



Book of Abstracts & Paper Presentation Schedule:

# 2021 Ninth Annual Humanistic Management Conference

24. - 26. November 2021, Online, Worldwide

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## Paper Presentation Schedule 24. November 2021

24.11.2021	<p>Track 1.  <b>Humanistic Managers, Leaders &amp; Case Studies</b>            Track chairs: Michal K. Lemanski, Katarzyna Wodniak</p>	<p>Track 2.  <b>Posthumanism and Sustainability</b>            Track chairs: Michal Palasz, Joanna Tusznió</p>
8:30-8:40	welcome	
8:40-9:00	<p><b>Management as an Opportunity for the Development of Humanity</b>            Aleksandra Berkowicz</p>	<p><b>Revival of a Legend as 'Solution': A (Post)human Reading of Amitav Ghosh's <i>Jungle Nama</i></b>            Saikat Chakraborty</p>
9:00-9:20	<p><b>Humanistic Management with a History: the Role of Artists and Humanistic Intellectuals inside Olivetti Company (1935-1960)</b>            Rosa Fioravante</p>	<p><b>Ways of Opening the Humanistic Management for Non-Humans: Posthumanistic Management as a Solution for Recognising Their Work</b>            Maria Pieniazek</p>
9:20-9:40	<p><b>Inclusive Workplace as a Mediator between Workplace Dignity &amp; Career Outcomes</b>            Anjali Tiwari, Radha R. Sharma</p>	<p><b>Exclusionary Participation. How to Include Non-Human Beings in Thinking about Inclusive Management</b>            Jakub Wydra</p>
9:40-10:00	<p><b>Audience development as an example of solution-oriented management in the cultural sector</b>            Piotr Firych</p>	<p><b>Solution Is the Problem Is the Solution: On Reverence, Collectives and Ahumanistic Management</b>            Michal Palasz</p>
10:00-10:10	discussion	
10:10-10:20	break	
10:20-10:40	<p><b>Do Millennials Appreciate Humanistic Leaders?</b>            Michal K. Lemanski</p>	<p><b>Green Strategies for Cultural Organizations – Experiences, Challenges, Solutions</b>            Malgorzata Cwikla</p>
10:40-11:00	<p><b>Public Policies and the Concept of Co-Production. The Case Study of Orlik Facilities in Poland after EURO 2012</b></p>	<p><b>Important Management Areas in Teams Based on Cooperation Between Humans and Intelligent Machines</b></p>

	Katarzyna Wodniak	Magdalena Morze
11:00-11:20	<b>Leadership in Heartful Entrepreneurships – A Case of Unipreneurs Inc. UAE</b> Mohan Lal Agarwal	<b>Machinism vs. Humanism, already?</b> Rafal Maciag
11:20-11:30	discussion	
11:30-11:40	break	
11:40-12:00	<b>The Servant as a Leader: Application of Greenleaf's Servant Leadership Framework to the Pharmaceutical Industry</b> Clement Lim	<b>Organizational Resilience Narratives: A Case Study of Polish Folk Universities</b> Aleksandra Jaszczyk, Krzysztof Kula, Bogna Halska-Pionka
12:00-12:20	<b>Human Potential Based Restructuring at Omega Healthcare Management Services, India</b> Mark Vandeneijnde	<b>Introduction of Humanistic Management in a Chinese Hotel</b> Yuan Liang
12:20-12:40	<b>Solution to Restore the Mental Health of the Population During the COVID-19 Pandemic</b> Viktoria Pitulei	<b>CAMB Model as a Possible Panacea to Management Education for Sustainability</b> Radha R. Sharma
12:40-12:50	discussion	
12:50-13:00	summary & informations	
13:00-13:30	PASIFIC Postdoctoral Fellowships Programme <sup>1</sup> Presentation	
13:30-14:00	lunch break	

<sup>1</sup> The PASIFIC Programme is open to researchers of any nationality and representing all scientific disciplines who would like to carry out their research for two years at one of the institutes of the Polish Academy of Sciences. The PASIFIC fellows will be offered a monthly allowance of approx. €2,500 net: <https://pasific.pan.pl>.

