



**The Slovenian  
Academy of Management**  
The Slovenian Academy of Management  
Kardeljeva ploščad 17  
1000 Ljubljana  
Slovenia



**The Slovenian Academy of Management,**  
together with *the School of Economics and Business, University of Ljubljana,* and  
*Faculty of Economics and Business, University of Belgrade*  
is announcing its

**7<sup>th</sup> International Conference on Management and Organization:  
MANAGING PARADOXES IN AND ACROSS ORGANIZATIONS**

Belgrade, Serbia (June 20-21, 2024)

*Only the paradox comes anywhere near to comprehending the fullness of life. (C. G. Jung)*

**Paradoxes** refer to the contradictory features in organizations that exist simultaneously and synergistically over time, creating situations in which it is nearly impossible to make a choice that leads to seemingly irrational or absurd outcomes (Lewis, 2000; Lewis & Smith, 2014). As paradoxical dynamics become more salient in contemporary organizations, scholars increasingly explore their nature, approaches, and implications. Some scholars posit definitions, constructs, and relationships to develop a theory of paradox (Smith & Lewis, 2011). Others explore paradoxical relationships in relation to specific phenomena (Hahn, Preuss, Pinkse, & Figge, 2014), or use paradox as a tool for theory building (Dameron & Torset, 2014). This versatility of applications makes paradox a metatheory (Lewis & Smith, 2014) that applies a set of key constructs and principles to various phenomena, contexts, and theories (Pierce & Aguinis, 2013). As such, it provides a powerful lens for management studies and organization science to engage in a quest towards achieving a deeper understanding of constructs, relationships, and dynamics related to organizational tensions while enriching existing theories and theory-building processes (Schad et al., 2016).

Over the past three decades, a wave of insights into the field of paradox has led to a **transformative shift in organizational theory**. This evolution goes beyond traditional linear, static, and rational perspectives to embrace a holistic, dynamic, and dualistic framework of thinking (Sparr et al., 2022). These paradoxes offer insights into both the challenges and potential pathways for innovation that organizations face. They go beyond mere contradictions and are often associated with surprising or ironic outcomes that challenge conventional wisdom and require new ways of thinking. Given the complexity of the modern business landscape, the ability to deal effectively with paradoxes is becoming a critical competency for leaders and organizations (Johansson & Stohl, 2012; Putnam et al., 2016).

Paradox research, in both **macro and micro contexts**, is concerned with the strategies employed by organizations and their members to manage the complicated interplay of competing demands, perspectives, interests, and identities. Moving away from the tendency to prioritize one demand over others, paradox research advocates the adoption of both/and strategies that shift from a linear, static, and rational mindset to a more holistic, dynamic, and complex orientation. This paradigm shift not only changes our understanding of organizational phenomena, but also promotes the integration of seemingly disparate theories, which is particularly important in addressing complexity and grand challenges (Sparr et al., 2022).

**In keeping with the ethos of paradoxes, this conference provides an unprecedented platform for scholars from diverse fields to engage in intense discussions, deep debates, and collaborative explorations. Together, we will steer the complicated interplay of competing demands, perspectives, and identities that define the modern organizational landscape.**

## PLENARY AND KEYNOTE SPEAKERS

We are proud to have highly distinguished world-leading scholars as our plenary and keynote speakers.



### **Arnold B. Bakker**

Professor of Work and Organizational Psychology at Erasmus University Rotterdam

📖 job demands-resources theory, work engagement, burnout, job crafting, playful work design, strengths use

★ Past president of the European Association of Work and Organizational Psychology; cited more than 270.000 times; published in *American Psychologist*, *Current Directions in Psychological Science*, *Journal of Applied Psychology*, and *Journal of Organizational Behavior*; included in the Thomson Reuters' list of Most Influential Scientific Minds since 2013



### **Miguel Pina e Cunha**

Professor of Leadership at the Nova School of Business and Economics, Universidade Nova de Lisboa

📖 the surprising (paradox, improvisation, serendipity, zemblanity, vicious circles) and the extreme (positive organizing, genocide)

★ published more than 150 papers; co-authored Elgar Introduction to Theories of Organizational Resilience (Elgar, 2018), co-edited Management, Organizations and Contemporary Social Theory (Routledge, 2019) and received the 2015 best paper award from the European Management Review



### **Medhanie Gaim**

Associate Professor of Management at Umeå School of Business, Economics and Statistics

📖 paradox theory and entrepreneurship

★ published in the *Academy of Management Review*, *Organization Studies*, *Harvard Business Review*, and *Journal of Management Inquiry*; author of Eight paradoxical tensions of organizational improvisation: The Routledge companion to improvisation in organizations

