

Leadership, Learning, and Business Beyond Boundaries: Managing Change in a Complex World

Proceedings of the
MakeLearn, TIIM & PIConf
International Conference

Ljubljana, Slovenia
21–23 May 2026



Management,
Knowledge and Learning
International Conference
Technology, Innovation
and Industrial Management
Sustainable Development



Mednarodna fakulteta
za družbene in poslovne študije
International School
for Social and Business Studies
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MakeLearn 2026: Leadership, Learning, and Business Beyond Boundaries; Managing Change in a Complex World

Proceedings of the MakeLearn, TIIM & PICConf International Conference
21–23 May 2026, Ljubljana, Slovenia

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International School for Social and Business Studies, Slovenia
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UMCS
MARIA CURIE-SKŁODOWSKA UNIVERSITY



Organizers

International School for Social and Business Studies, Slovenia

Is a dynamic private higher education institution, founded in 2006, with approximately 500 students. Located in Celje, Slovenia, ISSBS specialises in the field of business and social studies at bachelor's, master's, and Ph.D. levels. One of the strategic directions of ISSBS is also Internationalisation in research and publishing, as well as embedding social responsibility in its own activities.

MED.E.A University, Malta

Established in 2015 in Malta, MED.E.a is a Lifelong Learning Higher Education institution providing a wide range of online degree programs from level 6 to level 8 of the European Qualification Framework, accredited by the Malta Further & Higher Education authority. MED.E.a. is a member of the Multiversity Group, a network of universities aiming to provide international students worldwide with a flexible, inclusive, and accessible education. their great challenge arises from Malta, thanks to its strategic, political and cultural function in the Euro-Mediterranean area, particularly in representing a bridge between Europe and africa.

Maria Curie-Słodowska University, Poland

It is the largest higher education institution in Eastern Poland with 11 faculties in Lublin plus the UMCS branch campus in Puławy, with over 21,000 students and 226,000 graduates. It offers more than 80 programs, taught in Polish and English, and has 250 specialisations available to choose from. along with this, the university offers opportunities to establish cooperation with prospective employees, professional educational counselling, and career guidance. there are also numerous opportunities to improve students' foreign language proficiency, to develop artistically, and to participate in sports activities. It has over 1,600 international students, 181 international agreements with partners from around the world, and a wide range of national and international internship placement options.

Kasetsart University, Thailand

Devotes itself to the task of accumulating and developing intellectual knowledge. It strives for the growth in academic wisdom, including ethical and moral excellence. in addition, it has a responsibility to play a leading role in keeping their Thai heritage alive and to ensure that it continues to grow to enrich the civilisation of the nation. Kasetsart University aims to provide 'Knowledge of the Land' to promote sustainable development in Thailand in order to be Internationally recognised.

Welcome Address

It is with great pleasure and a deep sense of honour that I welcome you to the Make-Learn, TIIM & PIconf 2026 International Conference. This annual event brings together scholars, researchers, educators, and professionals from around the world to exchange ideas, present research, and engage in meaningful dialogue on the most pressing topics in management, innovation, education, and sustainable development.

the theme of this year's conference, Leadership, Learning, and Business Beyond Boundaries: Managing Change in a Complex World, encourages us to reflect on how organisations, institutions, and societies can navigate rapid technological change while remaining committed to responsible leadership, continuous learning, and sustainable development. as artificial intelligence, open science, and digital transformation continue to reshape research and practice, our shared challenge is to ensure that innovation remains human-centred, collaborative, and sustainable.

The conference is co-organised by the International School for Social and Business Studies (Slovenia), Kasetsart University (Thailand), MED.E.a University (Malta), and Maria Curie-Skłodowska University (Poland). I would like to express my sincere gratitude to all our partners for their continued collaboration and support.

This year's conference brings together participants from around the world who contribute to an inspiring programme of keynote addresses, the Open Science forum, the Editors' and academic Writing Workshop, the Projects' forum, and parallel research sessions. We are honoured to welcome our keynote speakers, Professor Jay Liebowitz and Professor Živilė Stankevičiūtė, whose expertise will enrich our discussions on artificial intelligence, innovation, leadership, and the future of work.

