority of buildings' energy consumption footprint. The energy consumption of existing houses poses a challenge to achieving the net zero goal, as their thermal performance is inadequate and their heating systems are principally carbon-based (natural gas), resulting in energy consumption that exceeds current environmental and energy norms. While retrofit projects are an alternative response for such old houses, the lack of interest from house owners in such projects has led to a delay in the implementation of housing retrofit projects.

This study aims to address the problems faced by housing retrofit projects in the UK by innovating on existing sustainable business models. Considering the importance of the participants' understanding and experience to this study, the research will be conducted using a qualitative research methodology, following the philosophy science of critical realism.

The research will begin with a literature review on housing retrofit projects and business models respectively, to understand what has been achieved and what has been left unresolved by previous studies. The review process will provide a systematic collation of these studies to gain a deeper understanding of the current state of housing retrofit projects in the UK and recognise sustainable business model development and their advantages over traditional business models.

Interviews will then be conducted to understand the expectations and perceptions of both house owners, and the suppliers of retrofit services in relation to housing retrofit projects in order to identify the key issues and potential crises in the projects. The unit of analysis will be the housing retrofit project. If possible, interview participants will be invited to volunteer to participate in a focus group to be organised afterwards. In this session, participants will not only be able to present their own views on the business model to be used for future retrofit projects, but will also be fully informed about the aspirations and perceptions of the other parties involved.

After this, the researcher will collate and analyse the data obtained from the study and innovate on existing sustainable business models based on the data obtained as well as on real-life examples. If possible, the researcher will organise a focus group to obtain the views of the participants and experts on the new business model. Based on this feedback, the researcher will refine the designed business model and consider the future direction of the research.

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Funmilola Asa

Postgraduate Researcher	:	Funmilola Asa
Division and Programme	:	People, Management and Organisations (DBA)
Supervisor(s):	:	Prof Timothy Devinney, Dr Christopher Smith
Presentation Title	:	Evaluating Firm-level heterogeneity in strategic responses to weak signals of industry disruption

This research leverages the combined lenses of the Dynamic capabilities and Weak Signal Information filtering theories to evaluate the firm-level heterogeneity in the strategic responses of multinational organizations to weak signals of industry-wide disruptive change.

Given the same external triggers of industry and business model disruptions, organizations have been seen to develop and execute different strategic choices ranging from an explorative adoption of the disruptive business model to an exploitative strengthening of existing models¹. This raises the question of what the drivers of these strategic choices are, and how to determine the dominant strategy to ensure resilience in the face of the disruption impacts. The Dynamic capabilities theory provides a perspective on why some firms are better in anticipating and responding to disruptive change driven by the abilities of the firms to effectively ‘Sense’ and ‘Seize’ the change opportunities to facilitate the ‘Reconfiguration’ of the business to successfully respond to the changes stemming from the disruption in the business environment². The next core question then would be to understand what the differentiators in the effectiveness of the application of organizational dynamic capabilities are, especially between organizations that are considered traditionally to be in the same strategic groups but go on to respond differently to disruption signals. Ansoff’s theory on weak signal filters³ surmised that the weak signals of disruptive change go through three successive layers/filters within the organization which transform the eventual nature of the impact of the signal as there are potentials for portions of the signals to be lost/modified as they transverse these filters – ‘Surveillance’, ‘Cognitive’ and ‘Power’ filters. This perspective proffers one pathway to evaluate the micro-foundations that impact the dynamic capabilities of the organizations and the impacts on the strategic choices that the organization makes in response to weak signals of disruption.

The current Renewable Energy transition as a major disruption to the Energy industry serves as a test bed for evaluating this research topic in the context of the diversity of responses and business model changes by Oil and Gas multinational companies to the Net-Zero Energy transition, a multi-layered and multi-stakeholder disruption of the traditional Oil and Gas business.

Using thematic textual analytics of organizational Archival records including their annual reports, a cross-sectional quantitative analysis of Oil and Gas companies will be carried out⁴ to evaluate the drivers of the heterogeneity in their strategic responses to the early warning signals of the current Energy transition. The research evaluates the impacts of weak signal information filters on the diversity in choices and the impact of dynamic capabilities as a mediator of the impacts of the weak signal filters on the strategic choices.

This research seeks to contribute to management practice by providing a framework to understand the drivers of the diversity of organizational strategic choices in the face of large-scale business model disruptions. This enables organizational leaders evaluate or effectively design organizational processes,

¹ Osiyevskyy, O., & Dewald, J. (2015). Explorative Versus Exploitative Business Model Change: The Cognitive Antecedents of Firm-Level Responses to Disruptive Innovation. *Strategic Entrepreneurship Journal*, 9(1), 58–78.

² Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350.

³ Ansoff, H. I. (1984). *Implanting strategic management*. [Book]. Prentice-Hall.

⁴ Cho, T. S., & Hambrick, D. C. (2006). Attention as the Mediator Between Top Management Team Characteristics and Strategic Change: The Case of Airline Deregulation. *Organization Science* (Providence, R.I.), 17(4), 453–469.

recognizing the impact of filters and building a framework to expand them, to ensure that they are robust enough to ensure optimal organizational responses to weak signals of disruptive innovation.

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Gabriel Cabrera Guzman

Postgraduate Researcher	:	Gabriel Cabrera-Guzmán
Division and Programme	:	Accounting and Finance (PhD)
Supervisor(s):	:	Prof Olga Kolokolova, Dr Sarah Zhang
Presentation Title	:	CEO overconfidence, firm strategy, and shareholder wealth: Evidence from Analyst/Investor Days

On March 1st, 2023, Tesla made headlines in the investment world by holding their highly-anticipated (announced in the press on January 2nd, 2023) first-ever Investor Day. The alleged mission of the event was to unveil the company's game-changing strategic plan for the coming months, including their revolutionary "next-generation platform," a cutting-edge innovation designed to pave the way for a brand new, more affordable electric car that would allow Tesla to face their current competitors, as was proclaimed by Tesla's CEO, Elon Musk. However, the market reacted negatively after the event, as Tesla's stock price took a surprising hit the next day, plummeting by 6% as investors clamored for more details regarding this game-changing announcement.

Nevertheless, not all Investor Days end with a bad reaction in the market. For instance, In November 2017, General Motors conducted a similar event to demonstrate the advancements it had achieved in the area of autonomous driving. Following the event, attendees were allowed to engage with prototypes and gain firsthand product experience, providing them with a clear understanding of what to expect in the future.

Despite the aforementioned anecdotes attracting a lot of attention in the financial press, it is worth noting that Analyst/Investor Days are not typically held with the same frequency as Earning Calls, commonly employed by companies as a leading information-disclosure channel (Price et al. 2012; Call et al. 2021) following their Earning Announcements (mandatory disclosure events). In contrast, Analyst/Investor Day is a rare event organized by a small fraction of firms. Although the frequency of the events has been increasing since 2011, there is still little persistence in the events. Firms that opt to hold an Analyst/Investor Day do not necessarily continue to do so in the future. Despite recent studies on this type of event (Kirk and Markov, 2016; Wu and Yaron, 2018), there is still a lack of evidence regarding the Analyst/Investor Day's composition, including the type of attendees, event structure (presentation and Q&A section), strategy plan discussed, among others, as well their impact on the market and the firm's governance. The aforementioned discussion raises the following questions. Firstly, what type of strategic plans (if any) does an event of this nature convey? Secondly, how does the event's outcome influence the successful implementation of the strategic plan once it has been revealed and explicated? Additionally, does the event structure, such as the presence of a Q&A section, have any bearing on the impact of the outcome on the strategy's implementation process? Finally, what is the reaction of participants, including analysts and investors, to the information that is presented during the event?

We empirically examine these questions using quarterly historical analysts/investor day transcripts from the Capital IQ Transcripts database from 2011 to 2022. Our sample includes 3,133 unique events hosted by 3,028 unique listed-public firms. We manually classify the events according to their purpose (e.g., revealing new strategic plans, updating ongoing projects, routine PR events, etc.), which makes our analysis unique compared to other studies that look at the events as a homogeneous group. We further obtain the linguistic tone embedded in the transcripts using state-of-art NLP algorithms that allow us to differentiate between sentiment and readability measures. The former is based on Loughran and McDonald's (2011) dictionary, while the latter is based on the Gunning Fog Index. This paper contributes not only to the growing stream of research on the role of Analyst/Investor Day but also to the textual analysis and corporate governance literature.

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Postgraduate Researcher	: Guowei Huang
Division and Programme	: Management Sciences and Marketing (PhD)
Supervisor(s):	: Prof Yu-wang Chen, Dr Pedro Sampaio
Presentation Title	: Improving the whole supply chain transparency: The use of Artificial Intelligence to discover the hidden information

Supply chain transparency refers to a combination of visibility, which involves possessing and disclosing operation information (Gualandris et al., 2021; Swift et al., 2019). With a lack of supply chain transparency, companies and their stakeholders could suffer a range of negative consequences (Sodhi and Tang, 2019). For example, during the period of 2015 to 2016, *Escherichia coli* and norovirus were detected in Chipotle's food, but restaurants were difficult to determine the source of the contamination due to the lack of traceability of their supply chain. As a consequence, the revenue of Chipotle dropped by around 30%, and the company faced the challenge of regaining customer trust (Swift et al., 2019).

Supply chain is not designed to be transparent (Bateman & Bonanni, 2019). Although more and more firms start to disclose their supply chain information to external stakeholders due to the regulators' pressure (Gualandris et al., 2021; Sodhi and Tang, 2019) and the benefit of improving brand reputation (Chen et al., 2017), this information is often selectively or symbolically provided (Sodhi and Tang, 2019; Villena and Dhanorkar, 2020) therefore a large amount of the supply chain information is hidden. On the one hand, to protect competitive advantage and avoid exposing supply chain vulnerability, firms often do not like to divulge too much supply chain information (Bateman & Bonanni, 2019; Sodhi and Tang, 2019). On the other hand, it is difficult to collect the relevant information because of limited visibility beyond Tier-1 suppliers (Sodhi and Tang, 2019), and the return for investing in transparency does not always satisfy near-term needs (Bateman & Bonanni, 2019). Hence, firms tend to hide their supply chain information, and it is unlikely to motivate them to collect and disclose supply chain information fully.

Existing research mainly focuses on investigating the benefits of transparency to engage firms to reveal their supply chain information. However, comparing these benefits with risks of harming competitive advantages and exposing supply chain vulnerabilities and the cost of implementing transparency strategies, firms are more likely to disclose their supply chain information selectively or symbolically with large of hidden information, which may not be translated into substantive transparency (Marquis, Toffel & Zhou, 2016). As a result, although supply chain transparency has been intensively studied, it still lacks practice and research implications (Montecchi et al., 2021; Bateman & Bonanni, 2019). Instead of motivating the firms to disclose supply chain information that is less likely to be released, there is a lack of studies to discover that hidden information with existing data.

The purpose of this research is to explore how could machine learning discover the hidden supply chain information to improve the whole supply chain transparency. The expected research and practical contributions are as followings.

My research could contribute to the literature in several important ways. First, this research is expected to provide an effective and reliable avenue to improve supply chain transparency by discovering the hidden information based on existing data rather than motivating firms to fully disclose the supply chain information. Second, this research is expected to demonstrate the capacity of AI to improve supply chain transparency, which may inspire more researchers to further explore the role of AI in transparency.

Besides, this research is expected to make several practical implications. For policymakers, discovering the hidden information on the whole supply chain could help them to monitor and identify the unethical supply chain. At the same time, improved whole supply chain transparency and visibility could help them to make better decisions to organize production for combating nature, disease, geopolitical and financial crises. For companies, the output of my research could support in coping with the imminent disruption, either by mitigating its effects or preventing it by restructuring certain supply chain components. Moreover, a more transparent and visible supply chain as a whole could help companies improve the efficiency to select suitable suppliers and reduce the risk of being associated with unethical suppliers.

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Hak Liong Chan

Postgraduate Researcher	:	Hak Liong Chan
Division and Programme	:	People, Management and Organisations (PMO)
Supervisor(s):	:	Dr Jenny Rodriguez, Prof Stefan Zagelmeyer
Presentation Title	:	Exploring the Experiences of Flourishing among Self-Initiated Expatriates in Malaysia

Proposed title: Exploring the Experiences of Flourishing among Self-Initiated Expatriates in Malaysia

Background of the study: The current trends in expatriation have largely involved self-initiated expatriates (SIEs) who can plan their career abroad. While SIEs have the ‘freedom of choice’ to move across national and organisational boundaries and take full responsibility for their career, they can be disadvantaged by structural factors in the host country, mainly due to cultural differences and institutional barriers. Moreover, SIEs do not receive much organisational support to facilitate their relocation and career, thus increasing their challenges of managing both their work and personal life abroad. Considering that SIEs are expected to face more constraints than assigned expatriates who enjoy greater privileges provided by their organisations, SIEs are likely to experience lower levels of flourishing in the host country. Despite extensive literature on expatriate well-being, flourishing is established to understand an individual’s higher levels of well-being, which can be positively or negatively influenced by structural conditions other than individual factors. As Malaysia is a developing and multicultural country in Asia, it has posed greater difficulties for SIEs to be attuned to certain cultures and institutional practices in the country, due to limited organisational support provided for them. Therefore, the main issue is that whether SIEs are able to flourish in Malaysia in order to achieve higher levels of well-being.

