

AUSTRALIAN AND NEW ZEALAND ACADEMY OF MANAGEMENT

22nd ANZAM CONFERENCE 2008

2 - 5 December 2008
The University of Auckland
NEW ZEALAND



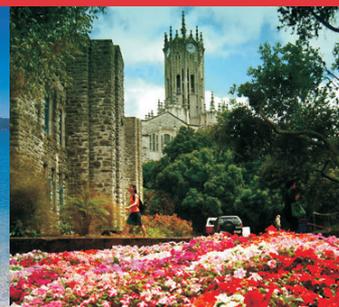
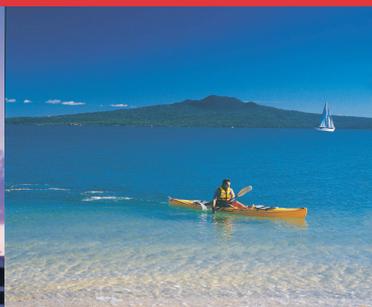
Managing in the Pacific Century



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PROGRAM and ABSTRACTS



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AUSTRALIAN AND NEW ZEALAND ACADEMY OF MANAGEMENT
22nd ANZAM Conference 2008
Managing in the Pacific Century

2-5 December 2008
The University of Auckland
NEW ZEALAND



PROGRAM AND ABSTRACTS

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Welcome from the ANZAM President



Welcome to the 22nd annual ANZAM conference hosted by the University of Auckland Business School.

The choice of theme for this year's ANZAM conference, *Managing in the Pacific Century*, has once again created a space in which we can apply our scholarship in diverse ways.

The high quality and breadth of papers submitted for review is testimony to this. The resulting program with its 16 streams for papers, complemented by the professional development workshops, ensures you will have the opportunity to engage with a wide range of approaches.

The keynote presentations by Professor Anne Tsui and Professor Kulwant Singh will provide important forums for us to engage further with the theme with these internationally renowned scholars.

A significant dimension to the conference is the opportunity to catch up with colleagues from across Australia and New Zealand and more widely.

The conference program, the complementary social program and the pleasing surrounds of the Auckland Business School should ensure you are able to do this with ease.

Enjoy ANZAM in Auckland.

Professor Alison Sheridan
ANZAM President 2008

Welcome from the Conference Chair



It is with pleasure that I welcome you to the 22nd ANZAM Conference in Auckland, New Zealand.

The pattern and pace of economic transformation in the Pacific Rim is unprecedented and presents new challenges and new opportunities for organisations throughout the world.

The role of managers, management and leadership will be fundamental to this transformation. Irrespective of the sector, the industry or the form of the organisation, the ability to respond and adapt in a world increasingly dominated by Asia-Pacific alliances, innovations and enterprise will be essential to an organisation's competitive success.

These issues create an excellent thematic background for the scientific program, which will be supported by a social program in a city that has everything to make a delegate's stay enjoyable.

I look forward to meeting with you during the conference.

Professor Marie Wilson
Conference Convenor
The University of Auckland Business School

ANZAM MEMBERSHIP:

Queries on ANZAM membership registration or renewal are to be directed to:

Peggy Hui, ANZAM Secretariat Coordinator

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Keynote Speakers

Anne S Tsui is Motorola Professor of International Management at the WP Carey School of Business, Arizona State University, and concurrently, Distinguished Visiting Professor at the Guanghua School of Management, Peking University.

A Fellow of the Academy of Management since 1997, she was the 14th Editor of the Academy of Management Journal (1997-1999) and has served on the editorial review boards of most premier management journals.

She is the founding President of the International Association for Chinese Management Research, and is the Editor in Chief of the journal *Management and Organisation Review*, which is dedicated to publishing China related management and organisation research.

Dr Tsui's current research programs include employment relationships and corporate culture and leadership in firms operating in the Chinese setting.

Professor Kulwant Singh (PhD, University of Michigan) focuses his research and teaching on business strategy and competition in rapidly changing environments.

He has published this research in the Academy of Management Journal, Strategic Management Journal, Organisation Science, Journal of Management, Industrial and Corporate Change and others.

Kulwant's most recent book, *Strategy for Success in Asia* was published in 2005. He was Chief Editor of the Asia Pacific Journal of Management between 2000 and 2004. He was conferred the Research Achievement Award in 1997 and the Outstanding Educator Award in 2005, both by the National University of Singapore.

Two of his papers received Best Paper Awards at the Academy of Management and at Administrative Sciences Association of Canada.

Stream Chairs

- 1. Managing in the Pacific Century**
Professor Snejina Michailova and Professor Hugh Whittaker
- 2. Leadership and Governance**
Professor Brad Jackson and Dr Ljiljana Erakovic
- 3. Critical Management Studies**
Dr Deborah Jones, Dr Todd Bridgman and Dr Sarah Sarah Proctor-Thomson
- 4. Entrepreneurship, Small Business and Family Enterprise**
Professor Trish Corner
- 5. Gender and Diversity in Organisations**
Professor Judith Pringle
- 6. Human Resource Management and Development**
Dr Peter Dowling
- 7. International Management**
Dr Greg Fisher
- 8. Management Education and Development**
Assoc Professor Ruth Neumann
- 9. Marketing and Communication**
Assoc Professor Margo Buchanan-Oliver
- 10. Organisational Behaviour**
Dr Yvon Dufour and Professor Marie Wilson
- 11. Organisational Change**
Dr Ralph Bathurst and Dr Janet Sayers
- 12. Public Sector and Not-for-Profit**
Assoc Professor Bruce Gurd
- 13. Research Methods**
Dr Anneke Fitzgerald
- 14. Strategic Management**
Professor Richard Dunford
- 15. Sustainability and Social Issues in Management**
Professor Gael McDonald
- 16. Technology, Innovation and Supply Chain Management**
Professor Terry Sloan

Social Program

Tuesday 2 December 2008

OFFICIAL WELCOME - 1645 for 1700 START
Be welcomed onto the Waipapa Marae with a traditional Powhiri. Hosts will escort you from the ANZAM registration area (Level 1 in the Business School) to the adjacent Marae for the 1700 start of the Ceremony.

WELCOME RECEPTION - 1800

Owen G Building, University of Auckland
Please join us for a special opportunity to renew old acquaintances or make some new friends in a relaxed and convivial environment.
Cost included for all delegates.
Additional tickets: A\$30 per person (inc GST)

Wednesday 3 December 2008

HAPPY HOUR - 1700

Owen G Building, University of Auckland
A Happy Hour with the exhibitors will be held at the conclusion of sessions.
Cost included for all delegates.

Thursday 4 December 2008

AWARDS CELEBRATION - 1730 - 1830 **Owen G Building, University of Auckland**

This year the Awards presentations will have its own reception at the end of the Thursday program and everyone, including students and exhibitors, can enjoy some light refreshments to celebrate the awards.

Cost included for all delegates.

CONFERENCE GALA DINNER - 2000 **Wildfire Churrasco Brazilian BBQ** **Princes Wharf, Auckland**

The dinner is a highlight of every conference and this one will be no exception. The dinner will be a more casual affair at the fantastic Wildfire Churrascaria Brazilian Restaurant located on the waterfront, where succulent New Zealand meats, fish and delightful New Zealand wines will be served, with Latin music and dancing to follow dinner.

Cost included in Fulltime Registration
(not included for Student Registration)
Additional tickets: A\$85 per person (inc GST)

General Information

Location of Sessions

The conference sessions will be held in various rooms over four levels of the Owen G Building, as indicated in the program.
All are easily accessible and sign-posted for easy reference. The exhibition is located in the Foyer - Level 1 and the poster presentations and internet cafe are located on Level 0.

Dress Code

Business or smart casual is suggested for all conference sessions and social functions.

Registration Desk

The registration desk, located in the Foyer - Level 1, will be serviced each day of the conference at the times shown in the program. Major credit cards will be accepted at the registration desk.

Messages

A notice board will be in the registration area for messages to delegates. Urgent messages may be telephoned to the registration desk on 0418 944 987 or 0407 089 103.

Speaker Preparation

All speakers are reminded to check through their presentations in advance of their timeslot. Please check with the registration desk for room locations or technical assistance.

Mobile Telephones

As a courtesy to speakers, mobile telephones are to be turned off within the lecture rooms during all sessions.

Smoking Policy

For the comfort and health of all attendees, the University is a non-smoking venue.

Credit Cards: Most hotels, larger restaurants and specialty shops accept major credit cards.

Name Badges

Each attendee of the conference will be issued a name badge at registration. The badge is the official pass and must be worn at all times.

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22nd ANZAM Conference 2008
 Managing in the Pacific Century

Thank you to The Reviewers

The double-blind review process is an intense and time consuming task and the ANZAM Executive is most appreciative of the contribution made by the following reviewers for 2008.

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23rd ANZAM Conference 2008 'Managing in the Pacific Century'

CONFERENCE PROGRAM

Stream	Stream Chair	Stream	Stream Chair
MPC Managing in the Pacific Century	Snejina Michailova, Hugh Whittaker	M&C Marketing and Communication	Margo Buchanan-Oliver
L&G Leadership and Governance	Brad Jackson, Ljiljana Erakovic	OB Organisational Behaviour	Yvon Dufour, Marie Wilson
CMS Critical Management Studies	Deborah Jones, Todd Bridgman, Sarah Proctor-Thomson	OC Organisation Change	Ralph Bathurst, Janet Sayers
ESB Entrepreneurship, Small Business and Family Enterprise	Patricia Corner	PSN Public Sector and Not-for-Profit	Bruce Gurd
GDO Gender and Diversity in Organisations	Judith Pringle	RM Research Methods	Anneke Fitzgerald
HRM HR Management and Development	Peter Dowling	SM Strategic Management	Richard Dunford
IM International Management	Greg Fisher	SSM Sustainability and Social Issues in Management	Gael McDonald
MED Management Education and Development	Ruth Neumann	TIM Technology, Innovation and Supply Chain Management	Terry Sloan

MONDAY 1 DECEMBER 2008		
0845	Workshop Registration	LEVEL 1 FOYER
0900	Doctoral Student Workshop commences	ROOMS OGGB5 and CASE ROOMS 1 and 2
1700	Workshop Day 1 concludes	

TUESDAY 2 DECEMBER 2008		
0900	Doctoral Student Workshop continues	OGGB5 and CASE ROOMS 1 and 2
1230	Outgoing ANZAM Executive Meeting	DECIMA GLENN
1500	Conference Registration commences	LEVEL 1 FOYER
1645 for 1700	Official Opening Be welcomed onto the Waipapa Marae with a traditional Powhiri. Hosts will escort you from the ANZAM registration area (Level 1 Foyer in the Business School) to the adjacent Marae for the 1700 start of the Ceremony.	LEVEL 1 FOYER and WAIPAPA MARAE
1800	Welcome Reception	LEVEL 1 FOYER
1900	Free evening	

WEDNESDAY 3 DECEMBER 2008									
0815	Registration								
0900	Welcome and Stream Award Presentations: Streams 2 to 9 (including Emerald Group Publishing Award)								FISHER AND PAYKEL AUDITORIUM
0915	Keynote Plenary: Professor Anne Tsui Contextualisation and International Management Research: What, Why and How?								
0955	Housekeeping								
1000	Morning tea Sponsored by Emerald Group Publishing - Leadership and Organization Development Journal								LEVEL 1 FOYER
CONCURRENT SESSIONS ONE									
Room	OGGB5	Case Room 2 Sponsored by John Wiley & Sons Australia, Ltd	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Room 201G	
Chair	Peter Boxall	Brianna Caza	Ljiliana Erakovic	Greg Fisher	Patricia Corner	Eva Collins	Alison Sheridan	Todd Bridgman	
Stream	HRM1 STRATEGIC HRM	OB1 TIES THAT BIND	L&G1 THE ROLE AND IMPACT OF BOARDS OF DIRECTORS	IM1 MANAGING ACROSS CULTURES	ESB1 CONTEXTS FOR ENTREPRENEURSHIP	SSM1 ETHICS AND ORGANISATION	GDO1 GENDER AND ORGANISATION	CMS1 CRITICAL MANAGEMENT	
1030	The uneasy relationship between strategic HRM and employee commitment. Can the two be reconciled? <u>Tonks, Graeme;</u> <u>Nelson, Lindsay</u>	The mediating effect of job satisfaction on the relationship between organisational justice, person-organisation fit and organisational citizenship behaviour <u>Amir-Ishak, Noormala;</u> <u>Hussein, Norashikin;</u> <u>unus, Nooraila</u>	Boards of Directors: a multidisciplinary recasting of the agency relationship and its implications <u>Nicholson, Gavin</u> <u>Cook, Zoie</u>	The role of individual values and Westernisation on the Guanxi orientation of Hong Kong managers <u>Ho, Cynthia;</u> <u>Redfern, Kylie</u>	Identity and identification in regional clusters <u>Staber, Udo</u>	An analysis of the usefulness of components of corporate ethics programs to integrate ethics into organisations' culture in Auckland <u>Nel, Liza; Nel, Pieter;</u> <u>du Plessis, Andries</u>	'Just don't call me a feminist': senior and junior women managers' perceptions of gender and communication dilemmas at work <u>Barrett, Mary</u>	The sociology of innovation and the emergence of new biotechnologies <u>Daniel, Lisa;</u> <u>Dawson, Patrick</u>	
1050	Human resource flexibility and firm performance linkage: a study of firms in India <u>Ketkay, Sumita;</u> <u>Self, Prodip</u>	In praise of interactional justice: predicting citizenship behaviours in the Portuguese cultural context <u>Rego, Armenio;</u> <u>Pinae Cunha, Miguel</u>	Board characteristics of New Zealand SME's <u>Rainsbury, Elizabeth;</u> <u>Crisan, Corina</u>	Cross-cultural discursive competence for international management <u>Zhu, Yunxia</u>	Leadership in innovation: lessons from Malaysia's Multimedia Super Corridor (MSC) <u>Md Saad, Mohd Shamsuri;</u> <u>Mazzarol, Tim</u>	Top Taiwanese and Turkish companies and their engagement with corporate ethics <u>Svensson, Goran;</u> <u>Wood, Greg;</u> <u>Lee, Tzong-Ru;</u> <u>Donmez, Dilek;</u> <u>Aydinlik, Arzu Ulgen;</u> <u>Callaghan, Michael</u>	Sewing at home: the impact of sweated labour on the job tolerance of textile outworkers <u>Cregan, Christina</u>	Community engagement and resistance: a discourse perspective <u>Leitch, Shirley;</u> <u>Motion, Judy;</u> <u>Davenport, Sally</u>	WORKSHOP A
1110	Creating sustainable employment in hospitality <u>Harris, Candice;</u> <u>Williamson, David;</u> <u>Rasmussen, Erling;</u> <u>Wilkinson, Helene</u>	Downsizing and survivors reactions: a model of antecedents and outcomes of psychological contract violation <u>Arshad, Rasidah;</u> <u>Sparrow, Paul</u>	Leadership in contemporary local government reform: The Lyons Report in England and its implications for Australasian local government <u>Grant, Bligh;</u> <u>Dollery, Brian;</u> <u>Crase, Lin</u>	Short term expatriates' effectiveness: a four stage training model evaluation study <u>Bruning, Nealia;</u> <u>Wang, Xiaoyun;</u> <u>Lapierre, Brigitte;</u> <u>MacDonald, Doug</u>	Organisational innovation mortality: From the population ecology and institutional perspectives <u>Lorsuwanarat, Tippawan</u>	The roles of Islamic investment funds as institutional investors: the perceptions of fund management companies' representatives in Malaysia <u>Muhammed, Nurul;</u> <u>Mclver, Ronald</u>	Perceptions of female leadership: an exploration of the views of top university women <u>Tilbrook, Kerry</u>	Dispersed leadership, power and change: an empirical study using a critical management framework <u>Gordon, Raymond</u>	WORKSHOP B
									WORKSHOP C

Wednesday 3 December 2008

Room	OGGB5	Case Room 2	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Room 201G				
1130	The HRM-performance link: a longitudinal, business-unit investigation <i>Mingo, Simon; Langford, Peter</i>	Identifying employees perceptions of psychological contract: a comparison between Indian manufacturing and KPO organisations <i>Aggarwal, Upasana; Datta, Sumita; Bhargava, Shivganesh</i>	Firm strategic control: direct ownership, indirect ownership, dispersion, and board of directors <i>Duncan, Keith; Kiessling, Timothy</i>	Expatriation research through the knowledge lens: the value of focusing on the idiosyncratic <i>Boyle, Brendan; Nicholas, Steven; Mitchell, Rebecca</i>	Performance of entrepreneurial Chinese immigrants in network marketing organisations <i>Fu, Dai; Teo, Stephen; Wang, Karen Yuan</i>	The relationship between managerial ethical profiles (MEP) and individual, organisational and external factors influencing the ethical decision-making of healthcare managers in Australia <i>Casali, Gian Luca</i>	Some evidence about the relationship between gender, job search, personal ties and gender segregation <i>Treuren, Gerry</i>	The office as workplace fief <i>Donleavy, Gabriel</i>				
1150	The impact of workplace practices on business profitability in New Zealand <i>Markey, Raymond; Shulruf, Boaz</i>	The impact of organisational justice perceptions on job satisfaction and turnover intentions: the role of job embeddedness <i>Gantor, Josh; Cordery, John</i>	The blender approach to governance leadership: do diverse director attributes contribute to board capital? <i>Mueller, Jens; Ingley, Coral; Cocks, Graeme</i>	Is adaptation a lip service? How management consultancy strategize knowledge in emerging markets - the case of China <i>Wang, Yaqing; Wright, Christopher</i>	Getting a handle on creative destruction with two new business risk parameters <i>Forster, Geoffrey; Ellis, Allan</i>	The conceptualisation and measurement of whistle-blowing: a new way forward <i>Edwards, Marissa</i>	Inside the 'black box': women accountants in small firms <i>Strachan, Glenda; Barrett, Mary</i>	SUMMARY DISCUSSION	WORKSHOP A	WORKSHOP B	WORKSHOP C	
1210	Linking HRM and innovation: formulating the research agenda <i>Becker, Karen; Matthews, Judy</i>	Living away from home and the impact on university students' eating motivation: Australia vs Germany <i>Sharma, Bishnu; Harker, Michael; Harker, Debra; Reinhard, Karin</i>	DISCUSSION	Nailing up the psychic distance coffin: opportunity distance in technology entrepreneurial firm internationalisation <i>Bhowmick, Sanjay</i>	DISCUSSION	DISCUSSION	Holding out for a hero: female management role models in hotels <i>Mooney, Shelagh</i>	DISCUSSION				
Room	Seminar 215 - WORKSHOP A			Seminar 219 - WORKSHOP B			Decima Glenn - WORKSHOP C					
1030 - 1210	Transforming patient and staff experiences in Australian and English hospitals: an 'experience-based design' co-design research symposium <i>Robert, Glenn; Gray, Jane; Bate, Paul</i>			From alienation to suffocation: friends and enemies in organisations <i>St J Burch, Giles; Cooper Thomas, Helena; Morrison, Rachel; Nolan, Terry</i>			ANZAM Teaching Master Class <i>Neil Kimberley 2007 Pearson Educator of the Year</i>					
1220 - 1300	Lunch									LEVEL 1 FOYER		
1300	Poster Presentations Session One – All poster authors to be available with their poster									LEVEL 0 FOYER		

