



Minutes of the General Assembly Meeting 19 June 2015 Kozminski University, Warsaw, Poland

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1. President's Welcome and Approval of Minutes of the General Assembly of June 2014, Valencia, Spain

President Luca Gnan opened the meeting at 13:05 when approximately 75 EURAM members were present, well over the required quorum of 40 members.

He thanked Dorota Dobija and her team for their dedicated work and the highly professional conference organisation. Having followed sessions, he was pleased to see that they were well attended and that participants took part in rich debates.

During the year, two new projects will be developed for the EURAM members: the manifesto for management research and education and a European Code of Practice for Field Research.

The manifesto will reflect EURAM's position and wishes on the future of management education and research.

The Code of Practice for Field Research is a project currently developed by the Société Française de Management. It has been discussed and presented to the National Representatives and Presidents/Officers of affiliated societies with the aim to take it to a European level.

The minutes of the 2014 General Assembly were approved.

2. Governance Issues:

- Results of the elections for the President-Elect

Luca thanked the two excellent candidates, Henk Volberda and Sibel Yamak, who recently ran for the presidential elections and congratulated Sibel. She won the election with 154 votes while Henk Volberda collected 96 votes.

- Results of elections of National Representatives

Luca Gnan congratulated the board members recently elected, 14 in total and thanked the 12 outgoing ones.

The elected board members are:

- Australia: Shankar Sankaran, University of Technology Sydney,
- Austria: Kurt Matzler, Innsbruck University School of Management
- Belgium: Sebastian Desmidt, Ghent University College (2nd mandate)
- Brazil (2014-2017): Lilian Outtes Wanderley, Federal University of Pernambuco
- Denmark: Jacob Dahl Rendtorff, Roskilde University
- Finland: Miia Martinsuo, Tampere University of Technology

- France: Audrey Rouzies, University Toulouse 1 IAE
- Germany: Andrea Calabro, Universität Witten Herdecke
- Greece (2014-2017): Eleanna Galanaki, Athens University of Economics and Business
- Italy: Lucrezia Songini, Eastern Piedmont University & SDA Bocconi School of Management
- Netherlands: Jatinder Sidhu, Rotterdam School of Management
- Norway: Birgit Jevnaker, Norwegian School of Management
- Spain: David Tanganelli, Universitat International de Catalunya
- UK: Joana Vassilopoulou, University of Sussex
- USA: S. Robert Hernandez, University of Alabama at Birmingham (2nd mandate)

Those who ended their mandate are:

- Australia: Suzanne Young, La Trobe University (2 mandates)
- Austria: Dagmar Abfalter, Vienna University
- Denmark: Lars Frederiksen, Aarhus University
- Finland: Iris Aaltio, University of Jyväskylä
- France: Alain Fayolle, EM Lyon
- Germany: Anne-Katrin Neyer, Martin Luther University Halle-Wittenberg (2 mandates)
- Italy: Alessandro Zattoni, LUISS University
- Netherlands: Stefan Mol, University of Amsterdam
- Norway: Gro Ladegard, Oslo School of Management
- Spain: Alejandro Escriba, University of Valencia (2 mandates)
- Sweden: Rolf Lundin, University of Jonköping
- UK: Stephen Dobson, Sheffield Hallam University

- **Executive Committee & Board Members (2015-2016)**

The changes within the Executive Committee are:

- Sibel Yamak, Galatasaray University & University of Southampton (visiting) in the role of President-Elect for one year;
- Hans Lundberg, Linnaeus University, Vice President Doctoral Colloquium, will enlarge his portfolio and take on Sibel's responsibilities as Vice President Conferences as well;
- Salvatore Tomaselli, University of Palermo, was appointed by the board as Vice President Finance. He had served, together with Lucrezia Songini as a personal advisor to the president for a year. In this capacity, he put in place a new managerial accounting model in place which he will continue to be responsible for. Finally, Lucrezia Songini recently elected as National Representative for Italy resigned from her role as personal advisor to dedicate herself fully to her new role.

