



B.S.LAB
Business Systems Laboratory



**SIXTH
BUSINESS SYSTEMS LABORATORY
INTERNATIONAL SYMPOSIUM
2019**

BORDERS WITHOUT BORDERS:

Systemic frameworks and their applications for sustainable well-being in the global era



JANUARY 21-23, 2019

UNIVERSITÀ DEGLI STUDI DI PAVIA

Dipartimento di Scienze Economiche e Aziendali

Via San Felice, 5

27100 Pavia



info: secretary@bslaboratory.net



UNIVERSITÀ DI PAVIA



Dipartimento di
Scienze Economiche e
Aziendali

SYMPOSIUM SCOPE

The Business Systems Laboratory International Symposia aim to address the global economic and social challenges of our times by systemic perspective; shedding the light to the several interactions between natural social and economic systems.

The criticalities and the opportunities of our times are faced according to the cutting edge research and practice in social science. This multidisciplinary perspective includes: management, psychology, economics, engineering and sociology.

The symposium is thought to create a friendly atmosphere among senior scholars, PhD students, researchers and business practitioners.

The Symposium 2019 will consider how, today, globalization is blurring the borders and the boundaries of any kind (eg. countries, markets, societies, cultures, organizations, ...).

Like systems, borders are not "things out there" which exist independently by the perception of the observer. We make borders as we make systems in the attempt to simplify the interconnected complexity of reality.

Today borders still exists as the demarcation between two ideal spaces defined by the observers according to political, social, cultural and economic dimensions. Therefore we live in a world made of "borders without borders" and unlike in the past, we are now widely aware of this.

With this premise the Symposium 2019 focuses on the epistemological, theoretical, methodological, technical and practical contributions that can represent advancements in the theory and practice for sustainable well-being in the global era in and by different perspectives.

While focusing on the Systemic methodology the Symposium is also open to all the scientific approaches in order to foster constructive debates and confrontations to create new paths of research and practice.

SYMPOSIUM ORGANISATION BOARD

Conference Program Chairs



Maria Chiara Demartini
University of Pavia,
Italy



Piero Mella
University of Pavia,
Italy

Scientific Director



Gandolfo Dominici
Scientific Director B.S.Lab
University of Palermo,
Italy

Symposium Secretariat Manager



Nicola Capolupo
University of Salerno
Italy

SYMPOSIUM SCIENTIFIC BOARD

Stefano Armenia - SYDIC, Italy

Gianpaolo Basile - President BSLab, Italy

Gerhard Fink - WU-Wien, Austria

Patrizia Gazzola - University of Insubria, Italy

Mike C. Jackson - Hull University, UK

Alexander Laszlo - Learning Ecosphere , Argentina

Steffen Roth - La Rochelle Business School, France

Mauro Sciarelli - "Federico II" University of Naples, Italy

Josué Antonio Nescolarde Selva - University of Alicante, Spain

Frank Stowell - University of Portsmouth, UK

Salvatore Tomaselli - University of Palermo, Italy

Vladislav Valentinov - IAMO, Germany

Elena-Mădălina Vătămănescu - SNSPA University, Romania

Sergey Yablonsky - Saint-Petersburg State University, Russia

Maurice Yolles- **Liverpool John Moores University, UK**

GENERAL PROGRAM

MONDAY, JANUARY 21, 2019

❖ 13,00 -14,00 - REGISTRATION OF PARTICIPANTS

FIRST PLENARY SESSION

➤ 14,00 - 14,45:

Welcome address:

- *Fabio Rugge* , Rector - University of Pavia;
- *Antonio Majocchi* - Director of Dep. SEA - University of Pavia
- *Maria Chiara Demartini* - CPC - University of Pavia
- *Gandolfo Dominici*, Scientific Director Business Systems Laboratory.

➤ 14,45 - 16,15:

Keynote speeches:

- *Comparing Systems Approaches* by *Mike C. Jackson*, Emeritus Professor, University of Hull, UK - Editor Systems Research and Behavioral Science.
- *Freedom of Science* by *Gerhard Fink*, Emeritus Professor WU-Wien, Austria.

