

# Guidelines and Criteria for the Submission of Short Papers at EGOS Colloquia

Short papers should focus on the main ideas of the later full paper, i.e. they should explain the purpose of the paper, theoretical background, the research gap that is addressed, the approach taken, the methods of analysis (in empirical papers), main findings and contributions. In addition, it is useful to indicate clearly how the paper links with the sub-theme and the overall theme of the Colloquium, although not all papers need to focus on the overall theme. Creativity, innovativeness, theoretical grounding and critical thinking are typical characteristics of EGOS papers.

Your short paper should comprise **around 3,000 words** (inc. references, appendices, and other material).

**Submission deadline** for short papers for the (main) 42<sup>nd</sup> EGOS online Colloquium hosted by the University of Bergamo, July 9–11, 2026:

- Tuesday, January 7, 2026, **12:00 CET**

The deadline is unchangeable and therefore **extensions can not be granted!**

## Formatting your short paper

Your short paper should comprise **around 3,000 words**, according to the following format:

- Font: 12 pt, Arial or Times New Roman
- Margin left/right: 2.5 cm
- Line spacing: 1.5
- Use APA style for your citations

**Do not use capital letters** in your paper's title, unless they are proper nouns (e.g. "London", "Thomas"), quoted titles, or if it is the first word after a colon or hyphen. For example: *Mark Twain's "The Adventures of Huckleberry Finn": Summary, analyses, and quotations*. Do not write your title in ALL CAPS.

Please **state your name** (and that of your co-author/s, if applicable) + affiliation + email at the top of your short paper (because no [single/double blind] peer review).

Short papers should be submitted as a **pdf or docx file**. Please do not upload txt files!



## Steps prior to uploading your short paper

- To upload a short paper, you must be a **registered user** on the EGOS website.  
If you have never been an EGOS member, never uploaded a short paper for one of the previous EGOS Colloquia, or never attended an EGOS Colloquium before, you need to **register on the EGOS website**. Click [here](#) and follow the instructions. Once you have an EGOS member number and password, please **log in to the member area “MyEGOS”** and follow the instructions for uploading your short paper listed below.
- If you are an active (or former) EGOS member, **log in to “MyEGOS”** using your email [or your EGOS member number] and your password.

## Uploading your short paper

You can **only upload one short paper** with your EGOS member number! If your short paper is co-authored and you have already submitted a (single-authored) short paper to another sub-theme, then your co-author (one of your co-authors, respectively) has to upload this co-authored short paper by using their EGOS member number. Please note: You may only appear as **co-author in a maximum of TWO further short papers!**

- In the MyEGOS section of the website, click on **Submit your short paper**.
- Fill in the form.

Do not use ALL CAPS for your paper title.

As the uploader, you are the main author. Add all co-authors (can also be added when submitting your full paper).

Upload your paper as pdf or docx.

- If you want to re-upload your short paper because you submitted it to the wrong sub-theme or have an updated version, you can do so until the deadline:

In MyEGOS, you will see Status: Edit your short paper

Click delete your short paper application.

Submit your short paper again.

If you have any further questions, please contact the [EGOS Executive Secretariat](#).



# Sub-theme 31: Humans (and Non-Humans) at Play: Games and Simulations in Crisis Management



42<sup>nd</sup> EGOS  
Colloquium  
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**EGOS**

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## Call for Papers

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One defining characteristic of humans is the persistence of playing across age (Clancy, 2024; Huizinga, 1950). In different professional contexts, we have been experiencing a revival of wargaming and simulations (Bernardi 2024; Lépinard, 2014; Lépinard, 2022) and this should not happen unnoticed by management scholars.

Organizational scholars have been historically contributing to the study of strategy, decision making and planning (March & Weissinger-Baylon, 1986). Scholars such as Simon, Cyert, March, Cohen, Kuehn, also contributed to the development of business strategy games. It is little-known that business strategy games were inspired by military wargames (Eminente et.al., 1985). US management professors first developed business strategy games after observing wargames conducted in the US Naval War College in the 50s (von Hilgers, 2012; Bernardi & Buffagnotti, 2025).



Behind games and simulations there is a modelling exercise such as in game theory, economics and organizational behaviour (Clancy, 2024; March & Weissinger-Baylon, 1986; Perla, 1990; Schelling, 1960; Sabin, 2014). Organizational scholars should reclaim their role in designing and using games and simulations for the study of human behaviour and complex organizations.

Serious gaming, serious game and gamified simulation are being used in training and education at different levels and across disciplines. The gaming element and the immersive context enhances the learning, analysis, and strategic foresight potential. In public health and medicine (Baličević et.al., 2023; Bury & Meredith, 2011) there is ample use of simulation, wargaming, and other forms of immersive learning. In crisis management, they are used in education or analysis for professional aims in military, civil protection, and public health settings (Schechter et al., 2021).

We would like to host research on the relationship between wargaming, simulations, and organization studies. The sub-theme invites papers addressing the role of games and simulations in studying organizations and in management education. Papers might be guided by, but not limited to, questions such as:

- Can games and simulations be used as experimental settings for the study of organizational behaviour? Taking inspiration from behavioural economics and the techniques of assessment centres, can we develop research methods based on game experiments?
- While the military have inspired management scholars in the past, can organization scholars contribute to the design of experiential and immersive education for military professionals? Focusing on wargames, how can organization scholars support the development of wargames and wargaming practices (Bae & Brown, 2021; Banks, 2024; Bartels, 2020; Hulterström, 2024) with their analytical and theoretical tools?
- Serious games are being used in the study and in preparation for civilian emergencies and global issues (food security, disrupted logistics, climate change, public health). Can organization scholars contribute to a further development of this experience through collaborating with scientists and medical doctors?
- The business strategy game tradition is well established in management schools, but immersive learning and serious gaming could be expanded. Furthermore, business simulations rarely deal with logistics, public health emergencies, crisis management, conflicts and international relations. Shall organization scholars contribute to enriching standard business simulations (Lépinard, 2019; Sierra, 2020) in an interdisciplinary manner?



- On the digital side of this sector, AI can potentially contribute to wargaming, simulations and modelling, perhaps even to agent-based modelling in organization studies. Complex simulations and innovative red teaming are now possible at a large scale and a faster pace thanks to AI agents. Will AI enhance or reduce the importance of decision-making theory and the study of organizational behaviour?

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