The full board is composed of the following officers:

- > Luca Gnan, University of Tor Vergata, President
- > Sibel Yamak, Galatasaray University, President-Elect

- > Julienne Brabet, Université Paris-Est Créteil, Vice President for Membership, HR and Conference Chair 2016
- > Wojciech Czakon, University of Economics in Katowice, Vice President for the Strategic Interest Groups
- > Hans Lundberg, Linnaeus School of Business, Vice President responsible for the Doctoral Colloquium and Conferences
- > Silke Machold, University of Wolverhampton, Vice President for Governance
- > Anne-Katrin Neyer, Martin-Luther University of Halle-Wittenberg, Vice President for the EECC
- > Salvatore Tomaselli, University of Palermo, Vice President for Finance
- > Corinne Vercher, Université Paris 13-Sorbonne Paris Cité, Vice President Operations
- > Mustafa Özbilgin, EMR Editor
- > Australia: Shankar Sankaran, University of Technology Sydney
- > Austria: Kurt Matzler, Innsbruck University School of Management
- > Belgium: Sebastian Desmidt, Ghent University College
- > Brazil: Lilian Outtes Wanderley, Federal University de Pernambuco
- > Canada: Catherine Loughlin, Saint Mary's University
- > Denmark: Jacob Dahl Rendtorff, Roskilde University
- > Finland: Mia Martinsuo, Tampere University of Technology
- > France: Audrey Rouzies, University Toulouse 1 IAE
- > Germany: Andrea Calabro, Universität Witten/Herdecke
- > Greece: Eleanna Galanaki, Athens University of Economics and Business
- > Ireland: Brian Harney, Dublin City University
- > Italy: Lucrezia Songini, Eastern Piedmont University & SDA Bocconi School of Management
- > Netherlands: Jatinder Sidhu, Rotterdam School of Management
- > Norway: Birgit Jevnaker, Norwegian School of Management
- > Poland: Wojciech Czakon, University of Economics in Katowice
- > Spain: David Tanganelli, Universitat International de Catalunya
- > Sweden: Maria Elmquist, Chalmers University of Technology
- > Switzerland: Xavier Castaner, University of Lausanne/HEC
- > Turkey: Özlem Yildirim-Öktem, Bogazici University
- > U.K.: Joanna Vassilopoulou, University of Sussex
- > U.S.A.: S. Robert Hernandez, University of Alabama at Birmingham
- > Luisa Jaffé, Executive Officer

- **Administrative Issues:**

- **Membership Situation 2014**

The membership remains stable over the last five years as shown below:

Year	Members
2014	1211
2013	1184
2012	736
2011	1273
2010	906

As for the top countries, they are Germany with 160 members, France with 146, the UK with 129, Italy with 106 and the Netherlands with 60.

However, these figures do not show the high turnover of membership. 75% of the submitters for the 2015 Conference are new comers.

The Executive Committee is looking at the loyalty issue and is thinking about ways as to minimise this high turnover.

- **Accounts 2014**

The President presented the accounts for 2014. The loss of 2013 was fully recovered with a 59% increase in the income and a 52% decrease in the costs.

	2014	2013
	€	€
Income	250.589	157.302
Expenditures	148.657	312.796
Result of the Year	101.932	-155.495

More detailed figures regarding the income show:

	2014	2013
	€	€
Income		
Membership	93.933	98.592
Conference	85.926	
Research Leadership Programme	46.600	33.300
Editorial Fees & EMR Best Paper Award	22.000	22.000
Extraordinary Items	400	500
Interest	1.729	2.910
Total	250.589	157.302

The Executive Committee curtailed the costs, and decreased the administrative costs by 75%. Below is the full picture of the expenditures:

	2014	2013
	€	€
Expenditures		
Conference		74.883
Committees & Awards	4.719	16.683
Publications (EMR + Newsletter)	27.445	31.351
SIGs	180	6.649
Research Leadership Programme & EECC	1.426	29.071
Administration	17.995	67.563
HR Costs	96.893	86.596
Total	148.657	312.796
Result of the Year	101.932	-155.495

The balance sheet shows that the Academy regained a sound financial status with assets nearing those of 2012:

	2014	2013
	€	€
Assets		
Bank Accounts	367.411	198.353
Charges to be deferred	1.636	102.624
Miscellaneous	9.697	-8.856
VAT	12.828	20.128
Total	391.572	312.249
Liabilities		
Prepaid Membership & EMR	81.974	109.947
Sundry Creditors & Invoices Receivable	19.303	13.939
Total	101.278	123.886
Surplus previous year	188.363	343.857
Result of the Year	101.932	-155.495
Total Liabilities, Surplus Previous Years & Result of the Year	391.572	312.249

The President asked for a show of hands for the approval of the accounts 2014. The majority of the attendees approved the accounts for the year 2014.

- Budget 2015

The budget prepared by Salvatore Tomaselli and Lucrezia Songini was approved by the board, and approved by the majority of the members present at the General Assembly. This budget follows the principle of managerial accounting (vs. cash flow accounting) and takes VAT into account.