Wednesday 3 December 2008

Room	OGGB5	Case Room 2	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Room 201G						
1450	Education, training and development practices in South African organisations <i>Erasmus, BJ; Loedloff, Pieter; Hammann, FJ</i>	Relational schemas as determinants of role expectations of Team-member exchange <i>Tse, Yiu Ping; Chiu, Warren</i>	Leadership measured: A review of the behaviours and competencies of leadership <i>Tedstone, Simon; McWilliams, Alan</i>	Rediscovering the micro level: on the emergence of dynamic capabilities in emerging markets <i>Koveshnikov, Alexei</i>	DISCUSSION	Art and sustainability <i>Bathurst, Ralph</i>	Explaining diversity's impact on team performance: the ABC of diverse teams <i>Mitchell, Rebecca Boyle, Brendan</i>	DISCUSSION		WORKSHOP D	WORKSHOP E	WORKSHOP F		
Room	Seminar 215 - WORKSHOP D			Seminar 219 - WORKSHOP E			Decima Glenn - WORKSHOP F							
1330 - 1500	HRM Panel discussion: HR systems and organisational performance <i>Dowling, Peter; Boxall, Peter; Bartram, Tim</i>			Workplace bullying: problems, solutions and progress – Part 1 <i>Caponecchia, Carlo; Wyatt, Anne; Needham, Andrea; Trenberth, Linda; Branch, Sara; Murray, Jane; Bryant, Melanie; Ilda, Elisa; McKeown, Tui</i>			The promise and tyranny of connectivity: distributed work, disrupted lives <i>Kolb, Darl; Riad, Sally; Vaara, Eero</i>							
1500	Afternoon tea											LEVEL 1 FOYER		
CONCURRENT SESSIONS THREE														
Room	OGGB5	Case Room 2 <i>Sponsored by John Wiley & Sons Australia, Ltd</i>	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Room 201G						
Chair	Erling Rasmussen	Barbara Plester	Lester Levy	Hugh Whittaker	Shuyuan Wu	Patricia Corner	Snejina Michailova	Anneke Fitzgerald						
Stream	HRM3 RETENTION STRATEGIES	OB3 STRESS and OVERWORK	L&G3 LEADERSHIP AND TEAMS	ANZAM1 HIGHER EDUCATION IN TRANSITION	ESB3 OWNERS IN ACTION	SSM3 STRATEGY AND SUSTAINABILITY	GDO3 DIVERSITY AND ORGANISATION	TIM1 QUALITY AND CONTINUOUS IMPROVEMENT						
1530	Work environment and retention: an exploratory case study <i>Paull, Megan; Omari, Maryam; Beeton, April</i>	Three-way interaction effects of workaholism on employee well-being: evidence from blue-collar workers <i>Haar, Jarrod; Roche, Maree; Lindsay, Cameron</i>	Leadership effects on team performance: an agent-based modeling approach <i>Prasad, Kaivalya; ugianto, Ly-Fie; Sendjaya, Sen</i>	A learning partnership with a university: some considerations for industry <i>Delahaye, Brian; Choy, Sarojni</i>	Enterprise development narratives: what they can tell us about start-up behaviour, risk and identity <i>Mills, Colleen; Pawson, Kylie</i>	Are differences in levels of corporate social responsibility linked to strategic orientation? <i>Galbreath, Jeremy</i>	Generational divide? A case study of regional nursing in Australia <i>Hicks, John; Basu, PK; Sappey, Richard</i>	Health and safety system change through user-based design <i>Molineux, John</i>		WORKSHOP G	WORKSHOP H	WORKSHOP I		
1550	Factors that influence employers in their skill utilisation of immigrant professionals: a literature review <i>Almeida, Shamika</i>	Contextualising workplace stress: the experience of bank employees in Nigeria <i>Oke, Adunola; Dawson, Patrick</i>	Emotional Intelligence, augmented transformation leadership, and outcomes in a South Korean public-sector organisation <i>Hur, Sylvia; Wilderom, Celeste; van den Berg, Peter presented by Ashkanasy, Neal</i>	Trust and distrust in University-Industry research collaborations <i>Morris, Beryl; Hunt Robert</i>	Small business success and location: what do owners/managers think? <i>Melgoza, Alberto; Storer, Maree</i>	The strategic implications of sustainability in strategy textbooks <i>Bubna-Litic, David; North-Samardzic, Andrea</i>	Are Baby Boomer, Generation X and Y students really that different? Some evidence on the employment expectations of different age <i>Treuren, Gerry</i>	Gaining the competitive edge: the key to successful client consultant relationships <i>Chelliah, John; Niklova, Natalie; Davis, Douglas</i>						

Wednesday 3 December 2008

Room	OGGB5	Case Room 2	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Room 201G				
1610	Examining the role of employer image mismatch on retention: evidence from a Malaysian organisation <i>Ng, Yin Lu;</i> <i>Bordia, Prashant;</i> <i>Restubog, Simon Lloyd</i>	Psychological warfare at work: the destructive cycle of reciprocal bullying <i>Peter Standen</i> <i>Omari, Maryam;</i> presented by Paull, Megan	Team leadership models: modelling multicultural team Success <i>Zander, Lena;</i> <i>Butler, Christina</i>	Partnering for sustainability: reflections on an industry-academia alliance <i>Thomas, Gail;</i> <i>Naude, Marita;</i> <i>Rowe, Anna;</i> <i>Nowak, Margaret</i>	Franchising marketing to accountants: a user-friendly case study <i>Clark, Nicholas;</i> <i>Schembri, Sharon</i>	Sustainability - the missing ingredient in strategy <i>Bonn, Ingrid</i> <i>Fisher, Josie</i>	Human resource strategies, mature workers and competitive advantage: a resource-based view <i>Mountford, Helene;</i> <i>Murray, Peter</i>	Is strategizing having a positive impact on the alignment between technology innovation effectiveness and operation effectiveness? <i>Santa, Ricardo;</i> <i>Ferrer, Mario;</i> <i>Bretherton, Phil</i>				
1630	Retaining key staff in SOE's in the construction industry in China <i>Zhang, Ying;</i> <i>Wallace, Michelle</i>	Perceptions of administrative staff in organisational change and job strain in the Australian Higher Education Sector <i>Yeung, Melissa;</i> <i>Teo, Stephen</i>	Transformational leadership, LMX and performance in teams: a study of two integrative leadership models on team creativity <i>Chiu, CK; Kong, Hao;</i> <i>Ng, David</i>	Networking, entrepreneurship and productivity in universities <i>Salaran, Mehdi;</i> <i>Maritz, Alex</i>	Planning: the nexus between proactiveness and innovation <i>Harrison, Jennifer;</i> <i>Kelly, Stephen</i>	Meaning, authority, rationality and care as "MARC's" of sustainable organisations <i>Brytting, Tomas;</i> <i>Westelius, Al;</i> <i>Westelius, Ann-Sofie</i>	The organisational gender diversity-performance link: Does industry type matter? <i>Ali, Muhammad;</i> <i>Metz, Isabel;</i> <i>Kulik, Carol</i>	Maintaining ISO 9000 QMS in the service sector: a case of success from Malaysia <i>Ab Wahid, Roslina;</i> <i>Corner, James</i>				
1650	The resources boom in Western Australia: implications for employee attraction and retention <i>Beeton, April;</i> <i>Omari, Maryam;</i> <i>Paull, Megan</i>	Pleasure and displeasure - the conspiracy in self-regulation of employee action <i>Mariappanadar,</i> <i>Sugumar</i>	Investigating the moderating effects of LMX in the psychological contract breach-employee performance relationship: a test of two competing perspectives <i>Restubog, Simon Lloyd;</i> <i>Bordia, Prashant</i>	The establishment of a non-university higher education institution – a reflection on the marketplace and the experience <i>Jones, Grant;</i> <i>Ryan, Peter</i>	DISCUSSION	Perceived organisational support as a mediator between ethical culture and organisational commitment <i>Herington, Carmel</i>	An exploration of cross-cultural differences in time orientations between Maori and European New Zealanders <i>Lo, Kevin;</i> <i>Houkamau, Carla</i>	A learning laboratory approach for business improvement: the case of discontinuous innovation <i>Chapman, Ross;</i> <i>Beckett, Ronald</i>				
Room	Seminar 215 - WORKSHOP G			Seminar 219 - WORKSHOP H			Decima Glenn - WORKSHOP I					
1530 - 1700	Leadership beyond green: what does it take to ensure an organisation is sustainable? <i>Avery, Gael; Funke, Dirk; Hughes, Bronwyn; Jackson, Brad;</i> <i>Elizabeth More (Chair)</i>			Workplace bullying: problems, solutions and progress – Part 2 <i>Caponecchia, Carlo; Wyatt, Anne; Needham, Andrea; Trenberth, Linda;</i> <i>Branch, Sara; Murray, Jane; Bryant, Melanie; Ilarda, Elisa; McKeown, Tui</i>			Uses and issues around practice theory in management studies <i>Smith, Peter; Callagher, Lisa; Mueller, Frank</i>					
1700 - 1830	DINNER ADVISORY SERVICES MUSICAL HAPPY HOUR									LEVEL 1 FOYER		
1800	ANZAM AGM									DECIMA GLENN		

THURSDAY 4 DECEMBER 2008										
0700	Incoming ANZAM Executive Breakfast Meeting								DECIMA GLENN	
0815	Registration								LEVEL 1 FOYER	
0900	Stream Award Presentations: 10-16 (including Air New Zealand Award)								FISHER & PAYKEL AUDITORIUM	
0920	Keynote Plenary: Professor Kulwant Singh Managing in the Pacific Century: An Agenda for Strategy Research									
1000	Morning tea								LEVEL 1 FOYER	
CONCURRENT SESSIONS FOUR										
Room	OGGB5	Case Room 2 <i>Sponsored by John Wiley & Sons Australia, Ltd</i>	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Room 201G		
Chair	Peter Dowling	Giles Burch	Brad Jackson	Wendell Dunn	Ross Chapman	Goran Svensson	Deb Shepherd	Ruth Neumann		
Stream	HRM4 INTERNATIONAL AND COMPARATIVE HRM	OB4 BULLYING	L&G4 PERSPECTIVES ON LEADERSHIP	SM1 NETWORKS, ALLIANCES AND M&A	TIM2 SERVICE INNOVATION	SSM4 SUSTAINABLE ENVIRONMENT	GDO4 BALANCING WORK, LIFE AND FAMILY	MED1 INNOVATIONS IN THE CLASSROOM		
1030	Human Resource Management in Mainland China: Mainstream or Alternative Research? <u>Zheng, Connie;</u> <u>Lamond, David</u>	Workplace mobbing: expulsion, exclusion, and transformation <u>Shallcross, Linda;</u> <u>Ramsay, Sheryl;</u> <u>Barker, Michelle</u>	Governance and leadership practices in a Chinese enterprise <u>Baker, Kevin</u>	Strategic alliances? A marriage of convenience or a matter of trust? <u>Connell, Julia;</u> <u>Voola, Ranjit</u>	Patient satisfaction: the premise for healthcare service quality <u>Abd Manaf, Noor</u> <u>Hazilah</u>	Organising to influence the global politics of climate change <u>McGregor, Ian</u>	Mediating effect of work-family enrichment on relationship between organisational interventions for work-life balance and job outcomes <u>Baral, Rupashree;</u> <u>Bhargava, Shivganesh</u>	Engaging learners to understand effective performance management: a (flawed and unfair) role-play approach <u>Searle, Ben</u>		
1050	Hiring, training and development practices in German and Indian manufacturing companies <u>Erwee, Ronel;</u> <u>Paelmke, Haridass</u>	Power and change: the role of agency and structure in workplace bullying <u>McKay, Ruth</u>	Leadership in Papua New Guinea: an exploratory study of age barriers and leadership styles <u>Prideaux, Murray</u>	Kicked by the same kangaroo. Metaphor's effects in tragic tales of acquisition <u>Liu, Cindy;</u> <u>Riad, Sally</u>	Innovation in a "third place": the English rural cyber pub initiative <u>Preece, Dave;</u> <u>McLoughlin, Ian</u>	Environmental practices in the New Zealand wine industry: an analysis of perceived institutional pressures <u>Sinha, Paresha;</u> <u>Akooorie, Michele</u>	Work family interface- an institutional anomie perspective <u>Pillay, Soma;</u> <u>Kluvers, Ron</u>	Voice and text: the use of dialogue circles in a first year management subject <u>Droulers, Marcelle</u>	WORKHOP J	WORKHOP K
1110	The impact of management development on firm performance: a comparative study of Europe and Asia <u>Than, Swe Swe;</u> <u>Trenberth, Linda;</u> <u>Conway, Neil</u>	Building relationships and resilience in the workplace: construction of a workplace bullying training program <u>Branch, Sara;</u> <u>Murray, Jane</u>	Getting closer to the action: examining leader's behavioural intent with GLOBE's leadership dimensions across 22 countries <u>Zander, Lena;</u> <u>Mockaitis, Audra;</u> <u>Harzing, Anne-Wil; et al</u>	Interfirm dyadic governance: integrating perspectives of relational orientation and power dependence <u>Chen, Wein-hong</u>	Visual workflow and process optimisation: a method of analysis for patient flow in the hospital emergency department <u>Fitzgerald, Janna</u> <u>Anneke; Sloan, Terry;</u> <u>Simoff, Simeon;</u> <u>Johnston, Mark</u>	Managing environmental regulations in the 21st century: challenges and opportunities in an Australian industry context <u>von der Heidt, Tania;</u> <u>Charles, Michael;</u> <u>Ryan, Rachel;</u> <u>Hughes, Brett</u>	Institutional pressures predicting work-family practice adoption: the moderating effects of market performance <u>Haar, Jarrod;</u> <u>Batkin, Nick</u>	Teaching business planning: an analysis of content and learning outcomes <u>Karia, Manisha;</u> <u>Bathula, Hanoku</u>		

Thursday 4 December 2008

Room	OGGB5	Case Room 2	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Room 201G			
1130	Performance and pay practices in German and Indian manufacturing companies <i>Erwee, Ronel; Paelmke, Haridass</i>	DISCUSSION	Authenticity effects of leader's emotional authenticity on leadership effectiveness and followers' trust <i>Zhang, Gang; Wang, Lu; Caza, Arran</i>	Inter-firm partnerships, opportunism and control in the Australian Recruitment Services Industry <i>Bignoux, Stephane; Mountford, Helene; Gray, David</i>	Stakeholder theory: investigating the five I's of service productivity <i>Taylor, Ruth; Sohal, Amrik</i>	Using action research to develop capabilities for sustainability and CSR <i>Jones, Grant; Kramar, Robin</i>	Sen's Capability Approach - a theoretical foundation for work-life balance <i>Kesting, Stefan</i>	Student's perceptions of generic skills for effective collaborative learning relative to student achievement <i>Brooks, Gordon; More, Elizabeth; Leslie, Julian</i>	WORKSHOP J	WORKSHOP K	
1150	Staffing of expatriate and local managers in German subsidiaries in Japan: does age of host company operations and nationality of respondents play a role? <i>Bruning, Nealia; Bebenroth, Ralf; Pascha, Werner</i>	DISCUSSION	The aesthetically aware leader <i>Bathurst, Ralph</i>	The mediating effect of an efficient and effective politico-legal system o the Chinese business practice of guanxi <i>Drew, Antony; Kriz, Anton</i>	Service innovation in Australia: a preliminary exploration of the Cinderella Sector <i>Couchman, Paul</i>	Conservation area start-ups: combining theory and practice <i>Wright, Norman; Caneen, Jeff</i>	There is a link between work life balance culture and strategic competitive advantage <i>Bradley, Lisa; Royer, Susanne; Eckardt, Farida</i>	DISCUSSION			
Room	Seminar 215 – WORKSHOP J				Seminar 219 – WORKSHOP K						
1030 – 1200	Publishing in Journals: An Insider's Guide <i>Foster, Kim; Gilbey, Andrea; Doolin Bill; Svensson, Goran</i>				Workshop on the Teaching of Strategy <i>Cummings, Stephen</i>						
1210	Lunch JMS – 'Meet the Editor' Luncheon (by Invitation)								LEVEL 1 FOYER DECIMA GLENN		
1300	Poster Presentations Session Two – All poster authors to be available with their poster								LEVEL 0 FOYER		
CONCURRENT SESSIONS FIVE											
Room	OGGB5	Case Room 2 <i>Sponsored by John Wiley & Sons Australia, Ltd</i>	Case Room 3	Case Room 4	Case Room 1	Seminar 206	Room 201G	Seminar 223			
Chair	Arran Caza	Chris Woods	Ljiljana Erakovic	Yvon DuFour	Terry Sloan	Jarrood Haar	Suzanne Ryan	Darl Kolb	WORKSHOP L	WORKSHOP M	
Stream	HRM5 CAREER	OB5 EMOTION AND CREATIVITY	L&G5 LEADERSHIP IN THE PUBLIC SECTOR	SM2 STRATEGIC PLANNING AND DECISION MAKING	TIM3 INNOVATION IN THE SMALL FIRM	GDO5 WORKING AND FAMILIES	MED2 NEW SKILLS, TECHNOLOGY AND INDUSTRY	TIM6 IMPACTS OF NEW TECHNOLOGY			
1330	Career development in the dance industry: Australia's Scope Initiative <i>More, Elizabeth; Carroll, Shane; Helliwell, Kay</i>	The emotional choreography of creative social practices <i>Simpson, Barbara; Sillince, John</i>	Leadership effects on organisational climate, psychological capital, employee wellbeing and organisational commitment in a non-profit organisation <i>McMurray, Adela; Pirolo-Merlo, Andrew; Sarros, James; Islam, Mazharul</i>	A conceptual framework for strategic planning in complex multi-business corporations <i>Knott, Paul; Thnarudee, Chatchai</i>	The potential contribution of small firms to innovation in the built environment <i>Manley, Karen; Marceau, Jane; Parker, Rachael; Matthews, Judith</i>	Exploring the linkages between control over flexible work schedules, work/life balance and job satisfaction of office based employees <i>Hayman, Jeremy</i>	Developing real skills in virtual space: management education through online PBL <i>Clarke, Marilyn; Joham, Carmen</i>	Modeling remanufacturing systems incorporating uncertainty of returns using system dynamics <i>Poles, Roberto; Cheong, France</i>			

