Book of Abstracts:
2020 Eight Annual Humanistic Management Conference

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UNITY IN DIVERSITY

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12:20-12:45	Educational programmes for audience-centred approach in management across Europe on macro and micro level Piotr Firych Institute of Cultural Studies, Adam Mickiewicz University, Poznań, Poland	Deep Institutional Innovation for Sustainability and Human Development Ian Hughes for the team of authors from MaREI - Science Foundation Ireland Research Centre for Energy, Climate and Marine, coordinated by the Environmental Research Institute (ERI) at University College Cork, Ireland: I. Hughes, E. Byrne, M. Glatz-Schmallegger, C. Harris, W. Hynes, K. Keohane and B. Ó Gallachóir
12:45-13:00	15 min. Discussion	15 min. Discussion

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9:00-9:25	Holism: The Methodology of Athropocene Jeremiasz Szyndler University of Silesia's Doctoral School, Gliwice, Poland	The pragmatics and linguistics of inclusion and diversity Ruth Karachi Benson Oji School of Media and Communication, Pan-Atlantic University, Lagos, Nigeria
9:25-9:50	Doing good does no harm. About creating sustainable value through responsible management Anna Sławik Institute of Economics, Finance and Management, Jagiellonian University, Krakow, Poland	Cultural and Social Diversity as an Economic Resource Damian S. Pyrkosz Institute of Economics and Finance, University of Rzeszów, Poland
9:50-10:15	MAN'S GOAL Imelda Wallace Institute of Humanities at Pan-Atlantic University, Lagos, Nigeria	On Being and Non – Being: Implications for Conflict Resolution Andrew Onwudinjo Institute of Humanities, Pan-Atlantic University, Lagos, Nigeria
10:15-10:25	10 min. Discussion	10 min. Discussion
10:25-10:40	15 min. Break	15 min. Break
10:40-11:05	Fast Fashion Pandemic: the Argument for Regulations in the Secondhand Clothing Industry Rukayat Baderinwa Christopher Kolade Centre for Research in Leadership and Ethics, Lagos Business School, Nigeria	Globalization as a contradictory phenomenon of modern world Viktoriia Pitulei Department od Psychiatry, Narcology and Medical Psychology, Ivano-Frankivsk National Medical University, Ukraine
11:05-11:30	Sustainability management in hospitality: necessity or abstraction? Agata Krząstek Tatra Chamber of Commerce, V4SDG, Jagiellonian University, Krakow, Poland	Our Jollof Rice Tastes Best: Nigerians Online and an Emerging Consciousness of a National Identity Iyare Esohe Ewaenosa Nigerian Institute of Journalism, Ikeja, Lagos, Nigeria
11:30-11:40	10 min. Discussion	10 min. Discussion
11:40-11:55	15 min. Break	15 min. Break
11:55-12:20	A silent stakeholder? Climate change and Poles' climate awareness Daria Murawska Department of Sociology, Institute of Social Sciences and Pedagogy, Warsaw University of Life Sciences, Poland	Friend or foe? Applying chatbots to posthumanizing organization Artur Modliński, Emilian Gwiaździński Center for Artificial Intelligence and Cybercommunication Research (CAICR), Department of Management, Faculty of Management, University of Łódź, Poland
12:20-12:45	Management in new ecosystem - people, processes, technologies. Halina Brdulak Department of International Management, Warsaw School of Economics, Poland	Silver labour market in the Commonwealth of Independent States Dawid Banaś Department of Market Research and Services Management, Poznań University of Economics and Business, Poland
12:45-13:00	15 min. Discussion	15 min. Discussion

Conference Paper Tracks

Track 1. Educating and Developing Managers for a fair, just and sustainable future.

Track chair: Ruth Slater
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Tatiana Krawczyńska-Zaucha - Leading to the unknown. In searching for the foundations of the leader of the future

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The achievements of the late 20 century and early 21st century technologies are changing the world's image at an incredible pace. The nature of leadership is changing too. At the reality around us, instructional management is of little use, and managerial deterring young employees. Today, leaders are not required to show direction and solutions, but a willingness to lead to the unknown. However, this requires not so many tools for effective management as strong foundations of the self and an adequate level of mental resilience. To deal with the ever-changing reality, the surprising challenges and uncertainties of tomorrow, what business schools should develop is strong self-leadership. Self-leadership includes awareness of one's values, their compatibility with company values, collaboration with emotions, acting in harmony with one's self, reinforcing strengths, a sense of agility and fulfillment, flexibility, mental resilience, working with passion, appreciating the diversity of perspectives and solutions and being open to genuine collaboration. Only such self-leadership will give today's leaders a strong foundation on which to build the teams of the future, leading them confidently to the unknown. All the rest of the knowledge about management and leadership is just a supplement.

Maria Guajardo - Leadership, Inclusion, and Diversity – the Role of Mindfulness

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Maria Guajardo is Professor of Leadership Studies at Soka University, Tokyo. Previously she served as Dean and Vice-President, with the distinction of being the first female and the first non-Japanese to serve in these positions. Her research connects leadership development and global impact. Her work in diversity, equity, and inclusion has taken her from Malaysia to Mumbai, and from Singapore to South Africa. Maria, a clinical psychologist, has degrees from Harvard University and the University of Denver.

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Business leaders are increasingly tasked with leading ethnically and nationally diverse teams. Mindful leadership is an approach to embrace diversity and arrive at solutions for courageously increasing inclusivity, thus contributing to dignity in the workplace. With the goal of increasing organizational innovation, efficiency, and effectiveness, mindful leadership can make a difference (Langer, 1997; Langer, 2014). Impacted by cultural norms, beliefs, and traditions, leadership identity is informed by cultural context and awareness of cultural limitations (Schein in Schuyler, 2016). Awareness of one's cultural mindset also contributes to one's leadership abilities (Dunoon and Langer, 2011). Boyce and Magee (2018) posit that mindfulness can serve to deconstruct cultural patterns and beliefs that are separating individuals. This presentation will explore how to move from this separation to a more integrated understanding of difference through case study examples.