COFFEE BREAK

➤ 16,15 - 16,45: COFFEE BREAK

PANEL SESSIONS

➤ 16,45 - 19,00: PANEL SESSIONS

WELCOME COCKTAIL

➤ 20:00 - 22:00 - (for everybody)

LOFT 10 - Piazza Cavagnera, 10

TUESDAY, JANUARY 22, 2019

PANEL SESSIONS

- **9,30 - 11,00: PANEL SESSIONS**

COFFEE BREAK

- **11,00- 11,30: COFFEE BREAK**

PANEL SESSIONS

- **11,30 - 13,30: PANEL SESSIONS**

LUNCH

- **13,30 - 14,30: LUNCH**

SECOND PLENARY SESSION

- **14,30 - 17,00:**

Keynote speeches:

- *Digital transformation of management and organisation theory. A systems-theoretical proposal* by **Steffen Roth**, Full Professor of Management, La Rochelle Business School, France.

- *Multicentennial Family Business in the Digital Economy* by **Salvatore Tomaselli**, Professor of Business Administration, University of Palermo, Italy.

COFFEE BREAK

- **17,00 - 17,30: COFFEE BREAK**

PANEL SESSIONS

- **17,30 - 19,00: PANEL SESSIONS**

SOCIAL DINNER

- **20:00 - 22:30 - only for who purchased the dinner voucher**

PALAZZO BELLISOMI-VISTARINO

via Sant'Ennodio, 26

WEDNESDAY, JANUARY 23, 2019

PANEL SESSIONS

- 9,30 - 11,15: PANEL SESSIONS

COFFEE BREAK

- 11,15- 11,45: COFFEE BREAK

THIRD PLENARY SESSION

- 11,45 - 12,30:

Keynote speech:

- *From Solid to Liquid Development* by *Maurice Yolles*, Professor Emeritus of Management Systems, Liverpool John Moores University, UK

- 12,30 - 12,45:

- Presentation of the Book Series "Pensare Sistemi" by SYDIC.

- 12,45 - 13,00:

- BEST PRESENTATION AWARD - Sponsored by the Journal "Systems" MDPI publishing.

LUNCH

- 13,00 - 14,15: LUNCH

GENERAL ASSEMBLY

- 14,15. 16,30: ROOM 1- BSLAB - ROOM 2: SYDIC

PANEL SESSIONS PROGRAM

MONDAY, JANUARY 21

16,45-19,00

KNOWLEDGE MANAGEMENT SYSTEMS

Chair: *Elena-Mădălina Vătămănescu*

Room 1- 16,45- 19,00 pm

Buffering the Service Failure–Induced Effect of Anger on Revenge - *Gianfranco Walsh*, Friedrich-Schiller-University of Jena; *Stefan Ivens* and *Mario Schaarschmidt*, University of Koblenz-Landau; *Alexander W. Deseniss*, University of Applied Science Flensburg, Germany.

Knowledge dynamics: A thermodynamics perspective- *Constantin Bratianu*, Bucharest University of Economic Studies; *Ruxandra Bejinaru*, University “Stefan cel Mare” of Suceava, Romania

Knowledge Management approaches of small and medium-sized firms: a cluster analysis of KIBS companies - *Vlad-Andrei Alexandru*, Università dell’Insubria, Italy; *Ettore Bolisani*, *Marco Paiola* and *Enrico Scarso*, University of Padova, Italy; *Juan Gabriel Cegarra Navarro* and *Aurora Martinez-Martinez*, Universidad Politecnica de Cartagena, Spain; *Andreia Gabriela Andrei*, Alexandru Ioan Cuza University of Iasi, Romania; *Elena-Mădălina Vătămănescu*, National University of Political Studies and Public Administration, Romania.

Challenges of knowledge management systems in the digital era: the Millennials’ perspective - *Florina Pînzaru*, *Alexandra Zbucea* and *Alina Bârgăoanu*, National University of Political Studies and Public Administration, Romania; *Jacek Wozniak*, Military University of Technology, Poland.