## TRACK THEMES AND TOPICS

We hope to encourage discussion around the paradoxical challenges in organization and management through the following track themes and related (non-exclusive) list of topics:

### Track A: Organizational Design

- Structure & Hierarchy: Determining organizational levels and authority flows.
- Centralization vs. Decentralization: Balancing decision-making concentration.
- Departmentalization: Organizing into functional units.
- Culture Impact: Influencing design through values.
- Strategic Alignment: Aligning with mission and goals.
- Flexibility & Adaptability: Adapting to changing environments.
- The multi-level nature of organizational design

### Track B: Organizational Behavior

- Employee Engagement: Fostering commitment, motivation and well-being.
- Workplace Diversity and Inclusion: Embracing differences for a better workplace.
- Organizational Culture: Shaping values and norms.

### Track C: Human Resource Management

- Talent Acquisition: Recruiting and selecting the right employees.
- Performance Management: Assessing and improving employee performance.
- Training and Development: Enhancing skills and knowledge.
- Workplace Diversity and Inclusion: Embracing differences for a better workplace.

### Track D: Strategy and Corporate Governance

- Strategic Planning: Developing long-term goals and objectives.
- Risk Management: Identifying and mitigating potential risks.
- Corporate Leadership: Effective management and decision-making.
- Stakeholder Engagement: Engaging with shareholders and stakeholders.
- The strategy paradox: Integrating tradition and innovation for continuous improvement.
- Ethical Practices: Ensuring ethical conduct and social responsibility.
- Financial Oversight: Monitoring financial performance and compliance.
- Competitive Analysis: Assessing the competitive landscape.
- Board Governance: Structuring and managing the board of directors.

### **Track E: Managing Paradoxes in the Digital Age**

- Harnessing the tension between knowledge exploration and exploitation for innovation.
- Managing the paradox of knowledge sharing and safeguarding intellectual property.
- Navigating the dual nature of knowledge management systems: control vs. openness.
- Balancing individual expertise with collective knowledge for enhanced organizational performance.
- Paradoxical roles of hierarchy and decentralization in effective knowledge management.
- The role of paradox in knowledge creation and destruction.
- Paradoxes in managing AI and working with automation.

### **Track F: Paradoxical Leadership and Change Management**

- Navigating the paradoxical tension between empowerment and accountability in leadership.
- Leveraging paradoxes to navigate resistance and facilitate change adoption; balancing continuity and transformation.
- Integrating directive and participative leadership styles for balanced leadership approaches.
- Paradoxical leadership behaviors that foster both stability and change.
- The role of leaders in facilitating collaboration among diverse teams with competing demands.
- Balancing exploration and exploitation for sustained innovative practices.
- Managing tensions between disruptive innovation and organizational stability.

### **Track G: Paradox Theory, Research and Practice**

- Harnessing paradoxical thinking to drive breakthrough theoretical developments.
- The role of paradoxes in fostering interdisciplinary and cross-disciplinary collaboration and creativity in research and practice.
- Paradoxes in the knowledge flows: Novel vs. established ideas.
- Overcoming the 'valley of death' of theoretical ideas entering practice: Bridging the science-practice gap.
- Conducting theoretically-driven but practice-applicable gap: The paradoxical tension between rigor and relevance.

ACADEMY OF MANAGEMENT COMMUNITY SESSIONS –  
ORGANIZED WITH THE ACADEMY OF MANAGEMENT



ACADEMY OF  
**Management**

The conference will include sessions organized in collaboration with the **Academy of Management (AOM)**, **the world's preeminent organization dedicated to advancing the field of management and organizational research and education**. As a global community with a robust membership of nearly 20,000 scholars spanning across more than 110 countries, AOM provides an inclusive platform that fosters the exchange of ideas and nurtures connections among academics worldwide. AOM publishes seven business, management, and education journals.

These sessions offer a **distinctive opportunity for scholars both locally and internationally to engage with AOM's global network and resources**. They are designed to catalyze collaboration, promote integration, and establish the groundwork for cooperative research initiatives, professional development workshops, and other scholarly pursuits. **These interactions set the stage for collective involvement at the highly anticipated Academy of Management Annual Meeting in 2025**. This event is of significant historical significance, as it marks the first occasion where the world's largest annual gathering of management scholars will be hosted in Europe.

**SUBMISSION GUIDELINES AND PUBLICATION OPPORTUNITIES**

Papers and discussions will not be restricted to aforementioned topics; manuscripts connecting different track themes are also invited. Papers from organization science, management, organizational and work psychology, sociology of work and organizations, computer science, information systems, and other fields are welcome since the conference promotes an interdisciplinary approach, but should relate to issues of management and organization. Theoretical and empirical papers employing qualitative or quantitative methods, as well as work-in-progress, PhD research and practical cases are all welcome.

