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 7th 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 about 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 the challenges and potential pathways for innovation 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, dealing 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 adopting 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.
We are proud to have highly distinguished world-leading scholars on managing paradoxes, or applying the paradox lens on their topics, as our plenary and keynote speakers or workshop facilitators.

**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

**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

**Jelena Zikic**
Associate Professor at the Faculty of Liberal Arts & Professional Studies, York University, Toronto

- Career Transitions of diverse populations & professional identity
- published in journals such as *Academy of Management Discoveries, Journal of Organizational Behavior, Human Relations, and Journal of Occupational and Organizational Psychology* among others. Her work has been featured in the media, such as Globe and Mail newspaper, *Harvard Business Review,* and *CTV* news.
Alexander D. Stajkovic
Dean’s Professor of Leadership and Organizational Behavior at the University of Wisconsin-Madison, School of Business

self-efficacy, confidence, and primed goals; recent research focuses on resolving paradoxes in managing grand societal challenges


HIGHLIGHT WORKSHOP CONVEYORS

Ivana Milosevic
Associate Professor of Management at College of Charleston, South Carolina

Organizational Microfoundations, Stakeholder Engagement, Qualitative Research Methods

Dr. Milosevic will deliver a workshop “Qualitative Research Methodologies for Advancing Paradox Theory: Considering Choices and Choosing Paths” on understanding how to conduct rigorous and trustworthy qualitative research to explore questions related to managing paradoxes in and across organizations. We will consider both the seminal work and recent advancements in qualitative methods.

Ivan Zupic
Lecturer at Goldsmith University, London, UK

Bibliometrics, Text Analysis, Digital Innovation and Strategy, Technology Entrepreneurship

Dr. Zupic will deliver a workshop “Introduction to Computational Text Analysis”. With the proliferation of ChatGPT both researchers and wider community are becoming aware of latest advances in computational methods for text analysis. The main aim of this workshop is to introduce the variety of text analysis methods to the research community. This workshop will provide an overview of different computational text analysis methods, examine the challenges in collecting data and applying the methods and discuss the publishing of computational text analysis research.
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 high-performing 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.
- Paradoxical organizational behavior
- 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; Cross-training.
- 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.
- Competitive analysis: Assessing the competitive landscape.
- Board governance: Structuring and managing the board of directors.
- Business-society paradoxical tensions.
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.
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 more than over 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 (25-29 July, Copenhagen, Denmark). 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.

**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:**

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<th>Early bird (paid until April 30, 2024)</th>
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<tr>
<td><strong>Members of SAM</strong></td>
<td>250 EUR</td>
<td>290 EUR</td>
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<tr>
<td><strong>Non-Members of SAM</strong></td>
<td>290 EUR</td>
<td>340 EUR</td>
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<tr>
<td><strong>PhD or Master Students</strong></td>
<td>190 EUR</td>
<td>210 EUR</td>
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Registration fee covers conference proceedings (with extended abstracts), refreshments during breaks, lunches, and conference gala dinner.
Papers and discussions will not be restricted to the aforementioned topics; manuscripts connecting different track themes are also invited. Papers from organization science, strategic management and corporate governance, human resource management and organizational behavior, 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 business issues. Theoretical and empirical papers employing qualitative or quantitative methods, work-in-progress, PhD research, and practical cases are 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, track theme of preference, and a provisional indication of the presenting author and whether the presenting author is a PhD or Master student.

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 by 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), **Economic Annals** and **Economic Ideas and Practice** published by the Faculty of Economics and Business, University of Belgrade, **Management: Journal of Sustainable Business and Management Solutions in Emerging Economies**, published by the Faculty of Organizational Sciences, University of Belgrade, or **Marketing**, published by the Serbian Marketing Association; or invited to contribute as a book chapter in an edited book (monograph) published by Springer or Edward Elgar. Poster sessions might be organized if we receive a larger number of high-quality submissions.

**CONFERECE HIGHLIGHTS**

- Attractive keynote speakers and workshop conveyors
- Support by the global Academy of Management association, AoM community sessions
- Research method workshops
- Practitioner outreach sessions
- Doctoral colloquium
- Best junior researcher (doctoral, masters) paper award
- Conference gala dinner
- Social event
- Sightseeing
- The wonderful city of Belgrade
THE PROGRAM COMMITTEE

Ana Aleksić Mirić, University of Belgrade, Faculty of Economics and Business, Serbia (Chair)
Saša Batistič, Tilburg University, Netherlands
Biljana Bogićević Milikić, University of Belgrade, Faculty of Economics and Business, Serbia
Predrag Bjelić, University of Belgrade, Faculty of Economics and Business, Serbia
Tomaž Čater, University of Ljubljana, School of Economics and Business, Slovenia
Matej Černe, University of Ljubljana, School of Economics and Business, Slovenia
Mladen Čudanov, University of Belgrade, Faculty of Organizational Sciences, Serbia
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 and Business, Serbia
Robert Kaše, University of Ljubljana, School of Economics and Business, Slovenia
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Mirjana Petković, University of Belgrade, Faculty of Economics and Business, Serbia
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Ivan Radević, University of Montenegro, Podgorica, Montenegro
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Mladen Stamenković, University of Belgrade, Faculty of Economics and Business, 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
Matea Zlatković Radaković, University of Banja Luka, Republic of Srpska

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

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