# Conference Paper Tracks

Track 1. Humanistic Managers, Leaders & Case Studies  
Track chairs: Michal K. Lemanski, Katarzyna Wodniak

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# Management as an Opportunity for the Development of Humanity

## Aleksandra Berkowicz

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Management accompanies man from time immemorial. For many years, the economic trend in the science of management dominated. The goal of homo oeconomicus was self-interest, cool calculation, profit-loss criteria. Over the years, the role of man in the organization was noticed, therefore the humanistic trend in management began to develop rapidly. It contributed to the change of perspective - the objective perception of people into the subjective one.

Currently, due to the dynamics of the changes taking place, concerning, inter alia, environmental protection, technological development has changed the management context. The question that arises within these considerations is: can management contribute to the development of humanity, and if so, how? Can we require managers to direct their activities towards (deeper) humanizing the activities of the organization?



# Humanistic Management with a History: the Role of Artists and Humanistic Intellectuals inside Olivetti Company (1935-1960)

Rosa Fioravante

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*Rosa Fioravante is a PhD Student in Global Studies – International Economic Policy, Business and Governance at the University of Urbino, working within the Business Ethics field and on Social and Environmental Accountability. Previously she earned a MS in Philosophy from the University of Milan, studied at Radboud University in Nijmegen, worked as a researcher for several cultural foundations based in Rome, Florence, Bologna and Milan and as a consultant for the Italian Chamber of Deputies and the Senate.*

Although the relation between humanism and business dates to the classics of the history of economic thought (Screpanti&Zamagni 2005, Melé 2013), Humanistic Management as a paradigm is recently gaining distinctive theoretical and empirical research features (Pirson &Lawrence 2010). To provide this approach with additional insights and evidence, the present work proposes the analysis of the historical Olivetti Company. The case is confronted through the tools of archival research and qualitative interviews addressed to key-testimonies (Yin 1981). Founded in 1908, the firm has been the first Italian family business to turn into a multinational enterprise. It is recognized as a vanguard of the time for employees' welfare facilities, high salary, shorter working hours and a leading global corporation for innovation and R&D. Adriano Olivetti, leader between 1935 and 1960, gathered and employed a significant number of artists, men of letters, designers, architects, philosophers, psychologists and sociologists aiming to bridge technical and humanistic knowledge, to boost creativity within the firm and to provide employees and locals with free access to intellectual debates, cinemas, libraries and other quality leisure activities. His entrepreneurial vision of "shared purpose" with workers and communities, and the spiritual commitment to the firm as a social provider for the high quality of life and beauty (Waddock 2016, Pirson 2021) marks an example of Humanistic Management antecedent to its scholarly definition (Melé 2016). Findings point out his capability to nurture essential drivers of intangible values fostered by business activities (Spitzeck 2011, Dierksmeier 2016) and lay the groundwork for future humanistic entrepreneurs.

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# Inclusive Workplace as a Mediator between Workplace Dignity & Career Outcomes

Anjali Tiwari, Radha R. Sharma

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Inclusive workplace (IWP) has been garnering the attention of scholars and practitioners in recent years where the focus has been on its antecedents viz., leadership and organizational climate and outcomes viz., organizational commitment, well-being, and organizational citizenship behavior. These researches led to change in organisational policies, however, despite policies and rules and extensive deliberation on the subject, IWP remains a distant goal which clearly points to the knowledge gap about the role of other variables. This has provided the impetus to undertake this research and study the role of workplace dignity (WPD) as a possible contributor to individual career outcomes.

The purpose of this paper is to investigate the role of workplace dignity on inclusive work behavior and individual career outcomes in the form of career engagement and career satisfaction. Further, with the theoretical lens of social exchange theory, the mediating role of inclusive work behavior between workplace dignity and individual career outcomes has been determined. This is perhaps the maiden empirical study investigating the role of IWP as a mediator, which has thus contributed to the extant literature on an inclusive workplace with implications for academics and practitioners.

# Audience development as an example of solution-oriented management in the cultural sector

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Assistant Professor at Adam Mickiewicz University in Poznan, Poland (Institute of Cultural Studies); co-author of a number of research and strategic studies in the field of culture as well as educational projects addressed to cultural professionals; collaborator of the AMU ROK Culture Observatory and Best Place – European Place Marketing Institute; a guest lecturer at the Estonian Academy of Music and Theatre in Tallinn, European University Viadrina in Frankfurt (Oder) and University of the Arts in Poznan; he gives courses on cultural promotion, management, communications strategies and new media; co-creator and coordinator of the first postgraduate study programme in Poland in Audience Development; board member of Connecting Audiences - a European magazine for culture professionals; in the years 2013-2015 he worked as a spokesperson for the Polish Guitar Academy festival; previously he had worked also for the Polish Tourist Organization in Madrid.