	Total	% on total revenues
Total Revenues	207.889,98	100%
Total Costs	157.835,00	75,9%
OPERATING INCOME - EBIT (EARNINGS BEFORE INTEREST AND TAXES)	50.054,98	24,1%
Interest +	3.000,00	1,4%
Interest -	(3.500,00)	-1,7%
INCOME BEFORE EXTRAORDINARY ITEMS	49.554,98	23,8%
Extraordinary items +		
Extraordinary items -		
INCOME BEFORE TAXES	49.554,98	23,8%
Taxes	500,00	0,2%
NET INCOME	49.054,98	23,6%
Return on sales		24,10%

More details on the revenue forecast can be found in the table below. Concerning the loss related to the journal, Luca said that the agreement running until the end of 2017 was being renegotiated.

	EURAM	% on total revenues	Annual conference	% on total revenues	DC	% on total revenues	EECC	% on total revenues	RDP	% on total revenues	Total	% on total revenues
Membership fees	102.327,76	49,2%									102.327,76	49,2%
Total annual conference profit			104.338,10	50,2%							104.338,10	50,2%
Other initiatives margin					1.890,00	0,9%	(1.200,00)	-0,6%	8.032,34	3,9%	8.722,34	4,2%
Total EMR	(7.498,22)	-3,6%									(7.498,22)	-3,6%
Total Revenues	94.829,54	45,6%	104.338,10	50,2%	1.890,00	0,9%	(1.200,00)	-0,6%	8.032,34	3,9%	207.889,98	100%

Costs are from now on split into the direct and indirect costs, as shown below:

	Total (with VAT)	% on total costs (with VAT)
Personnel and related costs	100.460,00	63,6%
	-	
EIASM allocated costs	21.780,00	13,8%
IT costs	12.250,00	7,8%
IT maintenance/ordinary	7.750,00	4,9%
IT investment	4.500,00	2,9%
Overheads	8.555,00	5,4%
EURAM member's membership paid to EMR	6.490,00	4,1%
Other Costs	8.300,00	5,3%
DC best paper award	1.800,00	1,1%
SIG Funding	6.500,00	4,1%
Total Costs	157.835,00	100,0%

3. Report on the EURAM Warsaw 2015 Conference & Doctoral Colloquium – Dorota Dobija

Hans Lundberg reported that 51 PhD students were accepted and participated in the EURAM 2015 Doctoral Colloquium. The numbers are stable and typically range from 50 to 80 delegates depending on the attraction to the country or the school.

The other co-chairs were Dariusz Jemielniak, Kozminski University, Marcela Ramirez-Pasillas, Jönköping University and Wojciech Czakon, University of Economics in Katowice.

He thanked the EURAM 2015 organising team, and more particularly, Dorota Dobija, Conference Chair, Karolina Mikolajewska-Zajac and Luisa Jaffé as well as the “men in black” for staging the event in a beautiful setting, the Jablonna Palace, belonging to the Polish Academy of Science.

In the future, he plans to increase the number of keynote speakers (9 in total in 2015) as well as the mentoring time allocated to the PhDs.

Dorota Dobija gave a few key facts and figures regarding the event still unfolding:

- 70 topic proposals
- 1300 papers submitted

- Papers had between two to four reviewers
- A 20% rejection rate was applied
- 650 papers were presented
- Close to 900 delegates present in Warsaw

She expressed her gratitude for the efforts and scientific contribution to all the stakeholders: the proponents, reviewers, SIG Officers and the delegates.

4. Report on the EURAM Paris 2016 Conference & Doctoral Colloquium – Julienne Brabet

Julienne Brabet, Vice President and Conference Chair 2016, briefly presented the next conference to be held in Paris 1,2, 3 and 4 June 2016.

The theme chosen by the local organising team is *Manageable Cooperation?*

The venue is located just 20 minutes from University of Paris-Est Créteil on a direct metro line.

The next important deadline is 26 June 2015 in order to submit a proposal for a topic, symposium or DWG.

She and her engaged local organising team look forward to welcoming the EURAM delegates for an enjoyable and scientifically-rich conference.

Hans reported that the Doctoral Colloquium would be held 30-31 May 2016 in the same venue. Laurence Beierlein had accepted to act as the coordinator and to join Marcela and Wojciech who will continue in their role as Doctoral Colloquium Co-Chairs.