We encourage authors to submit **extended abstracts** (500-1000 words; excluding title, authors' information and references). The first page of the extended abstract should include the title, authors' affiliations as well as track theme of preference.

Extended abstracts can follow the predetermined structure and can include the following:

- Theoretical background
- Purpose of study
- Method
- Findings
- Theoretical contribution
- Practical implications
- Keywords

Or follow other (also unstructured) usually accepted academic standards for crafting paper abstracts.

Abstracts may be submitted as a .pdf file, .doc file or .docx file.

**Please submit the abstract until February 15, 2024 to the following email:** amadeja.lamovsek@ef.uni-lj.si

Abstracts of accepted papers for the conference are to be published in the **online conference proceedings of abstracts**. High quality abstracts will be encouraged to be developed and considered for publication in the **Dynamic Relationships Management Journal** published by the Slovenian Academy of Management (SAM). Poster sessions might be organized if we receive a larger number of high-quality submissions.

## IMPORTANT DATES AND FEES

Please note the following key deadlines:

- Formal announcement of the conference and call for papers: **November 2023**
- Submission of extended abstracts: **February 15, 2024**
- Decision on extended abstracts (with brief feedback and reviewers' comments): **April 10, 2024**
- Registration: **April – May 2024**
- Conference: **20–21 June, 2024**

Registration fee:

	Early bird (paid until April 30, 2024)	Full (paid until June 5, 2024)
<b>Members of SAM</b>	250 EUR	290 EUR
<b>Not Members of SAM</b>	290 EUR	340 EUR
<b>PhD or Master Students</b>	190 EUR	210 EUR

Registration fee covers conference proceedings (with extended abstracts), refreshments during breaks, lunches, and conference gala dinner.

## THE PROGRAM COMMITTEE

**Ana Aleksić Mirić**, University of Belgrade,  
Faculty of Economics, Serbia (Chair)

**Saša Batistič**, Tilburg University, Netherlands

**Biljana Bogičević Milikić**, University of  
Belgrade, Faculty of Economics, Serbia

**Predrag Bjelić**, University of Belgrade, Faculty  
of Economics, Serbia

**Tomaž Čater**, University of Ljubljana, School  
of Economics and Business, Slovenia

**Matej Černe**, University of Ljubljana, School  
of Economics and Business, Slovenia

**Ljupčo Eftimov**, University SS. "Cyril and  
Methodius", Faculty of Economics, Skopje,  
Former Yugoslavian Republic of Macedonia

**Tomislav Hernaus**, University of Zagreb,  
Faculty of Economics and Business, Croatia

**Nebojša Janićijević**, University of Belgrade,  
Faculty of Economics, Serbia

**Robert Kaše**, University of Ljubljana, School  
of Economics and Business, Slovenia

**Dragan Lončar**, University of Belgrade,  
Faculty of Economics, Serbia

**Marko Orel**, University of Prague, Czech  
Republic

**Zlatko Nedelko**, University of Maribor,  
Faculty of Economics and Business, Slovenia

**Mirjana Petković**, University of Belgrade,  
Faculty of Economics, Serbia

**Kristina Potočnik**, University of Edinburgh  
Business School, Scotland

**Ivan Radević**, University of Montenegro,  
Podgorica, Montenegro

**Saša Randelović**, University of Belgrade,  
Faculty of Economics, Serbia

**Aleša Saša Sitar**, University of Ljubljana,  
School of Economics and Business, Slovenia

**Mladen Stamenković**, University of Belgrade,  
Faculty of Economics, Serbia

**Miha Škerlavaj**, University of Ljubljana,  
School of Economics and Business, Slovenia &  
BI Norwegian Business School, Norway

**Sut I Wong**, BI Norwegian Business School,  
Norway

**Josef Windsperger**, University of Vienna,  
Austria



## CONFERENCE HIGHLIGHTS

- Attractive keynote speakers
- Support by the global Academy of Management association
- Research method workshop
- Doctoral colloquium
- Best junior researcher (doctoral, masters) paper award
- Conference gala dinner
- Social event
- Sightseeing
- The wonderful city of Belgrade

## CONFERENCE VENUE

Faculty of Economics and Business at the University of Belgrade, 6 Kamenička Street, Belgrade



## CONTACT DETAILS

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**Jelena Subotin**, University of Belgrade, Faculty of Economics and Business, Serbia (Organizing committee co-chair) – [international.office@ekof.bg.ac.rs](mailto:international.office@ekof.bg.ac.rs)

**We are looking forward to welcoming you in June 2024 for the SAM conference in Belgrade, Serbia!**