In the last decades managers working in the cultural sectors in Europe have been developing their own answers to the constantly changing world and the upcoming challenges. Among some others, there has been a visible rise of what one could call an audience-oriented focus pressed by today's cultural sector market, technological and social circumstances. In reaction to that, organizations willing to fulfil their mission have to search for new methods of communications and management. For many, the answer to the most important challenges faced by cultural organizations in the 21<sup>st</sup> century can be found in the concept of Audience Development. It implies a strategic and complex approach towards the issue of building relationships with audiences. The idea originated in the UK (its history dates back to the end of the 90s) where strengthening competencies in the area of Audience Development has been related to both systemic thinking about the local cultural sector and the vision for cultural policies for a longer period already. The aim of the paper is to present a critical analysis of the given concept and discuss to what extent it might be seen as an example of effective solution-oriented management. An important component of the paper relates to the ways cultural offer organisers adapt to the actual determinants of cultural participation.

## Do Millennials Appreciate Humanistic Leaders?

Michal K. Lemanski

*PhD, Assistant Professor in International Business at the Nottingham University Business School, China campus. His research explores the corporate social responsibility of multinational companies in the context of emerging economies, focusing on responsible consumption and responsible leadership. He serves on the editorial board of the Edward Elgar Encyclopaedia of Corporate Social Responsibility, to be published in the year 2022.*

There is a large and growing literature arguing that business leaders should incorporate wider social and environmental goals into management practices. Within this trend, humanistic management scholars and practitioners alike argue that leaders in corporations should incorporate ethical reflections into all their decisions, take care of the development of themselves and their subordinates, treat employees as holistic human beings rather than means to achieve business goals. But there is a dearth of research on how are such prescriptions perceived by employees of various generations and in different cultures. To address this gap, in this exploratory study conducted in different cultures, I put under scrutiny expectations of young professionals with regard to leaders and leadership behaviours. I cross-compare these expectations against principles of humanistic management, to conclude which principles are perceived as more important than others by employees of the millennial generation. Further, I explore characteristics of those individuals who do, and those who do not, appreciate humanistic values demonstrated by leaders. This study develops the stream of literature on humanistic management which puts more attention to the role of national culture in shaping perceptions of leadership. It also contributes to a wider literature on humanistic management by offering a more critical perspective and giving attention to those individuals who do not recognize the importance of humanism in business.

## Public Policies and the Concept of Co-Production. The Case Study of Orlik Facilities in Poland after EURO 2012

Katarzyna Wodniak

*Honorary Research Associate at Trinity College Dublin and an Assistant Professor at the University of Social Sciences in Warsaw. She holds a PhD in Sociology from TCD. Her main research interest is the sociology of organisations and specifically inter-organisational cooperation, self-organisation, and institutional change. She has participated in several research projects including a study on the institutional and organisational legacy of UEFA EURO 2012 in Poland, emerging online norms among youth in Ireland, and emerging norms and values in contemporary universities through a comparative study of Poland, Ireland, and Qatar. Currently, she is a Horizon 2020 researcher in the Search & Rescue Project (societal aspects of crisis management).*

This paper discusses a type of solution that could be particularly applicable in the area of public policy. It analyses the process of social leveraging of UEFA EURO 2012 in Poland for sports participation through a case study of Orlik facilities. It identifies new arrangements in the governance of the facilities that are based on the co-production of amateur sports offer in a polycentric nested system. This novel bottom-up approach brought results in terms of increased participation in the facilities. The analysis is based on a case study of Orliks over a period of eight years, from 2011 until 2018. The main method was ethnography consisting of open-ended semi-structured interviews and participant observation. This study connects the notions of legacy and leverage of mega-events with Elinor Ostrom's concept of co-production. The analysis discusses the advantages of bottom-up, local approaches in comparison to centrally planned programmes.

