



## Conference General Track: Uncertainty is a great opportunity

### Conference General Track

The Conference General Track is dedicated to the central theme of the conference. It welcomes papers aimed at discussing how management research and education can contribute to an interesting debate of how uncertainty can be turned into a great opportunity for organisations.

During EURAM 2015, we propose to change the generic viewpoint of uncertainty towards a more opportunity-seeking framework. Uncertainty can be both a threat and an opportunity for organisations that we are working for, studying, or leading. The positive response to the challenge of uncertainty is, we believe, the most constructive stand that we can take, the one that also may equip us well to deal with further challenges that the future may bring. It is worth to debate some of the following (although more questions may arise as we delve into the topic!) issues: what resources organizations need to develop in order to be able to capture the changes that uncertainty may bring? Which organizational forms and structures respond well to the challenge of uncertainty? What kind of leadership is most suited to navigating organizations through the waves of unexpected and unpredictable storms? How can we better educate people to make them more competent in meeting with uncertainty? How should organizations manage their boundaries in order to be able to absorb changes that uncertainty carries? Are the notions that we already seem to know well (such as innovation, knowledge, intellectual capital, leadership...) perhaps assuming a new meaning at the time of uncertainty?

### Conference General Track Officers:

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## Topics sponsored by the SIG

### T\_14-01 Emergency management, Crisis, Recovery and Organisational Resilience

Management research in emergency services is an evolving phenomenon. Similarly, managing and recovering from the crisis will need a diverse range of capabilities from individuals and organizations. During a crisis, emergency measures are required to minimise damage to life and property while after a crisis planned strategies/methods are required to return the situation to an acceptable state which could become the 'new normal' that would require adapting to. We welcome scholars from any field of management, psychology, and organizational learning to submit papers that would enable engaging in cross-disciplinary dialogue between scholars interested in emergency services management, crisis management, and recovery. In particular, researchers will have opportunities to report their results on extreme risks and their management, complex projects, dealing with chaotic situations and disaster recovery programs.

Topics include (but are not limited to):

- Emergency services management
- Crisis/disaster management and recovery
- Complex project management
- Managing chaos & safety management
- Role of NGO's
- Developing the theoretical and methodological foundations of emergency response services
- Measurement, management and monitoring of the performance of emergency services
- The role of the media including social media
- Relief efforts
- Leadership domains in international responses across multiple agencies
- Health and welfare
- Managing the spiritual aspects of recovering from a crisis
- Community competence and resilience
- Application of information and communication technologies
- Psychological issues
- Soft systems methodology
- Visualisation methods
- Simulation techniques

Emerald Group Publishing and the International Journal of Emergency Services (IJES) will be offering the author of the best paper award at the track and an invitation to be considered for publication in IJES and one-year complimentary online access to the journal. For the 2015 Conference, IJES is coming out with a special issue from the conference papers ([click here](#)).

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Keywords	Emergency management	Crisis management	Recovery
	Risk management	Organisational Resilience	Disaster Recovery

## T\_14-02 Uncertainty, Poverty and Responsible Management Education

Poverty eradication was the first Millennium Development Goal (MGD) proclaimed by the United Nations in 2001. Although significant results have been achieved in reducing global poverty, the new Sustainable Development Goals, which translate the eight, original MGDs into a Post-2015 Agenda process, and the significant amount of ESF funding for poverty reduction and social inclusion in the EU both indicate that poverty is still a pressing issue and remains high on the international agenda. Businesses have helped reduce global poverty levels by rethinking their business objectives, strategies, and purposes. How best to build sustainable, inclusive markets given the specific constraints and complexities of low-income environments is uncertain.

Business schools and business programs, likewise, have evolved in understanding their role in developing managerial, leadership and entrepreneurial talent for poverty alleviation. The Report on Fighting Poverty through Management Education: Challenges, Opportunities, and Solutions June 2012 found that while some business schools already had changed their curricula and pedagogies to include poverty-related issues, other schools needed more discussion, more research, and more pedagogical materials before initiating change. Two new books on “why” and “how” to integrate poverty-related issues into management education begin to address these issues.

This proposed topic calls for contributions that are related to a better understanding of (a) the issue of poverty and its economic, cultural, historic and social causes and consequences, and (b) the role that businesses, business schools and other stakeholders could and should play in poverty eradication.

Conceptual, empirical, and focused research papers that advance our understanding about the role, dynamics, and impact of corporations, their supply chains, other stakeholders and the respective partnerships, on poverty reduction, are welcome. Additionally, papers that link responsible management education with the knowledge, skills, attitudes, and actions needed by undergraduates, post-graduates, and executives to alleviate poverty are encouraged. Empirical and focused research papers should demonstrate how evidence-based management practices result from the poverty-alleviation research.

The overall goal of this topic is to solicit papers that will contribute to creating a new intellectual, research, educational and institutional agenda that would enable businesses, business schools and other actors to turn challenges, and the inherent uncertainties, into new opportunities for poverty alleviation and the creation of sustainable social, environmental and economic value, which is also related to the agenda of the EURAM SIG on Business for Society.

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Keywords	Uncertainty Inclusive development	Poverty Pedagogy and Curriculum Change	Responsible Management Education

## T\_14-03 Uncertainty, Leadership and Leadership Development in Dynamic Societies

Globalization, technological progress, structural, sectorial, institutional, demographic, sociological and psychological changes keep on accelerating and also increasing the level of uncertainty regarding their impact on the future economic development and social change. The 2008 global crisis has further amplified this. Business, environmental, and social issues have become increasingly more complex and uncertain, which creates equally complex and uncertain leadership challenges. In such a context, leadership development and the role of academia become critical.

The complexity and uncertainty bring also new opportunities, particularly if the respective responses from businesses and business schools are developed and supported by innovation, creativity, and entrepreneurialism.

Dynamic and transitional societies have successfully dealt with the specific challenges of an unprecedented economic restructuring and social change. They have demonstrated their capacity to turn challenges into opportunities. Today, on the move from transition towards transformation, the lessons learned in the past are important, but not sufficient.

Achieving and sustaining competitiveness goes hand in hand with the environmental and social responsibility of all actors involved. This calls for a new role of business in society, sustainable development, and responsible leadership. Consequently, this calls for a new role of business schools as responsible change agents, which will explore new ways of developing leaders for the future we want.

The proposed topic calls for contributions that are related to a better understanding of; (a) the new business, leaderships and leadership development challenges resulting from complexity, uncertainty and specific economic, social, cultural and historic contexts in different dynamic societies in Europe and around the globe; and (b), the role that businesses, business schools and other stakeholders could and should play in developing appropriate managerial, leadership and entrepreneurial talents.

Conceptual, empirical, and focused research papers that advance our understanding of the role of leadership in complex, uncertain, and culturally specific transformational environments are welcome. Additionally, papers that link responsible management education and pedagogy with the knowledge, skills, attitudes and actions needed by future leaders are encouraged, particularly when demonstrating how evidence-based leadership practices result from innovative pedagogy.

The overall goal of the topic is to solicit papers that will enable an open, critical, and multi-perspective dialogue and debate, contributing to creating a new intellectual, research, educational and institutional agenda that would enable businesses, business schools and other stakeholders to turn uncertainty and the related leadership and leadership development challenges into new opportunities.

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Keywords	Uncertainty Leadership development	Complexity Pedagogy and curriculum change	Leadership challenges