When examining mindfulness and mindlessness, both perspectives shed light on how to best understand differences. Mindlessness operates by ignoring or bypassing differences, which can lead to misconceptions about individuals that are ethnically and culturally different from oneself. Engaging in a practice of self-awareness of one's culture becomes the lens for understanding one's experiences with diversity, power, and privilege. This also begins to shed light on how to approach leadership in a multicultural and global landscape.

Leaders and leadership in the 21st century have been handed a complicated and culturally rich world. Case study results demonstrate that viewing diversity from the perspective of mindfulness can contribute to more effective leadership.

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Boxiang Lin, Pingping Fu, Huihua Jiang - Leading Across Cultures: Inspirations from Chinese Wisdom

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Boxiang Lin is a student at the University of Nottingham, Ningbo China. His research interest is on cross-cultural leadership, paradoxical leadership, and responsible leadership.

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Professor Pingping Fu is currently a Professor of Organizational Behaviour at Nottingham University Business China (NUBS China). Her research interest is on leadership: Confucian humanistic leadership; paradoxical responsible leadership; cross-cultural leadership.

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Huihua Jiang is a PhD candidate of University of Nottingham, Ningbo China. Her research interest is on cross-cultural leadership, supply chain management, social responsibility, traditional philosophy and modern Management.

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Cross-cultural leadership has been studied for decades, but most of the studies have only examined the impact of cultural differences on leadership, hardly have any studied cross-cultural leadership as a type of leadership. This study reviews the literature and looks for answers to three questions: 1) How has cross-cultural leadership been defined and measured? 2) What have been the major findings? and 3) What implications and suggestions have been offered to leaders who lead cross-culturally? The results showed very limited answers. Given the growing need to enhance mutual understanding and work collaboratively across cultures, we explicitly define cross-cultural leadership as a leadership style that requires the leader to be culturally sensitive, and to possess the gentleman quality that seeks "harmony without uniformity," an ideology derived from Chinese Confucianism. We also develop a set of behavioural guiding principles based on Confucian teaching. The paper developed propositions for future research and practitioners.

Keywords: cross culture leadership, harmony without uniformity, Confucius, NVivo

Omowumi Ogunyemi - Self and society: Interdisciplinary approach to individual and community development

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Dr. Omowumi Ogunyemi is a medical doctor who also holds a licentiate degree and a doctorate in philosophy (Anthropology and Ethics) from the Pontifical University of the Holy Cross, Rome. She attended the International School of interdisciplinary research in Rome (SISRI) and won the 2014 DISF award for best interdisciplinary research paper. She was a finalist for the Expanded Reason Awards, 2018. Her research interests include an interdisciplinary approach to character and value education with virtue theory.

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The diversity of ideas from different fields may generate misconceptions that disparate fields cannot work together to enrich our understanding of human activities. However, scholars from different fields have underlying commonalties. For example, contemporary philosophers and psychologists, propose that personal growth and individual achievements can be considered assets and building blocks for flourishing communities. The self-perfection acquired with the practice of virtues is not only helpful to the acting person; its effects reach those around him. From this, it can be readily inferred that the building blocks of a good society are good individuals. Within Aristotelian and ancient Greek thought, and in contemporary narrative philosophy, virtues have their place within a social context of the city-state and being a good person was considered to be allied to being a good citizen (MacIntyre, After Virtue, 134.). The development of individuals within the community was prized as something that eventually led to societal development.

Through the lens of narrative philosophy, this conceptual paper proposes narratives as tools for interdisciplinary dialogue, connecting disparate fields as they seek a better grasp of the object of their study: "humans"; albeit from different perspectives. It also proposes that narrative self- understanding can be a template for educating managers to embrace diversity of views and experiences, while seeking ways of uniting different facets of the quest to contribute to holistic approaches to development for individuals, firms and larger communities. Thus, narrativity gives a robust understanding of self-development and its impact on the society at large.

Michal K. Lemanski, Michael Mooney - Humanistic Management in Teaching International Business: Opportunities and Challenges

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There is a growing understanding that contemporary managers need to lead their firms to ensure more than profitability, and take into account wider social and environmental goals. Humanistic management is one of the popular frameworks promoting such a business conduct, as it requires unconditional respect for the dignity of every person, and ethical reflection forming an integrated part of business decisions along with seeking normative legitimacy for corporate activities, for assuming corporate responsibilities. Yet these principles are subject to interpretation when they are applied across the world. Among others, differences in the political, economic, social, technological, and legal environment influence what is perceived as a legitimate business activity, what ethical reflections are acceptable, and what does it mean to treat people with dignity. That constitutes a considerable challenge for multinational corporations, which wish to address corporate responsibilities across different countries where they operate. In turn, it rises a challenge for management educators, who wish to teach future and current managers and entrepreneurs how to achieve success in international business in line with the principles of humanistic management. Therefore, this paper attempts the question: How can the principles of humanistic management be applied in university courses in international business? In order to answer this question, the paper first presents a review of challenges in teaching international business, and how they influence possible incorporation of humanistic management in courses in which lecturers are inevitably forced to address differences in culture and religion, political and legal systems, economic and technological development level. Next however the paper takes a flipped perspective to consider these challenges as opportunities for developing a humanistic approach to the management of multinational corporations, and other types of firms in the contemporary global economy. The paper ends with an elaboration on a range of recommendations aimed at stimulation of academic discourse on the potential for the application of principles of humanistic management in management education.

Keywords: Curriculum design, Humanistic management, International Business, Teaching in Higher Education

Kemi Ogunyemi, Moyinoluwa Okunloye - Diversifying DIT for Management Education

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The Defining Issues Test (DIT) made popular by James Rest in the 1970s was developed as a measure for moral judgment as considered and put into stages by Kohlberg. Following Kohlberg's stages of development, the test divides the stages in development of human cognitive reasoning into three schemas and posits that the schema towards which people lean determines their actions in dilemmatic situations (Thoma and Rest 1999, Thoma and Dong 2014). As the DIT's scope captures macro-complex issues, it forms a standard to determine growth in cognition, attitudes and reactions in certain situations, and temporal change.