Purpose of the study: To address the above, this study will explore the conceptualisation of flourishing from the SIE perspectives and understand how the structural factors in Malaysia can promote or undermine flourishing among SIEs. In response to these, an exploratory study will be undertaken to offer new insights into the concept of flourishing in the international context and the reasons why SIEs having or not having to flourish in Malaysia.

Literature review: Flourishing is a positive psychology concept used to assess a person’s higher levels of well-being through happiness and life satisfaction, health, meaning and purpose, character and virtue, and close social relationships. Although flourishing often overlaps with well-being, there are nuanced understandings about these two terms. A key distinction is that well-being is described as a property of individuals, whereas flourishing is a property of individuals shaped by the contexts in which they are located. This means that people can demonstrate positive well-being regardless of their environments, but flourishing requires them not only to function effectively, more importantly, the contexts they live in must be good enough to make them flourish.

Methodology: This study will adopt a qualitative interpretive approach to investigate the issues of flourishing experienced by SIEs in Malaysia. The in-depth semi-structured interview will be used to explore the dimensions of flourishing among SIEs and their flourishing experiences. Potential SIE participants from different industries in Malaysia will be recruited through both convenience sampling and snowballing strategies.

Theoretical contribution/Originality: This study will expand the theoretical understanding of flourishing and contribute an SIE conceptualisation of the concept. The concept of flourishing is nascent and given its similarity with well-being, requires further theoretical development. In addition, despite its importance to understand how individuals develop fulfilling working lives, the concept is virtually absent in expatriate literature so there is scope for empirical interrogation that produces situated knowledge about the concept.

Practical implications: In general, Malaysia is still reliant on expatriates to facilitate knowledge and technology transfer in certain industries. Given SIEs are key assets for organisations to achieve competitive advantage, this study is expected to provide managers with useful guidelines for optimising

their SIEs to achieve flourishing. It is also important for other stakeholders in Malaysia (e.g., the local government, international firms) to pay closer attention to the flourishing level of SIEs, which can be impeded by the complexity of structural factors, because the SIEs may find it challenging to adapt to the country's certain norms and traditions.

Limitation: The research is exploratory and given that it is contextually situated (the study will focus on SIEs working in Malaysia), therefore the findings cannot be used to make significant generalisations to all SIEs, especially those working in culturally homogenous countries in Asia like Japan and South Korea.

Keywords: Flourishing, self-initiated expatriates, positive psychology, Malaysia

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Postgraduate Researcher	:	Hazera Tun Nessa
Division and Programme	:	Innovation, Management, and Policy (PhD)
Supervisor(s):	:	Prof Anthony Venables, Professor Bart van Ark
Presentation Title	:	How does competition affect productivity through innovation and exports? Evidence from the United Kingdom

Productivity remains central to understanding the forces driving world economic growth (Jorgenson, 2008). Despite major technological improvement, productivity growth in the United Kingdom declined substantially after the mid-2000s, especially after the global financial crisis. This phenomenon is termed the productivity puzzle (Van Ark and Venables, 2020). Low investments, skill deficiencies, poor management, etc. are identified as major reasons for this slow productivity growth (Mason, 2018). Also, according to the UK state of competition report (2022), concentration increased sharply in the years after the global financial crisis until 2015-16, then began to fall but remain higher than in the pre-crisis period. The importance of competition for improving economic performance is well established. Previous studies overwhelmingly show the positive effects of competition on productivity. But how competition affects productivity remains under-explored. Competition could affect productivity directly or indirectly through several channels. This study focuses to investigate the indirect effects of competition on productivity through two channels namely innovation and exports. That is the focus is to investigate how competition affects the innovation-productivity linkages at different stages of innovation and how competition affects the export-productivity linkages.

The effects of competition on innovation-productivity linkages depend on how competition affects innovation which is complex. Theoretically, competition reduces firms' incentive to innovate since the expectation of having some ex-post market power is required for innovation (Schumpeter, 1942). This is known as the Schumpeterian negative effect. In contrast, competition could force firms to innovate to survive in the market (Porter, 1990) and increases innovation and growth (Aghion and Howitt, 1998). This is the widely established escape competition positive effect. Also, competition effects on innovation might exhibit an inverse U-shaped pattern (Aghion et al., 2005). Early empirical studies by Scherer (1967), Geroski (1990), Nickell (1996), and recently Autor et al. (2020) support the Schumpeterian view. Recently, Aghion et al. (1997), Aghion et al. (2009), and Aghion et al. (2018) support the escape competition effects on R&D investments. A firm's characteristics like mergers reduce innovation (Haucap et al., 2019). The innovation to productivity linkages at the firm level is well described by the CDM model (Crepon et al., 1998). The model shows the innovation-productivity linkages in three stages-(i) firms' decisions about participating in innovation activities and about the amount of R&D investment needed to be taken; (ii) the innovative inputs (decisions taken in the first stages) lead to innovative outputs; and (iii) finally, the innovative outputs affect the productivity of firms. Competition (both domestic and foreign competition) could also increase exports. Domestic competition forces firms to search for new markets like exports. Firms that were exposed to foreign competition (e.g. Chinese imports) had higher innovation and productivity (Igami and Uetake, 2020). And hence, the effects of competition on export productivity links are important.

The study will utilize the firm-level panel data of the United Kingdom. Therefore, to attain the competition effects on innovation productivity links, the CDM model will be extended to use firm-level panel data and to include indicators of competition measurements while controlling static and dynamic factors along with firm characteristics. To analyze how competition could affect productivity through exports, the dynamic econometrics models will be applied. The possible challenges that need to be taken care of are the problem of selection bias and endogeneity problems.

The resulting outcome of the study is expected to provide important insights into how competition-enhancing policies with the right level of innovation and export orientation could improve the productivity growth of the UK economy.

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Hien Dao

Postgraduate Researcher	:	Hien Dao
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Silvia Massini, Dr Dhruba Borah
Presentation Title	:	AI-enabled innovation and the changing nature of organisational learning

Background: Innovation is one of the most important drivers for an organisation's competitive advantage and long-term survival. Innovation is, at its core, a learning process, based on the ability of people and organisations to create new knowledge. The increasing availability of information and the recent advances in the field of Artificial Intelligence (AI) are raising new questions about the role of humans and their contribution to organisational learning and knowledge creation for innovation. Despite scholarly interest, evidence and understanding of the phenomenon is still at its infancy, leaving the question of "to what extent does AI impact organisational learning for innovation and how?" open to exploring.

Objectives and research questions: The purpose of this study is to investigate how organisations learn to innovate with AI. This research approaches the phenomenon from a learning perspective, both in the context of organisational learning and AI algorithms related to deep and convolutional neural networks embedded in Deep Learning (DL) and Reinforcement Learning (RL). Both DL and RL have the capability of generating action on their own without human intervention. The underlying mechanism of DL and RL is a trial-and-error learning process where actions that yield either positive or negative outcomes will be stored in the system memory for further learning and knowledge recombination. This concept shares similarities with the learning process in business innovation and organisational learning theories. The latter captures organisational changes in both cognitive and behavioural aspects as organisations accumulate experience and, in turn, helps to shape an organisation's skills, routines, and capabilities in ways that can potentially improve future performance. Yet, experiences from failure are less systematically stored in the organisational collective memory due to organisations' disposition towards positive outcomes over negative ones. Consequently, changing a new course of actions due to negative outcomes often resets the learning clock to zero in the traditional learning process. We aim to explain how AI, representing a rational agent, and humans can collaborate to develop new knowledge and solve new defined problem within an innovation process, thus, creating a new method of innovating. Therefore, we raise the following research questions:

RQ1: How can AI be involved in an adaptive learning process in innovation?

RQ2: How are organisational learning elements, such as routines and skills, affected by the coordination of human-AI learning in innovation?

RQ3: Does AI facilitate other forms of learning in innovation processes such as vicarious learning, experimental learning, and improvisational learning, and, if yes, how?

Methodology: Given the complexity of the phenomenon and the nascent state of related theories, we choose longitudinal in-depth case study as our research strategy. We select pharmaceutical industry for our research setting and aim to collect both retrospective and real-time data for analysis. We intend to apply a mix-method of qualitative and quantitative research to address our research questions.

Research contributions: Our contribution is twofold. Theoretically, we will develop a conceptual framework which will enable scholars to understand how AI transforms innovation, thus contributing a fresh view to the literature on AI in management. By adopting an organisational learning lens of innovation, the research also contributes to connecting the two related but under-explored research areas of innovation and organisational studies. Practically, the research will shed light on how organisations should approach and manage innovation in the new era of hybrid intelligence as AI and human will be increasingly working together. Such understanding is crucial for organisations, given the centrality of learning and innovation for their long-term survival and will support resource allocation for AI, organisational learning, and innovation.

Keywords: Artificial Intelligence, Innovation process, Organisational learning.

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Postgraduate Researcher	: Javier Mora Jimenez
Division and Programme	: Management Sciences and Marketing (PhD)
Supervisor(s):	: Dr Manuel Lopez-Ibanez, Prof Julia Handl
Presentation Title	: Multi-criteria Automatic Algorithm Configuration under Streaming Problem Instances

Many critical problems in logistics, manufacturing, healthcare and other fields are solved by optimisation and machine learning algorithms. Thanks to advances in automatic configuration tools, we are now able to automatically tune the parameters of these algorithms for new problems with minimal human effort.

Unfortunately, these tools are designed to tune algorithms according to a single criterion and assume that the characteristics of a problem do not change over time. In the real world, however, the users of such algorithms often face conflicting criteria, such as the time required to solve the problem versus the expected quality of the solution returned by the algorithm.

Moreover, it is often the case that similar problems must be solved regularly (for example daily) in the case of a parcel delivery service, a manufacturing plant processing orders in daily batches or the daily planning of operating theatres in hospitals.

In those cases, the characteristics of the daily instances of the problem may evolve over time due to economical, societal and technological changes.

This project aims to extend the capabilities of automatic configuration tools to handle multiple conflicting criteria and adapt to such changes in the problem characteristics.

For this purpose, the teams at Manchester and Melbourne will join their expertise in the automatic configuration of algorithms and instance space analysis. The result of this project will be more powerful tools for tuning and deploying the critical algorithms that our modern world relies on so that they can better adapt to changes in the problems being solved and let users decide the most appropriate trade-off among conflicting criteria.

Project Goals:

1. Develop automated configuration (AC) methods capable of generating a portfolio of configurations according to multiple criteria when facing a stream of problem instances.
2. Develop AC methods based on an instance space analysis that permits parameter tuning based on knowledge of where an instance lies in the instance space, how its characteristics necessitate re-configuration of the algorithm, and why.
3. Augment test suites to include more strategically chosen test instances to improve explainability.

The main research questions are:

1. How to handle multiple criteria in AC methods and produce a Pareto-optimal portfolio of configurations?
2. What techniques from existing AC methods are applicable to the streaming scenario and what new methods need to be developed?
3. How to generate and analyse problem instances that simulate various streaming scenarios in which instance features may evolve slowly or more rapidly?

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Postgraduate Researcher	:	Jieyichi Jenny Zhao
Division and Programme	:	Management Sciences and Marketing (PhD)
Supervisor(s):	:	Prof Heiner Evanschitzky, Dr Hai-Anh Tran
Presentation Title	:	The Inputs and Outputs in Green CSR: Investigating Moderation Effects for Communication Styles and Industry Characteristics

Growing stakeholder awareness and ecosystem challenges have led global organisations to incorporate environmental issues into their CSR strategies for "going green", creating the concept of "green CSR". What are the effects of green CSR on customer and company outcomes? Growing numbers of companies with "green growth" visions are implementing marketing strategies from CSR perspectives. Despite the fact that green CSR seeks to profitably engage stakeholders in a sustainable manner, the global market share of green products is less than 5%. This fact alone reveals that marketing research is urgently needed to solve the wide gap between green CSR and customer/company outcomes. Although considerable scholars have done meta-analytical attempts to summarise the empirical findings on the impact of green CSR on financial performance, green marketing's environment changes provide a timely opportunity to extend and augment green CSR's output (Nickerson, Lowe, Pattabhiramaiah, and Sorescu, 2022). Previous empirical studies have generated sufficient insights into the outcomes of consumer responses to green CSR. The current marketing literature still contains unresolved controversies as well as inconsistent results on the topic. To elucidate the impact of green CSR and to provide conclusions from academic research, a key objective of this study is to conduct a meta-analytic investigation of the impact of green CSR on customer/firm outcomes (main effect).