# Leadership in Heartful Entrepreneurships – A Case of Unipreneurs Inc. UAE

Mohan Lal Agarwal

*PhD, President, Indo Gulf Management Association; US Fulbright Fellow, Boston, EFMD Fellow at ESSEC Business School Paris, British Council Fellow, London; Ranked among the 251 Most Fabulous Global Education Leaders; Former Professor IIM Lucknow, XLRI Jamshedpur and California State University; [LinkedIn](#).*

Heartful entrepreneurship is a cognate term for social entrepreneurship where socially connected purposes are transformed into a business model and run with the heartfelt passion of the entrepreneurs. Other cognate terms include heartfelt entrepreneurs (<https://www.heartfeltentrepreneurs.org>).

Accordingly to the US Chamber of Commerce, “social entrepreneurship is the process by which individuals, startups and entrepreneurs develop and fund solutions that directly address social issues. A social entrepreneur, therefore, is a person who explores business opportunities that have a positive impact on their community, society or the world” ([source](#)).

While it is largely apocryphal, TOMS Inc. is the most cited illustration of heartfelt entrepreneurship where its founder Blake Mycoskie began donating after a trip to Argentina in 2006, a pair of shoes to the children in need for every pair of shoes TOMS sold. Today, TOMS has given over 95 million shoes already to the people in need and has expanded her giving model to include access to safe drinking water, eye surgery, bullying prevention and safe births ([source](#)).

Heartful entrepreneurship thus, distinguishes itself from social entrepreneurs in many significant ways. To begin with, the heartfelt entrepreneurs view “entrepreneurship as an innate desire to deviate from and redefine the structures created by other people” (Source: Kate Glantz, co-founder & CEO of Heartful.ly, a donation platform [see](#)).

The bottom-line however, is the leadership characteristics and approach of the heartfelt entrepreneurs.

## Leadership at Heartful Entrepreneurships



Given below is the list of top ten characteristics that are evident among heartfelt entrepreneurs ([source](#))

1. Communication skills
2. Vision
3. Supportive
4. Self-belief
5. Shares success
6. Involved
7. Create an atmosphere conducive to growth
8. Honesty
9. Perseverance
10. Learning

Heartful entrepreneurs don't just have what it takes, they also demonstrate actively a unique set of behavioral actions in managing the heartfelt ventures. Consider the list below offered by Andre, a heartfelt entrepreneur himself, blogger and Founder of the New Collective Yogi, (Switzerland).

1. They Do and upgrade.
2. They Fall in love with the problem, not your idea.
3. They are impeccable with your word.
4. They may go broke but never poor.
5. They make conscious based decisions.
6. They may be vulnerable but they stay in it.
7. The world is the mirror of your inner self.
8. They let go of ownership

### **The Case of Unipreneurs, UAE**



Unipreneur Inc. is an engagement & development platform for university students aspiring to become responsible entrepreneurs, intrapreneurs, innovators & future leaders in the United Arab Emirates (UAE). It is “an engagement and development platform for university students aspiring to become responsible entrepreneurs, intrapreneurs, innovators and future leaders. It urges to leave no student behind”.

The Vision of the Unipreneur Inc. is towards “ Creating tomorrow's leaders, today- and to nurture university students to become inspiring pioneers like Shaikh Mohammed bin Rashid, Steve Jobs, Elon Musk, Muhammd Yunus & Sundar Pitchai, within the next 10 years.

Creating tomorrow's leaders, today- Whether a high-flyer, back-bencher, introvert or extrovert, we believe every student has capabilities, talent & ideas that can be harnessed to create a great future. They just need to be believed in, guided & given a chance (Source: <http://www.unipreneurinc.com>),

### **Our Goal**

Our research paper profiles the founder leaders of Unipreneur Inc. UAE, analyzes its leadership style on an established leadership scale and assesses the challenges the heartfelt entrepreneur faces and resolves them. The eventual goal is to develop a leadership framework for the heartfelt entrepreneurs.