Thursday 4 December 2008

Room	OGGB5	Case Room 2	Case Room 3	Case Room 4	Case Room 1	Seminar 206	201G	Seminar 223		
1350	Making sense of new career and work environments: the experiences of South Asian migrant managers in Australia <i>Mohyuddin, Syed; Pick, David</i>	Emotional display rules: friend or foe? <i>Van Dijk, Pieter; Kirk-Brown; Andrea</i>	Leadership viewed through double lenses: an examination of transformational leader behaviours and social processes of leadership and their impact on key organisational variables within Australian local councils <i>Muchiri, Michael; Cooksey, Ray</i>	Strategic planning and performance - a study of small enterprises in Bangladesh <i>Moyeen, Abdul</i>	Pervasive limitations: innovating with ambient intelligence (Aml) technologies and restricted absorptive capacity in Australian SME manufacturers <i>Hayes, Kathryn; Chapman, Ross</i>	What do employees do with their extra free time when work-life balance is improved through a change in roster? <i>Bradley, Lisa; Mok, Katalina; Townsend, Keith; Brown, Kerry</i>	Information literacy for a pacific century: towards citizenship, employability and economic growth <i>Callagher, Lisa; Mitchell, Lynne</i>	Too much of a good thing? Blackberry use changing the terms of engagement <i>MacCormick, Judith; Dery, Kristine</i>	WORKSHOP L	WORKSHOP M
1410	University career management practices for academic staff: a reality check? <i>Larkin, Jacqui; Neumann, Ruth</i>	Dual-moods and creativity in organisation: a bidirectional mood regulation perspective <i>To, March; Ashkanasy, Neal; Rowe, Patricia</i>	The relationship between university governing body size and performance - an exploratory study <i>Nicholson, Gavin</i>	Innovation in decision quality: case application of the IDQ Framework <i>Wood, Margot; Klass, Des</i>	Innovation management processes in SMEs: the New Zealand experience <i>Clark, Delwyn</i>	Shaping lives: elder care, work-life balance and women in self-employment <i>Bourke, Josephine; Pajo, Karl; Lewis, Kate</i>	Experiential education in management: analysis of an overseas country study to Malaysia <i>Barnwell, Neil</i>	ICT and the habitus of library professionals? The case of the British Library <i>Harris, Martin</i>		
1430	Barriers to the boundaryless career: a study of managers in career transition <i>Clarke, Marilyn</i>	Organisational crisis, impression management strategies and employees' emotions <i>Ang, Andrew; Ayoko, Oluremi</i>	Global remedies for local needs- corporate governance and public sector reforms in Fiji <i>Sharma, Umesh; Lawrence, Stewart</i>	Strategic planning in SMEs, a review of the Australian and French Literature <i>Reboud, Sophie; Mazzarol, Tim</i>	Combining capabilities: a resource based model of ICT advantage <i>Rastrick, Karyn</i>	Work-life balance: towards an integrated conceptual framework <i>Haddon, Barbara; Hede, Andrew; Whiteoak, John</i>	Management students' engagement with industry: an embedded approach to scaffolding employability skills <i>McWilliams, Alan; Henderson, Fiona</i>	Web services and business process agility – opportunities and challenges in supply chain management context <i>Seethamraju, Ravi; Seethamraju, Jaya</i>		
1450	Career development practices valued by managers: their influence on affective commitment <i>Bambacas, Mary</i>	DISCUSSION	Australian public sector executive leadership roles: now and then <i>Wyse, Alison; Vilkinas, Tricia</i>	Strategic management capabilities that drive West Australian law firm success <i>Moffat, Pirrie; Simon, Alan</i>	No rest for the intrapreneur: the case of Switzer rest home <i>Harris, Candice; Verreyne, Martie-Louise</i>	The influence of cultural attributes on intergenerational succession in the Chinese-Australian family business <i>Ye, Jing; Parris, Melissa; Waddell, Dianne</i>	Negotiating, power and strategic competition: a simulation exercise <i>Ahn, Mark; Sutherland, Kathryn; Bednarek, Rebecca; Meeks, Michael</i>	Scenario modelling for managers <i>Cavana, Robert</i>		
Room	Seminar 215 – WORKSHOP L				Seminar 219 – WORKSHOP M					
1330 - 1500	Leximancer – trouble free qualitative data analysis <i>Verreyne, Martie-Louise</i>				A GPS system for navigating the terrain of organisational change <i>Kirsch, Christina; Parry, Warren</i>					
1510	Afternoon tea and BOOK LAUNCH - Tilde University Press								LEVEL 1 FOYER	

Thursday 4 December 2008

CONCURRENT SESSIONS SIX										
Room	OGGB5	Case Room 2 <i>Sponsored by John Wiley & Sons Australia, Ltd</i>	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Seminar 219		
Chair	Peter Boxall	Janet Sayers	Brigid Carroll	Delwyn Clark	Amrik Sohal	Bruce Gurd	Karen Miller	Terry Sloan		
Stream	HRM6 HIGH PERFORMANCE: HIGH ENGAGEMENT	OC1 CULTURE AND CHANGE	L&G6 WHO DO LEADERS SERVE?	SM3 FROM RESOURCE TO MARKET	TIM4 NEW CHALLENGES	PSN1 PUBLIC MANAGEMENT	M&C1 IT'S ALL ABOUT THE BRAND	RM1 ADVANCES IN RESEARCH METHODS		
1540	High performance work systems and employee well-being: the effects of social identification <i>Young, Suzanne; Bartram, Timothy; Stanton, Pauline; Leggat, Sandra</i>	The changing nature of the management of social housing: a processual approach <i>Berry, Carolyn; Preece, David</i>	Can LMX be dysfunctional? Possible causes and outcomes <i>Othman, Rozhan; Foo Fang Ee; Shi, Ng Lay</i>	When is fast good - speed of foreign expansion and firm performance <i>Jiang, Ruihua (Joy); Lu, Jane; Yang, Jingyu (Gracy)</i>	To what extent do outsourcing decisions go beyond cost savings? A discrete choice examination <i>Devinney, Timothy; Perm-Ajchariyawong, Nidhida</i>	'Pushing the boundaries': the limits and limitations of new public management <i>Luke, Belinda; Kearins, Kate; Verreynne, Martie-Louise</i>	The impact of brand personality on brand-aroused feelings <i>Miller, Karen</i>	Sample size determination for interval estimation of interaction effects in moderated multiple regression <i>Shieh, Gwowen</i>		
1600	Big five personality and job embeddedness: examination of job embeddedness from a dispositional perspective <i>Gong, Yuanyuan; Chow, Irene</i>	Limiting the laughter: organisational culture and humour boundaries <i>Plester, Barbara</i>	From opportunity to illegal actions: the process behind white-collar crime <i>McKay, Ruth; Stevens, Carey; Fratzl, Jae</i>	Creating customer value in different market environments: a processual study linking operational and strategic forms of customer learning <i>Zubac, Angelina; Hubbard, Graham</i>	The future of offshoring - destination Australasia? <i>Holland, Peter; Hecker, Rob; Pyman, Amanda; Beaumont, Nicolas</i>	Good governance in developing countries like Bangladesh: gap between theory and practice <i>Waheduzzaman,</i>	Sponsorship logos on FMCG packaging - what factors impact effectiveness? <i>Woodside, Frances; Summers, Jane</i>	A canonical correlation analysis of the Myers-Briggs type indicator and the instinctive drives™ system <i>Chapman, Geoffrey</i>		
1620	Managing front-line services by high-involvement work systems: learning goal orientation and empowerment <i>Kwok, Olivia; Hui, Chun</i>	Merging academic departments in a tertiary institution: insights from a pre-merger departmental values based cultural analysis, and expectations for the future <i>Burchell, Noel</i>	Through the looking glass - identifying the factors influencing ethical decision making in financial planning organisations <i>Smith, June; Armstrong, Anona; Francis, Ronald</i>	Dynamic re-alignment: understanding organisational response to changing business contexts using a framework for strategic alignment <i>Wang, Hui-Ling</i>	New product development project manager skill sets in the telecommunications industry <i>Kosaroglu, Mustafa; Hunt, Robert</i>	Performance analysis of international development projects <i>Ahsan, Kamrul; Gunawan, Indra</i>	Does brand influence wine purchase? <i>Miller, Karen; Chadee, Doren</i>	Applying action research in practice <i>Edwards, Dawn; Mathews, Pamela</i>		
1640	Cleaning up the engagement mess - a factor analysis of employee attitudes subsumed under the engagement construct <i>Kirsch, Christina</i>	The multidimensional relationships between organisational culture and performance <i>Prajogo, Daniel</i>	Studying servant leadership: a proposal <i>Lantu, Donald</i>	Resource endowment and development of competences <i>Chen, Wein-hong Emily</i>	Improving supply chain performance of the Australian Beef Enterprises <i>Jie, Ferry; Parton, Kevin; Jenkins, Roger; Cox, Rodney</i>	Managing multi-objective building contracts: public art in public building procurement <i>Furneaux, Craig; Brown, Kerry; McCabe, Angela</i>	The shape of brand within New Zealand franchises <i>Billot, Kenneth</i>	A methodological discussion of an approach to the study of ethics: the ethics of researching ethics <i>Gregory, Sarah</i>		

WORKSHOP N

WORKSHOP O

Thursday 4 December 2008

Room	OGGB5	Case Room 2	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Seminar 219			
1700	The ongoing battle for organisational attachment: the affective commitment of Australian business academics <i>Ferrer, Justine; VanGramberg, Bernadine</i>	Organisational culture, organisational change and emotions: a qualitative study <i>Smollan, Roy</i>	DISCUSSION	DISCUSSION	Sourcing strategy: where do the benefits lay? <i>Altmann, Erika</i>	Current issues in public sector construction procurement <i>Staples, Warren; Dalrymple, John</i>	Ignoring good advice?: Making sense of the literature on the mass-marketing of prestige brands <i>Fetherston, Julia; Seymour, Richard</i>	Methodological insights in managerial cognition: applied cognitive task analysis <i>Gore, Julie; McAndrew, Claire</i>		WORKSHOP N	WORKSHOP O
Room	Seminar 215 – WORKSHOP N					Seminar 201G – WORKSHOP O					
1540 - 1700	HRM PANEL: Managing People from the “Edge”: The Antipodean Challenge <i>Donnelly, Noel; Dowling, Peter; Rasmussen, Erling; Haworth, Nigel and Anderson, Torben</i>					Do simulations in business education educate? <i>Ruth, Damien</i>					
1720	Close of sessions										
1730	ALL ANZAM Awards Presentations – FISHER & PAYKEL AUDITORIUM followed by BUBBLES, BERRIES AND JAZZ in the LEVEL 1 FOYER										
2000	Conference Dinner at Wildfire – Viaduct Basin										

FRIDAY 5 DECEMBER 2008										
0845	Registration									LEVEL 1 FOYER
0845	ANZAM IM MEETING									DECIMA GLENN
0900	Pre-Session Coffee									LEVEL 1 FOYER
CONCURRENT SESSIONS SEVEN										
Room	OGGB5	Case Room 2 <i>Sponsored by John Wiley & Sons Australia, Ltd</i>	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Seminar 219	Room 201G	
Chair	Erling Rasmussen	Darl Kolb	Ralph Bathhurst	Gloria Ge	Kate Hughes	Megan Paull	Andrew Parsons	Anneke Fitzgerald	Grant Jones	
Stream	HRM7 THE CHANGING CONTEXT OF HRM	OB6 WHAT DRIVES US?	OC2 MARKERS OF CULTURE AND CHANGE	SM4 STRATEGY IN AN INTERNATIONAL CONTEXT	TIM5 SUSTAINABILITY & SUPPLY CHAIN MANAGEMENT	PSN2 HEALTHCARE	M&C2 NEW CHALLENGES TO MARKETING IN THE PACIFIC CENTURY	RM2 ADVANCES IN QUALITATIVE METHODS	MED3 MANAGERS' EDUCATION: ISSUES AND INNOVATIONS	WORKSHOP P
0930	Scaling IR and HR: a case study <i>Paulet, Renee</i>	The reliability of profiling within the workplace – a comparison of two personality measures <i>Chapman, Geoffrey</i>	Facilitators and the processes that they use to support problem-solving in teams? Part one: developing the research model <i>O'Loughlin, Andrew</i>	The impact of strategic orientation dimensions on business performance: a case study based on an international organisation <i>Choy, Samuel; Mula, Joseph</i>	Decision making in complex, uncertain domains: a role for the 'not so expert' system? <i>McGrath, Michael; Kuzic, Joze</i>	Are managers from Mars and doctors from Venus? <i>Kippist, Louise; Fitzgerald, Janna Anneke</i>	An exploratory investigation into dance party consumer meanings <i>Marshall, Al</i>	Exploring co-produced autoethnography <i>Kempster, Stephen; Parry, Ken; Stewart, James</i>	Knowledge structure of French management control research: a citation/co-citation study <i>Chtioui, Tawhid; Soulerot, Marion</i>	

Friday 5 December 2008

Room	OGGB5	Case Room 2	Case Room 3	Case Room 4	Case Room 1	Seminar 223	Seminar 206	Seminar 219	Room 201G	
0950	The efficacy of contract employment (under Australian Workplace Agreements) as a tool for public sector performance management in Australia <i>Siemionow, Val</i>	Prejudice and aggression at work: the role of gender, self-categorisation, emotion, and climate <u><i>Melgoza, Alberto;</i></u> <i>Ashkanasy, Neal;</i> <i>Ayoko, Oluremi</i>	Psychological capital and performance of civil servants: exploring neutralizers in the context of an appraisal system <i>Rego, Armenio et al</i>	Making strategic decisions in an emerging economy: evidence from Chinese small and medium-sized enterprises <i>Huang, Xueli (Charlie)</i>	A modelling approach for dependency management: a case study <u><i>Watters, Robyn;</i></u> <i>McGrath, Michael</i>	The work conditions of allied health professionals: the impact on satisfaction, commitment and psychological distress <i>Rodwell, John;</i> <i>Noblet, Andrew;</i> <u><i>Demir, Defne;</i></u> <i>Steane, Peter</i>	Research tourism: the role of the psychological contract in managing the relationship <i>Benson, Angela;</i> <u><i>Blackman, Deborah</i></u>	Raranga Korero: the utility of narrative analysis for Kaupapa Maori research <i>Ruwhiu, Diane</i>	The process of cultural acculturation in multicultural workplaces: experiences of professional migrants from south Asia <i>Hartel, Charmine;</i> <u><i>Alam, Quamrul;</i></u> <i>Samaratunge, Ramanie</i>	
1010	Performance appraisals in MNCS: do they influence the psychological contract? A study of Australian subsidiaries <i>Maley, Jane</i>	Consequences of psychological contract breach with organisation versus supervisor foci <i>See, Jean-Marie</i>	Investigations of the influence of culture on the job interview: need for a grounded theory approach <u><i>Lim, Choon-Hwa;</i></u> <i>Kramar, Robin</i>	Turnaround strategy: evidence from Indonesian manufacturing firms during Asian Financial Crisis in 1997-1998 <u><i>Ganto, Jullimursyida;</i></u> <i>Sulaiman, Mohamed;</i> <i>Matriadi, Faisal</i>	Effective green supply chain management: a literature overview <i>Perry, Marcia</i>	Doctors attitude to managerialism: the case of the balanced scorecard implementation in a Chinese hospital <i>Gao, Tian;</i> <i>Gurd, Bruce</i>	Extending the dual mediation hypothesis into investor relations websites: effects on investors judgement <u><i>Ali, Azwadi;</i></u> <i>McGrath, Michael</i>	Mixed methods in management research: has the Phoenix landed? <i>Cameron, Roslyn</i>	SWOT analysis in selected small enterprises in Malaysia <i>Hashim, Junaidah</i>	
1030	An examination of antecedent practices, correlates and outcomes of talent development in organisations <u><i>Datta, Sumita;</i></u> <i>Bhargava, S;</i> <i>Aggarwal, Upasana</i>	Third year student decision making on postgraduate study intentions <i>Jepsen, Denise;</i> <u><i>Neumann, Ruth</i></u>	The effect of organisational culture and organisational structure on technology commercialisation performance: conceptual framework <u><i>Dhewanto, Wawan;</i></u> <i>Vitale, Michael;</i> <i>Sohal, Amrik</i>	Using resource-based theory of the firm to develop prescriptive methods for building industry-level competencies and stimulating growth in the economy <u><i>Zubac, Angelina;</i></u> <i>Hubbard, Graham</i>	Diffusing sustainability: towards a framework for adopting sustainable procurement <u><i>Grob, Suzanne;</i></u> <i>Crawford, John</i>	Does empathy increase or decrease in senior medical clinicians? <i>Jordan, Peter</i>	Advertising regulation and market drivers <i>Parsons, Andrew</i>	Email correspondence: a qualitative data collection tool for organisational researchers <i>Parris, Melissa</i>	Challenges and benefits of managing MBA Student Project Teams <u><i>Kiffin-Petersen,</i></u> <i>Sandra; Wood, Barb</i>	
1050	A cross-level examination of the relationship between workplace values, conflict and trust <u><i>Ng, Ju Li;</i></u> <i>Ayoko, Oluremi</i>	The Importance of Rewards to Not-For-Profit Staff <u><i>Kluvers, Ron;</i></u> <i>Tippet, John</i>	An integrated approach of organisation design to analyse hybrid organisations <i>Chang, Wen-Jan</i>	DISCUSSION	Institutionalising green supply chains: key findings of a global survey <u><i>Carbone, Valentina;</i></u> <i>Moatti, Valerie</i>	Towards overcoming negative GP attitudes concerning health informatics systems <u><i>Knight, John;</i></u> <i>Patrickson, Margaret;</i> <i>Gurd, Bruce</i>	A conceptual model of customer experience quality and the development of a scale for customer experience quality (EXQ) <i>Klaus, Philipp;</i> <i>Maklan, Stan</i>	DISCUSSION	The relativity of formal, non-formal and informal learning <i>Cameron, Roslyn;</i> <i>Harrison, Jennifer</i>	
Room	Seminar 215 – WORKSHOP P									
0930 – 1100	Both sides of the story: Lessons on effective collaboration from pairs of long-standing research collaborators <i>Clark, Delwyn; Palmer, Ian; Dunford, Richard; Inkson, Kerr; Parker, Polly; McDonald, Gael; Cooksey, Ray</i>									