Previous research on green CSR has shown inconsistent empirical results, across different marketing contexts. Therefore, the next research focus is to identify potential sources of these differences, that is, an exploration of potential moderators that influence main effects of green CSR on outcomes. Many firms use marketing interactions to show the public their willingness to "going green" and gain differential advantages. This study considers the moderating effect of different interactions and communication styles based on schema congruity theory. This study draws on the existing marketing and CSR literature to propose three levels of potential moderators: At the *communication* level different communication styles are assessed (e.g., emotional attachment, signals of sincerity, and transparency). At the *industry* level, various firm and market conditions are evaluated (e.g., firm size, company level, industry setting, and economic market). At the methodological level diverse research scenarios are measured (e.g., data source, sample type, and journal ranking).

In academic research, this study is the first attempt to use meta-analysis to explore the impact of green CSR on organisational-level performance (through customer and company outcomes). Existing empirical studies are fragmented, using different indicators to measure the effectiveness of green CSR. In this context, meta-analysis is the best suited method for synthesising and generalising the success of green CSR (main effects hypothesis). Meanwhile, this meta-analytic study provides a comprehensive assessment of the underlying factors that contribute to inconsistent green CSR performance: it further assesses the moderating effect of communication styles and industry characteristics on the link between green CSR activities and outcomes (moderating effect hypothesis). For management practice, the research findings and the theoretical framework are beneficial in helping marketing practitioners to develop green business strategies and apply success factors to CSR marketing.

Keywords: Green CSR, customer outcome, firm performance, meta-analysis

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Postgraduate Researcher	:	Karim Derrick
Division and Programme	:	Management Sciences and Marketing (DBA)
Supervisor(s):	:	Prof Jian-Bo Yang, Prof Ling Xu
Presentation Title	:	Belief Rule-Based professional judgement using Evidential Reasoning to assess liability in insurance claims

Professionals are skilled, usually accredited experts who have been trained to give assessment or advice according to shared professional standards and principles. Professional assessment impacts many aspects of our lives, at work, at play, in education. Despite accreditation, despite professional standards, inconsistency remains a feature of professional assessment: students receive inconsistent grades, criminals inconsistent sentences, insureds inconsistent claim decisions, patients inconsistent diagnosis.

Classical decision theory assumes professionals to be rational, consistently maximising expected utility. Herbert Simon's Bounded Rationality and Kahneman and Tversky's Prospect theory show conclusively that this is not the case. Subsequently Gigerenzer's fast and frugal theory demonstrated that where data is sparse and attributes uncertain, heuristics can be more accurate than regression models suggesting that bias, giving rise to inconsistency, is an evolutionary response to the need for fast and frugal decision making.

This research studies the applicability of Evidential Reasoning to professional judgement. The contemporary Evidential Reasoning rule, the work of Alliance Manchester Business School Professors Jian-Bo Yang and Ling Xu, determines the correct way to combine qualitative and quantitative evidence whilst simultaneously addressing the issue of uncertainty, consistency, sparse data and even small data sets; all key features of many professional assessment data sets and which consequently are unsuited to conventional neural network or regression approaches. Since the approach provides transparency to the decision model, the fast and frugal positive biases of Gigerenzer's can be preserved whilst the undesirable biases of Kahneman and Tseverky can simply be removed. The Evidential Reasoning rule bridges the approaches of the Expert systems from the 1980s with the associative AI systems of contemporary machine learning approaches, addressing the shortcomings of each.

The research will create an advanced Evidential Reasoning engine designed to test this methodology against both human performance as well as alternative machine assisted approaches with the intention of enterprise-wide deployment thereafter. The study will focus on the 'liability' decision taken by lawyers and insurance professionals in assessing 'slip and trip' insurance claims which account for 29% of all accidents in the UK. A purpose-built system has also been created to deliver under controlled conditions at scale noise 'audits', designed to measure the extent of organisational level 'noise'. This research presentation will demonstrate 'beta' versions of both systems as well as presenting early results from deployment to a global insurer.

Richard Susskind in "The Future of the Professions: How Technology Will Transform the Work of Human Experts" (2015) says "We are advancing into a post-professional society." AI is already being used to drive cars. To monitor our houses. And AI is beginning to impact the professions. We already use AI to assess scans for tumours. AI is also being used to predict the outcome of legal cases. But whilst algorithms and machine intelligence are heavily impacting many parts of the economy, they have not yet had the same impact on professional services or professional judgement. This is because contemporary AI is well suited to inferences based on observed data; it is less good where imagination and counterfactual thinking are required. The successful application of machine intelligence built on top of Evidential Reasoning may mark the beginning of a new AI paradigm and a substantial step toward the realisation of Susskind's vision.

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Keyang Drake Zhou

Postgraduate Researcher	:	Keyang Drake Zhou
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Dr Oliver Laasch, Prof Hongwei He
Presentation Title	:	Understanding the Impact of Responsible Management Education on Business Models in Business Schools: Factors that Influence Business Model Innovation

In recent years, business schools have increasingly adopted responsible management education (RME). Around 800 business schools have signed up to the Principles for Responsible Management Education (PRME) by 2022 (Henderson & Wilson, 2023). However, there is still debate about whether RME leads to significant changes in business models and what factors impact this transformation. Previous articles have outlined the implementation practices of RME and generated a conceptual model that illustrates how sustainability goals can be driven through business school educational activities (Kolb et al., 2017). Yet, some schools have not altered their business models significantly, as noted in a recent study in the Journal of Management Development. Thus, this study aims to investigate the impact of RME on business models, with a focus on factors that influence change.

Qualitative methods will be used in this study to explore the impact of RME. Qualitative research allows for a detailed understanding of stakeholders' experiences and is particularly effective when exploring complex social phenomena (Mousa, 2021). The study will involve interviews with business school leaders and faculty, surveys of students and alumni, and documentary analysis of PRME SIP reports. The study aims to address the following research questions:

- (1) What changes have business schools made to their business model due to adopting PRME principles?
- (2) What factors contribute to or hinder business model innovation in the adoption and implementation of RME in business schools?
- (3) How do stakeholders perceive the impact of RME on business school education and practices?

Some of the followings are issues that researchers can expect to encounter and need to focus on:

- (1) Access to participants: Some stakeholders may be reluctant to share their experiences or views on RME or may not have the time or availability to participate in the research.
- (2) Generalizability: A challenge with qualitative research is that the findings may not be generalisable to other settings or populations. Researchers will need to ensure that the results of the study are applicable to other business schools and stakeholders who are interested in promoting RME and sustainable development.
- (3) Bias: Researchers need to be aware of potential biases that may affect the results of the study, such as researcher bias, participant bias or social desirability bias.

Despite the above issues, in general the findings of this study will provide insights into the impact of RME on business models in business schools. The researcher will explore whether the changes brought about by RME are superficial or fundamental. If RME leads to a more fundamental change, the study will generalise the changes in business models following the development of RME in business schools. If RME has had little impact on business models, then the study will address the disconnect between the commitment business schools make to RME and its actual implementation (Rasche & Gilbert, 2015). It will also provide feedback on how to help business schools address this issue to better influence their willingness to implement RME. Overall, this study will provide a new perspective on the potential of PRME principles to bring about change in business schools.

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Postgraduate Researcher	: Lan Zhang
Division and Programme	: Accounting & Finance (PhD)
Supervisor(s):	: Prof Marie Dutordoir, Dr Amedeo De Cesari
Presentation Title	: Human Resource Slack in Mergers and Acquisitions

On November 2, 2022, Bloomberg News reported that Elon Musk planned to cut approximately 3,700 jobs at Twitter Inc. To motivate this decision, Mr. Musk cited that Twitter had too many employees and needed to cut costs (Ludlow and Wagner, 2022). This statement refers more generally to the concept of excess labour, or Human Resource (HR) slack (Darby et al., 2001). HR slack is defined as the excess number of employees, beyond what the firm needs for its operations (Wang et al., 2016). Labour hoarding theory explains the causes of HR slack, including non-negligible fixed employment costs, high skilled worker privileges and state intervention.

In this paper, we aim to investigate the role of HR slack in driving corporate mergers and acquisitions (M&As) and their outcomes. Chen et al. (2021) suggest that firms may pursue M&As to acquire employees. John et al. (2015), in turn, find that employee-shareholder conflicts decrease gains from M&As. So far, the literature pays less attention to the role of HR slack in M&As. Our paper attempts to fill this gap. We hypothesize that a higher level of target-firm HR slack could lead to a higher likelihood of M&As, since acquiring firms perceive the potential of realising synergies by cutting HR slack in the target firm. In a similar vein, a higher target-firm HR slack might be linked to more positive stock market reactions if investors recognize the future benefits generated by lowering labour costs. Considering this, M&As with a high target-firm HR slack should also be more likely to complete, and more favourable operating profits should be realized after the deals, as labour costs are cut without adversely affecting productivity.

Measuring HR slack requires detailed firm-employee-matched output and employee number data from various countries. We will use both industrial-level and firm-level data to construct the measure. The industrial-level HR slack will be calculated and ranked by labour numbers using databases such as OES of the US Labour Statistics department. The firm-level measure will be based on data sources including NETS/Orbis for the US, NESPD for the UK, BJSBSA for Japan, IAB for Germany and VWH for Italy, ranging from 2013 to 2022. In terms of methodology, we will use probit and multiple regressions, controlling for automation and employee skills, and a variety of suitable proxy variables to investigate the extent and channels of HR slack influencing M&A decisions. To capture stock price reactions to M&A announcements, we will use standard event study methodology.

This paper will contribute to the literature in two primary aspects. Firstly, it will improve current HR slack measures and explore the optimal level of HR slack necessary to balance gains and losses. Secondly, it will examine the influence of HR slack within firms on the likelihood of M&As and their completion, as well as the impact of HR slack on stock market reactions to M&A announcements. Our research contributes more generally to a growing stream of studies at the interface of HR management and corporate finance. Our findings will be timely in the context of the current debates on the “new normal” in employment practices, and inform corporate managers, investors, and policymakers involved in the design of employment law.

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Leonor Guedes Soares (University of Lancaster)

Postgraduate Researcher	:	<u>Leonor Guedes Soares</u>
Division and Programme	:	<u>University of Lancaster PhD in Accounting</u>
Presentation Title	:	<u>Tones at the Top: The Impact of Board Leadership Structure on the Quality of Performance Commentary</u>

We examine whether annual report commentary authored by an independent board Chair provides relevant information beyond management discussion and analysis included in the same report. Several arguments suggest variation in the informativeness of performance commentaries presented in the same report by the CEO and board Chair. First, research reveals systematic differences in linguistic style conditional on author characteristics (Schler et al. 2006, Argamon et al. 2009), while similar managerial traits correlate with overconfidence and risk tolerance (Croson and Gneezy 2009, Huang and Kisgen, 2013). These results suggest that variation in author identity could induce differences in the informativeness of section-level commentaries even if the topics under discussion are held constant. Second, research confirms that reporting incentives vary within the senior leadership team conditional on individuals' monitoring responsibilities, with insiders (independent outsiders) delivering lower (higher) quality outcomes (Laksmana 2010, Garcia Osma and Guillamon-Saorin 2011). Balancing this effect, however, the CEO's informational advantage vis-à-vis an independent board Chair may result in management disclosures being more informative overall despite incentives at the margin to report opportunistically. Accordingly, the informativeness of CEO- and Chair-authored performance commentaries presented in the same report remains an open question.

The UK Corporate Governance Code includes the provision that firms should split the roles of Chair and CEO and the majority of firms comply with this guidance. While most studies compare outcomes such as accounting quality conditional on the decision to combine or separate the two roles; we examine a setting where splitting the two roles is the norm, treat leadership structure as predominantly exogenous, and then we ask whether disclosures provided by the board Chair provide supplementary information beyond those for which the CEO is responsible.

The final sample comprises 6,989 annual reports that contain management commentary on performance and financial position plus a separate letter to shareholders from the board Chair. We use tone as our summary measure of performance-related information in narrative commentary, with controls for other relevant lexical properties.

We find that the tone of the Chair's Letter is incrementally associated with realised performance during the reporting period. Chair commentary is also incrementally predictive for next-period earnings. Indeed, information in management commentary is subsumed in the tone of the Chair's Letter, and Chair commentary also contains information about future earnings that is unknown to market participants at the annual report publication date. Managerial optimism relative to Chair commentary correlates with impression management incentives and management commentary is less informative in the presence of such optimism. Our evidence supports the view that separating the roles of Chair and CEO leads to reporting benefits through the provision of additional annual report commentary that helps to offset inherent bias in management's discussion and analysis of financial results.

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Chartered Accountants in England and Wales's Charitable Foundation. The corpora that we construct and analyze are available via DOI: 10.17635/lancaster/researchdata/232. The method for retrieving and analyzing narratives from UK annual reports published as PDF files is available as a software tool copyrighted to Lancaster University and free for academic use at <http://ucrel.lancaster.ac.uk/cfie/>.