However, the DIT has been criticized for reducing people's actions to three schemas (Narvaez and Bock 2002) and predicting a longitudinal progression in human moral growth (Rest, Davison and Robbins 2015, Narvaez and Bock 2002, Neisser 1976, Rumelhart 1980). A major revision to the DIT (now known as DIT1) was made when it was considered dated after twenty-five years (Rest, Narvaez, Thoma and Bebeau 1999, Yuejin Xu and Thoma 2007), thus leading to DIT2. This study explores extending DIT schemas beyond the post-conventional level. The dilemmas that it presents more often test moral judgement and political attitude (Thoma, Barnett and Narvaez 1999, pg. 103) than social and cultural dilemmas. It is so general that it does not fit into certain contexts. This is the reason for our grounded study of actual dilemmas in Africa (Nigeria).

For this revision, a group of African professionals were asked to create DIT dilemmas. These dilemmas will be compared with the existing DIT. We expect to find interesting results reflecting context and extending theory.

Piotr Firych - Educational programmes for audience-centred approach in management across Europe on macro and micro level

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Piotr Firych - PhD candidate and researcher at Adam Mickiewicz University (Institute of Cultural Studies) in Poznań, Poland. Master of International Market Communication and Latin American Studies at Aalborg University in Denmark. He has also graduated from University of Łódź in Poland, where he obtained a degree in journalism and social communication. Since 2015 he has worked as a guest lecturer at Estonian Academy of Music and Theatre in Tallinn, and since 2018 at University of the Arts in Poznan. Co-creator and coordinator of the post-graduate study programme in Audience Development at Adam Mickiewicz University in Poznan. Associated researcher at ROK AMU Culture Observatory, where he manages and conducts research related to cultural policies, cultural management, cultural entrepreneurship and communication strategies for cultural organizations.

Academic interests: communications, branding, cultural marketing, internet studies, audience development, cultural policies.

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The proposed paper is based on outcomes of the international project titled 'CONNECT / Connecting Audiences: European Alliances for Education and Training in Audience Development' founded by EU (Erasmus+ Knowledge Alliances, http://connectingaudiences.eu/) in 2017-2019.

One of the main challenges in implementing CONNECT on European level was merging all settings and needs specific for each national educational systems within the partner countries. To face this, the project consortium conducted a survey on programmes for the development of entrepreneurial and AD-related skills as well as detailed needs analysis of students and professionals working in cultural sector. The research was done with the use of desk research, online survey, IDI and FGI. The findings cover the overall educational practises related to audience development and entrepreneurship as well and the mentioned needs analysis in the 5 respective countries involved. These are namely: Denmark (with a broader perspective on the Nordic region), Spain, Italy, Poland and the UK.

The project resulted in creating and implementing an innovatory educational programme based on the concept of Audience Development. The paper concludes with broad-spectrum of reflections with regard to cultural sector and its educational challenges and summarizes the experience of implementing a new post-graduate study programme in Audience Development at Adam Mickiewicz University in Poznan.

Track 2. Management in the Anthropocene: Diverse Scholars United 1

Track chair: Michał Pałasz
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Bartłomiej Knosala - The Spirit in the Anthropocene. Metaphors for a stable future for our planet

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Difficulties related to the prevention of a climate catastrophe (the so-called apathy or climate impasse) result from the widespread recognition of certain intellectual tools, or more broadly - a vision of reality that blocks the imagination. The most important are: the construction of reality into two non-communicating spheres - nature and culture, and the technological imperative - which sees science and technology as the only means of solving problems faced by humanity.

Meanwhile, I take the position that it is possible to secure a stable future for our planet - apart from the development of science and technology - by transforming economic and social models and lifestyles. From this perspective, one of the most important challenges is the transformation of the deep structures of the collective imagination.

In my paper, I propose three metaphors that may contain the potential necessary to transform collective and individual attitudes.

1). Thomas Berry and the concept of the universe as a communion of subjects
2). Universal salvation and the concept of cooperation between man, God and the cosmos.
3). Dwarfs, Astronauts and Mutants (Ewert Cousins).

Cintia Kiyomi Shiratori - Leadership development: citizenship for social change

- *University of Cambridge, Faculty of Education, UK*

A third generation Japanese-Brazilian, Ms. Shiratori acquired her B.A. in International Liberal Arts at Soka University, Japan. Currently, she is a Mphil student in Education (Knowledge, Power, Politics) at the University of Cambridge, United Kingdom. Her research focuses on the relationship between humanistic education, empowerment and societal change.

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In the decentralized and extensively networked contemporary society ordinary citizens are said to have more power. Paradoxically, massive institutional failures foster a sense of powerlessness to influence or control social issues, hindering citizen power. As the making of 'good' citizenship, leadership refers to effectiveness and ethics (Ciulla, 2014). Leadership development in the context of social change is not only about acquiring skills; it means to increase our capacity to decide with intention the world that we live in (Scharmer, 2016).

This case study explored how leadership development can support the emergence of citizenship towards positive social change. Data collected included a review of online materials of a non-profit leadership development organization, interviews with two non-profit organization leaders, and interviews with two experts, one an elected official and one running for a political seat; both with vast experience with community organizing. Results revealed values and opportunities embedded in leadership development that can impact the emergence of citizenship – self-awareness; the system; self-efficacy; positive role models; and values of service, compassion, and courage. Leadership development influences citizenship for social change by fostering key competencies and values to re-engage and re-imagine reality.

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Katarzyna Jasikowska, Patryk Sierpowski - Between activism and academia – alternative politics and knowledges in practices of academic-climate initiative klimatUJ

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Patryk Sierpowski, a graduate student in Sociology & Katarzyna Jasikowska, Associate Professor, both are researchers and climate activists – co-organizers of the klimatUJ, bottom-up initiative at the Jagiellonian University (www.facebook.com/klimatUJ/). Recently, Patryk Sierpowski was a coordinator of the international debate „Climate Action in Academia" (https://www.facebook.com/watch/?v=298912341284000). Katarzyna Jasikowska is a member of the executive team of the Priority Research Area Anthropocene at the Jagiellonian University (https://id.uj.edu.pl/en_GB/). Currently, she is a leader of the working group Talent Management.