This year is especially significant as we celebrate the 20th anniversary of the International School for Social and Business Studies. Over the past two decades, ISSBS has grown into an internationally recognised institution committed to excellence in education, research, and international cooperation. We are delighted to celebrate this milestone together with our colleagues, partners, alumni, and friends.

Finally, I would like to thank all authors, reviewers, session chairs, panellists, and participants for your valuable contributions. Your engagement makes this conference a vibrant platform for learning, collaboration, and the exchange of ideas.

I wish you an inspiring conference, fruitful discussions, and an enjoyable stay in Ljubljana.

Dr Kristijan Breznik

Dean, International School for Social and Business Studies, Slovenia

with co-organisers

MED.E.A University, Malta

Maria Curie-Skłodowska University, Poland

Kasetsart University, Thailand

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Board of Reviewers

Reviewers are members of the programme board and conference participants. Upon request, reviewers can receive a letter of confirmation for their role at the conference. We thank all reviewers for their contribution to conference quality.

Conference Aims

MakeLearn & TIIM Conference encourages sharing the most recent developments in management, economics, technology, and education. By including experienced and young academics and practitioners from all continents, it also encourages discussion and the exchange of knowledge between academia and businesses (formal sessions and social events) and offers a variety of publishing opportunities. This year's focus is on applying artificial intelligence to accelerate sustainable development in various fields of human activities.

Conference Programme

Thursday, 21 May 2026

- 08.00–16.00 Registration of on-site participants
- 08.30–09.30 Pre-conference walking tour of Ljubljana Old Town
- 10.00–10.30 Conference opening and welcome addresses
- 10.30–11.10 Keynote address 1 – Jay Liebowitz, Leveraging AI for Business Innovation
- 11.10–11.45 Coffee break with the official group photo session
- 11.45–13.00 Open Science forum
- 13.00–13.15 Invitation to MakeLearn, TIIM & PICConf 2027 (20–22 May 2027, Florence, Italy)
- 13.15–14.45 Lunch & room reconfiguration
- 14.45–16.00 Concurrent sessions 1
- 16.00–16.15 Coffee break
- 16.15–17.30 Concurrent sessions 2
- 17.35–18.50 Concurrent sessions 3
- 19.30–23.00 Champagne welcome, Gala Dinner & Networking Reception (including ISSBS 20th anniversary programme and Best Paper award)

Friday, 22 May 2026

- 08.30–09.45 Concurrent sessions 4
- 09.50–11.05 Concurrent sessions 5
- 11.05–11.30 Coffee break
- 11.30–12.45 Concurrent sessions 6
- 12.45–13.25 Keynote address 2 – Živilė Stankevičiūtė, Future of Work: Sustaining People and Performance in a Complex World
- 13.25–14.30 Lunch
- 14.30–15.45 Editors' & Academic Writing Workshop
- 15.45–16.15 Coffee break
- 16.15–17.30 Projects' forum
- 17.30–17.45 Closing of the conference

Saturday, 23 May 2026

- 08.00–18.00 Optional excursion to the Slovenian Coast and Karst Region (Piran & Štanjel)

Leveraging AI for Business innovation

Jay Liebowitz, DSc.

Special Advisor to the President, Thomas Jefferson University, Philadelphia

AI seems to be omnipresent. Whether at home, school, office, or play, AI seems to have a role in our lives. It is hotter than ever in the 70 years of its existence. Businesses are discovering new ways of leveraging AI for business innovation. However, some recent reports and studies indicate that GenAI hasn't produced the enterprise-wide return on investment as predicted. The presentation, based on his new book *Leveraging AI for Business Innovation* (World Scientific, 2026), will discuss how organizations can best leverage AI for innovation, and will highlight future trends ahead.

Future of Work: Sustaining People and Performance in a Complex World

Prof. Dr. Živilė Stankevičiūtė

Kaunas University of Technology, School of Economics and Business, Lithuania

Today's organizations operate in the face of increasing complexity and the need to cope with and manage tensions. Work itself has been transforming as never before, addressing dimensions of spread, speed, and depth. How employees will work in the future and how they are managed reflects the Future of Work concept, where ensuring the sustainability of both people and performance is more important than ever. The presentation will first discuss how the future of work is evolving and what kind of leadership is needed to successfully navigate this landscape. It will then examine how AI and new ways of working are transforming organizations, reshaping skills, driving the need for continuous learning, and redefining employee expectations. Finally, it will address a critical tension: how to drive high performance without exhausting people or weakening organizational resilience.