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Maha Alabdulwahed (University of Liverpool)

Postgraduate Researcher	:	<u>Maha Alabdulwahed</u>
Division and Programme	:	<u>University of Liverpool PhD in Management</u>
Presentation Title	:	<u>Psychological contracts in the first year of employment: A dynamic and multifocal sense-making approach</u>

This study examines employees' sense-making of psychological contracts (PC) in the first year of employment. The literature on the psychological contract has mainly focused on how cognitive processes shape PC and overlooked how social processes contribute to its development. This study investigates PC as both a cognitive and social process focusing on the earlier stages of PC development. Based on sense-making and psychological contract theorising, this study adopts a qualitative approach and utilised 50 in-depth semi-structured interviews with Saudi healthcare sector employees. The findings capture the conceptualisation of employees' sense-making processes, the multifocality of PC and the dynamic changes in the PC's beliefs. The study contributes to the literature by expanding knowledge on the PC dimensions and its dynamic changes (transitional towards balanced PC, balanced PC and transactional towards relational PC) via sense-making of work events related to HR practices and job design. It also reinforces the existence of PC multifocality (individual and group PCs). The study challenges existing assumptions about the concept and nature of PC by developing the conceptualisation of PC components (expectations, obligations, and evaluations).

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Maria Cristina Sousa

Postgraduate Researcher	:	Maria Cristina Sousa
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Nuno Gil, Dr Felipe Massa
Presentation Title	:	Creating an architecture of participation to tackle a grand challenge

I propose to discuss how hierarchical organisations can engender and sustain the collaboration of large numbers of autonomous actors by establishing self-managed, mission-aligned collectives. This claim is informed by preliminary findings from an ongoing study of the housing movement in São Paulo, Brazil. Here, hierarchical Social Movement Organisations (SMOs) have, for more than three decades, incentivised broad-based engagement in protest actions aimed at formulating new housing policy by educating and encouraging low-income families to join collectives tasked with self-managing new housing projects. The sustainability of this architecture of participation can be traced to a SMO-designed, points-based system, which functions as an integrating mechanism which affords: (1) *goal alignment* between large numbers of autonomous actors and the leadership of a hierarchical organisation; (2) voluntary *engagement* by autonomous actors in activities that simultaneously address local and higher-order goals; (3) *role and task allocation* without legal control or close oversight; and (4) *retention* within the participation architecture by equipping autonomous actors with structure and measurable progress towards local goals and by distributing fairly the benefits of collective work. I will also discuss the implications of such an architecture of participation on achieving concerted action at scale towards tackling a grand challenge.

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Postgraduate Researcher	:	Melis Kupeli
Division and Programme	:	Management Sciences and Marketing (PhD)
Supervisor(s):	:	Prof Nadia Papamichail, Dr Tommy Chan
Presentation Title	:	A Theory and Synthesis on the Effects of Online Health Communities Use on Health and Wellbeing: The Technological Affordance and Value Co-Creation Perspectives

The emergence of social technologies has created unique opportunities for communication and collaboration between various stakeholders in the healthcare sector. It has led to the development of online communities of patients, caregivers, and anyone in the community with common or complementary interests –referred to as online health communities (OHCs) – where the members share knowledge, experience, and empathy on health and wellness-related topics. The percentage of people seeking health information online before consulting a healthcare professional was over 70% in many European countries while the percentage is even higher in Asian countries (Eurostat 2021). However, the impacts of these online interactions on members’ health behaviours and consequently on health and well-being are not well-understood. Particularly, the social dynamics of OHCs differ from its counterparts, such as websites and blogs, as OHCs provide their members with a unique co-creation experience where they not only search for information but also share their experiences, interact, and build relationships. Little is known why and how these interactions lead to positive, yet sometimes negative outcomes. Disentangling the effects of OHC uses and their underlying mechanisms represents an important opportunity to advance theory and inform managerial practices.

Against this backdrop, this study aims to consolidate the knowledge of the impacts of OHC uses by adopting the technological affordance and value co-creation perspectives. The use of these perspectives has its advantages. First, technological affordances, which are the possibilities for action afforded to user groups by technical objects depending on their goals, provide a unique perspective to understand the breadth of interactions afforded by OHC capabilities. By analysing the goals of the particular user groups (e.g., patients, carers, practitioners) and technical capabilities and deriving the consequent affordances, researchers may effectively theorise the intended positive and unintended negative outcomes of participation behaviours in OHCs. Second, the value co-creation perspective encapsulates the breadth of interactions manifested in OHCs and offers a novel perspective to view community members of OHCs as active participants, rather than passive recipients of healthcare services. This study seeks to answer the following research questions:

1. *How do technological affordances shape the value co-creation behaviours in OHCs?*
2. *How do the value co-creation behaviours afforded by OHCs influence members’ health and well-being?*

This study aims to do inductive theory building followed by deductive theory testing. The availability of a wide variety of empirical research provides an ideal opportunity to first conduct an inductive theoretical review to propose a conceptual model that comprehensively explains the underlying value co-creation mechanisms in OHCs and their impacts on health and wellbeing. This will be followed by deductively testing the conceptual model using longitudinal data analysis. The study will adopt a critical realist approach as critical realism suits the aim of this study – to uncover the underlying mechanism of the interactions in OHCs to demonstrate its impact – and is particularly appropriate for exploring the affordances of an IS system (Volkoff and Strong 2013).

The project will make significant contributions to theory and practice. Theoretically, a conceptual model that integrates goals-affordances-behaviour of participation in OHCs will be developed and provides a holistic understanding of how OHCs afford different value co-creation behaviours which further leads to diverse health and well-being outcomes. The model will offer a solid foundation to theorise OHC behaviours and new avenues for future research. From a practical perspective, it is crucial that healthcare professionals are aware of the impact of online health information on patients’ decision-

making and health behaviours. This study will provide insights into the impact of the interactions in OHCs and mitigate the negative impacts of such use. Moreover, it will provide insights for OHC owners to effectively design and manage these communities to encourage long-term interactions and benefit members.

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Michael Francis

Postgraduate Researcher	:	Michael Francis
Division and Programme	:	People, Management and Organisations (PhD)
Supervisor(s):	:	Prof Anthony Rafferty, Dr Cassandra Bowkett
Presentation Title	:	Inequality of Skills Development and Opportunities: Changes in the Supply and Demand of Skills in the UK (2019 - 2021)

This research aims to build a multi-level model of the changes to the skills demanded by employers and the skills possessed by individuals before, during and after Covid-19 Government Restrictions in the UK. Numerous pieces of research demonstrate that the Pandemic had widespread implications for the UK economy, business, jobs, education, physical and mental health of employees. In terms of skills, research has shown that the amount spent by employers on training (per employee) has reduced since 2007 (Clayton & Evans, 2021). However, research has not so far attempted to understand the impact of the Pandemic on skills development opportunities for employees. Skills development opportunities is defined as any formal, informal, on-the-job or external training or education provision within a given period. In order to track the impact of the pandemic on skills development in employees, I propose a model which firstly looks both at the changes in skill demands from employers as well as changes in the supply of employee skills. Secondly, the model will examine changes to the use of skills and skills development opportunities of employees over the pandemic (2019 - 2021). The results from the first part of the model will allow both a comparison between changes to the demand and supply of skills but also enable a comparison with results from the second part of the model on skills utilisation and development opportunities across the population; effectively showing which skills in which jobs changed, how employees responded to 'shifts', and also the effect of the pandemic on employees' use and development of these skills.

Firstly, for the demand side of the model, machine-learning techniques, such as text-scraping or data mining, will be used on various job advertisement websites (LinkedIn, Indeed & Adzuna). Recent research has established 'structural topic modelling' for this type of quantitative text-based research (Sainju et al., 2021). This approach allows for a real-time view of the demand for certain skills within jobs. However, previous research has focused on job descriptions rather than CV's or profiles of job-seekers themselves. By comparing these sources, one can produce empirical evidence of changes to skills over time, particularly over the crucial period of Covid-19 restrictions. Cross-referencing these findings with the Employers' Skills Survey 2022 will also demonstrate potential pandemic and non-pandemic related explanations for shifts in skills demand. Overall, this will help provide answers to the research questions, how did skills change in terms of demand and supply over the period (2019 – 2021), what were the differences between the two sides and finally, to what extent were these changes perceived to be associated with the Pandemic.

Secondly, the supply side of the model will use data from longitudinal sources (such as Understanding Society survey) completed over the period before, during and after Covid-19 Government restrictions. Previous models analysing skills have tended to focus on the skill requirements of jobs or occupations, the impact of technology and other factors on changes to requirements over time. Others have examined the utilisation of skills in the workplace and how this varies depending on socio-economic factors (Rafferty, 2020) and is associated with reduced labour market outcomes (Rafferty, 2012). These two approaches are fundamental to understanding the distribution of skills across the population, in which jobs, sectors or professions they reside and what the socio-economic outcomes, such as wages or job satisfaction are for different social groups. Moreover, longitudinal studies in the UK have shown the effect that technology (computerisation), task discretion, teamworking, employee involvement and training (skills development) have on skills use (Gallie et al., 2016). In terms of methodology, multilevel modelling (MLM) can assess hierarchical relationships between individuals and skills use and development opportunities. Therefore, the supply side of the model will attempt to understand the effect of the pandemic on these determinants of skills use and development opportunities for employees. This will address the research question on the extent to which the pandemic negatively

affected skills utilisation and development opportunities for employees in general, and secondly, if particular social groups were more acutely affected.

Overall, this research provides a theoretical framework for analysing skills changes over time and assessing inequalities in skills development opportunities. Primarily, this is an empirical contribution demonstrating where inequalities exist and the severity of these. However, there are also potential policy implications arising from this research in terms of social and economic policy as well future planning for pandemics or crises to ensure that existing inequalities in terms of skills are not exacerbated. Skills use and development is heavily linked with productivity and improved labour market outcomes for individuals; this research provides an evidential basis, theory and a practical model for future research aimed at reducing inequalities and improving productivity.

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Postgraduate Researcher	:	Mingwei Zhang
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Andrew Mcmeekin, Prof Michael Hodson
Presentation Title	:	Multi-sectoral transformation through structural overlap: analysing the digital platformisation of Chinese society (1994-2021) from an overlapping field perspective

This paper explores how *studying societal platformisation can help understand widespread socio-technical change* by investigating *how the rise of the digital platform economy as socio-technical change unfolded*. Transitions research has largely neglected widespread transformations brought by entirely new industries, such as digitisation and societal platformisation (Andersen *et al.*, 2021; Markard *et al.*, 2021). Neglecting these developments as “landscape” factors is problematic, not only because rapid and pervasive transformations can significantly hinder and promote various sustainability transitions, but also because the structuration of new industries can be steered. This paper aims to address this issue and contribute to the vibrant conceptual advancements in the second wave of transitions research that investigate a broader range of dynamics and change mechanisms and move beyond a single system focus (e.g., Fuenfschilling and Binz, 2018; Schot and Kanger, 2018; McMeekin *et al.*, 2019; Rosenbloom, 2020). It borrows insights from institutional theory, field theories and transitions frameworks. In particular, it conceptualises the pervasive platform-based societal transformations, or platformisations, as resulted from the *structural overlap* between an expanding platformisation field and other societal sectors. This perspective is twofold. First, structural overlap between multiple fields is seen as the precondition for institutional and socio-technical change (Thornton *et al.*, 2012). Second, the process of structuration and expansion of a field is hypothesised to cause multiple and even widespread incursions of structural overlap and episodes of contentions, which are settled over time and result in changes in and couplings of these overlapping fields (Fligstein and McAdam, 2011). In addition, similar to a socio-technical system as a special case of a field with attention to technology, the platformisation field is also structured by shared rules and understandings, communities and networks, and material aspects like data centre infrastructures (Geels, 2004). To illustrate and test this conceptual perspective, a historic case study of the platformisation of Chinese society (1994-2021) is conducted (Blatter and Blume, 2008). The case study traces key developments, events and communities to depict a Chinese platformisation field and its evolution. Secondary data from sources including documents and reports from the state and industry institutes and firms, academic studies on Chinese platform economy and its history, and professional news coverages are used to trace these developments. Preliminary findings show strengths of studying widespread transformations anchored by a new industry, in this case the societal platformisation, with a field perspective. While the pervasive platformisation takes place in multiple sectors, its trajectory and evolution seem to be largely shaped by hierarchical and interlinked communities in a platformisation field, with power and resources concentrated in few actors. Based on this conceptual perspective, further in-depth case studies on individual platformisation clusters might help contribute an understanding of how great surges of development can destabilise and overcome system inertia, create new paths, and perhaps be steered into more desirable directions.

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Mohammad Asif Gazi

Postgraduate Researcher	:	Mohammad Asif Gazi
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Gerard P Hodgkinson, Dr Oliver Laasch
Presentation Title	:	Explicating the cognitive microfoundations of responsible business decision making: How organizational decision makers personally resolve the requirements of ethicality, responsibility, and sustainability with standard market logics

In recent years the emerging interdisciplinary subfield of responsible business management has gathered momentum, but the focus has been predominantly at the macro level of abstraction, centred largely on a critique of the role of social structures and associated institutional arrangements of the world's developed economies in perpetuating irresponsible management practices. Redressing this imbalance, the purpose of my thesis is to advance understanding of the cognitive microfoundations of (ir)responsible business management decision making, by examining the interplay of factors that variously drive organizational decision makers toward the adoption and rejection of decision alternatives that are more and less aligned with the fundamental goals of responsible management.