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The approach of the academia in post-transformation Poland balances between supporting actions against the climate crisis and maintaining the destructive status quo. However, the neoliberal production of knowledge focused primarily on parameterization and measurable results (placed in the context of hierarchical institutions) leaves cracks of freedom. They make it possible to break the politically established binarisms of activism and academia in favor of material and permanently unclosed practices.

In our talk, we analyze those practices based on the academic-activist climate initiative we co-created – klimatUJ. We use the materials collected via our surveys, the content produced by klimatUJ, and our autoethnographic observations. The presentation outlines possible strategies of academic climate activism and visions of academia, both placed in a distinct structural context, which is an institutional university. Similarly, we look at the Climate Strategy for the Jagiellonian University participatory created by klimatUJ. The analysis of the interdisciplinary course on democracy and the climate crisis organized by us as klimatUJ is the point of focus of another part of our talk.

Using the structure-active (embodied) subject axis, we deconstruct the current binarisms of institutionality-informality, radicality-assimilation, or objectivity-subjectivity, which structure the activities within academia. Our reflection is rooted in ambiguous, material experiences, which will allow us to present academic climate practices, which can both challenge the policies of academia and make creative use of them. We outline also possible approaches to knowledge that break the neoliberally implemented division into disciplines and heads to emotional, critical, activist practice.

Marta Szeluga-Romańska, Monika Kostera, Anna Modzelewska - Social communication in the Anthropocene: New implications for humanistic management

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In the Anthropocene we face elaborate social, economic and environmental problems that cannot be solved in any simple way. The dominant reason is their complexity and world-wide range. Furthemore, a profit-centered management is engaged in generating and supporting the crisis: a management pathology that can be seen as one of its roots (Mintzberg, 2019). A novel approach to management, albeit supported by traditional ideals is, at this time, verymuch needed: we need re-focusing its actions into human-centered (Mintzberg, 2015; Kostera, 2020). We believe that humanistic management is nowadays not just a sound model but a necessity. Such management manifests itself in three crucial aspects (Kociatkiewicz and Kostera, 2013): placing the human being at the centre of managements processes; creating a collective force that builds up heritage and culture; and recognition of human practical experience and reflexion. All of these processes are realised in practice in organisations through managerial communication (Mintzberg, 2009; Kostera and Szeluga-Romańska, 2015).

Bruno Ollivier (2010) claims that each communicational situation inevitably embraces three dimensions: technical, linguistic and social. Longitudinal ethnographic research (such as Szeluga-Romańska, 2014) reveals that the role of the manager is profoundly influential in the shaping of key organisational communicational processes and may help to metamorphose the contents (written into the form) through good metaphors into practices that forge organisational social relations (Kostera, Szeluga-Romańska, 2015; Mintzberg, 2019).

This paper proposes to include attentive communication into the groundworks of humanistic management with the intention to impact social relations and actions in a way that would benefit and preserve complexity, which is necessary in the Anthropocene. It can be a useful and powerful tool/process not just to share information, facts, but also to increase awareness, educate and improve collective engagement into contemporary elaborate problems.

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Michal K. Lemanski - Leading humanly in hell? A critical perspective on the principles of humanistic leadership for the global economy during severe climate change

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This paper attempts to answer the fundamental question: to what extent are the principles of humanistic leadership applicable to organizations operating under extreme environmental conditions? Specifically, the paper examines whether the humanistic approach to leaders can be effective in organizations facing pressures from changes in the society and the natural environment imposed by the sever climate change, and which managerial practices support or hinder the practice of humanistic leadership under such conditions. These are considered in relation to the scope and extent to which an organization is subject to such pressures. Drawing on evidence of leadership in extreme conditions experienced during wars, natural disasters, and other extreme conditions occurring in the environment in different parts of the world, principles of humanistic leadership are put under scrutiny. The key contributions of this paper are twofold: First, it offers a critique of the contemporary literature on humanistic leadership outlining the scope of the applicability of principles of humanistic leadership. Second, it contributes to the literature by identifying the type of managerial practices which can be adopted by organizations which start to be exposed to the consequences of the climate change. Implications for future research on humanistic leadership are discussed, along with practical suggestions for leaders preparing their organizations for operations in the business environment affected by the climate change.

Keywords: Anthropocene, Climate change, Humanistic management, Leadership, Global economy

Michał Pałasz - Solidarity of All. The Actor-Network Theory Conceptualization of Posthumanistic Management Addressing the Challenges of the Anthropocene

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Michal Palasz works at the Institute of Culture of Jagiellonian University. He holds a PhD in humanistic management. Currently he is focusing on posthumanistic management for anthropocene and actor-network theory. Before he explored mainly areas of social media and culture management (street art, museums). He has been a successful culture & media manager and activist: co-founded Museum of Eroticism (numerous awards), Kulturoteka Magazine (editor in chief) & SOS Zablocie activist collective (creating a city park). He managed Polikultura Culture & Media Festival.

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"Our house is on fire" (Thunberg). The IPCC reports are clear: the global heating is indisputable and the impact of man on the climate is obvious. The anthropogenic planetary crisis is here, the Anthropocene is here. It can be understood as a new complex network of effects of old and still ongoing actions and at the same time as the most difficult new context for the human societies, demanding new diagnoses and actions.

On the macro level the responsibility for the crisis is assigned to the dominant socio-economic system - capitalism (Moore, Klein). On the mezzo level it can be assigned to business and politics unable to change their profit/power-oriented actions to more planet/human friendly (pointed by climate action movements). On the micro and theoretical level the author proposes to assign the responsibility to the dominant concept of management, understood as in largely popular definition as: "a set of activities (...) directed at an organization's resources (...) with the aim of achieving organizational goals" (Griffin) - that is management that commodificates all actors in its' network, including humans; management that is so short-sighted that its' effects are now threatening the human living environment and the human civilization itself.