Knowledge management strategies in NGOs – organizational sustainability, cross-border cooperation and social well-being - *Alexandra Zbucea*, *Loredana Ivan* and *Florina Pînzaru*, National University of Political Studies and Public Administration, Romania; *Sotiris Petropoulos*, University of Peloponnese, Greece.

On the spread of misinformation through online media: a knowledge management approach - *Andreia Gabriela Andrei*, National University of Political Studies and Public Administration, Romania; *Adriana Zait*, “Alexandru Ioan Cuza” University of Iasi, Romania; *Vlad-Andrei Alexandru*, Università dell’Insubria, Italy.

Correlating intellectual capital and SMEs internationalization. A systematic literature review- *Elena-Mădălina Vătămănescu* and *Elena-Alexandra Gorgos*, National University of Political Studies and Public Administration, Romania; *Vlad-Andrei Alexandru*, Università dell’Insubria, Italy.

SUSTAINABLE DEVELOPMENT

Chair: *Maurice Yolles*

Room 2- 16,45- 19,00 pm

Biocybernetic Approach for Sustainable Developments - *Gabriele Harrer-Puchner*, Independent scholar, Switzerland.

Corporate Social Innovation in the Supply Chain: the effects of local and business pressures - *Gianpaolo Basile* and *Andrea Mazzitelli*, Universitas Mercatorum; *Mario Tani*, University of Naples Federico II, Italy.

Coming to the term of sustainability in complex European smart cities - *Maja Meško*, University of Primorska, Slovenia; *Mirjana Pejić Bach*, University of Zagreb, Croatia; *Vasja Roblek*, Higher Institution Physiotherapeutica, Slovenia.

Attracting skilled and affordable talent for sustainable well-being in the global era: analysis of cultural heritage perception - *Judita Peterlin* and *Maja Meško*, University of Primorska, Slovenia; *Vlado Dimovski*, University of Ljubljana, Slovenia; *Vasja Roblek*, Higher Institution Physiotherapeutica, Slovenia.

TOURISM AND SMART LAND

Chairs: *Patrizia Gazzola* and *Roberta Pezzetti*

Room 3- 16,45- 19,00 pm

A network analysis to evaluate tourist systems - *Miguel Lloret-Climent, Josué Antonio Nescolarde-Selva* and *Kristian Alonso-Stenberg*, University of Alicante, Spain;

The contribution to the sustainability of hotel chains: non-financial report analysis - *Elena Querci*, Insubria University, Italy.

Reconsidering the tourism development in the Italian Alps: the dilemma between traditional models of development and more sustainable one - *Paola Ossola*, César Ritz Colleges Switzerland; *Patrizia Gazzola, Enrica Pavione* and *Daniele Grechi*, Insubria University, Italy.

Rediscovering cities living for sustainability - *Mauro Romanelli* University of Naples Parthenope, Italy..

Tourism as form of personal liberty and general communication - *Alina Paranina* and *Roman Paranin*, Herzen State Pedagogical University, Russia; *Alexey Grigoryev*, St. Petersburg State University, Russia.

Smart Land: towards intelligent and resilient territories to enhance sustainable tourism development - *Patrizia Gazzola* and *Roberta Pezzetti*, Insubria University, Italy.

PANEL SESSIONS PROGRAM
TUESDAY, JANUARY 22, 2019

➤ *09,30-11,00*

EDUCATIONAL SYSTEMS - Panel 1 (of 2)

Chair: *Gerhard Fink*

Room 1- 09,30- 11,00 am

Assessing Student Learning Gain and Confidence Gain in Higher Education: removing the borders between teaching practice, teaching evaluation and quality assurance - *Fabio R. Aricò*, University of East Anglia, UK.

Integrated Reporting and Risk Disclosures in South African Public Higher Education Institutions - *Cornelie Crous*, University of the Free State, South Africa.

Taking social network analysis one step further: determining employees' loyalty by informal knowledge sharing networks in college - *Elena Veretennik*, "St. Petersburg school of economics and management" National Research University, Russia; *Aino Kianto*, Lappeenranta University of Technology, Finland.