The decisions of business managers have a significant bearing on the wellbeing of economy and society. However, despite the importance of such decisions, the responsible management literature is remarkably underdeveloped in its understanding of the cognitive bases of such decisions. Based on a review of the primary literature, I will argue that three sets of factors in particular — pertaining to ethics, responsibility, and sustainability (the core elements of responsible management decision-making) — must ultimately be reconciled with standard business market logics. Adopting a cognitive microfoundations perspective promises to illuminate the dynamic interplay of these factors at both individual and collective levels. However, as an important first step, my own work will focus on the analysis of individual-level decision processes, with a view to advancing understanding of the ways in which organizational decision makers personally reconcile these competing drivers of (ir)responsible management practices.

My work will be completed in three phases, as follows. The first phase, a major literature review, will identify the likely principal drivers of more and less responsible management decisions. In the second phase, policy capturing, a powerful technique for revealing the implicit bases of decision makers' actions, will be adopted to reveal empirically the relative importance of the various factors isolated in the first phase of my work for explaining participants' judgments and choices. Alternative scenarios will be created through survey vignettes to reflect realistic decision dilemmas, which will be presented under controlled conditions to a sample of two groups of participants (circa N=300 participants in total), one group consisting of participants recruited from companies with Fair-trade certificates, and a second group of participants recruited from conventional businesses. Using multiple regression analysis, I will compare and contrast the policy capturing models pertaining to each of the two groups of participants, thus revealing the relative and absolute explanatory power of the various drivers in accounting for their decisions.

A third phase of work will focus on understanding the causal logic behind responsible management decisions. The elicitation process, comprising one or more variants of causal cognitive mapping, a second and well-known and widely used technique for studying managerial and organizational cognition, will help to further illuminate the interplay of competing factors and how they are ultimately reconciled by (ir)responsible organizational decision makers.

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Postgraduate Researcher	:	Moon Narzary
Division and Programme	:	People, Management and Organisations (PhD)
Supervisor(s):	:	Prof John Hassard, Prof Jenny Rodriguez
Presentation Title	:	Impact of subcultural interactions on change management in a multicultural setting: A study on adoption of Agile in IT organizations in India

There are differences between the industrial subculture and the culture of the wider society. These differences are further magnified in a country like India where there is not just a singular mainstream culture but a broad set of diverse cultures. Cultural differences translate to distinct ways in which individuals realize meaning about changes around them. The success of a change process in an organization is dependent on whether individuals are able to make meaning of the change and assimilate the transition. The objective of the proposed research is to study how the interactions among multiple diverse cultures and the industrial subculture influence the diffusion of a change process in an organization. To study these aspects in context, we situate the research in an Indian IT organization transitioning to 'agile' from a traditionally hierarchical way of working. The research objective is to be achieved by closely examining how individuals in the organization perceive and position themselves within their own diverse cultures as well as the industrial subculture through their subjective experiences. More specifically, the research tries to unravel how various agents in the organization make meaning of the transpiring change process. The appropriateness of any action, belief, or custom to be followed by an individual in a particular social or organizational context should be understood relative to their own culture. 'Agile', in essence, is a set of values and principles to be followed by employees in their work. The success of 'agile' transition depends on whether the employees effectively imbibe these values and principles. Therefore, from a relativist perspective, the adoption of 'agile' should be studied in context of the diverse cultural backgrounds of the employees. To understand subjective realities, it is required that the research be conducted in the natural setting of the research participants, wherein their true behaviour and interactions can be observed. In this regard, ethnography is found to be the suitable approach. The researcher will immerse oneself in the IT organization, observe and interact with the research participants in proximity. Within this approach, non-participant observation and in-depth interviews form integral parts of the data collection method. A theoretical contribution of this research is a more nuanced understanding of diverse cultural interactions within the industrial subculture in a country where multiculturalism has been historically the norm (as opposed to an induced multicultural setting in a globalised workplace). The research attempts to shed light on the mechanisms through which the adoption and longevity of change initiatives are influenced positively or negatively by a culturally diverse workplace. From a practitioner perspective, a deeper understanding of meaning-making mechanisms of employees undergoing a change process will help change agents in formulating situationally appropriate strategies, thus enhancing the success prospects of the change initiative.

Keywords: culture, change management, agile

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Postgraduate Researcher	:	Patricia Santa Cruz Montero
Division and Programme	:	Innovation, Management and Policy (DBA)
Supervisor(s):	:	Johnathan Styles, Dr Mabel Sanchez Barrioluengo
Presentation Title	:	Factors Affecting the Success of Hispanic Entrepreneurs in the Netherlands

The nature of the problem

1. The research will be focused on determining factors affecting the success of Hispanic entrepreneurs in the Netherlands.

Importance of research

2. Can provide insights into diverse business practices and contribute to economic growth of the host country.

Key pointers from literature

3. Human Capital:
 - a. Education, entrepreneurial skills: are important for entrepreneurial success.(Bonacich 1973; Light and Gold 2000).
 - b. Local Language: Migrant entrepreneurs require knowledge of the local language to benefit from the opportunity structure (Beckersa, Blumberg, 2013).
4. Social Capital
 - a. Cultural components: appear to affect the experiences and success of migrant entrepreneurs. Differences in business practices and expectations, cultural values and beliefs, and communication styles.
 - b. Social contact with native population: Migrant entrepreneurs require social contact with the native population to benefit from the opportunity structure (Beckersa, Blumberg, 2013).

Research methodology

5. Data Collection: Semi-structured interview. Themes and questions are known but may vary depending on the flow of the interview. Will be used the Snowball sampling.
6. Research Design and Strategy: Qualitative method, interviews to understand the experiences, opinions, perspectives, how they make decisions, how they manage their business, etc.
7. Research approach: Deductive approach, deep understanding of the experiences, opinions, perspectives, how they make decisions, how they manage their business.
8. Research Philosophy: Epistemology. Interpretivism: interpret and look for a pattern in the interviews with entrepreneurs.
9. Research Ethics: Confidentiality, Respect participants' autonomy and Avoiding conflicts of interest.

Research questions

The following are the research questions, that are in the process of being resolved.

10. How could immigrants' entrepreneurs reduce failure rates in the host destination?
11. How could immigrants' entrepreneurs scale up their productivity in the host destination?
12. What are the policy measures that could reduce the social of unsuccessful businesses of immigrant entrepreneurs?

Research impact

13. The research would be of interest to policymakers. Identifying key success factors can implement policies and strategies to support and reduce the failure of immigrant entrepreneurship in the host country.

14. Implementing good policy measures can reduce the social cost of failed businesses which include providing access to business support services, training programmes, financial mentoring, as well as promoting networking opportunities and creating a supportive business environment.
15. The success of immigrant entrepreneurs can contribute to the economy's growth of the host country by creating job opportunities, increasing innovation, and promoting diversity.

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Pawan Kumar Srikanth

Postgraduate Researcher	:	Pawan Kumar Srikanth
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Frank Boons, Dr Catherine Casson, Dr Riza Theresa Batista Navarro
Presentation Title	:	Pathways to Circulating Critical Metals

Metals have been a source of contestation over the centuries. Many countries do not have critical metals in sufficient quantities to sustain their domestic needs. Significant (un)availability of materials necessary for achieving national targets has changed governments' policy decisions. During the world wars, the governments played a strategic role by increasing their domestic production through mining of metals, regulated recycling practices, improved trade relationships with countries that possessed scarce metals. Understanding the issues of metal criticality is more important now than ever. Metals are crucial components in the current energy and mobility transitions. Metals such as copper, lithium, cobalt, nickel, and aluminium are increasingly used in storage batteries and renewable energy technologies. Hence, there is a greater need for countries to look for sustainable ways to procure and circulate the metals to achieve sustainability targets. The governments are aware of the metal resource constraints and embed circularity practices in addressing criticality issues. The European circular economy action plan and currently the Department of Business, Energy and Industrial Strategy in the UK aims to promote the transition towards a more circular economy. Looking into the past gives an impression of military-economic dimensions of criticality-circularity of materials. These historical observations are intriguing as they inform the social construction of criticality and how circularity (such as recycling, reuse, and other circularity practices) played a key role in addressing criticality issues. As the future transitions are planned in a way that metals take the central stage, we argue that it is crucial to look at the history of criticality-circularity of metals and incorporate historical sensitivity in the future transitions.

Taking a process perspective, we analyse the trigger events that led to the criticality of metals, the sentiments of stakeholders behind addressing the criticality issues, and the measures taken to address the criticality issues. As one of the central themes of this research is the circularity of metals, we focus specifically on the practices that drove the circularity practices. To understand the phenomenon and its historical sensitivities, we build on an event sequence analysis (ESA) to develop a sequence of events which underpin the criticality-circularity phenomenon. ESA was used to understand complex social phenomena, for instance, the durability of Chinese Circular Economy policies and industrial symbiosis in the canal zone of Zeeland. Understanding stakeholder sentiments are highly relevant and crucial in technological transitions as the technologies and policies are reshaped to fit the local conditions. To this end, we add another layer of sentiment analysis using text mining techniques to the event sequence analysis dataset. The amalgamation of layers of analysis aims to discover how certain pattern of events triggers stakeholder sentiments leading to contestations over a period of time. Using two-pronged analysis spanning from the 1930s to 2022, we intend to sequentially link the areas of the metal criticality such as government initiatives, collaborations and knowledge sharing among stakeholders, stakeholder sentiments, contestations that happened with the critical metals in the US and parts of Europe. We intend to build a narrative of how the metals used in the current transitions come about as critical over the decades and role of circularity practices. By doing this, we intend to add to the existing research gap on the role of circularity as a sustainable way of addressing critical metal shortages in the current transitions.

Keywords: Critical Metals, Circular Economy, Historical sensitivity, Event Sequence Analysis, Sentiment Analysis

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Postgraduate Researcher	:	Peiyu Zhan
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Silvia Massini, Dr Mabel Sanchez-Barrioluengo
Presentation Title	:	The Role of Standardisation in the Diffusion of Digital Technology Innovations

The diffusion of innovation is one of the most important topics in the field of technological innovation, since it captures the process from the emergence to the large-scale utilisation of a technology. It has attracted scholarly attention for decades, and more recently due to the emergence of advanced digital technologies. Digital technologies are often characterised as general-purpose technologies with the power of bringing unprecedented paradigm shifts in socioeconomic systems. However, partly due to the increasing complexity and variability of the technology itself or the technical system it is included in, there has been a limited evidence on the actual diffusion pattern of digital technologies across technological or geographical boundaries.

Within the vast literature of innovation diffusion, the properties of a technology as a determining factor remain underexplored. One way of opening the “black box” of a technology is to study the innovation at the component level, and build on the concepts of modularity and standardisation. The latter represents an essential element to secure compatibility or interoperability between components, i.e., the interconnectivity which characterises digital technologies, while considering the modularisation of sub-systems of products and services within a complex total system. Thus, the main objective of this research is to unveil the relationship between standardisation, modularity and innovation diffusion of digital technologies.

To address this research issue, we bring into the framework the distinction between formal and de facto standardisation, to reflect the process by which a technology has developed into a standard. A formal standard is the outcome of top-down deliberations of institutions and regulators, such as standard-setting organisations (e.g., Wi-Fi standard maintained by the Institute of Electrical and Electronics Engineers (IEEE)), whereas a de facto standard results from market dynamics when a technology gains a dominantly large market share (e.g., Google’s Android becoming the dominant mobile operating system). It has been argued that an open de facto standardisation process is one of the main driving factors behind the development of the Internet paradigm; actually both types of standardisation are able to create a common pool of shared knowledge for downstream innovations, and ultimately ensure a high level of compatibility within an industry or even extend the technological growth pathway across technological or geographical domains.

This research explores three main areas: 1) the innovation diffusion patterns of digital technologies, along the sectoral and spatial dimensions, 2) the role of formal or de facto standards in guiding standardisation of digital technologies, and 3) the mechanism through which these standardisation processes affect the innovation diffusion patterns. A quantitative empirical research framework based on large-scale patent data is proposed to address these questions. The method of establishing patent citation trees, keyword matching and cluster analysis will be applied to quantify innovation diffusion and standardisation of six well-defined digital technologies, i.e., Artificial Intelligence, Big Data, Cloud computing, 3D Printing, Internet of Things, and Robotics. This research advances understanding of digitalisation by unveiling the technology scaling-up pattern, augments the empirical literature on innovation diffusion by bringing modularity into the framework, and assists the decision-making of promoting top-down or market-led paradigms in the standardisation process of digital technologies.