In this paper I propose rethinking the notions of assets. To put it bluntly, the assets need to be treated symmetrically in the spirit of actor-network theory (Latour, Law, Callon), but not as in "business as usual" tactic, that is not by commodification of humans to human resources, but by assigning dignity and agency to all resources, human or non-human (informational, physical, financial), so they can be treated as persons, not as assets. So that they can be treated "alive". I argue that the first step to this progressive role-twist has already been made in mainstream management by assigning agency to groups (non-human actors) as in the notion of stakeholder: a group "without whose support the organization would cease to exist" (Freeman, Reed).

The paper seeks to help to create a possibility of more multi-actor, sustainable, heterogeneously solidar, common good oriented socio-material future reality, symmetrical, diversed in unity.

I. Hughes, E. Byrne, M. Glatz-Schmallegger, C. Harris, W. Hynes, K. Keohane and B. Ó Gallachóir - Deep Institutional Innovation for Sustainability and Human Development

- *The paper will be presented by: Dr. Ian Hughes for the team of authors from "MaREI", the SFI Research Centre for Energy, Climate and Marine in Ireland, www.marei.ie.*

Dr. Ian Hughes holds a joint position as Senior Policy Advisor in science, technology and innovation (STI) policy for the Department of Jobs, Enterprise and Innovation and as a Senior Research Fellow with www.Marei.ie. Over the last ten years, Ian has played a role in advising on the development of a range of government STI strategies, including Ireland's recently published national innovation strategy 'Innovation 2020'. For the last decade, he has also acted as Ireland's national representative to the OECD Working Party on Innovation and Technology Policy (TIP) where he was involved in the OECD's work on system innovation.

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This paper from an international team around "MaREI", the SFI Research Centre for Energy, Climate and Marine in Ireland, argues that due to a confluence of crises, many of the fundamental social institutions are not optimal, either for human flourishing or for addressing global challenges. The coronavirus pandemic has brought this dangerous reality into even starker relief, as it highlights the interconnectedness and the sheer fragility of our globalised socio-economic-environmental system.

It argues that this moment of deep transition, as well as being a time of danger, presents an opportunity for positive renewal. For such positive renewal to occur, however, social institutions must be critiqued and re-imagined. The paper develops a model of deep institutional innovation at such times of historic change. A fundamental re-imaging and re-engineering of institutions is essential if global challenges are to be resolved.

Following Eisler and Fry (2019), we argue for example that this re-imagining needs to be based on a shift in the underpinning values that animate the major social institutions that make up society, from dominance values of hierarchy, inequality, coercion and private gain, towards partnership values of equity, cooperation, and public good. And we discuss beneath many others Kellerman´s (2012) and Padilla´s (2007) arguments for solving a fundamental crisis of "leadership" in terms of the dynamics of the triangle comprising leaders, followers and context.

Track 3. Management in the Anthropocene: Diverse Scholars United 2.

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Jeremiasz Szyndler - Holism: The Methodology of Anthropocene

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The ongoing crisis brought by the threat of climate change is widely discussed among scholars in humanities as well as in natural studies, economics and other branches of science. One of the greatest struggle in Anthropocene's discussion is to choose the right methodology that would be acceptable among varied scientists. With the suitable approach there is a possibility for a further cooperation among divided paths of science. There is an ongoing pressure from ecologists and natural science's representatives to take firm actions towards the change of the economics, education, even social values. Many scientist call for a new environmental orientated politics and legal reforms. It is widely accepted in science that we are running low on natural resources and in upcoming decades if we are not going to change our behaviour a threat of global climate change will lead to a real civilisation's crisis. On the other hand there is an ongoing revolution in the way science work these days. Holism, a methodology coined at first by Jan Smuts almost hundred years ago is now rediscovered as a way to connect diverse science's branches as one. Furthermore it is considered to be a new solution for contemporary education, health care, ecology and management in the rethinking human's action in Anthropocene.

Anna Sławik - Doing good does no harm. About creating sustainable value through responsible management

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Dr. Anna Sławik is an assistant professor at the Jagiellonian University in Kraków (Faculty of Management and Social Communication), Poland. Her research focuses mainly on stakeholder management, CSR, sustainable and responsible investing (SRI). In 2014 Anna was granted a PhD in Economics, degree with honours, at Jagiellonian University, and her dissertation title was 'Stakeholder identification in the management of industrial companies under contemporary crisis conditions'. She has a MA in Management and Marketing, and a BA in Journalism and Social Communication. Anna is an author of over 10 academic papers, as well as the book 'Lobbing in corporate strategies. Five interesting case studies'.

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Reflecting the high complexity, diversity and uncertainty of business and economic conditions, especially in the context of crises, and acknowledging the trend of boundaryless organisations and economic-social systems, we have moved from stakeholder management to stakeholder accountability (Rasche & Esser, 2006) to let us operate in the turbulent, chaotic environment of the Anthropocene.

There seems to be no doubt that managing stakeholders strategically is the means for increasing the likelihood of achieving the goals of an organisation, marketplace success and financial performance (e.g. Donaldson & Preston, 1995; Mellahi & Wood, 2003; Choi & Wang, 2009; Jones, 1995; Sisodia et al., 2007), and in general enhancing an organisation's value (Freeman et al., 2004) and long-term viability (Ackermann & Eden, 2011). Stakeholder management, together with its underlying concepts such as corporate social responsibility (CSR), contributes to increasing this viability of an organisation's system, as well as of the system of its environment (including economies and societies). This is of crucial importance in times of crises, such as natural distress, political unrest and pandemics, when a system's viability is particularly put to the test.

Based on an extensive literature review and a study of empirical research the paper shows that the interests of shareholders and stakeholders can merge through notions of social responsibility and sustainability. This observation can be of high interest to both scholars, educators and practitioners, and contributes to their better understanding of diversified expectations and issues affecting stakeholder groups across markets, industries, economies and societies, allowing different organisations to act more adaptively and thus responsibly towards the more sustainable future.