CORPORATE REPORTING SYSTEMS

Chairs: *Maria Chiara Demartini and Valentina Beretta*

Room 2- 09,30- 11,00 am

Accounting and Economic Calculation Logic to Determine Corporate Results - *Piero Mella*, University of Pavia; *Patrizia Gazzola*, Insubria University, Italy.

Social Economy Sector and Voluntary disclosure: the potential role of social reporting in the decision making process of cooperatives - *Fabio De Matteis* and *Daniela Preite*, University of Salento, Italy.

Does voluntary disclosure matter for the evaluation of the audit risk? Perceptions from Italian auditors - *Maria Chiara Demartini*, University of Pavia, Italy; *Sara Trucco*, UNINT, Italy; *Kevin, McMeeking*, University of Exeter, UK.

Throw money at ICD? The effect of the Global Financial Crisis on the link between Intellectual Capital Disclosure and (non-)audit fees - *Maria Chiara Demartini* and *Valentina Beretta*, University of Pavia, Italy; *Sara Trucco*, UNINT, Italy; *Sara Trucco*, UNINT, Italy.

PANEL SESSIONS PROGRAM
TUESDAY, JANUARY 22, 2019

➤ *11,30-13,30*

ADVANCEMENTS IN SYSTEMIC THEORIES

Chair: *Maurice Yolles*

Room 1- 11,30- 13,30

Interactions and conversations in high complexity human activity systems: An Enactive Management Approach - *Oswaldo García de la Cerda*, Universidad de Santiago de Chile; *Renato Orellana Muermann*, Boutique CIGAR Ltda; *César Bossa Gutiérrez*, Universidad de Santiago de Chile, Chile.

Digital transformation of management and organisation theory. A systems-theoretical proposal – *Steffen Roth*, La Rochelle Business School, France.

The double nature of cooperatives: a systems theory view - *Vladislav Valentinov*, Leibniz Institute of Agricultural Development in Transition Economies, Germany; *Constantine Iliopoulos*, Agricultural Economics Research Institute & System Ability, Greece.

Cognitive meta-autopoiesis in Complex AI - *Massimo Magno*, Gnosys, Singapore; *Marco Magno*, University of Padua, Italy.

Crisis in systems thinking - *Janos Korn*, Independent Scholar, UK.

Boundary Critique and Semi Permeability in Dynamic Organizations-*John Vodonick*, Marylhurst University, USA.

BUSINESS ECOSYSTEMS

Chair: *Sergey Yablonsky*

Room 2- 11,30- 13,30

Digital Ecosystem and Social Inclusion of Entrepreneurship and Businesses. Toward the Social Inclusive Digital Society - *Olga Tikhomirova* and *Sergey Galitskii*, ITMO University, Russia.

Sustainable Urban Innovations: Digital Co-Creation in European Living Labs - *Aelita Skaržauskienė*, Vilnius Gediminas Technical University, Lithuania; *Monika Mačiulienė* and *Gintarė Paražinskaitė*, Mykolas Romeris University, Lithuania.

Analysis of virtual currency systems: drawbacks and solution proposals for improving business confidence - *Mario Morales-Morales*, University Central of Ecuador, Ecuador; *Higinio Mora*, *Francisco A. Pujol-López* and *Rafael Mollá-Sirvent*, University of Alicante, Spain.

A framework to address the impact of people's behavior in the dissemination of information through mobile social networks - *Maria Teresa Signes-Pont*, *Higinio Mora-Mora* and *Rafael Mollá-Sirvent*, University of Alicante, Spain; *Antonio Cortés-Castillo*, University of Panama, Panama.

Platform Business Ecosystems - *Sergey Yablonsky*, St.Petersburg University, Russia.

LEADERSHIP AND SYSTEMIC INNOVATION

Chair: *Mike C. Jackson*

Room 3- 11,30- 13,30

Tear Down these Walls: Towards a Decentralizing Knowledge Management Revolution - *Ulrich Schmitt*, University of Stellenbosch Business School, South Africa.