5. Next Conferences – Sibel Yamak

Sibel briefly explained the new process put in place to select the candidates for the organisation of EURAM 2017. A call for expressions of interest for organising and hosting the EURAM conference 2017 was sent in September 2014.

Seven universities sent a short proposal as follows: John Child for the Birmingham Business School, Virgile Chassagnon, Bernard Baudry and Christian Le Bas for the Business School of the Catholic University of Lyon, George Talbot for the Edge Hill University, Alessandro Zattoni for the LUISS University and Business School, Andri Georgiadou for the University of Hertfordshire, Mehmet Demirbag for the Strathclyde Business School and Eythor Ivar Jonsson for the University of Iceland.

The Executive Committee shortlisted three locations: Reykjavik, Glasgow and Birmingham. The latter candidate was not able to complete a full proposal on time.

The proposals submitted by Glasgow and Reykjavik were presented at the board the day before. Both candidacies were viewed as excellent. After a vote, Glasgow was chosen as the venue of EURAM 2017.

6. Report on Task Forces (a) Values, Strategy and Positioning, (b) Governance, (c) Organisation & Operations – Wojciech Czakon & Sibel Yamak, Silke Machold & Corinne Vercher

During a Strategic Forum held in Rome in October 2014, three taskforces were formed: Values, Strategy and Positioning, led by Sibel Yamak and Wojciech Czakon, Governance led by Silke Machold and Organisation and Operations led by Corinne Vercher.

Values, Strategy & Positioning Task Force:

Sibel shared that the task force would like to create a culture embodying the values of humanity, diversity, courage and creativity.

Among the goals, two are viewed as priorities and actions have been already implemented for them:

- Changing the rules of the game
 - A new award was put in place for the EURAM 2015 conference and rewards the authors of the “most inspirational paper”.
- Adopting a service orientation by giving support for ongoing research
 - PDWs for innovative teaching, new comers of EURAM, and reviewing for journals were organized during the EURAM 2015 Conference.

Governance Task Force:

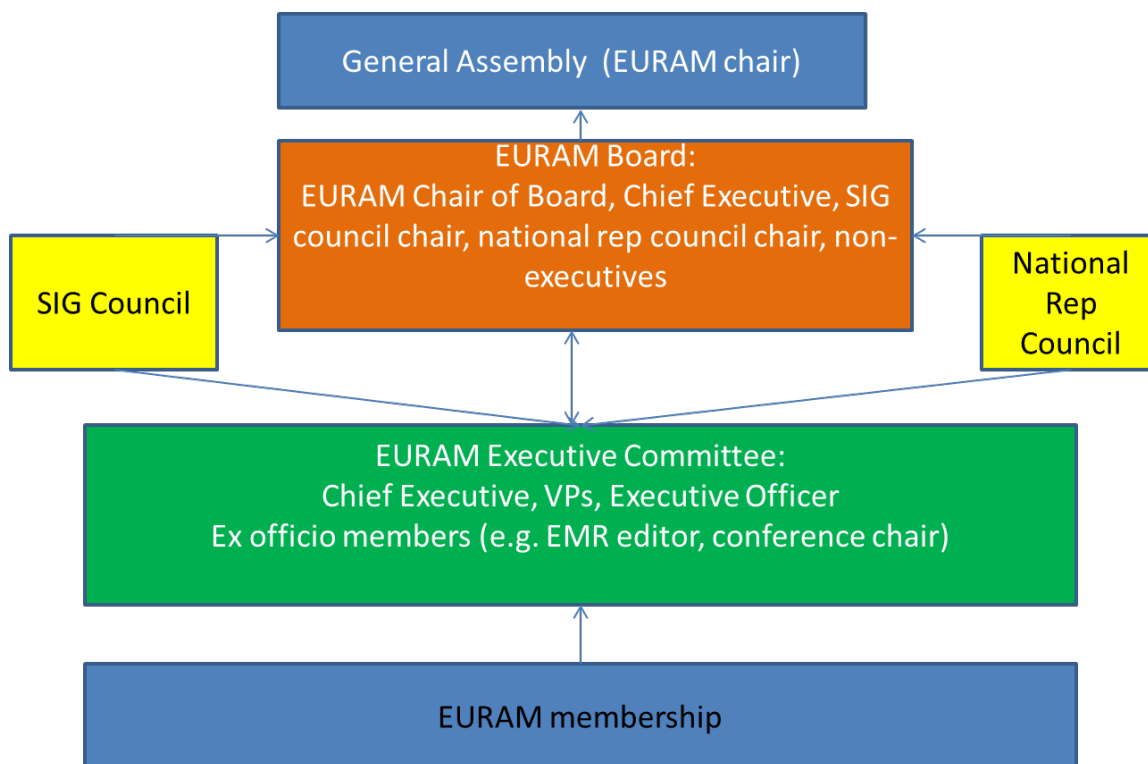
Silke reported that the task force has been constituted to look at concerns over governance structure and the functioning of previous presidents, the executive committee, fellows and some SIGs.