Open Science for Global Knowledge Equity: Opportunities, Challenges and Institutional Strategies

Forum Co-Chairs

- Prof. Matti Muhos, University of Oulu, Finland
- Prof. David Vannozzi, Vice President of International academic Relations and Development, Multiversity Group; General Manager, Med.E.a. University, Malta

Forum Members

- Prof. Claude Meier, HWZ University of Applied Sciences in Business Administration, Zurich, Switzerland
- Prof. Janne Harkonen, University of Oulu, Finland/ISSBS, Slovenia
- Prof. Mattis Altmann, TUD Dresden University of Technology, Germany
- Prof. Emilio Ferrari, University of Bologna, Italy
- Prof. Rose Anne Cuschieri, former CEO of Malta Further and Higher Education Authority (MFHEA), Malta

This forum will explore how open science can broaden access to knowledge globally – while confronting persistent inequities. Seminal work by Ross Hellauer et al. (2022) highlights how open science may inadvertently reinforce cumulative advantage – favoring well resourced researchers and institutions. We will juxtapose this e.g. with recent critique by Bezuidenhout (2025), who urges a shift from aspirational access to actionable equity, employing capabilities approach to ensure meaningful openness; Farrow (2025), who emphasizes that open science must address structural challenges – misaligned incentives, infrastructure disparities, unequal funding/training, and emerging AI dynamics; and Chtena et al. (2025), who suggest embedding equity, diversity and inclusion principles, as well as public participation more directly into Open Science policies and incentives. We invite professor-level academics to discuss institutional strategies – such as capacity building, incentive alignment, infrastructure investment, and policy reforms – to transform open science into a truly equitable global practice. Our goal is to co-develop ideas and, perhaps, pragmatic scenarios of the next steps towards global knowledge equity.

Publishing in Transition: AI, Openness, and Research Integrity

Workshop Leaders

- Prof. Zbigniew Pastuszak, Maria Curie-Skłodowska University, Poland (Editor-in-Chief of *International Journal of Value Chain Management* and Associate Editor of *Expert Systems With Applications*)
- Prof. Kongkiti Phusavat, Kasetsart University, Thailand (Editor-in-Chief of *International Journal of Innovation and Learning*)
- Prof. Matti Muhos, University of Oulu, Finland

An interactive session with editors of established sponsored journals; open for discussion.

SCI/SSCI & Scopus Journals

- *Human Systems Management*
- *International Journal of Innovation and Learning*
- *International Journal of Value Chain Management*

Scopus Journals

- *International Journal of Euro-Mediterranean Studies*
- *International Journal of Management in Education*
- *International Journal of Management and Enterprise Development*
- *Managing Global Transitions*
- *International Journal of Diplomacy and Economy*

Other Indexed Journals

- *International Journal of Knowledge, Management and Learning*
- *Annales Universitatis Mariae Curie-Skłodowska, sectio H – Oeconomia*
- *Scientific Bulletin of Politehnica University of Timisoara – Engineering & Management Series*

Presentations

Consumer Behavior in the Virtual Fitness Industry

Aleksandra Klampfer Žičkar and Tina Vukasović

[➔ Presentation](#)

Green Marketing As Part of Digital Sustainability Strategies

Tina Vukasović

[➔ Presentation](#)

Challenges and Opportunities in Leadership Development Within the Middle Corridor Logistics Systems

Roman Mamuladze, Manuchar Loria, and Tamari Dolidze

[➔ Presentation](#)

Resource Loss and Resource Gain at Work During War: The Protective Roles of Organizational and Peer Support

Galit Klein and Marianna Delegach

[➔ Presentation](#)

Determinants of AI Acceptance in Logistics: Comparative Insights from Germany, Poland, and Belarus