Conceptual framework on the transformation of smart factory jobs profile – from skilled to smart worker - *Andrej Jerman* and *Maja Meško*, University of Primorska, Slovenia.

The quintuple helix of innovation model and brain circulation in central, emerging and peripheral countries - *Iván de la Vega Hernández* and *Luciano Barcellos*, Pontifical Catholic University of Perù, Perù;.

The cross-border defiance. Seizing leadership between global mindsets and psychological proximity - *Vlad-Andrei Alexandru*, Insubria University, Italy; *Elena-Mădălina Vătămănescu*, National University of Political Studies and Public Administration, Romania.

Transformational leadership, innovative work behavior and the mediating effect of affective wellbeing and psychological empowerment - *Florina Pînzaru*, *Alexandra Zbucea* and *Dan Stănescu*, National University of Political Studies and Public Administration, Romania.

Digital borders and echo chambers: the divisiveness of social platforms in diffusing innovative ideas - *Alina Bârgăoanu*, *Flavia Durach*, *Loredana Radu* *Camelia Cîrstea* and *Mirela Pîrvan* National University of Political Studies and Public Administration, Romania.

PANEL SESSIONS PROGRAM
TUESDAY, JANUARY 22, 2019

➤ *17,30-19,00*

EDUCATIONAL SYSTEMS - Panel 2 (of 2)

Chair: *Gerhard Fink*

Room 1- 17,30- 19,00 pm

The students' attitude toward knowledge and the future of work -
Valeriu Frunzaru, National University of Political Studies and Public Administration, Romania.

Exploring the possibilities of reducing the education gaps in Romania by improving teachers' motivation -
Diana-Maria Cismaru, National University of Political Studies and Public Administration, Romania.

Knowledge Triangle: Innovation Policy Approach to Strengthen National Competitiveness -
Eka Sepashvili, Iv.Javakhishvili Tbilisi State University, Georgia.

University-Business cooperation - One of the way for IT innovative development of HEIs. -
Rusudan Seturidze, Iv.Javakhishvili Tbilisi State University, Georgia.

SYSTEM DYNAMICS - Panel 1 (of 2)

Chair: *Stefano Armenia*

Room 2- 17,30- 19,00 pm

Obstacles to the Perception of System Dynamics. The Aid of Systems Thinking - *Piero Mella* and *Adalberto Rangone*, University of Pavia, Italy.

“Travelling” in space and time: using System Dynamics models to explore intra- and inter-organization value creation dynamics - *Federico Barnabè*, University of Siena, Italy.

Smart Material Planning Optimization Problem Analysis - Applying the System Dynamic Approach - *Rich C. Lee* and *Hui-Yi Fan*, Commerce Development Research Institute, Taiwan; *Man-Ser Jan*, National Taiwan Ocean University, Taiwan.

MARKET-ING SYSTEMS

Chair: *Gianpaolo Basile*

Room 3- 17,30- 19,00 pm

Rethinking neuromarketing by technology - *Ana Maria German*, Transilvania University of Brasov, Romania; *Mauro Romanelli*, University of Naples Parthenope, Italy.

Digital Marketing - a Modern Technological Tool for Gaining Competitive Advantages in Global Markets - *Tamar Mermanishvili*, Iv.Javakhishvili Tbilisi State University, Georgia.

Global experience of Bio product Market and Its challenges in Georgia in the Context of Sustainable well-Being - *Eter Kharaishvili*, *Tamar Lazariashvili* and *Ia Natsvlshvili*, Ivane Javakhishvili Tbilisi State University, Georgia.

Agro Tourism for Economic Development of Related Sectors and Sustainable Well-being (Case of Georgia) - *Eter Kharaishvili*, *Tamar Lazariashvili* and *Ia Natsvlshvili*, Ivane Javakhishvili Tbilisi State University, Georgia.

PANEL SESSIONS PROGRAM
WEDNESDAY, JANUARY 23, 2019

➤ *09,30 - 11,15 am*

ECONOMIC AND FINANCIAL SYSTEMS

Chair: *Maurice Yolles*

Room 1- 09,30 - 11,15 am

Ethical commitment and firms' risk: exploring the risk-return trade off from S&P 500 index - *Mauro Sciarelli, Mario Tani and Giovanni Landi*, University of Naples "Federico II", Italy.