Keywords: innovation diffusion, digital technology, standardisation, modularity

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Phyllis Mills

Postgraduate Researcher	:	Phyllis Mills
Division and Programme	:	People, Management and Organisations (DBA)
Supervisor(s):	:	Dr Jenny Rodriguez, Dr Imran Saqib
Presentation Title	:	Examining group-based social hierarchies and the effect of inequitable allocation of accommodation and resources on expatriates' well-being in construction villages

Complex billion-dollar infrastructure Megaprojects in the Gulf Corporation Council (GCC) demand a significant supply of globally mobile labour and highly skilled workers that cannot be supplied within the host community. Amidst calls for reform of the system of employment regulation of migrant labour (Kafala), employers are facing mounting pressure to ensure that the human rights of workers are respected, and the living conditions for imported workers (e.g., expatriates and migrant labourers) in temporary workers' accommodations in construction villages improved. In the case of the latter, there is added complexity due to the design, planning and allocation of workers' accommodation and resources within construction villages, which show social-economic disparities in living standards based on distinctions between high-status (e.g., Executives, Managers) and low-status (e.g., non-managerial) expatriate workers and migrant labourers (e.g., unskilled workers).

The study examines how employees perceive intergroup relations based on the distribution of accommodation and recreational facilities in construction villages and whether group-based social hierarchies and perceptions of prejudice and discrimination affect employees' health and well-being. There is limited literature on expatriate workers' accommodation and well-being for large-scale projects despite construction workers being at high risk of mental health problems and suicide and numerous media reports of poor living conditions for labourers in the GCC.

Design/Methodology/approach

Drawing on Social Dominance Theory framework, the study uses a mixed-method approach that includes questionnaires and semi-structured interviews. A self-reported questionnaire survey will be used with highstatus and low-status expatriates to ascertain whether there is a relationship between Social Dominance Orientation (SDO), type of accommodation allocation, well-being, and perception of prejudice between the high-status and low-status expatriates. Semi-Structured interviews will be conducted with high-status expatriates to corroborate existing theory and to gather further insights, sensemaking and explanations regarding the allocation of accommodation, perceptions of group-based social hierarchies, and effect on well-being.

Research Limitation

There are some limitations to the research. The research will be conducted with a multinational construction and engineering organisation based on a single Megaproject in Saudi Arabia; other sectors might give different results. Despite occupying seventy per cent of accommodation, accessibility restrictions to migrant labourers meant excluding them as participants from the questionnaires and interviews.

Practical implications

This research contributes individual-level perspectives to understanding organisational decisions about accommodation and life in construction villages. The study's findings can inform organisations' operational and strategic decisions concerning the design and planning of construction villages on large-scale projects by further understanding factors that affect employees' health and well-being that have been under-researched within construction. This study, in turn, would help to inform organisational workers' accommodation policies.

Originality/value

This research taps into an under-researched area and expands existing discussions about construction and SDO literature from a social-psychological perspective.

Keywords

Megaprojects, workers' accommodation, construction industry, social dominance theory, social dominance orientation, expatriates.

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Postgraduate Researcher	:	Priscila Ferri De Olivera
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Philip Shapira, Dr Barbara Ribeiro
Presentation Title	:	Exploring the relationship between artificial intelligence and scientific collaboration: A practice-based study in the biosciences

Artificial intelligence (AI) and automation are increasingly portrayed as having the potential to revolutionise the way scientific research is conducted by introducing new methods that can greatly enhance research productivity (see Rotman, 2019; OECD, 2021). Such discussions are often grounded in narratives that these technologies speed up and improve scientific processes (Bianchini et al., 2020). Nevertheless, previous research has demonstrated a disconnect between these expectations and practice. For instance, while digital technologies and automation are expected to simplify the scientific work process, paradoxically, they also increase and diversify tasks (Ribeiro et al., 2022). This contradiction is partly because the technical features of AI are commonly perceived to be separate to its usage, which has limited the analysis of this relationship (Lindgren and Holmström, 2020). To advance this debate, this study instead assumes a perspective of AI as technology-in-practice (Orlikowski, 2000), which highlights the ways that individual scientists, collectives, spaces, and institutions use and shape the technology. Building on the concept of digital materiality, we argue that AI technologies provide scientists with capabilities that afford or constrain their actions (Leonardi, 2010). Specifically, we explore how this affects scientific collaboration - a practice that has become more critical in today's society, as scientists try to solve complex scientific and social problems (Silas and Allison, 2018). The following overall question guides the study: How do AI technologies reconfigure the organisation of scientific collaboration?

Data was collected from eleven semi-structured interviews with scientists working at the intersection of AI and the biosciences. This was supplemented by field notes and research memos documenting multiple forms of engagement in major workshops (e.g., AI and Science OECD Workshop) and events (e.g., AI in the Bioscience Network) as well as attendance at stakeholder meetings. Data analysis was conducted with the support of NVivo software and involved iterative rounds of coding using techniques of grounded theory (Charmaz, 2006).

Our results show that collaboration in the context of AI in the biosciences is organised towards the convergence between disciplines. Participants often highlight the need to cross disciplinary boundaries, with some seeing an increasing fusion of disciplinary concerns and approaches, resulting in a blurring of disciplinary boundaries (Nicolini et al., 2012). However, this is limited to intellectual boundaries, rather than physical ones. This is because in practice, in the way this interdisciplinary collaboration is organised, bioscientists and computer scientists do not share the same workspace. Indeed, some computer scientists mentioned that, although working with bioscientists, they have never entered the lab. Also, as AI technologies are integrated with lab equipment, bioscientists are expected to do more experimentation in silico and less in vivo, a reconfiguration that has implications for the "traditional" performance and organisation of lab practices as well as required skills. Because AI technologies carry some features that cannot be fully understood by bioscientists, PhD students and early career researchers are incentivised to learn programming to adapt. While this might indicate upskilling of scientists, it might eventually have the opposite effect, causing the loss of other scientific skills. The possibility to speed up research process, automate analytical tasks, or even tackle more complex issues seems to be inciting a form of curiosity within the biosciences community to adopt AI technologies. Moreover, recent efforts to create networks of collaboration and training of scientists indicates that AI might be operating as an engine for solidarity across disciplines (Knorr-Cetina, 1997). Even though this increased collaboration is seen as positive, a series of tensions are engendered by the practice. For instance, communication issues related to differences in domain vocabulary are noted as a source of ambiguity and frustration. Trust issues may also contribute to tensions when the lack of a bioscientist's AI expertise, or the lack of a computer scientist's domain expertise requires that they "blindly" trust

each other's work. Conflicts of interest arise when bioscientists and computer scientists cannot agree on common research goals or where to publish their research outcomes.

While our findings are preliminary, they might indicate potential changes in the organisation of scientific collaboration such as the increasing convergence of disciplines, and alterations in scientific workforce and training dynamics. Reflecting on these potential changes is paramount to anticipate implications for science and innovation policy.

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Postgraduate Researcher	:	<u>Ragnhild Nordset</u>
Division and Programme	:	<u>University of Liverpool PhD in Management</u>
Presentation Title	:	<u>Towards a configurational theory of employee wellbeing</u>

Wellbeing has become a key point of discussion in the social sciences and as stated by the ESRC “[d]epression, anxiety and other psychological conditions cost the UK an estimated £77 billion a year” (Sacker, 2013, p. 1). Despite initiatives of support, adverse wellbeing is on the rise with Gallup reporting that stress in the workplace is globally at an “all time high” (Harter, 2022, p. 7). Even with the knowledge accrued, wellbeing remains a puzzle which points to a possible issue with conceptualisation, i.e., framings enabling our understanding for the nature of wellbeing (Furnari et al., 2021; Inceoglu et al., 2018; Law, 2004). Wellbeing is generally approached through a correlational lens and broken down into linear and isolated elements enabling easier measurement (Furnari et al., 2021; Inceoglu et al., 2018; Steel et al., 2019). Correlational theory, most commonly applied in management theory when dealing with complexity, assumes a linear reality where the relationship between variables are of a bivariate nature (Furnari et al., 2021; Lawler, 2005; Tsoukas & Chia, 2002). The aim is often to determine the outcome of distinct factors and therefore context is often bypassed, relationships simplified and elements isolated. For an emergent phenomenon like wellbeing this may end up discounting how “... *multiple explanatory factors combine in complex and, at times, contradictory ways*” (Furnari et al., 2021, p. 778).

The phenomenon of wellbeing has been identified as, perhaps, more complex than what some of the popular proxies used to measure it in management research can accommodate for (Furnari et al., 2021; Inceoglu et al., 2018; Xanthopoulou et al., 2012). Additionally, the elements comprising wellbeing are not static, nor are they so easily discernible. Thus correlational thinking, though useful when studying its parts, falls short when attempting to account for wellbeing holistically. Conversely, the purpose of configurational theory is to develop a frame that accommodates for interdependence, emergence and causal complexity. Furnari et al. offers this as a way to explore “... *how or why multiple attributes combine into distinct configurations to explain a phenomenon*” (2021, p. 779). This paper proposes to widen the scope of wellbeing in order to discover the nuances and possible configurations leading to both poor and healthy wellbeing. To do this I will apply a configurational theorizing process developed by Furnari et al. (2021, p. 782). This process involves three stages; *scoping*, *linking* and *naming* with the aim to discover wellbeing attributes, ways in which they may be interconnected and how they manifest as wellbeing. I aim to develop a configurational model that is attentive to the composite nature of employee wellbeing, describes the interrelations between dimensions of employee wellbeing, and elaborates the causal pathways through which positive employee wellbeing may emerge.

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Postgraduate Researcher	:	Rasheed Dauda
Division and Programme	:	Innovation, Management and Policy (DBA)
Supervisor(s):	:	Prof Nuno Gil, Prof Ika Lavagnon, Prof Ian Reeves
Presentation Title	:	Attracting Investment to the Energy Sector: The Case of Power Transmission and Distribution

This research is aimed at a deep understanding on how to improve private sector participation in Utility Electricity Transmission and Distribution in Sub-Saharan Africa (SSA) through conducting multiple case analysis of SSA's first Public Private Partnership (PPP) in Utility Electricity Transmission and distribution on a continent where it is standard practice that governments own and protect electricity utility with monopoly rights over grid supplied electricity whilst other licensed private utility companies supply electricity to a secluded portion of the markets. The insolvency of utility companies in SSA represents significant investment risk in attracting private partnerships in the SSA electricity sector. Meanwhile, due to the limited financial capacity of African governments, the World Bank and many respected multilateral organizations have consistently advocated that private sector participation must be encouraged for the expansion of the electricity sector to ensure access to affordable, reliable, sustainable, and modern energy for all by 2030 as expressed in the UN Sustainable Development Goal 7 (SDG 7). Evidence is the widespread adoption of the PPP approach by many SSA governments however, despite the popular adoption of PPP approach in the past two decades to improve the sector, only six (6) utility PPPs are actively operating in SSA and in the recent period of COVID19 pandemic, electricity demand and revenue dropped for most utility companies whilst electricity theft due to illegal connections increased. These issues threaten to reverse the gains for private participation in the electricity sector and these challenges have further dampened the interest of private utilities into SSA in a period where an estimated 570 million people lack access to grid-connected electricity and the remaining 610 million people with electricity access suffer frequent power outages. Empirical evidence of business activity in Africa however contradicts the usual perception of Africa as a too-risky business context given the different dimensions of the business world at play in Africa coupled with a new understanding that is emerging. Therefore, there is opportunity for utility companies to be repositioned as credible off-takers of renewable energy to promote regional energy trade. Hence, this study explores a multiple case study approach to examine the implications of institutional theory and the strategic responses of multinational utility firms to navigate institutional voids in SSA context to understand the limitations of applying existing theories and models in order to develop new knowledge around the governance structure of Public Private Partnerships, the themes of home and host country institutional distance and cultural context for a new hybrid utility organization that can thrive in SSA.

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Postgraduate Researcher	:	Róisín Jordan
Division and Programme	:	Management Sciences and Marketing (PhD)
Supervisor(s):	:	Prof Duncan Shaw, Dr Simos Chari
Presentation Title	:	Defining whole-of-society resilience to disruptions: Theory and policy on the role of business

The term ‘whole-of-society resilience’ (WoSR) is forming a new ambition for government policy on resilience to disruptions (HM Government, 2022). WoSR is a deliberate strategy that places new prominence on the role of business in supporting local resilience – such as via operators of critical infrastructure and providers of essential services on which society depends (Galbusera et al, 2021). Whole-of-society also grounds business resilience (at the organisational level) in its wider society – such as via its local customer base and supply chains (Zackery et al, 2022). However, a lack of conceptual clarity brings uncertainty around the policy’s translation by business which problematises its operationalisation. This gap obscures a clear conceptual and practical path forward.

As a policy and philosophy, WoSR is intuitive, appealing, and appears incontestable. But, as a concept of operations, WoSR raises questions that are less easily answered. For example: What does ‘whole-of’ actually mean – does it mean every individual, community group, business, and organisation in society – so, counter-intuitively, not prioritising those known to be most at-risk? What does resilience mean in this case – does it mean every citizen and business all having the same type and level of resilience to every risk – so not prioritising those that are most vulnerable? Who is responsible for whole-of-society – is it society itself – so not prioritising those that lack capacity and agency? These questions challenge the development of government policy and the operationalisation of WoSR by business in collaboration with other parts of society.