Łukasz Wiechetek and Elisaveta Panasiuk

[➔ Presentation](#)

Value Creation Within Economy 4.0 Value Networks

Elisaveta Panasiuk

[➔ Presentation](#)

Teaching-Learning Ethics in University: A Necessity in the Professional Training of Young People

Carmen Cozma

[➔ Presentation](#)

The Role of Internal Controls in Improving Business Efficiency: An Empirical Study in Organization X

Mateja Gorenc and Jasmina Brglez

[➔ Presentation](#)

The Impact of AI-Generated Corporate Messaging as a Credibility Signal in Algorithmic Communication

Ioseb Gabelaia and Migle Gedmine

[➔ Presentation](#)

The AI Advertising Dilemma: Does Artificial Creativity Build or Break Brand Loyalty?

Ava De Pol and Amvrosios Prodromou

[Presentation](#)

What Drives Artificial Intelligence Adoption Across Generations?

The Influence of Trust, Literacy, and Perceived Usefulness

Moti Zwilling, Keren Cohen-Louck, and Riki Tesler

[Presentation](#)

Managing Epidemics and Learning Under Crisis: Institutional Responses and Educational Disruption in Brindisi (1913–1919)

Francesco Domenico Vitale

[Presentation](#)

Weakness and Atrophy in Current Law

Ciro Settecasi

[Presentation](#)

Collective Action as Social Innovation: Success Factors and Challenges of Community Group Formation Under the Sufficiency Economy Philosophy

Anyanitha Distanont, Orapan Khongmalai, and Sasipin Distanont

[Presentation](#)

Influence of National Culture on Gender Equality in Swiss Small- and Medium-Sized Companies

Tiziana Gaito and Claude Meier

[Presentation](#)

Quiet Quitting Phenomenon: Economic Determinants, Pedagogical Implications and Legal-Organizational Profiles of Work Disengagement

Gino Fontana, Mario Fontana, and Alessandro Sola

[Presentation](#)

Schoolwise: Building Educational Data Literacy and Ethical AI Governance in European Schools

Mattis Altmann, Aleš Trunk, Alexander Clauss, Jonathan Dyrna, and Thomas Tobija Richter

[Presentation](#)

The Management of the Implementation Gap in Corporate Energy Transition in the Silesia Province in Poland

Joanna Kurowska-Pysz

[Presentation](#)

Leveraging Geospatial and Remote Sensing Data for ESG Reporting

Agnieszka Karman

[Presentation](#)

The Relevance of AI-Powered Analytics as a Strategic Tool for Injury Prevention in Training, Treatment, and Communication Management

Ioseb Gabelaia and Max Walgern

[Presentation](#)

The Use of Low Cost Small Satellite Systems Is an Essential Element for the Success of Innovative Inclusive Development Projects in Africa and Elsewhere

Giacomo Primo Sciortino, Lidia Nazzaro, and Roberto Fotia

[Presentation](#)

The Weaponized Messaging of Target Populations: An Arrow in the Quiver of Gray Zone Antagonists

Fred Hoffman, Jackson Roth, Jenna Van Schaik, Anthony Neff, Caden Pustelak, and Ashton Wilson

[Presentation](#)

Using Open-Source Intelligence and a Top-Down/Bottom-Up Approach to Improve Supply Chain Risk Management in a Government Agency

Rajkamal Kesharwani and Fred Hoffman

[Presentation](#)

Social Metamorphosis and Normative Autopoiesis: Beyond the Realm of Private Law

Gino Fontana

[Presentation](#)

Criminal Jurisdiction and The Metaverse

Gino Fontana and Raffaele Vitolo

[Presentation](#)

The Role of Social Innovation in Addressing Health Crises: A Case Study of The Tobacco-Free Thai Society Initiative

Orapan Khongmalai and Anyanitha Distanont

[Presentation](#)

Making Sense of AI Across the Product Lifecycle: Product Management, Leadership, and Human-AI Boundaries

Kari-Pekka Heikkinen, Janne Härkönen, and Osmo Kauppila

[Presentation](#)

Innovation Education Accelerating Green Hydrogen Transition

Nina Jackson and Kari-Pekka Heikkinen

[Presentation](#)