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Imelda Wallace - MAN'S GOAL

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If God were not God then Man would not be Man,
For he would not have a soul and his life would have no plan!
A sophisticated ape he would be at very best
In a long, unbroken line with the fish and frog and pest.
Compare him to a bird and he would not rate too high
For his sight is stuck to earth and he cannot even fly!
Compare him to a horse and then put him in a race.
The horse will pass the post and of man there'll be no trace!
Compare him to a bee which makes wax and hive and honey.
A man can't build a house without sticks and stones and money!
Compare him to a fish which can swim the seven seas.
Some men will start to quake when the waters reach their knees!
Were God not to exist then Man does not have a future.
Just replace him with the hardware and the software of computer,
Or put him in a museum as the last link of the chain,
As the last extant exhibit of the animal domain!

If God is really God and endowed Man with a Soul
Then Intellect and Will should be used to reach his goal:
Following the Moral Law which leads Man to perfection,
Taking all the vital steps with Reason and Reflection,
Obeying the laws of Nature with respect for God's own plan
And striving for the Common Good with Freedom and Elan.

Rukayat Baderinwa - Fast Fashion Pandemic: the Argument for Regulations in the Secondhand Clothing Industry

- *Christopher Kolade Centre for Research in Leadership and Ethics at Lagos Business School, Nigeria*

Rukayat Baderinwa is a Research Assistant at Christopher Kolade Centre for Research in Leadership and Ethics at Lagos Business School. She received a bachelor's degree in social work from the University of Lagos and a master's degree in sociology from the same university. She is an education enthusiast, experienced researcher and writer. She is passionate about ensuring social justice and a more equitable world for all. You can reach Rukayat at

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Sub Saharan Africa receives over 25% of the worlds secondhand clothing, which is usually resold at affordable prices. This has created a viable source of income for many Africans and has also made clothing affordable to many. In the same vein, it presents a solution to the global textile waste crisis, as clothes can be reused and recycled. On the surface, it appears to be a win-win situation. However, studies over the past decade has shown that what happens is a transfer of waste from the West to Africa (Haggblade, 2007). Many merchants in secondhand clothing assert that many of the used clothing imported and sold to Africa are unusable and end up in Africa's landfills. Measures by the governments to curb this malaise has proved unsuccessful. Nigeria, for instance has long banned the importation of secondhand clothing. This notwithstanding, secondhand clothes dumping is still prevalent in Nigeria, thousands of bales of such clothing still find its way into the shores of Nigeria daily (Brooks & Simons, 2012). Obviously, there is a need and market for this clothing's which has ensured its survival despite its ban. These markets are organized and at its helm are large charitable organizations such as Oxfam, Salvation Army and YMCA. In this paper, I intend to explore how management of these charitable organizations can be held accountable to ensure only quality secondhand clothing items are exported to Africa and how proper trading channels can be fostered.

Keywords: Fast fashion, ecological crises, business ethics

Agata Krząstek - Sustainability management in hospitality: necessity or abstraction?

- *Tatra Chamber of Commerce, V4SDG, Jagiellonian University, Krakow, Poland*

Agata Krząstek is a law and management student at Jagiellonian University. She is passionate about sustainability being Country Lead of V4SDG which is the first non-governmental organization dealing with issues of sustainable development at the V4 level (Czech Republic, Hungary, Poland, Slovakia). She was the United Nations Youth Delegate of Poland I holding a representative mandate for Polish youth and representing it at many international conferences such as 73rd session of the UN General Assembly. Trying to implement sustainability into business she work at Tatra Chamber of Commerce.

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I strongly believe that the only future which is possible for us is a sustainable one. However, paraphrasing G. Sachs, to achieve the level of economic, social, and environmental economic development goals, one must also achieve the fourth goal level: good management. More and more companies makes decision to change their policy towards sustainability. There are examples also on the local level of actors who are trying to implement good practices and innovative solutions towards greener and more sustainable future.

During my presentation, I would like to focus on innovative solutions in hospitality management and if they can be financially efficient. Describing example from most touristic region in Poland - Podhale. I will focus on the Chamber of Commerce projects ECO- Zakopane which through the certification process was studied ecological solution in this region's hospitality. It was focusing on not only the fulfillment of all the criteria but also aimed to create a brand associated with the philosophy of living in harmony with nature, natural and cultural values, and nature protection.

Giving concrete examples I will try to give the answer if implementing sustainable management is efficient and if it is already seen from entrepreneurs' perspective as the best alternative.

Daria Murawska - A silent stakeholder? Climate change and Poles' climate awareness

- *Department of Sociology, Institute of Social Sciences and Pedagogy, Warsaw University of Life Sciences, Poland*

Daria Murawska, PhD, graduate of the University of Warsaw, currently working in the Department of Sociology at the Institute of Social Sciences and Pedagogy of the Warsaw University of Life Sciences. In her research work, she deals with the subject of non-governmental organizations, as well as corporate social responsibility and sustainability.

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Issues related to the subject of climate change and its consequences for humans and the Earth are present in the growing climate awareness of Poles, as shown by successive studies and published reports. On the other hand, there is a visible lack of action which we, as a society, would take to combat climate change, especially about exerting pressure on companies.

Poles seem to be aware of the consequences of climate change, but a silent stakeholder. This is the case both concerning the failure to take specific measures, but also about putting pressure on companies to operate in a more environmentally friendly manner. Legal regulations in this area are still insufficient. Self-regulation of business or the initiation of projects aimed at supporting the achievement of the Sustainable Development Goals seems to be insufficient in the current situation.

From this perspective, it is becoming important to mobilize Poles to be active and committed citizens, who not only have knowledge and awareness but also act to combat climate change. It is becoming important to understand how the image of Polish society looks from this perspective. The article will present an analysis to check whether the available data make up a coherent picture of Poles and their climate awareness. An important element will be to include this issue in relation to companies' relations with consumers in terms of environmental protection and to check whether and to what extent companies recognize the voice of consumers about environmental issues?