WORKSHOP P

Friday 5 December 2008

1100	Morning tea					LEVEL 1 FOYER
CONCURRENT SESSIONS EIGHT						
Room	Seminar 223	Seminar 206	Seminar 219	Room 201G	Decima Glenn	
Chair	Gael McDonald	Sanjay Bhowmick	Denise Jepsen			
Stream	SSM5 CORPORATE SOCIAL RESPONSIBILITY	SM5 ENTREPRENEURIAL STRATEGY	MED4 EMERGING ISSUES	WORKSHOP S 1100 – 1230	ANZAM IM DISCUSSION FORUM 1100 – 1230	
1130	The benefits of corporate social responsibility: an empirical study <i>Galbreath, Jeremy</i>	Strategising to improve entrepreneurial orientation: the case of small firms <i>Verreynne, Martie-Louise; Meyer, Denny</i>	Cognitive facets of intrinsic motivation as predictors of academic performance <i>Sisley, Richard</i>	Authentic leadership? Challenges in the university environment <i>Crews, Julie</i>	Talent Management in Challenging Times	
1150	Adopting ISO 14001: perceptions of New Zealand firms <i>Cassells, Sue; Findlater, Alec; Lewis, Kate</i>	Blends of expected emotion on the subjective value and probability of new venture creation <i>Li, Yan</i>	The student, the academic and the business manager: A tripartite of learning in management education <i>Bone, Zelma</i>			
1210	Challenges of the corporate social responsibility practices in developing countries <i>Majumdar, Nazmul; Alam, Quamrul; Coghill, Ken; Samaratunge, Ramanie</i>	Direct and indirect effects of entrepreneurial orientation on firm performance <i>Lau, Victor; Zhang, Yuli</i>	Life in a graduate school of business: the bill stories <i>Ryan, Suzanne; Guthrie, James</i>			
1230	Lunch					LEVEL 1 FOYER
1320 - 1400	Closing Ceremony and Overview of the 2009 ANZAM Conference					

23rd ANZAM Conference 2008 'Managing in the Pacific Century'

POSTER PROGRAM

WEDNESDAY 3 DECEMBER 2008 1300 – 1330		
Poster Presentations Session One – All poster authors to be available with their poster (Streams – ESB, GDO, HRM, IM, L&G, MPC, OB, RM)		LEVEL 0 FOYER
OB	Rejection: can it lead to growth?	Caza, Brianna; Wang, Lu
L&G	Leadership influence on organisational performance: an investigation of leadership in a human development organisation	Chan, Sow-Hup
HRM	Perceptions of employers on their new recruit in Macau SAR	Chan, Sow-Hup; Oi Mei, Kuok
HRM	Labor Contract Law 2007 and its impacts on HRM practices in Chinese enterprises	Chen, Shaohui (Sophie); Ho, Marcus
L&G	Role transitions in boards of directors	Cook, Zoie
HRM	How to get the most out of employees: improving worker wellbeing through awareness of preferred working styles	Dadich, Ann; Fitzgerald, Janna Anneke; Chapman, Geoffrey; Fitzgerald, John
L&G	An empirically derived typology of bad leadership in organisations	Erickson, Anthony; Shaw, James
RM	An ordered category methodology: willingness and knowledge	Gao, YingFei; Riley, Michael
GDO	Does diversity matter?	Gourley, Loree
HRM	Connectedness in work relationships and quality of working life: evidence from Australian call centres	Hannif, Zeenobiyah; Fernando, Mario
HRM	HR practices in Malaysia: do ISO certifications make any difference?	Hassan, Arif
GDO	Managing organisations in cultural diversity	Kaushik, Virender; Kaushik, Neeraj
HRM	21st century HR: an integrated model to achieve organisation objectives	Little, G; Nel, PS
IM	Does management control matter in MNEs' performance? China as an example	Liu, Yinghui
IM	The sustainability of foreign direct investment: a proposed Asian-Western home-host FDI framework	Loke, Keson
HRM	HRM strategy integration and organisational performance: evidence from large hotels in New Zealand	Luo, Yixin (Jim)
IM	The challenge: interpreting information across cultures.	McCabe, Margaret
L&G	A tacit power: folklore and CEO leadership	McNally, Beverley
OB	The face of leadership: a follower perspective on appearance attributions based on the leader's face	Nana, Eli; Jackson, Brad

Wednesday 3 December 2008

RM	A mixed-method design: triangulation in a pragmatism paradigm	<i>Nelson, Silvia; Little, June</i>
L&G	Corporate social responsibility in a troubled world : keepingsight of local and global community problems	<i>Totikidis, Vicky; Heenetigala, Kumudini</i>
MPC	Ownership choice and subsidiary performance: the moderation of host environments	<i>Tseng, Chiung-Hui</i>
OB	An examination of boundary objects in an Indian software development firm	<i>Vakkayil, Jacob presented by Zubac, Angela</i>
ESB	The pull of entrepreneurship for the Chinese	<i>Wong, Amy; Pang, Mary; Kamoche, Ken</i>
OB	Learning in different contexts: perspectives from HR professionals	<i>Yeo, Roland</i>

THURSDAY 4 DECEMBER 2008 1300 – 1330**Poster Presentations Session Two** – All poster authors to be available with their poster (Streams - ESB, MED, M&C, PSN, SM, SSM, TIM)**LEVEL 0 FOYER**

M&C	The impact of sales staff attributes on consumer buying decisions	<i>Cant, MC</i>
TIM	Scenario modelling for managers	<i>Cavana, Bob (Robert)</i>
SM	An integrated approach of organisation design to analyse hybrid organisations	<i>Chang, Wen-Jan</i>
MED	How does awareness of Instinctive Drives'™ affect employee wellbeing?	<i>Chapman, Geoffrey; Fitzgerald Janna Anneke; Dadich, Ann</i>
SM	Enhancing competitive advantage of Fabless firms using attribute clustering approach	<i>Chu, Mei-Tai; Khosla, Rajiv</i>
SSM	The future-capable organisation: towards sustainability in operations	<i>Corbett, Lawrence</i>
PSN	Hospital patient flow: who really matters?	<i>Eljiz, Kathy; Fitzgerald, Janna Anneke</i>
ESB	Regional systems of innovation and knowledge entrepreneurship in natural resource-based clusters	<i>Felzensztein, Christian; Olavarria, Jaime</i>
SM	Company turnaround practices in Australia and Asia: a review of the priorities of turnaround consultants	<i>Fisher, Gregory; Lee, Janet; Youngsamart, Daungdawn; Johns, Leanne; Adams, Wayne</i>
ESB	Entrepreneurship and Maori cultural values: using Whanaungatanga to understanding Maori business	<i>Haar, Jarrod; Delaney, Benjamin</i>
M&C	The role of brand strength in franchisee evaluation of conversion proposals	<i>Hodge, Cori; Oppewal, Harmen; Terawatanavong, Civilai</i>
ESB	Venture capitalist involvement with investee companies: disparate theoretical perspectives	<i>Hopkins, Mike; Ross, Donald</i>
SM	Identifying potential industry clusters in the pacific technology corridor (PTC)	<i>Hughes, Kate; Green Roy</i>

Thursday 4 December 2008

ESB	Role of entrepreneurial education in the making of women entrepreneurs	<i>Karia, Manisha</i>
PSN	Accountability and the NPM in Victorian local government	<i>Kluvers, Ron; Pillay, Soma</i>
MED	Indigenising the MBA	<i>Knox Colin & Henry Ella</i>
M&C	The effect of interactivity on online banner ad	<i>Lai, Mengkuan; Yeh, HaoTing</i>
PSN	Dynamics of interventions – relationship between scale of change and performance	<i>Li, Anson and Maani, Kambiz</i>
MED	An evaluation of accounting courses in higher education: a cross-cultural study	<i>Mitev, Helena</i>
PSN	Structuring emergency response: how organisational design facilitates the state emergency services (SES) supply chain	<i>Rooney, Jim; Hughes, Kate</i>
PSN	Collaboration in public private partnerships: a tale of two tunnels	<i>Thia, Hui; Ross, Donald</i>
SM	Value creation, value network, value capture: determinants of business models	<i>Tywoniak, Stephane; Muselli, Laure;</i>
TIM	Emit - energy counselling and modern it - a study of the possibilities to employ internet-based techniques for wide involvement in energy counselling	<i>Westelius, Alf</i>
ESB	The pull of entrepreneurship for the Chinese	<i>Wong, Amy; Pang, Mary; Kamoche, Ken</i>
SM	Focusing on value: a review of the competitive advantage literature	<i>Wu, Minyu; Eweje, Gabriel</i>
M&C	Market creation through tight- loose coupling with customers: a participant observation study	<i>Wu, Shu-Yuan; Bradley, Frank</i>
M&C	Assessment of corporate image and reputation in the Saudi commercial banking sector	<i>Yeo, Roland; Youssef, Mohamed</i>

PAPER ABSTRACTS

The abstracts of all presented papers and posters are included in alphabetical order of the *first listed* author. The presenting author (where known) is underlined in the detailed program.

Abstracts of the workshops, symposiums and panels are in the order as they appear in the program.

Paper Abstracts - from page 25

Poster abstracts - from page 123

Workshop, Panel and Symposium abstracts - from page 143

Author Index - from page 155

(Full papers for the refereed papers are included on the conference CD.)

Maintaining ISO 9000 QMS in the service sector: a case of success from Malaysia

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The ISO 9000 standards have been the most widely used quality standards in the world and by the rate it is going, it will continue to be so in the near future. The aim of this paper is to highlight how a service organisation maintains its ISO 9000 Quality Management Systems (QMS) through continuous improvement. The case being studied is a large cargo transportation company in Malaysia with a global network. Sixteen in-depths interviews were conducted with managers over a period of two months to investigate the critical success factors and issues and challenges in maintaining their successful quality system. Changes and improvements made since the implementation of the ISO 9000 QMS by the organisation are also identified.

Keywords: continuous improvement, quality management, service industries, process improvement team

Patient satisfaction: the premise for healthcare service quality

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Objective of this study is to provide an empirical analysis on inpatient satisfaction in Malaysian public hospitals. Self-administered questionnaire was main data collection method. Altogether 23 hospitals participated in the survey. Cluster sampling was used in the selection of respondent hospitals, while convenience sampling was used in administering the survey. Three factors of inpatient satisfaction emerged, which were clinical and physical dimensions, and additional facilities for patients and family members. Overall, inpatient satisfaction is high as reflected by the high mean score of the variables, although caution is expressed in interpreting the finding, particularly low expectation of patients to begin with. The research fills the void on inpatient satisfaction studies in the healthcare literature, particularly in Malaysia.

Keywords: performance measurement, service industries, quality management, organisational performance

Identifying employees perceptions of psychological contract: a comparison between Indian manufacturing and KPO organisations

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Due to lack of information about psychological contract (PC) in cultures contrary to U.S, research on PC does not provide a complete picture of the challenges of managing the employee-employer relations in the other countries. Responding to the literature's call for a cross-cultural research on contents of PC, the aim of this study is to identify organisational obligations that are valued by employees in India. The study also assesses potential variations in perceptions regarding the ideal psychological between employees working in manufacturing and IT/KPO organisations. Total of 331 employees, with 215 being employed in IT/BPO industries participated in this survey. Overall ranking of the organisational obligations based on employee's perceptions is assessed. The study has implications for human resource managers.

Keywords: perception, motivation, cross-cultural behaviour, attitudes, choice behaviour, work performance

Negotiating, power and strategic competition: a simulation exercise

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Negotiating in a complex world under conditions of uncertainty is a critical skill for business students that can be taught and nurtured. In this paper we develop a participatory, mixed-mode educational simulation to demonstrate the value and critical importance of negotiating skills. We posit that the intensity, rich context, and ambiguity of juxtaposing ancient and modern cases provides a creative, engaging format to stimulate learning about negotiating and power among parties.

Keywords: active learning, business education, creative ability, learning organisations, management effectiveness

Performance analysis of international development projects

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This study focuses on some important issues of International Development (ID) projects. Through empirical analysis we examine ID project cost and schedule performance, implementation problems and issues related to the host country. We look at 100 projects that are sponsored by the Asian Development Bank and hosted by several developing countries. The study identifies that most late projects experience cost underrun-an unusual cost and schedule variation relation in projects. Further we discuss causes of project delay and lessons related to managing projects. Research findings will benefit ID project professionals, organisations and the ID project Body of Knowledge. The study can be extended to analyse other developing country projects sponsored by different donors.

Keywords: operations improvement, performance measurement, policy (development/reform), public sector reform

Sub-prime crisis and its aftermath - a threat to global capitalism?

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The recent development in the sub-prime market reveals that the international financial system is passing through a crisis phase no one anticipated. Governments in many countries are making targeted interventions through reserve banks to minimise the challenges the world capitalist system is confronting. This paper examines some key factors that determined the lending standards practices. It also examines the possible impacts of the crisis on developed or developing country. The sub-prime catastrophe and the rollercoaster ride of global financial markets have shaken the foundations of the capitalist economy, which is more reliant on an alliance structure, replacing the hierarchical structure of the capitalist market. Whether the ricochet effect of the sub-prime crisis will beckon the falldown of the capitalism in coming days is a million dollar question.

Keywords: globalisation, economic development/growth/transition, business dynamics/policy, globalisation critique

How global is an empire?

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The past fifty years of research in international business have been unsuccessful in reaching consensus on the relationship between firm internationalisation and performance. This paper proposes that a key explanatory variable for inconsistencies in this body of literature can be traced to the variety of measures of internationalisation employed. A cross-sectional analysis on 100 of the 2006 Global Fortune 500 is conducted to show the comparative results of degrees of internationalisation achieved by the sample of firms using different internationalisation measures. Implications on international business and management research and strategy are explored based on the results.

Keywords: international strategy, diversification, globalisation, multinational corporations

Extending the dual mediation hypothesis into investor relations websites: effects on investors' intents

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This article proposes a new model to predict the behaviour of individual investors after visiting a corporate Website. In particular, we propose a modified version of the Dual Mediation Hypothesis (DMH) model to evaluate attitude formation of individual investors, and subsequent effects of attitudes on their behavioural intentions. Previous studies on corporate communication on the Internet only focused on the physical aspects of Website attributes, and neglected the importance of meeting the information needs of individual investors. Due to increased public confidence in personal finance, Investor Relations (IR) Websites can effectively act as a new venue to court individual investors. We propose that the effectiveness of IR Websites can be measured by investors' positive attitudes formed online.

Keywords: integrated marketing communication, consumer behaviour, attitudes, shareholders, electronic marketing

The organisational gender diversity-performance link: Does industry type matter?

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Research on workforce diversity gained momentum in the 1990s. However, empirical findings to date on the link between gender diversity and performance have been inconsistent. Based on contrasting theories, this paper proposes a positive linear and a negative linear prediction of the gender diversity-performance relationship. The paper also proposes that industry type (services vs. manufacturing) moderates the gender diversity-performance relationship such that the relationship will be positive in service organisations and negative in manufacturing organisations. The results show partial support for the positive linear gender diversity-performance relationship and for the moderating effect of industry type. The study contributes to the field of diversity by showing that workforce gender diversity can have a different impact on organisational performance in different industries.

Keywords: workforce diversity, managing diversity, valuing diversity, equal employment opportunity

A clarification of the ERI model: the importance of personality

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The present study aimed to investigate the role of personality in the effort-reward imbalance model along with the construct validity of overcommitment in relation to Type A behaviour. The study sample consisted of 898 operational law enforcement personnel from a large Australian police service. Factor analysis revealed that the overcommitment construct was psychologically related to, but distinct from, the Type A dimensions achievement striving, impatience-irritability and hostility despite the hypothesised interrelatedness of the measures. Multiple regression analyses including tests for curvilinear effects revealed that the Type A dimensions made a significant improvement to the prediction of employee wellbeing and job satisfaction. The results of the study provide theoretical implications in terms of the augmentation of the effort-reward imbalance model.