Mentoring and Organisational Learning in Complex Contexts:

The MSI Model for Leadership Beyond Boundaries

Guido Scarano, Angelina Vivona, and Lucia Martiniello

[Presentation](#)

AI-Enabled Market Intelligence for Strategic Management of Sustainable Technology Development Bottlenecks

Janne Harkonen, Kalle Nuortimo, and Kristijan Breznik

[Presentation](#)

Analyzing the Effect of Emergency Relief and Response Expenditure on Debt to GDP Ratio in Nigeria

Adams Echono, Mojca Gornjak, and Rado Pedzir

[Presentation](#)

Enhancing Learning in Agile Teams Through Resource-Oriented Retrospectives: Initial Findings from Field Research

Stephanie Reiner

[Presentation](#)

Towards the Pond-Filling Theory: Artificial Intelligence and Bigdata Based Global Analysis to Link the Levels of Communication to Action Triggers

Kalle Nuortimo, Janne Härkönen, and Kristijan Breznik

[Presentation](#)

Cross-Cultural Communication Strategies of Thai SMEs in Thai-Chinese Business Matching Activities: A Comparative Qualitative Multiple-Case Study

Sasipin Distanont and Orapan Khongmalai

[Presentation](#)

Seeing the Invisible: Detecting Knowledge Gaps in Science and Society

Deborah Davies and Fred Hoffman

[Presentation](#)

Self-Assessment of Employees' Competences and Training Needs for Industry 5.0 and Society 5.0

Teresa Kupczyk, Małgorzata Smolarek, Piotr Oleśniewicz, Ewa Kraus, and Marcin Zawada

[Presentation](#)

Connection of Work Engagement to Individual Temperament and Socio-Economic Characteristics Among Entrepreneurs and Employees: Generalised Additive Models (GAM)-Based Analysis of the Northern Finland Birth Cohort Data

Heli Kiema-Junes, Ossi Kotavaara, Martti Saarela, and Matti Muhos

[Presentation](#)

The Role of Overconfidence in Influencing Visual Attention Within Sustainable Equity Crowdfunding

Marco Barone, Candida Bussoli, Danilo Conte, and Lucrezia Fattobene

[Presentation](#)

Sustainability Requires Finance: The Importance of Territorial Context for the Economic Value of Certified Firms

Chiara Colamartino, Marco Barone, Candida Bussoli, and Mariateresa Cuoccio

[Presentation](#)

Future Skills for Employees in Small and Medium-Sized Enterprises in the Context of Industry 5.0

Joanna Dzieńdziora, Małgorzata Smolarek, Justyna Wiktorowicz, and Katharina Weissenlehner

[Presentation](#)

Generative AI Usage, Trust, Verification Practices, and Ethical Awareness in Higher Education

Wasinee Noonpakdee

[Presentation](#)

Knowledge Management Practices in the Project Implementation at Kasetsart University

Somchai Numprasertchai and Haruthai Numprasertchai

[Presentation](#)

Neurodiversity Management in HRM: A Systematic Literature Review and Research Agenda

Bartłomiej Augustyniak

[Presentation](#)

Rebuilding Sustainable Careers of Ukrainian Women in Lithuania: The Role of Public and Non-Governmental Organisations

Asta Savanevičienė, Meda Andrijauskiene, Gita Šakytė-Statnickė, Rūta Salickaitė-Žukauskienė, Natalija Mažeikienė, and Rūta Čiutienė

[Presentation](#)

Explaining Trader Popularity in Copy Trading Platforms

Marco Barone, Candida Bussoli, and Saida El Assal

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The Role of the Leader in Shaping Psychological Safety in the Organization: A Systematic Literature Review

Paulina Janiszewska

[Presentation](#)

Design, Delivery and Refinement of a Multidisciplinary Course Exploring Creativity and Innovation Using Lego

Benjamin Campbell and Andrew Ames

[Presentation](#)

Tempore Pestis: Epidemics and Countermeasures in Europe: A Comparative Perspective

Elina Gugliuzzo

[Presentation](#)

Interpersonal Relationships as a Sociological Factor in the Effectiveness of Knowledge Management Systems