Halina Brdulak - Management in new ecosystem - people, processes, technologies

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The article is based on two studies conducted by the author:

1. focus study, moderated on 5 July 2020, which was attended by 4 logistics directors representing various companies from the FMCG industry. The aim of the study was to look for an answer to the question - what changes (if any) took place in the management model and operating strategy of companies as a result of the pandemic. A broader question posed by the author - is an attempt to find an answer - what are the factors determining changes in the management model, what determines the ability of enterprises to function in an undefined reality.

2.qualitative and on-line surveys conducted by the author in 2019 and 2020 in the group of companies in New Zealand and Poland (not published anywhere yet), the purpose of which was to determine the factors determining changes in the management model and strategy in both countries, with particular emphasis on taking into account new technologies. In this case, an answer was sought to the question to what extent the cultural differences, the degree of economic development and the geographical location will influence the differentiation of the results.

Initial conclusions after the panel can be formulated as follows: the greater the manager's scope of responsibility and the greater freedom in making decisions, the faster the reaction to an unexpected external factor and the greater the tendency to experiment. In the case of research on enterprises from both countries - the analysis of the results is ongoing.

Based on the results of both studies, the author will attempt to create management models that take into account the role of people, processes and technologies in the context of the changing ecosystem.

Track 4. Open theme track related to managing diversity and Unity in Diversity

Track chair: Ernst von Kimakowitz
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Ruth Karachi Benson Oji - The pragmatics and linguistics of inclusion and diversity

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Dr Ruth Karachi Benson Oji is a Senior Lecturer at the School of Media and Communication, Pan- Atlantic University, Lagos, Nigeria. Her research interest lies in Pragmatics and Discourse Analysis.

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Drawing on pragmatic research into language, this study focuses on issues of inclusion and diversity, with focus on measures and theories that embody needs in social interaction and promoting positive effects and new options for societal integration. More specifically, this study is an attempt at uncovering how inclusion and diversity are portrayed via language use in discourse, with a view to showing how certain workplaces accommodate or discourage the practice. Can organizations really maintain that they uphold principles of diversity and inclusion when and if they insist on certain values that permeate the system? What does the data show as explicated by the discourse of individuals in such settings? A close analysis of available text in this field and an examination of some corporate organizations will help to reveal much about the extent of unity in diversity obtainable in such settings. To fully explicate this, pragmatic acts, otherwise known as practs and conveyed through linguistic categories, as communicated in the discourses to be examined, will reveal the level of inclusion and diversity in workplaces.

Damian S. Pyrkosz - Cultural and Social Diversity as an Economic Resource

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Damian S. Pyrkosz is an Adjunct/Assistant Professor at the Institute of Economics and Finance, University of Rzeszów, Rzeszów, Poland. In his research he focuses on the role of culture for economic development of nations.

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Diversity is one of the ideas that has recently attracted a great deal of attention. With reference to economy (economic diversity/diversification), it refers to the variations in the economic status or the use of a broad range of economic activities in a region or country. Diversification is thus often used as a strategy to encourage positive economic growth and development. The paper seeks to identify a role cultural and social diversity plays for economic systems. Does diversity in the cultural and social spheres make the economic system and its participants better off or should policymakers discourage diversity due its adverse impact on the system? The paper explores the notion of diversity and its meaning in cultural and social spheres for economy and management with reference to various data, sources and examples of the importance of cultural and social diversity for the performance of the economic systems of various countries.

Andrew Onwudinjo - On Being and Non – Being: Implications for Conflict Resolution

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The problem of being as a concept is one that has pervaded every facet of human endeavour from the family to the society, to countries. This problem has also eaten deep into the fabrics of different systems instituted by man to make his living better. Rather than collaborate to bring about the best for man, these systems antagonize each other thereby making life more difficult. This paper argues the position that the primary and root cause of crisis, conflicts and regression in human societies is the problem of Being exemplified in the misrepresentations of Being whereby rather than see the differences of beings as aspects or profiles of Being which need collaboration to get a whole that would be beneficial, these beings see themselves as individual wholes' willing to subsume the other. We further argue that the solution to this situation is to go back to the basis and resolve the problem of being through the accommodation of non–being by being which would lead to an amicable management and easy resolution of conflicts and contest within systems and people and between systems and people. The method of hermeneutics and critical analysis is employed to show that conflict though ontological is also essential for change, thus it should not be allowed to degenerate into a destruction element.

Keywords: Being, Non-being, Conflict, Phenomenology, Conflict Resolution

Viktoriia Pitulei - Globalization as a contradictory phenomenon of modern world

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The main manifestations of globalization are identified and considered. It is stated that the main manifestations of globalization are observed in the political, financial and economic, cultural and environmental spheres.

Globalization - its content and contradictory nature, consequences and a wide range of perceptions of the world as a whole and scientific reflection on this phenomenon - are one of the most significant phenomena of our time. It is difficult to imagine any of the politicians or researchers of socio-political processes that would not violate the context of globalization problems. Noting the new quality of globalization, it is identified with the fifth power. At the same time, it is quite common to say that globalization contains nothing, that it is only the second edition of colonialism. There are also opinions that globalization is just a buzzword that has no meaning of its own.

The main manifestations of globalization are observed in the political sphere, financial and economic, cultural and environmental. Thus, political globalization is seen as the emergence of global politics and elements of cosmopolitan law with new forms of regionalism, including political regionalism, which means a geographical grouping of neighboring states that have common features and diverse structures (EU, ASEAN). By forming new systems of communication, political globalization creates new experiences, new means of mutual understanding and new frontiers of political comparison, regardless of direct contact with certain peoples or issues. Concomitant trends of political globalization are unequal access to new means of communication, accompanied by the removal of individual actors and systems from global politics; contributes to the development of global feudalism, neoliberalism as modern processes of globalization policy and the transformation of the foundations of the world order through the re-establishment of traditional forms of sovereign statehood and the reorganization of international political relations.