Thus, a comprehensive and critical examination is required to uncover what the term means, what the role of business is, and elucidate how business can work with society to achieve this ambition. To address these issues the paper reviews scholarly literature to understand what research outlines to be the characteristics and objectives of whole-of-society resilience to disruptions and explore the role of business in this national endeavour – seeking to uncover how the term can be operationalised. The semi-systematic literature review (S-SLR) approach is employed to conduct this review as S-SLRs are recommended to analyse broad research areas that have varied conceptualizations (Snyder, 2019). To guide the S-SLR design, the following research questions were defined:

RQ1: What does research outline to be the characteristics and objectives that should inform government policy on whole-of-society resilience to emergencies?

RQ2: What is the role of business in whole-of-society resilience to emergencies?

Thematic analysis reveals themes that advance our understanding of the term, from which a new definition is proposed for whole-of-society resilience to disruptions. The findings illuminate how, by which, and for whom, business can be involved in its operationalisation. The findings explain businesses’ role, challenge the operational value of ‘whole-of’, and explore how business can work with society to improve resilience. This S-SLR establishes a research agenda that can inform the development of government policy on societal resilience. The definition intends to facilitate clarity on how societal resilience can be understood and operationalised.

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Postgraduate Researcher	:	Runze Zheng
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Prof Mark Healey, Dr Karl Taeuscher
Presentation Title	:	Pivoting and organizational identity: A longitudinal study of strategic reorientation and business model innovation in new ventures

Recent studies suggest that for new ventures pivoting is a possible key to success as entrepreneurs often need to adjust their business model to align with new developments (Kirtley & O'Mahoney, 2023). Initial evidence suggests that identity—entrepreneurs' sense of 'who we are'—might be a critical cognitive factor that influences the processes and outcomes of pivoting (Hampel et al., 2020). However, we understand little about the dynamics of identification in the decision to pivot (or not) by entrepreneurs and their teams and how identity concerns influence business model innovation when pivoting. Accordingly, the proposed research question is: What is the influence of entrepreneurial identity and identification on the processes and outcomes of pivoting in new venture?

To understand why and how new ventures conduct strategy as pivoting, I plan to adopt in-depth longitudinal, qualitative study to analyze the reason for this different pivoting decision creating by connecting the relationship between the business model innovation and organization identity. Qualitative methods are suited for this research as it enables to make a thorough exploration of a phenomenon whose boundaries are not readily apparent beforehand. The research plans to study technology ventures and these technology ventures are ideally with similar backgrounds to compare episodes involving perseverance or pivoting using a replication logic to generate robust findings. Given the limited understanding of the dynamics of identification in the decision to pivot (or not) by entrepreneurs and their teams and how identity concerns influence business model innovation when pivoting, this research aims to use open coding to identify what influence the dynamic of entrepreneurial identification in processes and conduct QCA analysis to analyze the influence on the outcome of the pivoting.

This research is expected to have several impacts on practice. First, it helps entrepreneurs understand and manage identity concerns during periods of potential reorientation, so they can manage the stresses and strains of changing 'who we are' when deciding when and how to pivot. Then, this research may shed light on the role of identity in the decision-making process of entrepreneurs and their teams. By exploring how identity concerns shape their attitudes and behaviors towards pivoting, the study may help identify the factors that hinder or facilitate the decision to pivot and contribute to the advancement of theoretical frameworks in the field of entrepreneurship, particularly around the role of identity in decision-making and the process of business model innovation when pivoting.

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Postgraduate Researcher	:	<u>Samer Itani</u>
Division and Programme	:	<u>Management Sciences and Marketing (PhD)</u>
Supervisor(s):	:	<u>Dr Ilma Nur Chowdhury, Dr Matti Jaakkola</u>
Presentation Title	:	<u>The Role and Implications of CDR on AI-Driven Service Organisations</u>

Corporate digital responsibility (CDR) is receiving increased research attention with the rise in artificial intelligence (AI) use within organisations. CDR focuses on the measures organisations implement in order to achieve ethical practice while using digital technology. CDR is typically associated with greater responsibility at the social, economic, and environmental level. AI is an evolving technology that is being used by organisations to alleviate the physical or mental burden related to job tasks at the workplace and to transform customer experience. However, AI use in organisations can have negative effects such as employees' fear of being replaced by AI, and growing concerns on ethical issues such as transparency and privacy with regards to handling customer information. These potential negative implications remain underexplored.

This study explores the role of CDR in services by addressing the following research questions: How is CDR implemented in service organisations that utilise digital technology such as AI? How can good CDR practices in a service organisation balance the trade-offs between achieving organisational objectives and ensuring social responsibility towards an organisation's internal and external stakeholders such as employees and customers? The purpose of this study is to understand the concept of CDR and explore how it can address the problems of AI use in services, leading to potential outcomes such as job stability, digital transparency, and customer trust.

Due to the novelty of the research area, a semi-systematic literature review is being conducted to identify the CDR processes relating to AI use and to develop a research agenda. Multiple case studies will be conducted to understand the process of CDR incorporation within service organisations. Semi-structured interviews and focus groups will be used to address the research questions related to how CDR can contribute to better AI use in service firms.

AI has been increasingly utilised by service industries, both to facilitate service encounters at the frontlines and to provide backstage support for employees during service delivery. However, the service literature provides little guidance on how CDR can be used in service organisations as a potential solution to resolve current concerns regarding job replacement, information security, and digital privacy. This study therefore holds important theoretical and managerial implications and attempts to reveal how CDR applied in the context of AI use can influence the internal and external stakeholders of service organisations. The research findings could inform policymakers about issues that are important in the context of AI use and could direct organisations that are yet to implement or are only in the process of implementing CDR towards areas that require utmost attention.

Keywords: corporate digital responsibility (CDR), artificial intelligence (AI), digital ethics, services

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Sergey Mazyavkin

Postgraduate Researcher	: <u>Sergey Mazyavkin</u>
Division and Programme	: <u>Accounting and Finance (PhD)</u>
Supervisor(s):	: <u>Prof Kevin Aretz, Dr Alex Taylor</u>
Presentation Title	: <u>Zombies and the Cross-Section of Stock Returns</u>

A small but emerging literature in economics and corporate finance studies the implications of *zombie firms* for firm policies and aggregate market outcomes. In this literature, a zombie firm is defined as an economically unviable firm struggling to meet its debt repayments which is allowed to continue to operate due to its creditors gambling on resurrection. In particular, it has been shown that the existence of zombie firms has strong effects on viable firms in the same market, for example, inducing them to invest less into physical capacity, employees, and innovation (Caballero et. al, 2008) and lowering their capacity utilisation, profitability, and value-added (Shen and Chen, 2017). In addition, it has further been shown that the existence of zombie firms can produce significant capital misallocations (Hsieh and Klenow, 2009).

While zombie firms thus matter both from a corporate finance as well as a macroeconomic perspective, there is no research so far looking into whether they also affect asset prices and thus firms' financing costs. Currently, I am working on closing this gap in the literature, asking how the existence of zombie firms affects the cross-section of stock returns in industries with both zombie and non-zombie firms. To do so, I am to do theoretical and empirical research. On the theoretical front, I want to develop a simple real options model featuring both zombie and non-zombie firm to study how the existence of the zombie distorts the non-zombie's policies and thus its expected return. On the empirical front, I test the implications of the real option model by running standard asset pricing tests, such as portfolio sorts and Fama and MacBeth (1973) regressions.

Up to now, studying the U.S. market, I have found that the expected returns on stocks of healthy firms operating in zombie-congested industries are higher on average than the expected stock returns of healthy firms operating in zombie-free industries. The effect is robust after controlling for conventional cross-sectional return predictors such as momentum and investment. Furthermore, after controlling for common risk factors, it turns out that healthy firms operating in industries with high fraction of zombies are mostly growth, low-profitability firms that is line with existing literature. The spillover effect I have found shows up in the full universe of firms, although it is more pronounced among small firms. This finding is supported by empirical asset pricing literature (Fama and French, 2008).

Altman et. al (2021) show that the phenomenon of “zombieism” becomes global, so it is important to study asset pricing implications as they are then translated into the cost of capital. Therefore, further empirical challenges would be looking whether healthy firms obtain less favourable IPO/SEO pricing terms depending on the degree of industry zombieism. Similarly, credit assets' returns (bonds, secondary loan market) and thus debt financing terms are likely to be affected. That would be great supplementary evidence for my research.

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Postgraduate Researcher	:	Seyedamirhossein Salehiamiri
Division and Programme	:	Management Sciences and Marketing (PhD)
Supervisor(s):	:	Prof Richard Allmendinger, Dr Arijit De
Presentation Title	:	Internet of Medical Things (IoMT) and wearable devices: A new developed technology to address Home Health Care (HHC) patients

The number of home caretakers is rising rapidly due to an increasing number of elderly people, recent pandemics, and the advancement of home health care facilities. Wearable medical devices and the Internet of Medical Things (IoMT) help health care managers monitor patients in real-time and provide remote medical care. This reduces home visits and helps Home Health Care (HHC) companies plan their resources. The paper addresses the HHC planning problem to allocate the optimal number of experts to patients while minimising the delay in visiting the patient, matching medical expertise with patient needs, and identifying the patient's visit sequence. To tackle this, a new mixed-integer mathematical problem is proposed to reduce the total visit time for patients. This paper makes three key contributions towards tackling this plan, including (i) providing a formal definition of the problem and putting it in context with related work, (ii) initial analysis of several heuristics to solve the problem, and (iii) discussing future research needed to facilitate the adoption of this technology by care providers. The results indicated that the application of computational intelligence combined with IoMT can decrease patient visitation time by 3.71 percent in a daily plan and hence lead to improved care for HHC patients.

Keywords: home health care, internet of medical things, computational intelligence, care planning.

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Postgraduate Researcher	:	Shubhanghi Sharma
Division and Programme	:	People, Management and Organisations (PhD)
Supervisor(s):	:	Prof Sheena Johnson, Prof David Holman
Presentation Title	:	Flexible working arrangement and its related challenges: a literature review

Organizations are striving to become agile by adopting the advances in technology and varying market conditions while addressing environmental aspects, mitigate cost and attract talent workforces. Organizations are adopting flexible working arrangement for their employees while adapting to the changing working style and such policies assisting in achieving greater workforce diversity. Increased pressure from government and policy makers have led to adoption of flexible working arrangements as it offers several opportunities to employers, employees and to economy.

De Menezes (2011) defined flexible working arrangements as 'working arrangements that allow employee to vary the amount, timing, or location of their work'. Flexible working covers various types of working arrangements which includes compressed time of work, non-standard work hours, reduced hours of work, remote work etc. Flexible working can be established between organization and employee through formal or informal arrangement.

Flexible working arrangement (FWA) has positive as well as negative impact on employees and employers, which requires thorough investigation in terms of exploring the potential challenges an organization faces while adopting FWA (Kelliher et al. 2019). Extant literature has highlighted positive impact of FWA with employee efficiency and productivity (Hill et al. 2003; Kossek et al. 2008). Other research works depicted that job sharing, which is a type of FWA, has negative effect on flexitime and employee performance (Meyer et al. 2001).

Past literature provides mixed results and varied experience related of flexible working arrangement and furthermore highlights that the impact of FWA on employee outcome is inconclusive (Kelliher et al. 2019). Extant literature depicts the need for thorough identification of the underline factors which affects the relationship between flexible working and employee outcome. Therefore, the current study aims to perform a further investigation for identifying the factors influencing flexible works and to understand the challenges related to FWA.

The PRISMA flowchart has been adopted as a methodology for identifying the useful and relevant studies which can be investigated to identify the factors positively and negatively impacting flexible working arrangements. Findings obtained from the relevant papers highlight that for teleworking employees (which is a type of FWA), work overload leads to emotional exhaustion, mainly due to role ambiguity. Although, if there is a thorough clarity of the job role among teleworking employees, then it helps to mitigate the emotional exhaustion even during work overload scenarios. Insights obtained from other relevant research works depicts the challenges associated with FWA such as ineffective communication among project teams leading to decrease in group cohesion. Other challenges of flexible working arrangement are also identified such as fear of loss of job, lack of social interaction, job insecurity and increased health issues. Depending on the extant literature, we elicit key themes while ascertaining the basis for future research agenda.

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Postgraduate Researcher	:	Suprit Bhattacharya
Division and Programme	:	People, Management and Organisations (DBA)
Supervisor(s):	:	Prof Timothy Devinney, Dr Nuruzzaman Nuruzzaman
Presentation Title	:	Responses of Supply chain managers to Disruptions in the Global Supply Chain Processes

Topic - Responses of Supply chain managers to Disruptions in the Global Supply Chain Processes – A Chemical Industry perspective

The Problem - The impact of individual-level beliefs on management risk assessment and responsiveness to a potential disruption has long been considered that when presented with a risk, management choices are formed by objective assessments of likelihood and effect utilizing statistical analysis and quantification methodologies.