As key findings, the statutes of EURAM show a concentration of power, are inward-looking and lack the representation of crucial constituencies such as the Strategic Interest Groups.

In the new governance model that the task force has designed, the role of the Chair, Chairman of the Board and CEO are now separated. The SIG Council will ensure that SIGs are involved in the governance of the Academy.

It is also foreseen that the Board will have members from outside constituencies.

The graphic below shows the outcomes of the task force’s discussions:



Operations & Organisation Task Force

Corinne explained that the mandate of the task force Organisation & Operations is to deliver ongoing and quality services to the EURAM members, to use the limited resources as efficiently as possible, to streamline process and work on a business model.

The task force has 3-4 members and welcomes any other member who would be interested in contributing.

7. Report on EECC –Anne-Katrin Neyer

Anne Katrin Neyer was pleased to report that the 6th edition of the EURAM Early Career Consortium hosted by the Jagiellonian University in Krakow was a great success attracting 14 participants. Beata Jalocho organised the formal and informal part with high professionalism.

Participants could also join a dedicated track during the EURAM 2015 session to present their revised paper and receive extensive feedback.

Together with some of the SIGs, a new session was offered in Warsaw for the EECC community in the form of thematic “SIG roundtables”. Anne-Katrin will evaluate whether the format is the ideal one and reflect on what can be proposed at the conference in 2016.

The plans to organise the 7th EECC on “Networking (and) Methods” 24-26 February 2016 are well underway. The event will be hosted by the Martin-Luther University Halle Wittenberg University.

8. Report on EFMD Programme – Luisa Jaffé

Luca thanked Peter McKiernan for facilitating the 5th cycle of the programme for directors of research co-organised with the EFMD after a year of interruption.

The 3-modular programme focuses on *The Long View – Strategy* (Module 1), *The School View* (Module 2), *The Practical View* (Module 3) and gives the opportunity for alumni to meet the current cohort by organising a special alumni day.

With 12 participants, EURAM has now close to 70 directors of research who took part in the programme.

Guest speakers ranged from established scholars, senior university administrators, publishers, EU Directors, other associations and alumni of the programme.

In 2016, a workshop open to any interested director of research will be organised. Members will be kept informed about the dates for the next cycle of the programme and about the workshop.

9. Report on SIGs – Wojciech Czakon

Wojciech thanked the SIG Chairs and officers for their sustained effort during the year. They all demonstrated qualities of self-discipline and self-dedication which resulted in an excellent scientific programme. The success of the conference depends on their community building efforts.

Further SIGs will be created and the executive committee will come up with key development indicators for the SIGs.

The key contributors and chairs for the year 2014-2015 were:

- > **Business for Society**
SIG chair: Rémi Jardat (ISTEC, France), Programme chair: Corinne Vercher (Université Paris 13, France)
- > **Corporate Governance**
SIG chair: Pascual Berrone (IESE Business School, Spain),
Programme chair: Jonas Gabrielsson (Lund University, Sweden), Programme chair of kick of activities: Mariateresa Torchia (Witten Herdecke University, Germany)
- > **Entrepreneurship**
SIG chair: Lucrezia Songini (Eastern Piedmont University & SDA Bocconi School of Management, Italy)
Programme chair: Massimiliano M. Pellegrini (Princess Sumaya University for Technology, Jordan)
- > **Family Business Research**
SIG chair: Donata Mussolino (University of Naples Federico II, Italy), Programme chair: Alfredo De Massis, (Lancaster University Management School, UK)