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# The Servant as a Leader: Application of Greenleaf's Servant Leadership Framework to the Pharmaceutical Industry

Clement Lim

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In 1970, Robert K. Greenleaf coined and defined the term servant leadership as a guiding philosophy for the practice of leadership. Greenleaf suggested that servant leaders would often first have an innate desire to serve. Thereafter, the individual's aspiration to lead is brought about by conscious choice. The acid test of the servant leader's success is when people they serve grow as an individual and develop greater autonomy, health, wisdom and freedom. Servant leadership is considered a timeless and universal aspect of leadership originating over 2,500 years ago. The principles and practice of servant leadership are thought to improve the management of organizations and institutions. Servant leaders strive towards viewing people, work and community spirit in a comprehensive manner. This requires a spiritual understanding of identity, mission, vision and environment. Servant leaders are also humble stewards of the organization's resources (financial, physical and human). Possessing strong altruistic and ethical overtones, they are deeply attentive and empathetic to their follower's needs and well-being, often thinking about ways to enhance their personal development and assisting in solving their problems. This is because servant leaders believe that people are best placed to achieve their targets when they are content and motivated. Ultimately, servant leaders mentor and develop others into becoming servant leaders themselves. To handle the global challenges of the 21st century, there is a need for leaders (both managers and executives) to think, act and lead differently while adopting a more caring management style. This research seeks to provide an overview of the ten principles of servant leadership that was put forth by Robert Greenleaf. In addition, three principles will be discussed in greater depths – acceptance and empathy, foresight as well as awareness. An example of their importance and application in the pharmaceutical industry is also provided.



# Human Potential Based Restructuring at Omega Healthcare Management Services, India

Mark Vandeneijnde

## *Founder Being at Full Potential*

*As founder of Being at Full Potential, Mark assists organizational leaders to question their most ingrained assumptions about their businesses, to look at the future with fresh eyes and to courageously expand the role they play in society. Mark is the author of The Being Entrepreneur, a passionate storyteller and a filmmaker in the area of business transformation.*

This paper/presentation introduces an innovative approach to configuring teams and building a talent pipeline. By leveraging the insights from the Being at Full Potential Human Potential Assessment, Omega Healthcare Management Services was able to create greater alignment between an individual's inherent potential, their role in the organization and the organization's strategic objective to bring the customer truly at the center of their operations.

Omega HMS, is considered a pioneer in the way they approached this organizational transformation project. Their starting point was to see the organization as already being whole. In other words, they believed the talent they needed to create an outstanding customer service team was already there. They just needed to identify the people who have the inherent ability/potential to connect with the customer, think holistically about their needs and then assign them to positions where these qualities can be fully expressed. This approach is in sharp contrast to the usual way in which we go about talent & organizational development. In most cases, we assume the inherent resourcefulness is lacking and therefore extensive (and often very expensive) training programs need to be put in place.

This human potential-based approach to leadership development not only leads to incredible efficiencies but also had a sustainable impact on the self-esteem and engagement of employees. Ultimately, this is a story of how increased engagement levels effortlessly translated into an improved bottom line.

# Solution to Restore the Mental Health of the Population During the COVID-19 Pandemic

Viktoria Pitulei

*PhD, associate professor at the department of psychiatry, narcology and medical psychology, Ivano-Frankivsk National Medical University (Ukraine)*

Keywords: mental health, pandemic, depression, isolation, mental illnesses.

Any large-scale outbreak of a dangerous infection will have a negative impact on people and society. The current COVID-19 pandemic is accompanied by widespread "infodemia" and the expected future "epidemic" of panic, presumably causing social-psychological reactions such as tension, anxiety and fear, loss of landmarks and plans for the future, which can lead to acute stress, post-stress disorders, depression, other emotional disorders, and as a consequence - the growth of autoaggressive actions up to suicide.

Despite the availability of a significant amount of research, the general mental health problems and disorders found among patients and health care workers working in epidemic situations are often ignored by the scientific community. It is important that, in addition to public health emergencies, protocols be developed to identify, treat, and prevent mental health problems for both patients and health care workers in the midst of the COVID-19 pandemic.

Moreover, according to the biopsychosocial paradigm of medicine, it is necessary to use the "triangle of care", in which three components - medical, psychological and social - ensure the effectiveness of the comprehensive intervention. In Singapore, six critical areas have been identified for strengthening the mental health strategy during the COVID-19 outbreak, namely:

- 1) identification of high-risk groups;
- 2) improved screening for mental disorders;
- 3) psychological interventions;
- 4) support for the medical staff involved in the COVID-19 outbreak;
- 5) providing accurate and complete information;
- 6) integration of medical and public resources.

A very important factor is social support and social resources that reduce negative emotions, such as anxiety. Therefore, when people are isolated (particularly during epidemics), online groups that expand social networks and provide mutual support can reduce anxiety due to solitude due to quarantine measures. Social support helps to reduce the perception and assessment of the threat of emergencies, physiological reactions and inappropriate behavior caused by stress, as well as reduce the fear and anxiety caused by this shock.