Keywords: attitudes, interpersonal behaviour, organisational design, stress and stress management

An Australian employer perspective on skill utilisation of immigrant professionals: A literature review

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Australia has been encouraging skilled immigration in order to fill existing skill shortages. Yet existing literature suggests that there is a skill underutilisation of immigrant professionals. Factors that influence such skill underutilisation have been examined from the perspective of immigrants and the policymakers. The extant literature suggests this skill underutilisation is due to reasons such as varying recognition of immigrant skills and experiences by employers and lower levels of Immigrant English language skills. To date however, no Australian empirical research has been conducted to explore the specific factors that may influence employers in their varying levels of recognition and skill utilisation of immigrant professionals.

Keywords: cross cultural human resource management, recruitment, skills shortages, equal employment opportunities

Sourcing strategy: where do the benefits lay?

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Literature on insourcing was reviewed. It found that there are benefits to insourcing across a wide range of management functions. It was also seen that the number of benefits found, exceeded those benefits expected, and that these occurred in areas not generally measured in efficiency equations such as time and cost. Unexpected benefits were found primarily in the areas of increased capability, quality and capacity building, indicating that insourcing may be an effective tool for management. Whereas the primary instigator appeared to be a greater sense of control and need for more responsive time lines.

Keywords: organisational performance, organisational learning, learning and development, knowledge management or transfer, learning organisations, management effectiveness

The mediating effect of job satisfaction on the relationship between organisational justice, person-organisation fit and organisational citizenship behavior

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The aim of this study was to examine the influence of organisational justice and person-organisation fit as components that influence organisational citizenship behavior and to clarify the mediating effect of job satisfaction. One hundred and ninety operating-level employees from various service sectors participated in this study. The results show that although both organisational justice and person-organisation fit significantly influence organisational citizenship behavior, when examining the inclusion of job satisfaction as a mediator, only the relationship between person-organisation fit and organisational citizenship behavior shows partial mediation effect. There is no significant relationship between organisational justice and OCB. Further research and practical implications are discussed.

Keywords: work performance, values, perception, interpersonal behaviour, choice behaviour, attitudes

Organisational crisis, impression management strategies and employees' emotions

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This paper examines employees' emotional states and reactions to both organisational crisis and impression management strategies that are employed to manage employees' impressions during crisis. Using thematic and content analytical strategies, qualitative data from three organisations revealed that beyond anger, employees experienced emotions of fear, sadness and surprise. To manage employees' impression during crisis, senior managers used several strategies and especially attempted to hide the crisis. Emerging patterns also showed the discrepancies between management and employees preferred way of managing crisis. Implications of the findings are discussed.

Keywords: emotions, perception, content analysis, attitudes

Downsizing and survivors reactions: a model of antecedents and outcomes of psychological contract violation

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The study tested a model of antecedents and consequences of psychological contract violation (PCV) caused by downsizing experience. A longitudinal survey method was conducted on the survivors from a large organisation going through downsizing. The proposed model where the perception of justice and negative affectivity predict PCV, which in turn predicts the attitudinal and behavioural outcomes was tested with structural equation modeling. The results suggested that both the perception of justice and negative affectivity significantly predict PCV, and PCV in turn significantly predicts commitment (a direct effect), OCB (an indirect effect), and turnover intention (both direct and indirect effects). The findings suggest the utility of psychological contract framework in explaining survivor reactions to downsizing.

Keywords: attitudes, emotions, perception, interpersonal behaviour

Governance and leadership practices in a Chinese enterprise

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There are a number of issues that arise from current systems of corporate leadership in China. Among them are inefficient management and governance practices, for example the practice that directors of large state-owned enterprises (SOEs) are usually appointed by the Communist Party and their selection is based inordinately on political factors. There are also other leadership problems, such as motivating workers, and retaining qualified staff. There are also issues with performance evaluation, especially at managerial level. This paper discusses some issues of leadership and governance related to the insider/outsider concept of corporate management, and then examines a case study of leadership practices in a large reformed SOE - a manufacturer of electrical components in Sichuan.

Keywords: board of directors, corporate governance, political leadership, management and governance, emerging economies

Career development practices valued by managers: their influence on affective commitment

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This research looks at how the importance employees place on career development practices effects the career development-organisational commitment relationship. We propose that career development practices by the organisation (organisational career development) and the individual (career self-management), interacts with the value employees place on these practices to influence an individual's commitment to an organisation. Data from 196 managers partially supports the moderating effect of valued career development practices on the career development-affective commitment relationship as well as the moderating effect of valued career development practices on the career self-management-affective commitment relationship.

Keywords: attitudes, career development and management, values, human resource development

Mediating effect of work-family enrichment on relationship between organisational interventions for work-life balance and job outcomes

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The paper aimed to test the hypotheses that organisational interventions (job characteristics, work-life benefits and policies (WLBP), supervisor support and work-family culture) would be positively related to job outcomes (job satisfaction, affective commitment, organisational citizenship behaviour) and work-to-family enrichment would be mediating these relationships. Data were collected on 216 managerial employees from four organisations in India through a structured questionnaire and analyzed using hierarchical multiple regressions. Results showed that job characteristics were positively related to all measures of job outcomes, while WLBP was not related to any of them. Supervisor support and work-family culture showed positive association only with job satisfaction and affective commitment. Work-to-family enrichment fully mediated the relationship only between job characteristics and job outcomes.

Keywords: work/life balance, work/family balance, human resource management and organisational performance, attitudes

Experiential education in management: analysis of an overseas country study to Malaysia

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This paper analyses the experience of business students undertaking an international management field study. Thirty eight students took part in a ten day visit to Malaysia as part of their Bachelor of Business studies. Through analysis of the content of their reflective journals, a detailed understanding of their experiences was obtained. This provided insight into the benefits gained from the subject. The paper also provides additional comments by the team leader on aspects of the trip, along with the organisational background to the subject. The analysis revealed that the trip provided significant and deep learning experiences of the type not normally associated with learning in the classroom. The learning style is related to the literature on experiential learning.

Keywords: experiential / student-centred learning, individual development, international business education, active learning

'Just don't call me a feminist': senior and junior women managers' perceptions of gender and communication dilemmas at work

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Barrett (2004) found senior women managers evaluated workplace communication strategies differently according to whether they thought a man or woman was speaking. But more junior women managers often reject overt feminist standpoints and so might evaluate these strategies differently. 255 junior women managers evaluated strategies for the same dilemmas older women had. With short and medium term dilemmas (eg being interrupted, getting credit for an idea), junior women managers evaluate less than older women managers according to the communicator's gender. However with longer term dilemmas (eg getting noticed for promotion), junior women managers avoid some strategies they believe are effective, and which they think men would use. Implications and limitations of these findings and further research possibilities are discussed.

Keywords: language, women and work, gender in organisations (masculinities and femininities), glass ceiling

High performance work systems and employee well-being: the effects of social identification

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Explores attitudes of managers and employees to HRM and high performance work practices in a medium sized rural hospital. At management level, discovers the importance of distinctiveness, consistency and consensus in the interpretation of HRM practices across the organisation. At employee level, with a key HPWS being teamwork, explores the mediating role of social identification on the relationship between HPWS and affective commitment and job satisfaction. Findings indicate social identification mediates these relationships. Argues that team leaders and managers play a key role in building social identification within the team and that organisations need to understand this role and provide recognition, reward, education and support to middle and lower managers, leading to high performing committed employees and improved employee retention.

Keywords: rewards at work, remuneration systems, performance management, human resource management and organisational performance, employee relations, employee involvement

The aesthetically aware leader

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This paper explores the aesthetics of leadership using a distillation of Polish phenomenologist Roman Ingarden's explorations of performance art. In particular music provides a useful means of examining organisational temporality and four concepts are proposed: presencing and concretisation; backward reflexivity; form and content; and myth making. We illustrate this approach through a leadership case study of the 2005 Hurricane Katrina and its aftermath.

Keywords: authentic leadership, leadership and discourse, political leadership, critical perspectives on leadership

Art and sustainability

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This paper adopts an artistic view of the issue of sustainability. We identify war as the most significant global barrier to sustainable development. We argue that art offers a means of unmasking the underlying heroic myths of war, a necessary antecedent to developing sustainable business practices. To do so we begin by examining the current literature on sustainability and adopt a critical position of the ideology that seeks a balance between exploitation and preservation. In this light we discuss the role of the artist as social commentator and explore the aesthetic of dissonance using the metaphor of the catalytic jolt.

Keywords: corporate social responsibility, corruption, ethical decision-making, sustainability

Linking HRM and innovation: formulating the research agenda

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The aim of this paper is to explore the extent to which innovation and HRM are interdependent; how effective human resource management can enhance innovation capabilities within the organisation and how innovation culture may drive a need to reshape HRM systems. Its key aim is to investigate the depth and breadth of extant research which analyses the relationships between systems of human resource management and capacity for innovation. With few exceptions, HRM and innovation have emerged as quite separate fields of research and our aim is to draw these closer together. This paper builds a number of research questions from the growing literature and relatively few research findings in this area, to form the basis of future research.

Keywords: business innovation, strategic human resource management, human resource management and organisational performance, organisational cultures

The resources boom in Western Australia: implications for employee attraction and retention

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Retention is being seen as a major human resource management challenge for the new century and one that warrants urgent action (Frank Finnegan & Taylor 2004). There is widespread acknowledgement amongst employers that employee turnover affects the bottom line and the ability of an organisation to remain competitive. Acknowledgement must however be accompanied with action in terms of providing a basis for the implementation of more effective

strategies to ensure organisations are seen as attractive workplaces. This paper will consider additional challenges associated with employee attraction and retention in a buoyant economy and for occupations seen as "less desirable".

Keywords: skills shortages, human resource management and organisational performance, recruitment, strategic human resource management

Research tourism: the role of the psychological contract in managing the relationship

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This paper explores the relationships between research (tourists) volunteers who pay to take part in a variety of research projects globally and the research that they volunteer to help. The psychological contract is used to explore the transactional and relational aspects of the connections between the tourists and the research experience. Qualitative data collected from research volunteers in situ is used to demonstrate that the primary relationship is not between the volunteers and the destination, nor the volunteer and the researcher, but between the volunteer and the research outcomes themselves. The paper concludes by considering the implications of, firstly, applying the psychological contract in this way and, secondly, how research tourism should be managed once this relationship is understood.

Keywords: customer satisfaction and loyalty, exchanges and relationships, customer value, consumer behaviour

The changing nature of the management of social housing: a processual approach

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This paper reviews the major changes in the provision of Social Housing in the UK together with Australasia. Successive UK Government's have been heavily criticised for being a major contributor in making the traditional model of council housing almost extinct. In summary, the UK social housing sector is facing challenges to develop new provision on a scale not seen since the 1940s. Responding to these changes will require significant Management as well as partnership working. There is an urgent need for research which can inform practice. Firstly the nature and context of both Social Housing and what is meant by Housing Management will be covered concluding with a section on the management of these changes with a suggested research agenda.

Keywords: change, organisational change, public sector reform, changing organisations

Nailing up the psychic distance coffin: opportunity distance in technology entrepreneurial firm internationalisation

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'Psychic distance' to foreign markets has traditionally been the basis for explaining international expansion decisions of firms in terms of their choice of foreign markets to enter and the choice of mode of entry into those markets. This paper's argument is that 'psychic distance' fails to explain how internationalisation decisions are made today by firms, particularly entrepreneurial technology firms, which often set up as international new ventures. The paper proposes a new, alternative concept of "opportunity distance", drawn from the entrepreneurial opportunity paradigm in entrepreneurship literature, to explain these choices better. With illustrative qualitative data from nine entrepreneurs in the technology space, this paper argues that psychic distance is a subtractive part in a larger metric of opportunity distance that defines net opportunity perception offshore and explains internationalisation decisions in entrepreneurial firms.

Inter-firm Partnerships, opportunism and control in the Australian Recruitment Services Industry

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This paper adopts a conceptual approach drawing on economic theory to analyze the antecedents and consequences of opportunism in the Australian recruitment industry. The paper finds that the antecedents of opportunism are low unemployment leading to skills shortages, ageing population leading to a decrease in the total number of workers and the imposition of preferred supplier and partnership agreements on client firm managers. The main consequences of opportunism are non-compliance with the terms and conditions of the contract and partnerships dissatisfaction. However, the paper argues that this problem can be managed through a redefinition of labor and changes to hiring practices, and also through the tightening of control over the client firm.

Keywords: human resource management and organisational performance, recruitment, skills shortages, strategic human resource management

The shape of brand within New Zealand franchises

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This paper contributes to doctoral research focussed on a restricted theoretical framework at the nexus of brand and franchising in New Zealand. Data was collected from 45 interviews within three purposively sampled franchises. A metaphor of shape to represent participants' understanding of the franchise brand emerged from data analysis. This metaphor was also observed in the literature and thereby linked academic theory to brand management practices. Six shapes are described and positioned on a naïve-complex continuum of brand understanding. A discussion of each shape's contribution to that understanding resulted in the identification of a four step process to improve brand understanding by changing the shapes represented in the sampled franchises to ones closer to the complex end of the continuum.

Keywords: brand management, integrated marketing communication, exchanges and relationships, service quality, advertising effectiveness, marketing channels

The student, the academic and the business manager: a tripartite of learning in management education

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Lack of real world exposure has long been a criticism of undergraduate management education and continues to be a challenge for academics teaching in this field. This paper explores the role of one introductory management subject in providing the foundation awareness of management using real businesses as the context for learning. More importantly, the research discovers that the educational designers (academics) and business managers are learning as much as students. An assessment strategy is a case study of a business and its manager. Students visit and interview managers in the workplace several times. This paper explores the relationships and learning outcomes gained through the delivery of this management subject and thus completing a tripartite of learning.

Keywords: management training / education / development, management courses / curriculum, learning environment / climate, experiential / student-centred learning

Shaping lives: elder care, work-life balance and women in self-employment

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Work-life balance issues are often discussed, but there is little information on the effect of elder care responsibilities. If demographic trends persist the proportion of elderly in the population will increase. Simultaneously, the women most likely to provide the support for elderly are increasingly remaining in the workforce or owning their own businesses. While there is growing awareness of the significance of work-life balance issues in general, there is little information on how elder care might contribute, particularly smaller businesses. This gap needs to be investigated and this research begins this process. Using a qualitative and interpretive approach, eight women have shared their stories about managing self-employment and elder care. Analysis indicates that the responsibilities have an emotional effect.

Keywords: conflict management, emotions, work performance, stress and stress management

Expatriation research through the knowledge lens: the value of focusing on the idiosyncratic

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This paper argues that theory clarifying the strategic importance of knowledge in multinational enterprises (MNEs) provides a strategic context in which expatriate assignments can be studied. The proposition is forwarded that while assignments are presented in the literature as a mechanism for the transfer of knowledge within the MNE, the literature has not adequately confronted the critical issue of defining the types of knowledge held by expatriates in line with appropriate theory. This paper explains why a greater consideration of the idiosyncratic characteristics of the knowledge transferred by expatriates is required in order to integrate the study of foreign assignments with core internal strategic issues for the MNE, as defined by the resource-based view of the firm.

Keywords: international HRM, international strategy, international OB, management and governance

Strategic competitive advantage and supportive work life balance culture: is there a link?

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This paper suggests a linkage between work-life balance culture and competitive advantage through commitment and firm-specific human resources. The paper argues that a workplace culture supportive of employees balancing their work and non-work lives leads to their commitment to their organisation being higher. Higher commitment leads to a greater willingness to invest in the development of firm specific resources - such as developing certain intra-organisational competencies or idiosyncratic technical competencies. This greater level of firm specific resources then enables the firm to have a stronger competitive advantage. The paper argues theoretically for these relationships, reviewing the relevant empirical and theoretical literature and concludes with suggestions for practice and future research.

Keywords: human resource management and organisational performance, strategic human resource management, employee involvement, human resource development

What do employees do with their extra free time when work-life balance is improved through a change in roster?

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This paper examines how workers spend their non-work time when their work schedule is restructured so that they have an extra non-work day per week. Interviews were conducted in a construction project where the roster was changed from a six to a five-day week. Interviews over time were conducted with fourteen staff, starting when the change was about to occur, then at monthly intervals for the following 3 months. Findings indicated that before the change, staff believed they would spend more time with their friends and family, learning new skills, and relaxing. After the change, it seemed staff were likely to spend their "extra" free time relaxing, and with friends and family, but reported less actual time learning new skills.

Keywords: human resource development, personnel psychology, new forms of work organisation, work/life balance

Building relationships and resilience in the workplace: construction of a workplace bullying training program

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In recent years a growing number of interventions have been designed to reduce the impact of workplace bullying within organisations. However, due to a lack of research into this area relatively little is known about the efficacy of such programs. This paper presents an overview of a longitudinal research project being constructed to determine the impact of training on workplace bullying to assist employees to manage workplace bullying when it occurs. We propose an intervention which includes restorative justice practices, emotional intelligence and interpersonal skills training may be able to assist in reducing the impact of antisocial behaviours. The project will employ an experimental research design to determine the impact of the training on individuals and work teams within organisations.

Keywords: conflict management, interpersonal behaviour, individual learning, stress and stress management

Student's perceptions of generic skills for effective collaborative learning relative to student achievement

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Collaborative and cooperative learning in small groups are generally considered effective learning approaches. Successful group activities, however, assume competence in a range of skills. This empirical paper seeks to identify whether undergraduate students with different levels of academic achievement have different perceptions of the relative importance of Ehrman and Dornyei's (1998) generic sub-skills, i.e. do high performing students emphasise different skills? Students in a first year management subject were surveyed. No differences were found between high achieving and low achieving students in terms of the importance that they place on the various generic sub-skills. Productivity focussed skills were considered most important followed by relationship and communication skills. The implications for preparing students for group work are considered.

Keywords: skills development / training, team building, business education, interpersonal communication, individual development

Short term expatriates' effectiveness: a four stage training model evaluation study

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This study focuses on short-term expatriate effectiveness with a multi-time period and multi-source design in a non-governmental organisation (NGO). Seventy-two Canadian expatriates on a 6-month assignment in Japan participated in the study. A four-stage training model was presented and tested through multiple regression analyses. Partial support for the model was evidenced, specifically that communication skills and knowledge of Japanese culture predicted self development and task effectiveness predicted peer-rated peer relationships. Implications of the study for training design and effective management of short-term expatriates are discussed

Keywords: cross cultural management, human resource development, international HRM, executive training / ability / education

Staffing of expatriate and local managers in German subsidiaries in Japan: does age of host company operations and nationality of respondent play a role?