However, existing behavioral research suggests that the unpredictability of a disruptive environment and people's restricted rationality lead managers depend on subjective risk assessments modified by various socio-psychological variables.

This study will look at perspectives of Managerial decision-making by their perception and propensity to take risks.

Objectives - When there is a problem in the supply chain, it is usually up to the manager in charge of coordinating the supply and demand of the product or component to identify the potential danger and take corrective action, such as changing the path of transportation, increasing stock levels, or finding a new provider.

Recent research demonstrates that managers react to similar occurrences in consistently different ways. Therefore, it is necessary to identify the core reasons for such changes to enhance the efficacy and predictability of disruption management methods.

We will use existing research to verify what factors elicit different responses in Supply chain Managers and what influences they face during a disruption compel them to make that decision. (Checking what makes them tick!)

Methodology – A mixture of components from two theories will be used:

Normal Accident Theory (NAT) would be very suitable for finding variables in the disruptive part.

Prospect Theory will be used for the variables in the Risk management part of the research.

This study will employ Survey research with an experiment to involve participants in a hypothetical situation to elicit responses and later analyze them statistically.

A pre-research will be done to find the proper group and disruption types to create the situation in the survey.

A quantitative experiment survey study has two components:

1. A situational experiment is a central element, and
2. A typical survey for the simultaneous and supplemental assessment of extra respondent-specific variables is employed as covariates in the analysis of experimental data.

Contribution - Contribution to Individual responses (SC Managers) in case of supply chain disruptions - Previous studies have revealed that an organization's response to a disruption event might vary widely depending on several different behavioral and environmental elements. Our research will prove that based on different demographics, individuals, and risk behavior, some decisions against the current literature will occur. Businesses may utilize this research to incorporate demographics, propensity, and perception considerations into their supply chain management risk assessments. Human resource management strategies may also be used by businesses to educate staff members about the underlying causes.

Postgraduate Researcher	:	<u>Tien Nguyen</u>
Division and Programme	:	<u>University of Liverpool PhD in Economics</u>
Presentation Title	:	<u>Privacy, Currencies and Digital Banking</u>

Tien Nguyen & Timothy Jackson

We investigate a mechanism by means of which Stablecoins could participate in the competition of different methods of payment and potentially replace a significant proportion of banking deposit. Traditionally, cash is an efficient medium of exchange to preserve privacy. With the growth of contactless payment, banking deposits become more dominant and cash usage has decreased drastically. While it is fast and secured, banking deposits also take away the privacy of the users, and their data can be used by the banks or third parties to exploit them. Stablecoin unites the best of both worlds: it enjoys the benefit of both cash (privacy) and banking deposit (online facilitating). Thus, Stablecoin could potentially offer a remedy to this problem.

The related literature on privacy in payment and lending has considered the following issues so far. He et al. (2022), focusing on financial privacy for users in general, explore the competition between banks and lending platforms and the effect of open banking and consumer data sharing on borrowers. Kahn et al. (2005), Garratt and Van Oordt (2021), Parlou et al. (2022) focus on privacy for customers. Kahn et al. (2005) model privacy directly as a protection against moral hazard. Garratt and Van Oordt (2021) study a setting where customers are prone to price discrimination where there is lack of privacy protection. Parlou et al. (2022) investigate the benefit of Fintech platforms in affecting the customers information flow to banks and improving customers welfare. Ahnert et al. (2022) examine the privacy for business via different mediums of exchange in lending market. Our paper also focuses on the benefit of financial privacy for business but differs in the introduction of Stablecoins.

Our paper builds on the framework of Ahnert et al. (2022). They study a theoretical model where CBDC (central bank digital currency) provides an efficient tool for sellers to protect their privacy and improve their welfare. However, many current CBDC projects have showed that privacy is not guaranteed for users on the network (Auer et al., 2023). Our paper expands this framework to study the application of Stablecoin in preserving the privacy of the sellers from the bank. We achieve this by having sellers choose a means of payment with cash, banking deposit or stable coin. Cash provides the benefit of anonymity but has the drawback of inefficient matching, while banking deposits occurring online enables perfect matching but does not provide the benefit of anonymity, thus allows the bank to exploit the sellers gains by charging higher interest. Stable coin provides perfect matching, does not allow the bank to exploit the seller's gains but does have a transaction fee. Our analysis brings to light the justified welfare that sellers could obtain stemming from the reduced rent extraction in the lending market. We thus show the benefit of privacy to sellers that Stablecoin could provide as a medium of payment.

The model from Ahnert et al. (2022) describes the interaction between three classes of risk-neutral agents. These are banks, sellers, and buyers. Sellers and buyers are further divided into high type and low type. The proportion of high-type sellers and high-type buyers are both given by q . High-type sellers want to maximise their interactions with high-type buyers. Transactions can take place either online (deposit/stablecoin) or offline (cash). The reservation utility, λ , is the minimum payoff that the seller should obtain after paying interest to the bank. We solve the model to find the constraint values of λ and q and derive optimal choice of payment for sellers.

Our main conclusion is that the introduction of Stablecoin with sufficiently low transaction fees is capable of increasing welfare for sellers by reducing the informational exploitation from the banks. Stablecoins could replace a large amount of cash and banking deposits in transactions since it facilitates perfect matchings with low cost. Lending platforms, as long as banks do not sell the sellers' data to them, could possibly bring back banking deposits, the amount of which depend on how much reservation utility sellers can obtain from the platforms.

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Postgraduate Researcher	:	Wanyu Zhang
Division and Programme	:	Innovation, Management and Policy (PhD)
Supervisor(s):	:	Dr Khaleel Malik, Dr Dimitri Gagliardi
Presentation Title	:	External factors affecting the digital transformation of manufacturing SMEs

The digital transformation is important for many industries and firms to gain a competitive advantage. Small & Medium-Sized Enterprises (SMEs) play an important role in any national economy. But due to their resource limitations, SMEs generally face more difficulties than large corporations face. Internal factors within the organisations are crucial for digital transformation of SMEs. Factors external to the organisations are also important driving forces that cannot be ignored. However, there is very limited empirical research showing how these external factors, especially government support, affect and help the digital transformation of SMEs. This paper focuses on the role of the government and tries to explore how can the government promote the digital transformation of manufacturing SMEs. This paper uses both primary and secondary data to collect data. Primary data utilizes semi-structured interviews with 36 informants from Chinese manufacturing SMEs and 8 non-SME participants consisting of external experts. Secondary data includes reports and government policies related to manufacturing and SMEs in China. This paper connects policies and empirical data to address this research gap.

Our findings confirm that digital transformation is an inevitable phenomenon for SMEs. This paper presents success factors that affect digital transformation in Chinese manufacturing SMEs. Internal factors drive SMEs because digital transformation provides huge opportunities. External triggers include competitors, customers, government, industries, and unexpected events that promote a focus on digital transformation in SMEs. This paper focuses on the external factors and highlights that government is an important factor in supporting the digital transformation of SMEs. The government has a determinant role in building digital platforms, industrial clusters, data sharing and security and encourages collaboration between SMEs and universities. We found that the Chinese government has made great efforts and launched multiple related policies involving funding, digital technologies, etc. to support the digital transformation of manufacturing and SMEs in recent years. However, there is still a gap in meeting those organisations' needs. For example, there is a lack of policies related to recruitment difficulties in manufacturing SMEs. Young people have less willingness to engage in traditional manufacturing because of low salaries and social status, and another problem is the lack of vocational education, which increases the burden of employee training for SMEs. We also found that geographical factors are important for digital transformation in SMEs in China. For example, the level of digitalization in the northern region is obviously lagging behind, and SMEs in those areas face more challenges in digital transformation.

This research is important for SMEs embarking in their digital transformation journey. We show that traditional manufacturing-based SMEs cannot successfully introduce digital transformation alone. These SMEs require support from governments to fully implement digital transformation. This research helps SME managers to identify external factors that support their digital transformation but primarily has important implications for policymakers in supporting the successful digital transformation of SMEs.

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Xinyue Wang

Postgraduate Researcher	:	Xinyue Wang
Division and Programme	:	Management Sciences and Marketing (PhD)
Supervisor(s):	:	Dr Tahir Abbas Syed, Prof Nadia Papamichail
Presentation Title	:	Big data analytics in Crisis Management: A review with bibliometric analysis

Purpose—Big Data Analytics (BDA) has been considered an advanced data analysis tool that opens new possibilities for crisis management. BDA can assess and analyze real-time information from large volumes of data generated during the crisis, drive valuable insights, and then support organizations in setting up suitable and timely practices to combat the crisis. As the number of crises (i.e., COVID, floods, geopolitical conflicts) has increased in recent years, concern has grown worldwide about how to extend the critical knowledge of BDA to enable crisis management to prevent and respond to crises. However, the studies in this research field are diverse and fragmented, and few attempts have been made to synthesize the existing knowledge, which calls for a literature review to ascertain its development.

Design—This paper applies the bibliometric method to systematically investigate the existing literature regarding BDA-enabled crisis management practices. The sample for this study contained a total of 240 articles published between 2014 and 2021 from the Scopus database. The sample was analyzed with bibliometric techniques, including distributive analysis, citation analysis, co-citation analysis, and content analysis, to examine the current research focus and entail potential directions for future BDA research in the crisis management context.

Findings—The findings of the study contribute to the research of BDA adoption in crisis management. This study identifies most productive authors and well-cited journal articles to highlight seminal work in this area. Findings discuss applied methodologies to not only reveal the dominant practices but also highlight methodological shortcomings and its implications in BDA research. This study has also identified seven research clusters. These key research domains for BDA adoption in crisis management research will help researchers avoid overlaps. Through the clusters, this study identifies the current research gaps and future research opportunities. This finding will encourage researchers to expand big data analytics research in the context of crisis management. Finally, this study proposes an integrative framework based on the findings identified in 7 research clusters. This framework presents the underlying process and BDA applications in crisis management in relation to business practices. This framework can be used as the basis for compiling guidelines for researchers to understand the overall functionalities for BDA in crisis management.

Contributions—This study contributes by providing new insights on the topic of BDA in crisis management. The research extends previous work that highlighted natural disaster crises and research published prior to the COVID outbreak. Rather than focusing on a conceptual approach, this research also reflects on current BDA research trends in the CM research field. As a result, this study fills a research gap and provides a state-of-the-art review of BDA adoption in crisis management practices to help researchers and practitioners integrate knowledge from existing studies for further research into and development of managerial practices.

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Postgraduate Researcher	:	<u>Yuchen Su</u>
Division and Programme	:	<u>University of Liverpool PhD in Macroeconomics</u>
Presentation Title	:	<u>The welfare-increasing of financial transaction tax</u>

The financial transaction tax is a proportional tax on financial transactions, which is firstly proposed by Tobin (1978). Due to the financial transaction tax, agents cost more to readjust their portfolios of liquid and illiquid assets in response to liquidity shocks. The financial transaction taxes might be against the market, but many countries have introduced the financial transaction tax. In Singapore, 0.2 % of financial transaction taxes are issued on stocks. In South Korea, 0.3 % of financial transaction taxes are issued on stocks and corporate bonds. The benefit of financial transaction taxes is to suppress speculation in the market to reduce financial risk. Policymakers expressed renewed interest in financial transaction tax, especially after the financial crisis.

The previous research of financial transaction tax focus on the basic intuition in favor or against this tax and their analysis is often reduced-form. Very few studies offer the underlying frictions that give rise to the need for financial transactions in the first place and offers the analysis on the welfare implications of financial transaction tax. The developing countries will be discussed in this research because previous papers always focus on developed countries and most developed countries have introduced the financial transaction tax already.

My research focuses on the welfare-increasing of financial transaction tax in different model. The contribution is showing below. The first is price mechanism. For the goods market, different assumptions of how to determine the terms of trade are made. In this paper, the terms of trade are determined by the proportional Kalai bargaining solution. The second is limited commitment. In the previous research, the primary bond market is full commitment, which is frictionless. A choice-theoretic dynamic general equilibrium model with frictions can be built to make financial-transaction taxes essential. These frictions include a lack of record-keeping and a lack of commitment. Financial trading is assumed to improve the allocation by essential. In my research, I add the limited commitment to the primary bond market. In this paper, agents can break their promises to refuse working or follow the promises in the primary bond market. Last is the countries. Previous papers always focus on developed countries or the area of the European Region and North America. This research focus on developing countries. The data is collected from developing countries, China and Mexico.

The key result is that imposing a FTT in the secondary bond market can be welfare improving. It corrects pecuniary externality which is agents do not take into account how their portfolio choice affects equilibrium prices.

I use the calibration to analyze the model. The optimal tax is calculated numerically by searching for the welfare-maximizing value of tax, holding all other parameters at their calibrated values, which is about 3 percent. Financial transaction tax will cost more to readjust portfolios of liquid and illiquid assets in response to liquidity shocks, so agents will hold more liquid asset in advance. The increase in the demand for liquid assets will drive up the value of these assets, and this effect will increase welfare because it will improve the insurance for this agent and other market participants.

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