Track 2. Posthumanism & Sustainability  
Track chairs: Michal Palasz, Joanna Tusznió

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Revival of a Legend as ‘Solution’: A (Post)human Reading of Amitav Ghosh’s *Jungle Nama*  
Saikat Chakraborty

*Integrated MPhil-PhD Scholar, Department of English, Kazi Nazrul University, West Bengal, India*

*Integrated MPhil-PhD scholar in the department of English, Kazi Nazrul University. He stood First Class First in his M.A exam in the year 2018 with a consolidated grade point of 7.65 from Kazi Nazrul University. He qualified NET(LS) June 2019. His area of interests are Posthumanities, Medical Humanities, Culture Studies, Absurd Literature and Literary Theory. He is a member of the Indian Posthumanism Network founded by Prof. Debasish Banerji and Prof. Francesca Ferrando.*

Keywords: Bon Bibi legend, Posthumanism, Dwipodi-poyar, Syncretism.

“All you need do, is be content with what you’ve got;  
To be always craving more, is a demon’s lot.  
A world of endless appetite is a world possessed,  
is what your munshi’s learned, by way of this quest.”

The quoted lines appear at the very last of Amitav Ghosh’s *Jungle Nama* and aptly convey the theme of the text in a nutshell. Human appetite to exploit nature (and other nonhuman species) has fathered ecological cataclysms. In such tumultuous times, Amitav Ghosh sets his work in the Sundarban and attempts to revive a local legend of ‘Bon Bibi’. The paper attempts to decipher how, the ‘*dwipodi-poyar*’ meter (a Bengali verse meter) weaves magic against human greed, through the depiction of ‘Bon Bibi’ legend. The legend is a conspicuous manifestation of hybridity- bringing together Hindu and Islamic traditions. The paper also focuses on such syncretic traditions of Bengali popular literature (*Bon Bibi Johuranama*) and tries to show that the contamination of greed and the preservation of human-nonhuman balance is planetary essentiality. Here the syncretic turn also points towards a future beyond the prejudiced and sectarian human world. So, the investigation of a possible posthuman future through a native indigenous text such as *Bon Bibi Johuranama* (one that Ghosh has adopted into English), would be the prime focus of this paper.

Ways of Opening the Humanistic Management for Non-Humans:  
Posthumanistic Management as a Solution for Recognising Their Work  
Maria Pieniazek

*Holds Bachelor's degree in Culture Management field, currently a student of Master's degree program of Contemporary Culture Management in the Institute of Culture, Jagiellonian University. Interested in humanistic and posthumanistic view of management studies.*

The presentation is based on paper for which the analysis of the feline–human team was conducted focusing on the animal perspective; the purpose of the research was to check the principles of animal participation in the team under the hypothesis that animals are workers, to discover ways of cats participation in the team and demonstrate the importance of creating the team along with the cats' nature. The research was done using papers written by Bińczyk, Blattner, Coulter, Delon, Donaldson, Haraway, Kostera, Kymlicka, Pederson. The presentation, focused on the animal turn in the management studies, points out the importance of the humanistic and then posthumanistic management as a turn from an economic and anthropocentric view of management and a solution for acknowledging and recognizing the work done by other beings in both human and non-human workplaces.

## Exclusionary Participation. How to Include Non-Human Beings in Thinking about Inclusive Management

Jakub Wydra

*Bachelor in Management and student of Inter-faculty Individual Studies in the Humanities at the Jagiellonian University. Scientifically interested in the issues of Inclusive Management and Critical Posthumanism.*

The conference presentation is focused on the problem of a paradigmatic paradox occurring within humanistic management, specifically in the framework of inclusive management, which, due to an anthropocentric view of participation, manifests itself in the exclusion of non-human beings. A solution can be found outside traditional management science; theoretical research points to new perspectives for understanding human-non-human relations in critical posthumanism theory especially based on research by Haraway, Harman, Latour, Morton. The presentation is thus an overview of possible ways and solutions for changing the mindset in both theory and action within inclusive management, with the introduction of the category of radical inclusivity into the discourse.

