



Special issue



EURAM'15
17-20 JUNE, 2015 / WARSAW

Uncertainty is a great opportunity



KOZMINSKI UNIVERSITY



Uncertainty as a Great Opportunity

Lech Walesa



The EURAM 2015 theme could not have been more emblematic for Koźmiński University the host of EURAM 2015 in the city of Warsaw, Poland. While Warsaw and its history complimented the conference theme well due to its share of lessons in coping with uncertainty, the opening Keynote Speech for the 15th EURAM conference was given by **Lech Wałęsa**, a historical figure who can attest to that history in the making. A legendary Solidarity

leader of the first independent trade union, Lech Wałęsa played a significant role in bringing about the downfall of communism in Poland. He received the Nobel Prize for Peace in 1983 and went on to become the first democratically elected president of the Republic of Poland. Lech Wałęsa served as president between 1990 and 1995. Lech Wałęsa opened his keynote with a bold claim one that he rightfully deserves. "I am revolutionist", And then went on to amuse his audience reciting history and tales of wisdom the like of 'great divisions'; of 200 men who fought for change against 200,000 Soviet soldiers with little success; yet even with such uncertainty came a great opportunity provided by a papal appointment and other supporters. Within a year of Pope John Paul II's appointment, Lech Wałęsa had gathered over two million supporters. Change was now not only possible but inevitable. 'I want you to believe', he lamented. Soviet soldiers watched the rallies as the people cheered for their Polish Pope. Change had happen. In his speech, he also called on business leaders to take action in the fight for freedom and unity. Although he spoke on various issues both at macro and micro levels of geopolitical environment, his message was fundamentally an unequivocal and eloquent. A call to all to take responsibility and fight for freedom and unity.



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The second Key Note speaker **Lila Tretikov**, executive director of the Wikimedia Foundation, gave an inspiring speech touching on challenges and opportunities technology and the student for the future. She also spoke about a workable business model of the non-profit Wikimedia and the challenges for educating the more connected and technologically adept student of the future. Lila Tretikov is the Executive Director of the Wikimedia Foundation, which is a non-profit foundation that provides equal access to knowledge through services like Wikipedia; the world's largest encyclopedia, available in 285 languages and the fifth most popular website in the world.

Lila Tretikov**Prof. Koźmiński**

The closing keynote was presented by **Prof. Koźmiński**, taking the conference theme into detail and elaborating on the uncertainties and challenges of management as a practice but also as a school and how that can be shaped by recognising an opportunity with the model. He challenged his audience mainly academicians to rethink management theory that was taught at his time in college and the same theory being taught now when so much has changed. He asked 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?

[You can watch a full video of the speech here](#)





Joan E. Ricart, the founding President, cutting the 15th anniversary EURAM cake.



EURAM 15th anniversary



EURAM

celebrates its 15th anniversary with the loyal members present at the conference.

From left to right: **Luca Gnan**, President - **Peter McKiernan**, Past President, Fellow and loyal member - **Joan E. Ricart**, Founding President, Fellow and loyal member - **Luisa Jaffé**, Executive Officer - **Morten Huse**, Past President and loyal member - **Sibel Yamak**, President-Elect - **Kathrin Moeslein**, Ex-Vice President, Fellow and loyal member - **Dorota Dobija**, Conference Chair 2015.

Other participants have taken EURAM 15 experience with them to their blogs – below is from Alex Hope

“All in all the **EURAM 2015** conference was a fantastic event and one that was very productive both in terms of learning, receipt of prizes, opportunities for further work and publications, and perhaps most importantly connections and friendships made. I can highly recommend the EURAM conferences to anybody interested in management or business related topics and I am looking forward to EURAM 2016 which is to be held in Paris at the University Paris-Est Creteil (UPEC) on the topic of ‘Manageable Cooperation.’