Financial globalization is seen as a process of increasing financial flows (this is noticeable from the 80s of the twentieth century), international bank loans, devaluation crises (1992-1998), the imposition of global financial discipline by governments, the changing balance of financial power, global production networks (the ability to produce products in several countries and generate and realize the competitive advantages of different places as a means of global vision and global competitive advantage). The notable phenomena of financial globalization are competition, regionalization of population migration (manifested in the high speed of individual and group migration in the world), the formation of global labor markets and border control, increasing migration supervision, expectations and requirements of employers, the problem of professional competence.

Cultural globalization has gained worldwide due to the spread of international brands, the global dominance of pop culture symbols and the communication of events in this culture. One

of the most public symbols of cultural globalization is the Coca-Cola trademark, the Guinness Book of Records, CNN news, and others. The key areas of globalization of culture are communication processes, first of all: telecommunications and language, multinational media industry, radio, music, cinema, television, tourism. Under their influence, there is a change in the external cultural environment, which helps to create "windows of opportunity" through which new ideas penetrate, there are clashes of different religious beliefs, ideologies and lifestyles that compete with each other. Tolerance, as a key factor in non-violence and the development of democracy, is becoming important in the globalization of culture. Globalization and the environment consider the ways of interaction between society and the natural world, the processes of environmental degradation, first of all, the danger it carries, its impact on the sovereignty and autonomy of states. Thus, global problems need global answers: intellectual efforts and research that would track and publicize global and regional forms of environmental degradation; organizations of the international community to resolve environmental crises; coordination and persistence of global and regional environmental institutions, laws, agreements and protocols.

Keywords: globalization, socio-political processes, communication processes, tolerance, competence

Iyare Esohe Ewaenosa - Our Jollof Rice Tastes Best: Nigerians Online and an Emerging Consciousness of a National Identity

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Iyare Esohe Ewaenosa is currently a post graduate student of the Nigerian Institute of Journalism, Ikeja. With a Bachelor's degree in Anthropology from the University of Ibadan, Oyo; she describes herself as 'being in love with humanity' in a way that compels her research with a sense of responsibility. Her major academic interests lie in digital anthropology, identity negotiation and development, and ethics. Miss Iyare is currently the author of a trilingual blog which explores the ideological constructs behind popular culture— www.melancholicmillennial.blogspot.com.

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This paper examines an emerging national consciousness of Nigerians online, considering jollof rice as one of its symbols. The intimate combination of the networking ability of platforms such as Twitter and the insightfulness of trending relatedness through memes and virals (connected by hashtags) have revealed many cultural similarities of everyday life experiences of Nigerians. This has led to the imagining of Nigeria as a cultural community which is now reflected online and denoted by the title 'Nigerian Twitter'. Such national consciousness gathers momentum and erupts in episodes of hot nationalism such as the #jollofwar. Nigeria might be home to over 200 ethnic groups and burdened with politics that stirs up tension among them, but national identity is compatible with multiethnicity and is developing in spite of it; whether or not it was intended to.

Artur Modliński, Emilian Gwiaździński - Friend or foe? Applying chatbots to posthumanizing organization

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Artur Modliński (PhD) – Head of Center for Artificial Intelligence and Cybercommunication Research (CAICR), assistant professor in Department of Management, Faculty of Management, University of Łódź, researcher in CITAD Research Center (Lisbon-Portugal) and Iris-ALKONA Institute (Riga-Latvia). He is specializing in posthuman management, artificial intelligence application into organization and new technologies

Emilian Gwiaździński (MA) - Ph.D. student at the Faculty of Management of the University of Lodz, Center for Artificial Intelligence and Cybercommunication Research (CAICR). The subject of his doctoral dissertation is the implementation of the ecosystem of the internet of things in order to build a competitive advantage of business. His interests include online marketing, mobile marketing, internet of things, artificial intelligence, industry 4.0, new marketing, consumer psychology, buyer behavior, content marketing, e-marketing, e-commerce, m-commerce and market research.

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The advance in artificial intelligence leads to posthumanization of modern organizations. There are no more just human who forms organization. More and more often, cyborgs, algorithms and inteligent machines participate in management proces as well. Such new organization's reality may have both upsides and downsides. The objective of this presentation is to show the perceived limitation and boundaries which, according to human employees, non-human should not crossed. We used chatbots to investigate in which organizations they are not welcomed by people and for what reason. Our paper is exploratory by nature. The research on 284 people was made. The vast majority of sample knew what chatbot was and more than half of the respondents declared that they once talked to it. We found that there are domains in which intelligent machines were not welcomed. In our presentation, we unerth such areas and provide explanation for such 'machines' exclusion'.

Dawid Banaś - Silver labour market in the Commonwealth of Independent States

- *Department of Market Research and Services Management, Poznań University of Economics and Business, Poland*

I am a PhD student at the Department of Market Research and Services Management at the Poznań University of Economics and Business (Poland). In my research work, I focus primarily on pension systems in post-Soviet countries. An additional subject of research is the widely understood situation of elderly people, in these countries - position on the labour market, material conditions, participation in the functioning of the market, etc.

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One of the most important problems that the labour market is experiencing is the aging of labour resources. It is caused mainly by the aging of societies. The age of the inhabitants of the Commonwealth of Independent States (CIS - Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan and Uzbekistan) increased on average by over 8 years, at the turn of 1980-2020. The fertility rate decreased by almost 1.2 over this period. This presents entrepreneurs with a major challenge, which will be to persuade the elderly to remain in the labour market. The baby boomers as well as the X generations can be included in the labour market, they are less mobile than younger people. The belief that older people are less productive, learn more difficult and largely inhibit the development of the enterprise is also popular. In my opinion, this is a big mistake, as people aged 50+ may be very useful for the enterprise. They are productive workers who do not have family responsibilities like those in their 30s or 40s. On the example of the group of countries of the CIS, it is planned to present the silver labour market as an opportunity for enterprises with aging labour resources. Especially that from some of these countries economic emigration takes place. It was decided to analyze CIS, as they differ, among others, in the level of economic development, culture and religion. This forces enterprises to adopt various methods of encouraging them to stay longer in work.