Measuring and Forecasting Financial Advisory Demand using a Hybrid ETS-ANN Model - *Carlo Drago*, University of Rome "Niccolò Cusano", Italy; *Elisabetta Massa*, Independent Scholar, Italy.

Monetary policy's crypto currency challenge: the case of Georgia - *Eka Lekashvili and Lela Mamaladze*, Iv.Javakhishvili Tbilisi State University, Georgia.

A Bibliometric Analysis of the Investor Shareholder Activism. - *Carlo Drago*, University of Rome "Niccolò Cusano", Italy; *Valentina Agizza*, Independent Scholar, Italy.

Neural network approach to risk assessment in socio-economic systems. - *Yulia Sleptsova, Roman Kachalov and Yan Shokin*, Dubna State University, Russia.

SYSTEM DYNAMICS

Panel 2 (of 2)

Chair: *Stefano Armenia*

Room 2- 09,30- 11,15 am

MEDEAS-World model calibration for the study of the energy transition - *Gianluca Martelloni, Francesca Di Patti, Ilaria Perissi, Sara Falsini* and *Ugo Bardi*, University of Firenze, Italy.

Supporting the development of an Enterprise Architecture with System Dynamics: the Once Only Principle Business Case.- *Giovanni Paolo Sellitto*, Independent Scholar, Italy.

Why the Bottom-Up Approach Fails with the Challenges Facing Humankind. A System Dynamics Model Study of the Diffusion of Memes in the World Wide Web - *Sara Falsini, Ilaria Perissi* and *Ugo Bardi*, University of Firenze, Italy.

Impact assessment of dematerialization inside organizations through System Dynamics modelling - *Stefano Armenia* and *Carlo Medaglia*, Link Campus University, Italy; *Fabio Nonino* and *Alessandro Pompei*, "Sapienza" University of Rome, Italy.

POSTER SESSION

TUESDAY AND WEDNESDAY, JANUARY 22, 23, 2019

➤ *DISPLAYED ALL DAY*

- **The strengthening of corporate governance based on fuzzy logic** - *Luciano Barcellos de Paula* and *Carlos Agüero*, Pontificia Universidad Católica del Perú, Perú.
- **Innovative Approaches in Higher Education System** - *Irina Gogorishvili*, *Ineza Gagnidze* and *Nino Papachashvili*, Ivane Javakhishvili Tbilisi State University, Georgia.
- **State Economic Policy for Regulating Digital Economy in Small Countries** *Irina Gogorishvili*, Ivane Javakhishvili Tbilisi State University, Georgia.
- **Factors Conditioning the Growth of Outsourcing Role in Contemporary Economics** - *Zeinab Surmanidze* and *Murman Tsetskhladze*, Batumi Shota Rustaveli State University, Georgia.
- **Motivational Aspects of Potential Emigration of Students and Youth within the Next 5 years (2018-2023)** - *Ketevan Tchanidze*, Batumi Shota Rustaveli State University, Georgia; *Vladimer Sulaberidze* and *Nino Gomelauri*, Ilia State University, Georgia.
- **The Main Challenges of Higher Education System Management in Georgia** - *Nino Paresashvili* and *Nanuli Okruashvili*, Ivane Javakhishvili Tbilisi State University, Georgia.
- **Effectiveness of an Entrepreneurial Universities and Spin-offs: Experiences and Challenges** - *Ineza Gagnidze*, Ivane Javakhishvili Tbilisi State University, Georgia; *Gandolfo Dominici*, University of Palermo, Italy.
- **Regional Development Inequalities in Georgia and Ways of its Solutions** - *Nanuli Okruashvili* and *Nino Paresashvili*, Ivane Javakhishvili Tbilisi State University, Georgia.

BUSINESS PARTNERS



Fondo paritetico interprofessionale per la formazione continua

MEDIA PARTNERS