# Solution Is the Problem Is the Solution: On Reverence, Collectives and Ahumanistic Management

Michal Palasz

*Doctor of humanistic management from the Department of Contemporary Culture, Jagiellonian University in Krakow, Poland. Interested in posthumanist and more-than-human aspects of reforming managerial practices, research and learning to better fit the challenges of the Anthropocene, above all climate-ecological crisis, for the common good.*

Unconditional respect for human dignity is what is proposed by humanistic management scholars as a solution to exploitative contemporary business practices. Although this surely presents a progressive proposition in face of the hegemonic economic, instrumentalizing and commodifying modern neoliberal managerial discourse, it definitely delivers no solution in the dynamic crises-packed world of the Anthropocene.

The reason why only-human-dignity is not enough anymore is that it excludes various and diverse nonhuman agents from the assemblage of beings endowed with dignity and therefore makes them vulnerable to exploitative and oppressive human (business) actions.

Still, it is dignity that seems to be the solution - but belonging not only to humans as in humanistic management - it needs to be redistributed between human and nonhuman actors. Redistributed dignity creates the possibility of common, good enough - and reverent (full of generalized respect for interconnected beings) - human-nonhuman society, that is collective, or maybe it is better to say about different localized human-nonhuman collectives. But redistribution of dignity and making it non-exclusive to humans demands a kind of ahumanisation or as Juliette Singh puts it: "relentless enforcement of human distinctiveness and a new subjectivity that is not beholden to mastery necessitates calling into question the very notion of the human that has been produced and enforced across modernity". What would ahumanistic management be?

In the paper I discuss the challenges of the Anthropocene, the non-sufficiency of managerial approaches to address them and propose reverent redistribution of dignity among human and nonhuman actors creating collectives instead of organizations that could be managed ahumanistically. And I try to explore what that would mean. I build mainly on post-structuralist and posthumanist approaches and authors, as Bruno Latour, Michel Callon, Rosi Braidotti or Francesca Ferrando, as well as on the humanistic management scholarship.

# Green Strategies for Cultural Organizations – Experiences, Challenges, Solutions

Malgorzata Cwikla

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For many cultural organizations, the time of the pandemic was not only a crisis but also gave the opportunity to test new ways of functioning. The changes mainly concerned two areas: limiting mobility and transferring organizational and artistic activities to the Internet. In some cases, this scope of modification turned out to be an introduction to rethinking one's own environmental impact in the context of the climate crisis. New questions appeared: about the future of festivals and guest performances, the circulation of documents and the digital carbon footprint. Conducting ecological audits turned out to be an important element in building one's own organizational identity during the pandemic. When the epidemiological situation in many areas of the world improves, it is worth considering what to do next and how to build strategies for the future based on the accumulated experience. The presentation will discuss various examples of building green organizational development strategies in the area of culture, will also indicate potential difficulties and present solutions that are already tested by various organizations and discussed with founding bodies. The presentation will be based on the results of two research projects carried out in Polish cultural institutions on the basis of post-humanistic methodological approach.



# Important Management Areas in Teams Based on Cooperation Between Humans and Intelligent Machines

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The aim of this presentation is to present the challenges related to the functioning of new types of work teams in organisations: those based on cooperation between people and intelligent machines (robots or artificial intelligence algorithms). It will discuss important changes in key areas of organisational functioning (such as communication, motivation to work, trust, decision-making, attitudes or mental models), which may change in the face of the increasingly widespread robotisation. The presentation will summarise the review of research done in the area of Human Robot Interaction, with particular emphasis on areas that need attention when managing teams made up of people and intelligent machines. What should not be forgotten when creating teams based on cooperation between people and intelligent machines, so that working in such a team is still satisfying for people.

## Machinism vs. Humanism, already?

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It is highly probable that the boundary that defined the status of digital machines has been exceeded. This border divides the fields of semantics and syntax. So far, these machines have not had access to semantic processes, i.e. they processed numbers which, from their point of view, were devoid of meanings assigned to them by humans. However, the so-called artificial intelligence, i.e. GPT-2 and GPT-3 language models (and possibly Google's so-called Switch Transformer), are capable of advanced computational procedures (e.g. linear algebra) as de facto semantic procedures. These models are advanced algorithms from the NLP area.