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Managerial functions valued by expatriate and local country managers are examined in an exploratory, multi-method (interview and questionnaire) study. Changes in the valuation of these functions were examined as a function of subsidiary age and nationality of the respondent. Competing hypotheses were proposed about the nationality of the top manager in the subsidiary as a surrogate for the parent company's global staffing orientation. Expatriate and local managers supported previous research on certain management functions but differed on others (e.g. management development). The data supported a curvilinear relationship between nationality of top manager and age of the subsidiary. Parent country nationals were the highest representation in the youngest and oldest subsidiaries, and lowest in mid-aged subsidiaries. Implications were discussed.

Keywords: cross cultural human resource management, selection processes, international HRM, cross-cultural management

Re-defining workplace bullying: an interactionist approach to exploring how participants frame and define their experiences

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This paper explores experiences of bullying to develop an understanding of how individuals develop meaning from their experiences and thus, define bullying. In using an interactionist perspective, this paper has the potential to reveal further information about individuals' experiences that may have been overlooked in using other theoretical approaches. For example, the emphasis on interaction with others and on the structures individuals use to make sense of and define bullying may provide new ways of defining bullying and new information about what individuals consider bullying to "look like". Such findings contribute to workplace practices of preventing and managing bullying by providing a further insight into individuals experiences of bullying that is currently not readily accessible within the literature.

Keywords: interpersonal behaviour, emotions, attitudes, perception

The strategic implications of sustainability in strategy textbooks

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Underlying every strategic management textbook are numerous assumptions about the nature of the economic system, society and the environment. One assumption that seems saliently absent from management textbooks is sustainability. In view of the detailed critique of the design of the MBA set out in Bubna-Litic and Benn (2003) it is likely that a systematic study of Strategy textbooks will reveal other similar omissions. This study analyses a number of strategy textbooks exploring how they engage with questions of sustainability. The findings show that although the increase in the ethical self-consciousness of environmental economics is visible, so too is a narrow view of sustainability.

Keywords: sustainability, teaching strategic management, management courses / curriculum, ethical education

Merging academic departments in a tertiary institution: insights from a pre merger departmental values based cultural analysis, and expectations for the future

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Studies on departmental mergers within tertiary education institutions are not well reported in the literature. Mergers are invariably challenging as groups of people with some distinctiveness come together under a single structure and leadership. Cultural differences between the merging units are often cited as being problematic for effective integration. An analysis of member cultural values can provide a means for highlighting differences in orientations among groups. This paper reports the findings of a survey based study utilising the Competing Values Framework (CVF) and shared values approach to measure aspects of two departmental cultures in a pre merger situation. Areas of possible concern are made with reference to the merger literature.

Keywords: organisational culture, values, conflict management, group processes

Exit advantage: a fourth necessary condition for relocationary foreign direct investment?

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According to the eclectic paradigm foreign direct investment is viable only if a firm possesses ownership advantages to offset barriers to national market entry. This study seeks to determine the extent to which national exit-barriers impact on a firm's probability of undertaking FDI dependent on an offsetting divestment, using data specifically collected for the purpose. Results suggest origin exit-barriers are significant inhibitors to relocationary FDI, which in turn suggests firms engaged in RFDI possess an unrecognised "exit advantage".

Keywords: multinational corporations, liability of foreignness, FDI and location choice, management and governance

Sustainable Business: a Catch-22 for business

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This paper investigates the role of business in the quest for sustainable development. Interviews were conducted with forty-seven business-people and consultant/advisors engaged in applying the principles of sustainable development in New Zealand business, and analysed thematically using NVivo. Findings reveal that despite different understandings of what a "sustainable business" is, business alone will not lead society to achieve sustainable development. Business is seen as operating within constraints imposed by society, and these currently are incompatible with sustainable development. Civil society has a considerable influence on how sustainable development is interpreted in a business arena, and a role to play if sustainable development is to be achieved. In the absence of such pressure, business meanwhile might well rest on its laurels.

Keywords: corporate social responsibility, organisational culture/values, sustainability, community partnership

Size does matter: training and service quality in small to medium Australian regional hospitality firms

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There is little doubt that small and medium sized enterprises dominate the Australian hospitality sector, providing significant economic benefits to regional economies. Yet, despite this importance, relatively little is known about the nature and determinants of training in SME hospitality firms in regional Australia. An examination of four SME restaurant enterprises in Northern New South Wales revealed that organisational size is likely to influence the drive of firm managers and/or owners as it relates to the adoption of formal training strategies. Interestingly, it was found that these small stand alone establishments rather than large resort based establishments engaged in more formalised training approaches, appearing to contradict earlier findings about small to medium organisations in the industry in Australia and overseas.

Keywords: human resource management and organisational performance, learning and development, skills shortages, performance management

Information literacy for a pacific century: towards citizenship, employability and economic growth

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Individuals and organisations operating in an era of information technology have availability to vast stores of global information that present opportunities for positive geopolitical, economic and technological change. Information literacy based upon principles of citizenship, employability and economic growth will enable people to participate in these changes. Information literacy is the ability to identify appropriate information through various channels or mediums and to use it wisely and ethically (Johnston & Webber, 2005). We argue that information literacy should be embedded in management curricula as a basis for life long learning. Using our experiences from an undergraduate business program, we illustrate how the management curriculum can embed information literacy for a Pacific Century.

Keywords: business education, management courses / curriculum, management competencies, business schools, learning environment / climate, performance standards / measures / assessment

The relativity of formal, non-formal and informal learning

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Currently there is a renewed interest in the recognition of non-formal and informal learning. The difference between formal, non-formal and informal learning has long been a contentious issue. These issues and developments have a direct impact on the HRM related areas of skill recognition and workplace learning in an era of low unemployment rates, looming skill shortages and declining rates of workforce participation. This paper reports on data from a learning grid in a Learning Survey of labour market program participants (n = 172). We find that life (informal learning) and work experience (non-formal learning) are relatively more important for gaining the self-reported skills than formal training/study. We also find an interaction between skill source and skill type.

Keywords: human resource development, learning and development, national human resource management polices, skills shortages

Mixed methods in management research: has the Phoenix landed?

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Mixed methods research is an emerging methodological movement with a growing body of trans-disciplinary literature. Prominent research methodologists/authorities from across discipline fields are emerging and guiding the commentary and the movements' momentum. This paper reports the findings of a study that has systematically reviewed refereed papers from the 21st Australian and New Zealand Academy of Management (ANZAM) Conference 2007. The aim of the study is to provide a methodological map of the management research reported at the conference, and in particular the use of mixed methods research. The data will be compared to similar research conducted on international business research in four major journals. Implications for management research training and publication are discussed with particular reference to the Academy.

Keywords: content analysis, mixed methods, graduate management education /training, design pragmatism

Institutionalising green supply chains: key findings of a global survey

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Most companies are claiming their interest for integrating an environmental dimension in their business. However, external observers are criticizing the "greenwashing" attitude, i.e. the trend towards green communication rather than action. After analysing both the strategic intent and the supply chain decisions, we found it relevant to offer a more optimistic view and show that firms' actions towards environment protection are transforming across time. Specifically, thanks to institutionalism theoretical perspective, we argue that green washing represents a first needed step towards concrete actions and results. We expect that different institutional contexts (coercive versus normative or mimetic) lead to different types of green supply chain. We start confirming our predictions through a large-scale survey of an international sample of 600 companies.

Keywords: supply chain management, "green" policy, sustainability, survey

The relationship between managerial ethical profiles (MEP) and individual, organisational and external factors influencing the ethical decision-making of healthcare managers in Australia

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Whether the community is looking for "scapegoats" to blame or seeking more radical and deeper causes, healthcare managers are in the firing line whenever there are woes in the healthcare sector. The public has a right to question whether ethics have much influence on the everyday decision making of healthcare managers. This paper reports on the findings of empirical research conducted on the influence of ethics and other factors on the decision making of 441 health care managers in Australia. Results from this study indicate that healthcare managers in Australia draw on a range of ethical frameworks in their everyday decision making, which in this study form the basis of five corresponding managerial ethical profiles.

Keywords: business ethics, ethical decision-making, organisational culture/values, ethics

Adopting ISO 14001: perceptions of New Zealand firms

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New Zealand firms have been accused of a reluctance to embrace the ISO 14001 Environmental Management System (EMS) standard. It has been asserted that there are significant benefits associated with implementing an EMS. However, the low adoption rate of ISO 14001 suggests that those benefits are not adequately understood by New Zealand firms. As a result of surveying ISO 14001 certified firms in New Zealand, this paper reports perceived benefits resulting from adoption; barriers to, and critical success factors for, successful implementation. Factor analysis was conducted to summarise the survey responses into key benefits, barriers and success factors for ISO 14001 adoption.

Keywords: sustainability, "green" policy, organisational culture/values, corporate social responsibility

The reliability of profiling within the workplace - a comparison of two personality measures

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This study aims to examine the test-retest reliability of the Myers-Briggs Type Indicator and the Instinctive Drives System™ in order to determine their effectiveness in the workplace. It was hypothesised that the Instinctive Drives System™ would demonstrate significantly higher test-retest reliability. The study consisted of 50 participants, who completed both personality measures twice. Unlike previous studies which only compare test-retest reliability by examining the averages of the entire sample, this study directly compared changes in individual scores. The Instinctive Drives System™ was found to be significantly more likely to return reliable results than the Myers-Briggs Type Indicator. The results of this study provide valuable information for business managers interested in improving performance through personality profiling in the workplace.

Keywords: comparative human resource management, human resource management and organisational performance, personnel psychology, recruitment

A canonical correlation analysis of the Myers-Briggs type indicator and the instinctive drives™ system

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The number of profiling tools within organisational environments is increasing rapidly, so it is important to consider whether these supposedly different tools are actually measuring different aspects. This study examined the relations between the Myers-Briggs Type Indicator and the Instinctive Drives System™. The study consisted of 50 participants, who completed both personality measures. Canonical correlation analysis, as well as bivariate correlation analysis was used to determine significant relations between the scales. Canonical correlation was found to be a useful analytical tool, highlighting the fact that whilst there is a small connection between the two measures, they are essentially measuring different aspects of personality. The results of the study highlight the need for further research in this area.

Keywords: regression, survey, personnel psychology, human resource management and organisational performance

A learning laboratory approach for business improvement: the case of discontinuous innovation

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This paper considers the current situation within Australian manufacturing SMEs and their approaches to innovation and international competitive advantage. Using the viewpoint and language of complexity theory, we consider the variety of possibilities available to SMEs in this area. We then consider a particular international project on Discontinuous Innovation, how this has been deployed in Europe and Australia and the knowledge gained from our interactions with Australian SMEs to date around this project. Finally we consider the general development of a "Learning Laboratory" approach to working with SMEs and the differences required to make such approach successful in Europe and in different settings in Australia

Keywords: discontinuous innovation, manufacturing technology, operations improvement, organisational performance

Gaining the competitive edge: the key to successful client consultant relationships

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This paper reviews both academic and practitioner literature in relation to factors that are seen as key success factors in consulting and it makes a unique contribution towards future research in this respect through the provision of a clear conceptual framework and robust research agenda for the investigation of the interplay, connectedness, and relationship between the various factors identified in isolation in the existing literature.

Keywords: business dynamics/policy, critical management, inter-organisational relationships, knowledge management

Interfirm dyadic governance: integrating perspectives of relational orientation and power dependence

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This paper suggests a framework of interfirm dyadic governance with considerations of power dependence and relational orientation of the exchange partner. I argue that different forms of dyadic governance should be employed by a firm when facing a variety of exchange partners with different power dependence and different orientation towards the relationship. The framework furthers the discussions of interfirm dyadic governance and helps practitioners evaluate their relational strategies towards various exchange partners. The management of a portfolio of exchange partners could serve as a basis for competitive advantages.

Keywords: inter-organisational relationships, strategy, competitive advantage, exchanges and relationships

Resource endowment and development of competences

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This study explores how firms endowed with marginal resources develop their competences as contrasted with firms endowed with superior resources. Field studies in four marketing research firms, two local firms and two subsidiaries of multinational enterprises (MNEs), are combined with analysis of existing theory to develop findings of the study. Comparisons of local research firms and MNE subsidiaries reveal a link between resource endowment and development of competences. Firms with superior resources (i.e. MNE subsidiaries) tend to focus on the development of combinative capabilities in order to exploit internal resources; whereas, firms with marginal resources (i.e. local research firms) seek to enhance customer-specific absorptive capacities and generic organisational absorptive capacities in order to leverage external resources and extend customer base.

Keywords: resource-based view of the firm (RBV), dynamic capabilities, competitive advantage, organisational learning

Management demography and corporate performance: evidence from mainland China

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We hypothesize that management demography of chairmen is an important element that reflects some competitively valuable resources of the firm. Our empirical examination of a sample of Mainland Chinese firms supports this hypothesis by showing that various management demographic characteristics, particularly the education level and titles (nationally certified professional titles and academic titles), of chairmen exert significant influence on corporate performance. Based on these findings, we conjecture that personal attributes of chairmen are appropriate proxies of their possession of essential human resources and managerial networking competencies that enable their development of the requisite connection or Guanxi to conduct business, and consequently lead to enhanced corporate financial performance.

Keywords: accountability, chairman-CEO relationship, critical perspectives on leadership, board composition

Transformational leadership, LMX and performance in teams: a study of two integrative leadership models on team creativity

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Two leadership approaches, transformational leadership and Leader-member exchange (LMX) are considered to be important to creativity. Little is known, nonetheless, as to how team leadership affect team performance and the extent that leadership theories at the individual or dyadic levels can explain leader-creativity relationship at the team level. This research examined the integrative effect of transformational leadership and LMX on creative performance at the team level by testing the mediating and the moderating role of mean LMX in the leadership-creativity relationship. Thirty-six teams were sampled from companies in Mainland China. Results support mean LMX acts as a moderator rather than a mediator. Explanations, theoretical as well as practical contributions are discussed.

Keywords: creativity, group dynamics, transformational leadership, team processes

Knowledge structure of French management control research: a citation/co-citation study

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Using a set of published management control papers and their bibliographic citations, this study scrutinizes the knowledge structure of French management control research. Specifically, this paper vets the impact of the different types of publications, the extent of use of classic and non-accounting literature as well as the impact of foreign and French journals. The networks which contributed to the internal construction of management control theoretical backgrounds are also examined. The authors use bibliometric techniques based on the analysis of 74 articles (3049 references) published in the "Comptabilité, Contrôle, Audit" French review (CCA) from its initiation in 1995 until 2003.

Keywords: business education, performance standards / measures / assessment, mixed methods, international culture

Innovation management processes in SMEs: The New Zealand experience

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The management of innovation processes in New Zealand is important to policy makers, business advisors, managers and entrepreneurs. As the government's Economic Transformation Agenda depends on growth and innovation of New Zealand businesses (which are predominantly SMEs), research to understand how to evaluate and implement new innovations is needed. This paper reports key findings from an empirical study of 95 New Zealand companies which are active innovators. The companies are profiled and their perceptions of the New Zealand innovation context presented. Potential returns for different innovation types are assessed and their innovation management processes evaluated using indices for Strategy, Market, Resource, and Innovation factors. While these companies are well organised to commercialise their innovations, significant inhibitors to growth were identified.

Keywords: innovation, new product development, process innovation, small and medium sized enterprises, strategic entrepreneurship

Franchising marketing to accountants: a user-friendly case study

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The case presented in this paper depicts a newly formed and highly successful entrepreneurial story of a business and marketing coaching franchise specifically targeting accounting firms. Founded in 2007 and less than one year in, venture capital raised to date exceeds \$AUD4m with 24 franchisees on board across Australia and New Zealand. This case is therefore presented as evidence of franchising as an entrepreneurial act and effective capital venturing.

Keywords: business creation, corporate venturing, entrepreneurs, entrepreneurial strategy, entrepreneurship, entrepreneurship theory

Barriers to the boundaryless career: a study of managers in career transition

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This paper reports on the career transition experiences of a group of managers from a range of industry sectors following job loss. The findings indicate that, despite calls for careers to become more boundaryless, individuals still face significant barriers when attempting to cross organisational or industry boundaries regardless of their skills, experience and qualifications. To overcome these barriers employer and recruiter attitudes and expectations will need to change, and individuals will need to adopt more strategic career management behaviours.

Keywords: recruitment, selection processes, learning and development, human resource development

Developing real skills in virtual space: management education through online PBL

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Problem-based learning (PBL) offers a considerable amount of promise as a potential instructional focus (Savery & Duffy, 1995). It requires that learners take responsibility for their own learning (i.e. student centred and self-directed) by working in groups to solve a complex problem. In this way PBL aids the development of lifelong learning, communication and problem-solving skills. This paper explores students' perspectives and experiences of online collaborative learning using a Problem Based Learning approach in a postgraduate Management course. Data were collected from online groups on perceptions of group work learning outcomes achieved and reflective individual evaluations. In this paper we propose that online PBL can develop management skills but its success depends on early engagement and group collaboration.

Keywords: skills development / training, management training / education / development, active learning, e-learning, experiential / student-centred learning, graduate management education /training

Strategic alliances – a marriage of convenience or a matter of trust?

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This paper examines how members of a strategic alliance (referred to as the Alliance) develop knowledge through networking relationships that may or may not contribute to competitive advantage. A 1994 survey of Alliance general managers revealed that the reasons they gave for joining were related to maintaining and improving competitiveness through sharing management know-how, training costs and programs, engaging in joint tendering and increasing market share (Fulop and Kelly, 1995). Ten years later, in 2004 and again in 2008, the authors revisited the Alliance in order to discover whether some of these objectives had been achieved, the forms of learning that may have occurred among partners, and the role that trust has played in the knowledge sharing processes.

