

CONFERENCE BOOK REVIEW: “CORPORATE GOVERNANCE: SCHOLARLY RESEARCH AND PRACTICE”

by

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The abstracts published in the conference proceedings book *Corporate Governance: Scholarly Research and Practice* present a diverse array of international research topics, divided into four sessions: board of directors' practices, sustainability and corporate social responsibility (CSR), accounting and auditing, and general issues of corporate governance. More specifically, modern corporate governance models focus on aspects such as: adaptive corporate governance, board diversity and corporate performance, artificial intelligence (AI) and corporate governance in the digital age, governance mechanisms for climate change and environmental issues, and CSR from an environmental, social, and governance (ESG) perspective. Through these models, companies seek to achieve the right balance between governance, strategy, long-term value creation, responsibility towards shareholders, risk management, including sociopolitical hazards, and the assumption of ethical obligations towards key stakeholders. This approach goes beyond simple compliance with internal and external rules and principles.

The variety of topics highlighted the conference's focus on governance as a dynamic area, constantly influenced by global changes and the evolution of the regulatory environment.

This is the interpretative perspective of the abstracts, which emphasize the need for more flexible and adaptable corporate governance systems, which are able to balance stability with agility, flexibility with regulatory accountability. According to Correia and Água (2025), through agile and adaptive governance models, corporate boards can enhance responsiveness, continuously adjust strategies, manage risks with foresight, and build resilience against market volatility, and align governance practices with broader stakeholder and environmental concerns.

Other abstracts have explored the role of corporate governance in helping companies manage external changes and transform their practices and environment. In this regard, some authors have explored how corporate governance has changed in response to digitalisation and AI. Specifically, Sigurjonsson and Wendt (2025) have investigated how AI is integrated into corporate strategies and its impact on sustainability across the entire value chain, from production to processing and distribution, within Iceland's food industry.

Nakajima (2025) underscored how generative AI introduces governance challenges related to transparency,

accountability, and regulatory compliance. The study concludes that firms must invest in developing hybrid governance models, enhance transparency through AI tools, and establish robust ethical and legal oversight mechanisms.

Akpan's (2025) study focused on the application of AI in financial analysis. His research investigated the predictive power of various AI models in forecasting critical financial metrics — specifically, revenue and net income — and pointed out that AI systems can enhance the precision of financial predictions, aiding in strategic decision-making and risk management.

Gotti et al. (2025) studied the application of machine learning (ML) in professional activities, including auditing and reporting practices, suggesting that integrating ML into auditing procedures could greatly enhance the transparency of corporate reporting and lead to stricter scrutiny regarding financial misreporting or fraud attempts.

Among the topics discussed, considerable attention was paid to diversity in business intentions, board composition, and governance. From this perspective, Xanthopoulou, Vytas, et al. (2025) studied the impact of gender and other demographic factors (age, education) on entrepreneurial intentions, and the role of family background, particularly the father's entrepreneurial experience, in shaping entrepreneurial intentions. Findings highlight the crucial role of family background, particularly the father's occupation, and the influence of entrepreneurial education. Furthermore, it challenges the traditional notion that men are more inclined toward entrepreneurship, revealing that women, particularly those in undergraduate education, show strong entrepreneurial inclinations, driven by factors such as family support, role models, and societal changes that encourage female entrepreneurship.

Alijani et al. (2025) have studied the complex relationship between board diversity, corporate governance, and firm performance, particularly in the face of external shocks (such as COVID-19, for example). Specifically, their study highlighted that firms with heterogeneous governance have more resilient corporate governance structures and demonstrate superior agility in aligning strategic priorities with emergent challenges.

Finally, Ulrich (2025) explored key family governance mechanisms and examined how varying family structures influence their effectiveness. Governance mechanisms that are customized to the family's structure, on the one hand, play an essential role in enhancing the resilience and success of family businesses, and, on the other hand, enable smoother generational transitions, cohesive decision-making, and a strong foundation for long-term success.

Furthermore, CSR and ESG reporting are widely recognized tools for assessing the financial performance of companies, in relation to the achievement of sustainability objectives, while satisfying the need for clarity and transparency in the disclosure of company information to stakeholders.

Carabelli (2025), through a systematic literature review, analyzed how the agri-food companies integrate ESG reporting into governance practices and how it influences performance results, no longer understood only from an economic and financial point of view but also, and above all, from a social and environmental point of view.

Toudas et al. (2025) carried out an analysis on the impacts and differentiations that arise regarding the effectiveness of CSR actions implemented by companies operating in the Western World and companies operating in BRICS countries (Brazil, Russia, India, China, South Africa, Egypt, Ethiopia, Indonesia, Iran, and the United Arab Emirates). The results showed that companies that incorporate the CSR philosophy into their organizational culture and act responsibly, as they are motivated by ethical incentives, are more effective than companies that simply comply with social and legal requirements for socially responsible business operations and strategies.

Finally, current legislation requires corporate bodies to design risk prevention and management systems, integrated with existing business processes.

Morrone et al (2025) highlighted that corporate governance mechanisms are essential elements in all types of business, and thus, they are also important in distressed firms. Taking into account that audit is an influential mechanism of corporate governance through which external resources supporting boards in their oversight activities can be acquired, the authors focus on statutory and external auditors to determine whether their appointment impacts the likelihood of distressed firms opting for a going concern procedure rather than a liquidation one.

D'Alonzo (2025) investigated the role of the expert within negotiated composition under the Italian Insolvency Code.

Other interesting topics included:

- how corporate governance mechanisms — such as board size, independence, and insider ownership — impact the success of mergers and acquisitions among German companies (Ulrich & Michalke, 2025);

- the evaluation of governance and post-merger performance in public, not-for-profit, and private entities (Chasiotou et al., 2025);

- the impact of climate change on bank performance, whether governance plays a role in mitigating the effects of climate risks on financial performance (Capuano, 2025);

- the concept of interpersonal trust in the exchange relations of the informal transport of goods in Morocco (Chafai, 2025);

- the impact of National In-Country Value Certification (ICV) on corporate sustainability in the United Arab Emirates (Rabboua et al., 2025);

- the impact of informal sector taxation on the formalization and transparency of informal small and medium-sized enterprises in Cameroon (Mbama & Mfelam, 2025);

- the effects of transactions between related parties on the financial statements of multinational corporations, from an accounting and tax point of view (Lazos et al., 2025);

- the impact of tax loss carrybacks both on the cash flows of the firms and on public revenue in Greece, three years after the pandemic (Kourdoumpalou & Chytis, 2025);

- the experimental application of an integrated system for assessing the performance of hospital departments through monitoring critical indicators of the public value created, serving as a “compass” not only for top management but also for middle management (Ippolito et al., 2025);

- the impact of work stress on the performance and well-being of public sector employees, and how high stress can hurt organizational efficiency, lower decision-making skills, and decrease thinking abilities (Xanthopoulou, Patitsa, et al., 2025).

Overall, the conference proceedings book *Corporate Governance: Scholarly Research and Practice* presented innovative researches that, combining theoretical reflections with case studies and empirical analyses, addressed critical corporate governance challenges, and the topics covered offer an interesting overview of the forces profoundly shaping the evolution of corporate governance globally, in the direction of ensuring accountability, sustainability, and competitiveness in a rapidly changing global landscape.

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