- > **Gender, Race & Diversity in Organisations**
SIG chairwoman: Beverly Dawn Metcalfe (Manchester Business School, UK), Programme co-chairs Jawad Syed (University of Huddersfield, UK), Hamid Kazeroony (Minnesota State Colleges), Edwina Pio (Auckland University of Technology, New Zealand)
- > **Innovation**
SIG chair: Jan Dul (Rotterdam School of Management, Erasmus School, Netherlands), Programme chair: Vivek K. Velamuri (HHL Leipzig Graduate School of Management, Germany)
- > **International Management**
SIG chair: Markus G Kittler (University of Stirling, UK), Programme chair: David Rygl (Steinbeis University Berlin, Germany)
- > **Managing Sport**
SIG chair: Harald Dolles (Molde University College, Norway & University of Gothenburg, Sweden), Programme chair: Mathieu Winand (University of Stirling, UK). Programme chair of kick off activities: Sten Soderman (Stockholm University, Sweden)
- > **Organisational Behaviour**
SIG chair: Alessandro Hinna (University of Rome Tor Vergata, Italy), Programme chair: Fabian Homberg (Bournemouth University, UK)
- > **Project Organising**
SIG chair: Rodney Turner (SKEMA Business School, Lille, France), Programme chairs: Brian Hobbs (Université de Quebec, Montreal, Canada), Martina Huemann (WU University, Austria)
- > **Public and Non-Profit Management**
SIG chair: Denita Cepiku (University of Rome Tor Vergata, Italy), Programme chair: Andrea Bonomi Savignon (University of Rome Tor Vergata, Italy)
- > **Research Methods and Research Practice**
SIG chair: Bill Lee (University of Sheffield, UK), Programme chair: Jacqueline Fendt (ESCP Europe, France)
- > **Strategic Management**
SIG chair: Tomi Laamanen (University of St.Gallen, Switzerland), Programme Co-chairs: Anabel Fernández (University of Valencia, Spain), Patrick Reinmoeller (Cranfield University, UK)
Programme chair of kick off activities: Xavier Castañer (University of Lausanne/HEC, Switzerland)

10. Report on Communications – Stefano Armenia

Stefano Armenia, appointed as communications officer by President Gnan, worked essentially on designing a new communication strategy and a more updated electronic presence.

EURAM migrated to a new website platform in April in order to integrate the conference in the new website. Further developments are foreseen to integrate other community based services such as a membership database, submissions' platform, the registration process, etc.

Efforts to standardise, for instance the SIG pages, will be carried out during the year.

The newsletter was revived after two years of interruption and integrates input from members every two months.

The communications strategy was carefully thought through to reflect the EURAM overall strategy.

11. Report on EMR – Mustafa Özbilgin

In the absence of Mustafa Özbilgin, Editor of EMR, Luca gave a status report on EURAM's Journal. It remains an international journal with a European flavour. Half of the submissions originate in Europe, however it has broad international readership and authorship.

In 2013, the impact factor was 0.90. The impact of the new editorial board will be measurable in the next few years. Some national academies and journal lists (ABS) in Britain, France and Germany now rate EMR a grade higher. With these new rankings, EMR is considered as a top journal.

The quantity of submissions has increased which means that reviewing time is longer. The editorial and review board needs further development in order to cover for this increase.

As announced since the editorship changed, submissions in all European languages are accepted. The translation will be required only after a successful reviewing process.

In this way, EMR hopes to attract more authors from the Academy's community and more European authors.

12. Fellows Awards – Luca Gnan

Three new fellows were nominated by the board and approved by the Executive Committee last March following the procedure put in place in 2012.

President Gnan was pleased to announce that the following loyal scholars are receiving the EURAM fellowship Award for the contributions to scholarship and more particularly to EURAM. He congratulated:

- Donatella Depperu, Universita Catholica del Sacro Cuore: Founding Member, Vice President Research & Communications 2003-2009, Chair of EURAM 2003;

- Pierre Dussauge, HEC Paris: First Editor of EMR 2004-2005, Co-Chair of EURAM 2007;
- Kathrin M. Moeslein, Erlangen Nuremberg & HHL, Leipzig Graduate School of Management: Founding Member, Member of EURAM 2005 Conference Organisation Team 2005, Vice President Professional Development 2006-2012, Doctoral Colloquium Chair 2008-2012, Co-founder of EEC in 2009, Chair of a book track at EURAM 2004-2009.

Unfortunately, Donatella and Pierre were not able attend the conference due to other professional commitments.

13. AOB

No items were raised, therefore the agenda item was skipped.

14. Questions & Answers

Wafa Khlif, ESADE, commented that for certain countries (North African countries, Eastern Europe, etc.) the fees for the conference were much too high, yet they would be keen to participate in order to promote their research. With public funding shrinking, this could become an issue for other countries as well.

The president assured that the Executive Committee is working on the business model, while for 2015, the fees were stable, and a modulation of fees will most probably be proposed also for young scholars and PhDs.

No further questions were asked. Luca thanked all the attendees and closed the meeting at approximately 13:50.

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