<http://www.drsustainable.com/conference-report-european-academy-of-management-euram-warsaw-2015/>



AWARDS



Award for EURAM 2015 Most Inspirational Paper

“Sharing Knowledge on Demand: Some Paradox of Organizational Factors. Empirical Evidence from International Manufacturing Companies”

Track: Leadership, Culture and Simulations - Strategic Interest Group: Organisational Behaviour

Authors: Sara Lombardi, LUISS Guido Carli University, Vincenzo Cavaliere University of Florence & Mariacristina Bonti University of Pisa

Award for EURAM 2015 Best Paper

“The more International Experience, the better? The Link between International Experience Variety and Career Advancement”

Track: Top Management Teams & Business Elites, Strategic Interest Group: Corporate Governance

Authors: Dimitrios Georgakakis, University of St. Gallen, Tobias Dauth, HHL Leipzig & Winfried Ruigrok, University of St. Gallen

Award for EURAM 2015 Best Reviewer

Axel Walther, Reinhard-Mohn-Institute, University of Witten/Herdecke

Track: Board of Directors
SIG: Corporate Governance



VIDEO

<https://www.youtube.com/playlist?list=PLqelBuMtUtcQ5YzsS4JyGSVFTmnbBJ1m1>

PHOTOS

<http://www.euram-online.org/newsroom/media/annual-photos/133-photos-2015.html>

<https://www.flickr.com/photos/kozminskiuni/sets/72157654720091341>





AWARDS



The three best papers winners of the **Innovation SIG** at Warsaw.

The awards were given out at the SIG innovation social event at Warsaw.

Sponsored by:



1st Prize € 500

1244 - WHAT MAKES A GOOD IDEA? A SIGNALING APPROACH TO THE ASSESSMENT OF IDEA QUALITY OF INNOVATION IDEAS

Julia K. Fröhlich - UNIVERSITY OF BERN

Andreas Hack - UNIVERSITY OF BERN

2nd Prize € 300

1830 - MANAGING THE IMPACTS OF NON-VERBAL DEVICES ON IDEA GENERATION: A NEW CHALLENGE FOR CREATIVE LEADERS

Juliette Brun - MINES PARISTECH – CGS

Hicham Ezzat - MINES PARISTECH – CGS

Benoît Weil - MINES PARISTECH – CGS

3rd Prize € 200

2059 - BUSINESS MODEL INNOVATION: A STRATEGIC ENTREPRENEURSHIP PERSPECTIVE

Spieth Patrick - UNIVERSITY OF KASSEL

Schneider Sabrina - UNIVERSITY OF KASSEL



The **DOCTORAL COLLOQUIUM** took place on Monday and Tuesday before the main conference (June 15th and 16th) in Jabłonna Palace in the northern outskirts of Warsaw.

The palace is owned by the Polish Academy of Sciences. It is from 18th century.

Apart from intensive group work in teams of 4 or 5 (1 mentor + 3 or 4 participants) there were keynotes from the splendid:

- Luca Gnan - Sustaining a Publications Career;
- Julienne Brabet - Intellectual courage in the publish or perish era.

Special sessions run by:

- Ian Sutherland (hot topics in qualitative research)
- Remi Jardat (doing research that matters)
- Wojciech Czakon (hot topics in quantitative research)
- Luca Gnan (ethics in academia)

AWARDS



EURAM Doctoral Colloquium

Best Paper Award - 1st Prize

FINANCIAL CHALLENGES OF FAMILY BUSINESSES
AND ENTREPRENEURIAL FAMILIES

Michael Gaska
University of St. Gallen

Best Paper Award – 2nd Prize

THE NEW OPERA HOUSE MEETS
MANAGEMENT. LIGHTS AND SHADOWS OF
MANAGERIALISM ENTERING CULTURAL
ORGANIZATIONS

Paola Trevisan
Ca' Foscari University

Best Paper Award – 3rd Prize

BOARD LEADERSHIP IN SMEs.

Daniel Yar Hamidi
University of Borås in Sweden



The EURAM 2015 annual conference was very successful and well organised. The doctoral colloquium too, was a great success with many success stories.

European
Academy of
Management

EURAM

We would like to thank the loyal members of the organisation who remained with us every year, for 15 years:

CHRISTOPHE BREDILLET

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