This momentous fact being the practical, experimental, non-speculative effect of the development of digital technologies, opens a new era in the treatment of digital technology. These solutions also require a way of understanding the so-called artificial intelligence, around which there has been a lot of misunderstanding due to ignorance. The issues surrounding this event are numerous. However, incl. there is a need to define the status of machines capable of producing intelligible texts, which opens up various possibilities of using their semantic abilities, including the accumulation, retention and articulation of knowledge. This situation raises the question of machinism.

Machinism comes from the analogy with humanism. Since humanism means the general anthropological project which puts human (in Latin homo) in its center and takes into consideration philosophical, social, moral contexts of his existence, machinism means the general technological (technical) project which puts machine (in Latin machina) in its center and considers the same contexts.

Organizational Resilience Narratives: A Case Study of Polish Folk Universities  
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Looking systematically at the postulates of sustainable development, the narration is changing from thinking about the notion of sustainability in terms of a permanent and fixed state, which is determined by the desired proportions between three basic components: environmental, economic and social, into understanding sustainability as the processes of changes and dynamic adjustments to these components, which are elements of the whole, i.e. the system. The stability of complex systems is not determined, as was once thought, by maintaining a state of equilibrium, but by the ability, referred to as resilience (Holling 1973), to maintain relations created within the system. This approach to development has shaped the concept of resilience in the approach to managing social and ecological systems.

A combination of resilience thinking with an integrated socio-ecological system, in search of sustainable solutions, was observed in three educational and cultural institutions to which ethnographic research was devoted - folk universities. The research aimed at "recreating" three narratives, each of them being a unique record of the life of folk universities, and bringing about their stories of ability to fully exist in a changing and difficult reality in the context of organizational resilience studies. The aim of this paper will be to present intersubjective stories that, embedded in various contexts, will allow us to look at selected problems and challenges from different interpretative perspectives on organisations oriented around solutions and resilience-building - folk universities.

# Introduction of Humanistic Management in a Chinese Hotel

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Keywords: Chinese hotel industry, humanistic management, hotel employees

As a result of China's economic growth, its hospitality and tourism industries are in a fast development period. However, in the 21<sup>st</sup> century, there exist strong pressures to balance the economic growth and profitability of business with social and environmental considerations, which resonate well with the principles of humanistic management. Globally, the hotel industry is under pressure to increase its social and environmental performance. Meanwhile, the Chinese government stressed the needs for sustainable development and the importance of business to address social issues in the 13<sup>th</sup> and 14<sup>th</sup> Five-Year Plan for Economic and Social Development. In China, hotels increasingly implement practices to conform to these demands, but the trend was dominated by large and international hotels, while the understanding of the "local case" remains limited.

In this study, I examine the process of implementation of humanistic management practices in a Chinese medium-size hotel and identify the dimensions affecting the implementation of humanistic management in the context of Chinese culture, taking into account both traditional values and current social norms, as well as local economic conditions and competitive environment of the studied hotel. The study provides an in-depth analysis of a local case to derive a model of humanistic management with Chinese characteristics in the hotel industry. The findings enrich the international literature with insight into how studying Chinese culture can inspire hotel managers in other cultures to develop new humanistic practices.

# CAMB Model as a Possible Panacea to Management Education for Sustainability

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Keywords: CAMB Competency Model, Management Education, Principles for Responsible Management Education (PRME), Sustainability.

Management education is a gateway to the business world and needs transformation to deal with the challenges of responsibility and sustainability. The present management education is largely based on traditional capitalism where the focus is on profits and competitiveness rather than on a balance among ethics, profitability, social accountability and sustainability. Despite enormous growth and popularity, management education has often been criticised for value erosion, arrogance, and ethical issues due to its focus on imparting knowledge and skills to maximise the value of a firm's products/services for raising the bottom-line while ignoring the triple bottom line. During the past years, the world has witnessed Asian financial crisis, global economic meltdown and several corporate debacles and their repercussions on people, organisations, and countries in this interconnected world, which make a case for a shift in focus from economic paradigm to humanistic paradigm, from short term to long term, from shareholder interest to stakeholder's interest, from profit to planet.

United Nations supported 'Principles for Responsible Management Education' (PRME) initiative created a movement across the globe among scholars, practitioners and policymakers to deal with this situation. CAMB competency model (Sharma, 2015, 2017, 2021) based on the PRME principles has been developed by the author and empirically tested which can be embedded in the management curriculum to develop competencies and human capital required for sustainability in business.