Keywords: competitive advantage, strategic alliances, dynamic capabilities, resource-based view of the firm (RBV)

Mission or money? Exploring tensions in social entrepreneurship

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Social Entrepreneurship has the dual objectives of achieving social mission and generating profit. This paper reports qualitative evidence and findings from an in-depth case study regarding how mission and money making are addressed simultaneously in a social enterprise. Particular attention is given to how the dual objectives complement and/or create tension for each other.

Keywords: social innovation, sustainability, fair trade, corporate social responsibility

Service innovation in Australia: a preliminary exploration of the "Cinderella Sector"

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Service innovation is of increasing importance in the Australian economy, yet it remains a neglected area of study. Recent studies overseas have shown that services are becoming more engaged with innovation, and that service innovation is complex and multi-dimensional. Official R&D and business innovation statistics in Australia are examined, revealing that service providers across all service industries in Australia are performing R&D and are actively innovating, a finding consonant with overseas studies. However, innovation performance varies across and within service industries, reflecting differences in the nature and structure of those industries. A need for further research is identified, both to provide a clearer understanding of the nature of service innovation and to provide a basis for practical recommendations

Keywords: business innovation, innovation, process innovation, service industries, product development

Sewing at home: the impact of sweated labour on the job tolerance of textile outworkers

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In 1999-2000, 119 Vietnamese textile outworkers were contacted in Victoria, Australia by means of a "snowballing technique". A team of outworkers was trained in interview techniques. A survey, comprised of open and closed questions, was administered. First, qualitative data from the open-ended questions were taped, double-translated and analysed inductively. Two major categories were identified. Job characteristics comprised sweated labour. Second, quantitative data from the closed questions were examined in an analysis of the determinants of job tolerance, carried out using hierarchical moderator regression. The findings indicated that, relative to comparable workers with long years of work, workers with few years of work showed a significantly lower tolerance of their job the longer their daily hours of work in the job.

Keywords: women and work, unpaid work, racial discrimination, non-English speaking background (NESB) workers, occupational segregation

Entrepreneurial Chinese immigrants in network marketing organisations

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Immigrant entrepreneurship has started attracting much attention in the literature. There is an increasing trend in Australia where a large number of Chinese immigrants have joined network marketing organisations (NMOs). However, there is only a small number of empirical studies on NMOs have been conducted and most of these do not examine the factors which explain the performance of Chinese immigrants in NMOs. The objective of this paper is to develop an integrative model which incorporates social cognitive theory with the theory of planned behaviour and entrepreneurship to examine the factors contributing to the performance of Chinese immigrants who engage in network marketing business.

Keywords: ethnic entrepreneurship, entrepreneurial cognition, entrepreneurship, entrepreneurship theory

The sociology of innovation and the emergence of new biotechnologies

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Understanding the sociological process by which innovations are developed and adopted provides an interesting challenge. In practical terms, recognizing the many social influences in the development and uptake of innovations requires a flexible framework that enables stakeholder contributions to be taken into account. Research into the Australian bioindustry has provided valuable insight into these processes. Evidence reveals integration was a dynamic process directed by multiple agendas of stakeholders. The evidence revealed the social foundations of acceptance and integration rested on research and professional associations, as well as networking through recognised and historic patterns, and also informal and opportunistic social interactions. By identifying key processes, activities can be developed that are conducive to innovation integration, technology adoption and biotechnology uptake.

Keywords: critical management, social-technical change, inter-organisational relationships, biotechnology, strategic decision-making, social network analysis

An examination of antecedent practices, correlates and outcomes of talent development in organisations

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Literature on talent management did not provide a clear direction to the business leaders for facing the contemporary challenges of retaining talent and fostering innovative behavior among their managers. Datta & Bhargava (2008) identified four measures of talent development (TD) and three measures of talent development practices (TDPs) to address this challenge. This study has made an attempt to further examine the inter-relationships between TD and TDPs, and their effect on innovative work behavior as well as intention to stay. Managers (N=307) responded to a structured questionnaire and data was analyzed. Results clearly showed the inter-relationships between the TDPs and TD. Mediation analysis further revealed the power of TD in predicting the organisational outcomes.

Keywords: strategic human resource management, human resource development, human resource management and organisational performance, learning and development

A learning partnership with a university: some considerations for industry

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This paper examines a case study of a learning partnership between a non-government organisation and a university. The literature suggests that such a learning partnership presents some unique challenges and recommends that it is most useful for the transmission of thick communication channels, such as work integrated learning. The paper suggests seven principles that industry should use when forming a learning partnership with a university.

Keywords: adult learning, active learning, knowledge management or transfer, learning organisations

To what extent do outsourcing decisions go beyond cost savings? a discrete choice examination

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The question of whether firms should pursue outsourcing has traditionally come down to whether the positive financial impact of outsourcing overcomes the organisational liabilities. We argue such thinking underestimates the benefits from outsourcing by giving inadequate consideration to the impact of outsourcing on outsourcing providers' innovation cycle. This research adds to our understanding of outsourcing decision-making in three important ways. First, we outline how innovation benefits arise from outsourcing. Second, we examine the effect of value appropriation on outsource decisions. Third, we provide a rigorous empirical approach to understanding managerial outsourcing preferences. Our results reveal that a significant segment of managers do indeed look beyond cost, focusing instead on a supplier's commitment to innovate, value creation and value appropriation.

Keywords: outsourcing, strategic decision-making, innovation, strategy

The effect of organisational culture and organisational structure on technology commercialisation performance: conceptual framework

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Commercialisation activities are crucial for technology based companies to make sure that there is income to support continuing R&D activities, pay back their investors, and make a profit. Technology commercialisation performance varies among companies. Some companies succeed in commercialising their technology, while some others fail. It is important to understand the drivers of technology commercialisation performance, in order to increase the success rate. Among organisational factors, the culture and structure of the organisation are hypothesised to play an important role. Organisational culture represents the implicit aspect of the organisation, while organisational structure represents the explicit aspect of the organisation. This paper will develop a conceptual model which explores both of these factors and their impact on commercialisation performance.

Keywords: organisational performance, innovation, innovation, organisational culture, organisational structure

The office as workplace fief

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The Office is a very successful television series and the office is the weekday, daylight home of the population most ANZAM members study. Yet it has hardly been researched at all in its own right as a workspace or domain. This paper argues its significance, posits its feudal character as the heir of the medieval fief (not the Boisot-Child fief); and suggests research questions for the near future.

Keywords: job and work design, organisational culture, perception, critical discourse analysis, critical management, critiques of managerialism

The mediating effect of an efficient and effective politico-legal system on the Chinese business practice of guanxi

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This paper reports on the varying effects different politico-legal systems have on the Chinese business practice of guanxi in China and in overseas Chinese communities. Data elicited from a comprehensive exploratory empirical study into the nature and practice of guanxi in Shanghai, Beijing, Taipei, Macau, Hong Kong, Kuala Lumpur, Singapore and Jakarta suggests that guanxi is still very malleable and that despite the various stages of development of formal politico-legal institutions in these polities, respondents agreed that they would use guanxi as a source of competitive advantage, particularly in times of scarce resources.

Keywords: local cultures, regional cultures, institutional context/environment/trajectories, convergence/divergence of cultures

Voice and text: the use of dialogue circles in a first year management subject

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An exploratory study in the use of dialogic discussion with first year management education classes arose from one teacher's desire to "breathe life" into a structured educational situation. Although there is a dazzling array of pedagogical tools and technologies available to management educators, choices in teaching strategy are severely constrained by the expediencies of time and established institutional processes. Drawing on the work of theorists such as Buber, Freire and Bohm a series of "dialogue sessions" were set up to give students the opportunity to engage in close reading of classic management texts and build shared meaning of these texts through conversational encounters in the classroom. The results of the teaching innovation were evaluated with the use of narrative feedback.

Keywords: experiential / student-centred learning, management training / education / development, interpersonal communication, learning environment / climate

Applying action research in practice

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Recently there has been a great deal of emphasis placed on ensuring the continued and professional development of academic staff within universities; particularly in relation to the improvement of teaching skills. This is reflective of the general, community wide, effort to improve the delivery of professional practice within all "professions", and is mirrored in the varied programmes designed to enhance professional practice. The concept of professional practice and its associated strategies are extremely diverse in their focus. Whilst acknowledging the varied approaches that academics may choose in seeking to improve their professional practice, this paper focuses on the use of action research and draws upon personal experiences to illustrate how the principles of action research can be used in practice.

Keywords: knowledge management, organisational learning, knowledge and power, place and location, learning and development

An investigation into the factor structure of the "full range leadership" model in the UK: the effects of gender, hierarchical level and rater perception

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This paper investigates the factor structure the Multifactor Leadership Questionnaire in a UK context. Three key areas of influence on the factor structure are analysed - gender, hierarchical level and rating source. A sample of 1,244 participants was drawn. Of these, 366 rated themselves, 238 rated their peers, 325 their superiors and 315 their followers (lower level leaders). 112 of the participants were CEOs/chairmen/chairwomen, 116 directors, 268 senior managers, 377 middle managers, and 371 lower managers. The results showed that the proposed nine factor model may not be valid for all types of subsamples but only for men and senior managers. Also, it leaves open questions whether the full range model of leadership fits the UK context.

Keywords: gender and leadership, shared and distributed leadership, transformational leadership, followership

The conceptualisation and measurement of whistle-blowing: a new way forward

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In this paper I argue that the time has come for a fundamental shift in how we view whistle-blowing and how researchers investigate this behaviour in empirical studies. Specifically, I contend that rather than viewing whistle-blowing as a singular event, we should conceptualise whistle-blowing as a phenomenon shaped by context and sensemaking processes. In turn, I suggest that traditional methods such as experiments and surveys are not sufficient to measure this behaviour. Instead, I propose that researchers use semi-structured interviews and diary methods to gain a deeper, more comprehensive understanding of the psychological processes underlying decision-making, and to examine the temporal sequences of events and employees' reactions over time.

Keywords: survey, ethical decision-making, business ethics, ethics

Hiring, training and development practices in German and Indian manufacturing companies

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This paper focuses on hiring and training practices in German and Indian automobile manufacturing companies. The differences in perception of sixty four German managers and seventy seven Indian managers of the HRM practices in their companies were explored by using the Best International Human Resource Practices Survey. The results of the quantitative analysis show no significant differences of perceptions among German and Indian managers. Further qualitative analyses noted subtle differences in the views of managers, it identifies a number of commonalities in hiring, training and development practices, although the intensity of their usage differs from case to case. Human resource managers still need to be culturally sensitive when devising human resource management systems in different industries and countries

Keywords: comparative human resource management, human resource development, learning and development, recruitment

Performance and pay practices in German and Indian manufacturing companies

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German manufacturing companies are expanding their operations to India. This paper focuses on pay and performance practices in German and Indian automobile manufacturing companies. The differences in perception of sixty four German managers and seventy seven Indian managers of these practices in their companies were explored. The results of the quantitative analysis of the relevant sections of the Best International Human Resource Practices Survey show no significant differences between performance appraisals and pay practices in these contexts. The only significant difference was on the question about pay practices that provide recognition for long term results. Further qualitative analyses noted several divergent perspectives. A conclusion is that human resource practices are best when adapted to cultural and national differences.

Keywords: comparative human resource management, selection processes, performance management, remuneration systems

The ongoing battle for organisational attachment: the affective commitment of Australian business academics

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This paper reports on a study of the affective commitment of business academics in Australian universities. Affective commitment encompasses the attachment to and level of identification that employees have to their workplace. We postulate that whilst affective commitment is required for Australian universities to remain globally competitive decades of change in universities may have negatively impacted on academics. The findings confirm a bleak picture of academic commitment with only those from the more established Go8 universities indicating commitment. The lowest levels of commitment were observed amongst those at academic Level C across all university types. The paper concludes that the findings are important for human resource managers in the sector to bring about a positive change.

Keywords: human resource management and organisational performance, attitudes, interpersonal behaviour, work performance

Ignoring good advice: making sense of the literature on the mass-marketing of prestige brands

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This conceptual paper evaluates whether the existing literature can satisfactorily account for the complex, counter-intuitive, motives of firms undertaking prestige/mass-market partnerships. It reviews the relevant literature on branding, strategy and alliance formation. The conventional wisdom suggests that such partnerships run counter to sensible strategy for a prestige brand. Noting the disjuncture between theory and practice, the paper concludes that the motivations, structure and strategy of prestige/mass-market partnerships are poorly understood. The paper concludes with some suggestions for future research.

Keywords: strategic alliances, strategic decision-making, diversification, brand management, positioning strategy

Sustainability - the missing ingredient in strategy

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While strategy has been addressed in the literature since the 1960s and sustainability has received a lot of attention recently, there has been little attention paid to the question of how sustainability considerations might be integrated into an organisation's strategy. In this paper a framework that outlines how sustainability can be addressed strategically in organisations is introduced and analysed. It is argued that all three dimensions of sustainability - economic, environmental and social - must be integrated into all aspects of an organisation's strategy and need to be addressed on an ongoing basis

Keywords: sustainability, organisational culture/values, corporate social responsibility, ethical decision-making

Visual workflow and process optimisation: a method of analysis for patient flow in the hospital emergency department

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Recent policy announcements by State and Federal Governments have centred on the need to explore the use of process management principles, normally applied to manufacturing industry, to health services management. The work presented in this paper is part of a broader project that will provide methods to reduce patient waiting times in emergency departments through making these processes visual, and plan for work process improvements. This paper discusses the development of an innovative method to analyse patient flow in an emergency department and provide solutions for health services. The expected outcomes include improvements in the efficiency and effectiveness of emergency departments through the visual optimisation methodologies for identifying and improving process inefficiencies that can be readily adapted to other contexts.

Keywords: innovation, operations improvement, process innovation, service industries, supply chain management

Māori Indigenous sustainable entrepreneurship within tourism: is the determining sustainable factor economic or is it Indigenous cultural values?

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Eight Māori businesses involved in tourism operations were studied with the aim of determining is sustainability based on profit maximisation or are Indigenous cultural values the determining factor of sustainability. A qualitative case study analysis using a grounded theory approach was applied. The conclusions reached provide an insight into the growing Indigenous participation at the Small to Medium Enterprise (SME) level within Aotearoa relating to Māori cultural values. The choice between cultural values versus economic values can result in sacrificing income; the Māori entrepreneur has to make a conscious decision as to which value they adopt in their businesses. This study provides a unique and personal insight into sustainable Indigenous entrepreneurship that is a foundation for future research.

Keywords: family business, indigenous entrepreneurship, sustainable entrepreneurship, culture change

Getting a handle on creative destruction with two new business risk parameters

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Large, established, and once successful businesses, and their associated brands, continually emerge and disappear in any healthy, competitive business environment. Creative destruction is alive and well, however an important trend is emerging in that the average survival time, even for our largest and most established corporations, is getting shorter and shorter. More than ever, effective strategic management needs improved tools to aid in the analysis and forecasting of the corporate lifecycle, especially in a business environment of rapid, discontinuous change, that is most likely to characterize the pacific region in the 21st century. We therefore introduce two new risk parameters, Theta and Tau, and show how they describe important key relationships between the number of surviving businesses over time.

Keywords: industry analysis, strategy, competitive environment, dynamic capabilities, corporate entrepreneurship, strategic leadership

Managing multi-objective building contracts: public art in public building procurement

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While the procurement of public works such as schools, bridges, train stations and roads is a well accepted contract management role of government in most OECD countries, the management of the provision of public art as part of such activities is not as well known. This paper provides an in depth analysis of the specific case of public art embedded in public works procurement in Queensland. While confirming expected benefits identified in the literature, such as economic benefits for artist, this case study extends our understanding of the costs and benefits of managing public art projects through an extended analysis of the views of various stakeholders in the procurement process.

Keywords: contracting out, stakeholders, case study, policy (development/reform)

Are differences in levels of corporate social responsibility linked to strategic orientation?

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Using the strategic orientation concept of Miles and Snow, this study sought to determine if differences in levels of CSR existed between prospectors, defenders, analyzers, and reactors. The results suggest that differences in levels of CSR do exist between strategy types. Prospectors demonstrated higher levels of CSR than analyzers, but not defenders. Defenders demonstrated higher levels of CSR than analyzers. As predicted, reactors had the lowest levels of CSR. The findings suggest that while institutions appear to be placing increasing demands on firms to demonstrate socially responsible behavior, not all firms demonstrate CSR equally. How firms approach competitive markets and the characteristics that shape adaptation to the environment appear to be factors that explain differing levels of CSR.

Keywords: strategy, corporate social responsibility, ethics, business level strategy

The benefits of corporate social responsibility: an empirical study

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Corporate social responsibility (CSR) has been found to positively affect the financial performance of firms. However, firms are increasingly monitoring outcomes that are not traditional financial measures as a means to gauge sustainable success. This study sought to understand if there are benefits to engaging in CSR beyond traditional financial outcomes. Specifically, the link between CSR and employee turnover and customer satisfaction was studied. The data provide strong support for the hypothesized relationships. CSR appears to diminish employee turnover while improving customer satisfaction. This study therefore offers empirical evidence that CSR can offer benefits to firms beyond traditional financial-orientated rewards.

Keywords: corporate social responsibility, business ethics, stakeholder theory and analysis, organisational culture/values

Turnaround strategy: evidence from Indonesian manufacturing firms during Asian financial crisis in 1997-1998

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In the aftermath of the Asian financial crisis of 1997-1998, many companies in Indonesia got into trouble and had to be turned around or face liquidation. This study attempts to determine what strategies were used to turn around Indonesian firms and how effective their strategies had been. From a survey of 101 firms, it was found that the most used strategies were restructuring strategies, cutback strategies and management strategies. But in terms of effectiveness only cutback and restructuring strategies were positively related to firm performance.

Keywords: strategy, competitive advantage, mergers and acquisitions, business level strategy

The impact of organisational justice perceptions on job satisfaction and turnover intentions: the role of job embeddedness

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In this study we examined suggestions that job embeddedness may either mediate or moderate the relationship between perceived organisational justice and outcomes such as intention to quit and job satisfaction. 560 managers completed an on-line survey, and the resulting data were analysed using structural equation modelling and hierarchical moderated multiple regression techniques. We found evidence to support the view that job embeddedness mediates the relationship between organisational justice perceptions and both turnover intentions and job satisfaction. We found no support for the idea that job embeddedness moderates the relationship between organisational justice perceptions and job satisfaction. The implications of these findings for managers and researchers are discussed.