Amanda Hribernik, Jana Goriup, and Valerij Dermol

[Presentation](#)

Exploring the Impact of Double-Loop Feedback on Teacher Engagement: A Case Study of an Urban School

Kongkiti Phusavat, Bordin Rassameethes, Suparerk Sooksmarn,
and Sasivimol Meeampol

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Russian Popular Attitudes Towards Putin's War on Ukraine as Viewed Through the Prism of Russian National Culture

Fred Hoffman

[Presentation](#)

Determinants of Performance Satisfaction in Engineering Mathematics: Evidence from Industrial Engineering Students

Pornthipa Ongkunaruk, Settayos Kongsin, and Kongkiti Phusavat

[Presentation](#)

A Synthesis of Community Engagement in Open Science for Higher Education Institutions (HEI): A Focus on the Science Shop Model for ESAMI under the Foster Project

Innocent Nuwagaba, Lucky Yona, David Kalaba, and Henry Waruhiu

[Presentation](#)

An Analysis of Open Science Education Through Community Engagement for Higher Education Institutions (HEI) in Africa

Innocent Nuwagaba, Lucky Yona, David Kalaba, and Henry Waruhiu

[➤ Presentation](#)

Leadership Support for Introducing New Technologies in Teaching, Learning and Assessment: The Case of Georgia and Azerbaijan

Tamari Dolidze, Nada Sirca Trunk, and IA Mosashvili

[➤ Presentation](#)

Women's Knowledge and Gender-Responsive Knowledge Management in Nigeria's National Adaptation Plan Process

Mbarumun Priscilla Achakpa and Živilė Stankevičiūtė

[➤ Presentation](#)

The Role of Digital Technology and Strategic Communication in Mediating Organizational Change and Learning Outcome Effectiveness in Higher Education

Ioseb Gabelaia, Tamari Dolidze, and Natia Vasadze

[➤ Presentation](#)

Pricing and Ordering Decisions in Revenue Sharing Contracts with Returns and Multiplicative Stochastic Demand

Milena Bieniek and Jarosław Banaś

[➤ Presentation](#)

School Quality Coordinators in Kosovo: Roles, Responsibilities, and Challenges; Kosovo Case Study

Bekim Morina

[➤ Presentation](#)

Mentoring for Inclusion: A Relational Model for Learning, Agency and Social Participation

Anna Barbato, Guido Scarano, and Lucia Martiniello

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Heritage - Concepts: Future - Their Use; Modeling the Assessment of Non-Financial Information Quality

Anna Karmańska

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Encouraging Student Engagement in Digital Business Through Digital Marketing Scenarios

Andra Diaconescu, Anca Draghici, and Maria-Elena Boatca

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Exploring the Imperative of Environmental Sustainability in Education and Research Crafting: An Engaging Visual Design for a Waste Management Mobile App

Andra Diaconescu, Anca Draghici, and Matei Tamasila

[Presentation](#)

Organisational Practices for Sustainable Careers of Female Refugees: Employers' Perspective

Meda Andrijauskiene, Ruta Ciutiene, Ruta Salickaite-Zukauskiene, Natalija Mazeikiene, Asta Savaneviciene, and Gita Sakyte-Statnicke

[Presentation](#)

Learning Communities After School: The Extended Programme as a Space for Developing 21st-Century Competences

Kaja Galič Lenkič

[Presentation](#)

A Knowledge Driven AI Readiness Assessment Framework for Universities: Integrating AHP Expert Weighting with Self-Report and Behavioral Evidence in a Multi-Country Evaluation

Marek Medrek and Anna Tatarczak

[Presentation](#)

Growth Barriers of Innovative Small Businesses: Qualitative Analysis

Martti Saarela, Peetu Virkkala, Heikki Ailinpieti, and Matti Muhos

[Presentation](#)

Innovation, Cooperation and Evaluation in Early Computer Science

Jerneja Zajec

[Presentation](#)

From the Court to the Boardroom: The Contribution of Community Team Sport Participation (MAMANET) to Burnout, Work Engagement, and Psychological Resilience Among Women Managers

Riki Tesler

[Presentation](#)

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