Keywords: attitudes, perception, personnel psychology, motivation

The cognitive structure of professional identity

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The paper reports an exploratory study of the professional identity of "engineer" and addresses the question as to whether there is a common identity that represents the individual's sense of self in a way that gives meaning to the concept of "being an engineer". The empirical study based on UK engineers and was carried out in three stages: qualitative approaches (Study One); quantitative stage (Study Two); confirmatory factor analysis and post-hoc analysis (Study Three). We argue that, the way in which knowledge is used by the individual to place themselves within their environment involves the identification with a professional group. This leads directly to the issue of knowledge ownership and to the process by which such knowledge is evaluated.

Keywords: values, perception, managerial thinking and cognition, socialisation

Big five personality and job embeddedness: examination of job embeddedness from a dispositional perspective

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This paper examines the relationship between job embeddedness and turnover from a dispositional perspective using a five-factor personality model as the taxonomy. The present study extends the relationship of job embeddedness and turnover through investigating the relation of the "Big Five" personality dimensions (Extraversion, Neuroticism, Agreeableness, Conscientiousness, and Openness to Experience) to the three dimensions of job embeddedness (fit, links, and sacrifice). It is hypothesized that Extraversion and Agreeableness are positively related to fit and links; Conscientiousness is positively related to links and sacrifice, Neuroticism is negatively related to fit and openness to experience negatively related to sacrifice. The findings of the study will have multi-dimensional implications for managerial research and practice, especially in the field of personnel selection.

Keywords: human resource management and organisational performance, personnel psychology, recruitment, organisational learning

Dispersed leadership, power and change: an empirical study using a critical management framework

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In this paper, using a critical management framework I provide a genealogical account of a police organisation's attempt to implement what senior officers in its behavioural change division described as a dispersed leadership (Bryman, 1996; Gordon, 2002) strategy. I describe the organisation and provide a detailed account of the dynamics that emerge as groups and individuals who historically held positions of power found themselves reporting to one of many designated leaders. The account depicts how the organisation's dispersion of leadership, while on the surface represents a new and successful endeavour, is rendered problematic by the organisation's historical constitution of power.

Keywords: critical management, critiques of managerialism, power relations, critical perspectives on leadership, leadership and discourse, power

Methodological insights in managerial cognition: applied cognitive task analysis

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This paper draws upon Naturalistic Decision Making's (NDM) methodological insights into the nature of "working minds" (Crandall, et al 2006). First, an overview of NDM in organisations in the last decade is provided, observing how management decision makers negotiate uncertainty and utilise their expertise in order to make sense of events. Second, the current methodological challenges faced by researchers examining organisational decision making and managerial cognition are outlined. Third, potential methodological advances for accessing managerial cognition are examined focusing upon developments in cognitive task analysis.

Keywords: decision making, managerial thinking and cognition, critical research philosophies and methods, knowledge management or transfer

Leadership in contemporary local government reform: the Lyons Report in England and its implications for Australasian local government

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This paper considers the impact of the increasing emphasis on leadership in public sector management as it pertains to local government. The reforms proposed in the recently completed Lyons Report into local government in England exemplify the current emphasis on leadership and offer a blueprint for change based upon an increase in financial power and decision-making capability within an overall framework denoted as "place-shaping". We critically assess its prescriptions for leadership in local government and argue that any adoption of the "place-shaping" agenda in Australasia has to be tempered with an eye to familiar problems in public sector organisations of accountability, rent-seeking, cost-shifting and equity.

Keywords: public sector and community leadership, accountability, charismatic leadership, followership

A methodological discussion of an approach to the study of ethics: the ethics of researching ethics

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This paper explores the ethical issues that can arise for a researcher when researching ethics. Sixteen interviews with middle managers from eleven UK organisations are the basis for a consideration of Flanagan's (1954) Critical Incident Technique (CIT) as a method of obtaining rich data on ethical issues in organisations. Incidents obtained range from hospitality to racism. A methodological consideration is 'social desirability' (Randall and Fernandes 1991:806) where individuals 'deny socially undesirable traits and behaviours', which could impact on the narratives of managers. Other considerations for the author are the highly sensitive content of some incidents and the importance of anonymity for interviewees. The paper concludes with a comment on the reflective aspect of CIT.

Keywords: narrative analysis, case study, feminist theory, critical research philosophies and methods

Diffusing sustainability: towards a framework for adopting sustainable procurement

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Rogers (2003) presented a Diffusion of Innovations (DOI) framework which has been used to examine the factors influencing the rate of adoption of various types of innovations in a wide variety of organisational contexts. However, this has had limited application in sustainability studies. The results of a survey of Australian organisations indicate that items related to corporate attitudes and values, under Rogers' category of compatibility, were more strongly predictive of the level of adoption of sustainable procurement. Compared to previous findings in other disciplines and settings, the results of this study suggest that greater consideration should be given to issues addressing existing culture for the successful implementation of sustainability programs in organisations.

Keywords: corporate social responsibility, organisational culture/values, sustainability, triple bottom line

Doctors attitude to managerialism: the case of the balanced scorecard implementation in a Chinese hospital

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The adoption of a managerial innovation into a public sector entity may well provoke resistance, particularly from professionals who don't want to their professional freedom to be restricted. Potentially, even more problematic is the utilisation of a Western management system in an Eastern context. We have analysed the implementation of the balanced scorecard (BSC) into a Chinese hospital to demonstrate that the traditional view that physicians might be particularly resistant to change is not necessarily valid. We demonstrate that contextual issues are far more critical than the behaviour of individual groups of professionals.

Keywords: health, change management, performance measurement, public sector reform

Three-way interaction effects of workaholism on employee well-being: evidence from blue-collar workers

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This study of 100 New Zealand employees tested whether three dimensions of workaholism: work involvement, drivenness and work enjoyment were related to anxiety, depression, and insomnia. Of the internal drivers, work involvement was positively related to all outcomes, while work enjoyment was negatively related. Drivenness was positively related to anxiety and insomnia only. Further, three-way interaction effects of the triad was tested and found to provide a significant interaction towards anxiety and insomnia. Overall, consistently large amounts of variance were explained by the study variables. The present study provides a new way of understanding the effects of workaholism in the workplace towards employee well-being, and supports a three-way interaction effect for best understanding the influence of workaholism on employees.

Keywords: attitudes, choice behaviour, motivation, stress and stress management

Institutional pressures and work-family practice bundle adoption: the moderating effects of firm reputation

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This study of 161 New Zealand firms explored the institutional pressures firms on work-family practice bundle adoption. Two types of institutional pressures were found: external and internal stakeholders, while three distinct sets of work-family practice bundles were found: health, flexibility, and dependent care. Market performance was also tested as a potential moderator as a proxy for firm reputation and stakeholder awareness. Both institutional pressures predicted health and dependent care bundles, while internal stakeholder pressures predicted the flexibility bundle. Market performance had significant moderation effects on both institutional pressures towards health and dependent care bundles. Overall, firms with greater market performance were more likely to adopt practices when institutional pressures increased.

Keywords: business dynamics/policy, institutional context/environment/trajectories, inter-organisational relationships, organisational structures

Work-life balance: towards an integrated conceptual framework

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The main aim of the current paper is to explore how personal and environmental characteristics might collectively contribute to the dynamics of work-life balance. A conceptualisation is proposed that integrates relevant theoretical frameworks to advance an overall model. The proposed conceptualisation and model merge and extend ideas from ecological systems theory, positive psychology and resources-and-demands theory. Consideration is given to the contributing factors (work and non-work "demands" and "resources"), indicators (levels of "conflict" and "facilitation"), measures ("equilibrium", "control" and "synchrony") and consequences (general health and well-being, satisfaction and performance) of work-life balance. A range of limitations identified in the current research theory and methodology will be discussed, providing insights into gaps in our knowledge.

Keywords: organisational culture, systems theory, work performance, work/life balance

Creating sustainable employment in hospitality?

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Voluntary staff turnover has been a major problem in hospitality and many hospitality employers are concerned how staff retention can be improved in an industry which is characterised by narrow profit margins, fluctuating customer demand, low pay, unsocial hours and a predominantly young, transient workforce. One New Zealand hotel has recently improved its overall turnover rates, has many long-tenure staff and has been regarded as one of the "Best Places to Work". Besides presenting survey findings on management strategies to enhance workplace culture and communication, it is also discussed whether this workplace example may illustrate a possible way forward in the quest to embedding sustainable employment practices in the hospitality industry.

Keywords: employee involvement, voice, skills shortages, socialisation

Mumpreneurs: mothers in the business of babies

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The phenomenon of "mumpreneurship" is explored within the context of gender and entrepreneurship. A single in-depth case study is used to explore the influence of life-stage and personal milestones on the entrepreneurial journey. The link between motherhood and the entrepreneurial experience is illuminated through an exploration of how the mumpreneur orients the activities of her enterprise to her family, her child(ren) and her personal aspirations. The paper points to how future work on entrepreneurship from a life-stage theoretical perspective can further advance understanding of the impact of the life of the entrepreneur on the life of her venture. \t

Keywords: business creation, women entrepreneurs, new dimensions in entrepreneurship, family business

No rest for the intrapreneur: the case of Switzer rest home

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Intrapreneurs are those employees who identify and pursue opportunities in an organisation. As such these employees may influence the strategic direction of the organisation, a process called intrapreneurial strategy-making. In this paper we investigate the nature of intrapreneurial strategy-making, illustrating it with a case in point. In our case the intrapreneur is the manager of a rest home, who needed to find new approaches to work to combat productivity challenges posed by operating in the gerontology sector. We conclude that intrapreneurial strategy-making can be a powerful way to identify and introduce innovation strategies, if driven by a determined manager working incrementally to secure resources and implement change with staff to demonstrate the benefits to them of adopting new work processes.

Keywords: intrapreneurship, innovation, small and medium sized enterprises, entrepreneurial strategy

ICT and the habitus of library professionals - the case of the British Library

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This paper explores the ways in which the British Library (BL) is using digital technologies to develop new forms of "virtual" service delivery. The paper corroborates the idea that these new forms are being developed within a complex and inherently contested process of techno-organisational change - but it is also argued that scholarly access to information is being very substantially shaped by the ethical predispositions and professional identities of senior library curators. The paper draws on Bourdieu's notion of a socially enacted habitus to show the ways in which the advocacy and constituency-building roles of these curators are allowing the BL to play a leading part in shaping the emergent "information society" in the UK.

Keywords: change process, implementing change, social-technical change, transition

Planning: the nexus between proactiveness and innovation

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A pilot study exploring relationships between proactiveness, planning and innovation in a sample of information and communication technology (ICT) firms finds that planning mediates the relationship between a proactive orientation and innovation. The results suggest that turning a pro-active orientation into marketable innovations in this dynamic industry may require more attention to sophisticated planning by ICT owner/managers. As such it is recommended that there is a need for the development of business planning frameworks that are willingly adopted by business principals and have as a primary goal the creation of innovations that are attractive to viable market segments. It is also proposed that contemporary planning frameworks are cumbersome and unable to cope with the dynamics of the ICT sector.

Keywords: entrepreneurship practice, small and medium sized enterprises, innovation, opportunity identification

The process of cultural acculturation in multicultural workplaces: experiences of professional migrants from South Asia

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This paper develops a theoretical framework and presents findings from a qualitative study of the country, organisational and individual level factors that influence the acculturation orientations that skilled migrants from South Asia adopt in the Australian workplace. The results of the study have a number of implications for the integration of skilled migrants into the Australian workplace. Firstly, it is evident that having a national policy which seeks to attract skilled migrants to Australia itself is not enough. Policies and programs are also required that assist the migrants to understand Australian workplace culture and expectations and that educate organisations regarding the value of experience and qualifications gained overseas. Secondly, to facilitate integration, migrants themselves need to be open to change.

Keywords: organisational culture, cross-cultural behaviour, transfer of training / learning, international business education, diversity management

SWOT analysis in selected small enterprises in Malaysia

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This study examines the practice of strategic planning and relationship of the four facets of strategic planning (strengths, weaknesses, opportunities and threats -SWOT) with the performance of small enterprises in Malaysia. For the purpose of data collection, this study uses self-developed questionnaire and convenient sampling method. A total of 290 selected small enterprise owners in Kuala Lumpur participated as respondents in this study. The results indicate that small enterprises do perform strategic planning activities and there is a relationship between strategic planning in place with the performance of the small enterprises. The implications of the study are discussed.

Keywords: entrepreneurial strategy, entrepreneurship practice, opportunity identification, small and medium sized enterprises

Pervasive limitations: innovating with ambient intelligence (AmI) technologies and restricted absorptive capacity in Australian SME manufacturers

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The last 25 years have seen rapid increases in the number and sophistication of technological and process innovations in large manufacturers, producing dramatic improvements in productivity and efficiency. However, smaller manufacturers' adoption of such innovations has been uneven. Ambient Intelligence (AmI) technologies are being positioned as the next performance and productivity enhancing purchase for manufacturers. This paper defines and gives examples of AmI technologies in current use, summarises AmI technologies of potential interest to small and medium enterprise (SME) manufacturers, and identifies potential impacts of restricted absorptive capacity in SMEs on the adoption of AmI technologies. Comparing two SME manufacturers, one from Germany and one from Australia illustrates a potential application of generic AmI technology based business solutions.

Keywords: emerging technologies, innovation, manufacturing technology, small and medium sized enterprises, opportunity identification

Exploring the linkages between control over flexible work schedules, work/life balance and job satisfaction of office based employees

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The impact of flexible work arrangements on employee attitudes has been well documented. However, limited studies have attempted to explain the underlying mechanisms of flexible work arrangements that contribute to positive employee outcomes. The purpose of this paper is to explore the relationships between work schedule control, work/life balance, and job satisfaction of office based employees. Direct linkages were found between work schedule control and the three dimensions of work/life balance (work interference with personal life, personal life interference with work, and work/personal life enhancement). Furthermore, the results indicate a positive relationship between work/life balance and job satisfaction. Overall, the findings suggest that control of flexible schedules appears to be a key element in achieving work/life balance for many employees.

Keywords: work/life balance, strategic human resource management, employee relations, human capital

Through the looking glass - identifying the factors influencing ethical decision making in financial planning organisations

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2008 has already has raised numerous themes in professional ethics for financial planners, including issues associated with superannuation advice, the failure of numerous financial products and the impact this has had on investors, continuing allegations of conflict of interest within remuneration structures and calls for independent advice free of institutional bias. This paper describes a study currently being undertaken of the ethical reasoning of financial planners and the cognitive frameworks used to make ethical decisions in the provision of financial planning advice. This is a significant study which has implications for the future regulation of financial advisers and the structure and focus of compliance and governance mechanisms within financial services organisations.

Keywords: accountability, corporate governance, compliance, stakeholders, business dynamics/policy, culture change

Perceived organisational support as a mediator between ethical culture and organisational commitment

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This paper reports the results of an assessment of the mediating impact of perceived organisational support between ethical culture and employees' commitment to a firm. The results are based upon a convenience sample size of 101 employees from Australian travel agencies. After determining valid and reliable measurement instruments, a series of regressions indicated a partial mediation effect for POS between ethical culture and organisational commitment. This means that firms exhibiting an ethical culture, but also providing adequate support to their employees will gain and advantage by having more committed employees. Future research is also discussed.

Keywords: human resource management and organisational performance, performance management, personnel psychology, strategic human resource management

Generational divide? A case study of regional nursing in Australia

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A study of nursing was conducted in public facilities in regional New South Wales. The purpose was to explore the reasons for nurse shortage. The study identified dimensions of demographic change, particularly the emergence of generational differences between older and younger nurses. The results indicate a level of division between nurses from different generations in terms of attitudes to work and work values. This was overlaid by opposition of older nurses to the change from hospital-based to university-based nurse education in NSW. The differences were found to be exacerbated by a traditional culture of "strictness" of medical procedures within the occupation flowing into a "strictness" in the approach to work organisation.

Keywords: age discrimination, diversity in the labour market, managing diversity, older workers

The role of individual values and westernisation on the guanxi orientation of Hong Kong managers

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Guanxi, or social connections, has received increasing attention in the literature as the Western world grapples with the complexity of doing business with China. But is guanxi a good or a bad thing? Networking and connections are seen as a business necessity, but on the other hand guanxi is often associated with corruption and calculative means of doing business. This study examines different dimensions of guanxi and their relationship to traditional vs modern value orientations. The study finds guanxi comprises two dimensions, one representing traditional Chinese values of reciprocity and face and the other a more modern networking style not dissimilar to that emphasised in the West. Relationships between dimensions of guanxi orientation and individual values and Westernisation are reported.

Keywords: cross cultural management, international OB, international strategy, management and governance

Measuring self-leadership: incorporating collectivist values

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Although the measurement of self-leadership (RSLQ) has been developed and validated with samples from the US with promising reliability and construct validity, its generalisability to other non-western context is problematic. We refine its measurement based on the cross-cultural theory about self-concept differences between individualism and collectivism. The reliability and construct validity of this refined self-leadership scale are explored using exploratory (EFA) and confirmatory factor analysis (CFA). EFA demonstrated good reliability and stable factor structure for the refined scale and CFA demonstrated acceptable model fit for eleven factors of the refined self-leadership scale. Implications of the results are discussed, and directions for future research are offered.

Keywords: cross-cultural behaviour, career development and management, interpersonal behaviour, international OB

The future of offshoring - destination Australasia?

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The growth in offshoring has been generated by the tangible economic benefits of low cost labour and location. This has created a major issue in advanced western market economies (AMEs) like Australia and New Zealand where increasingly high skilled jobs are moving offshore. However intangible aspects of offshoring such as quality, service and security which to a large extent have been neglected are increasingly becoming critical in the long-term development of offshoring. The paper argues that there has been a fundamental shift in the arguments underpinning the rationale for offshoring providing opportunities for the development of offshoring in AMEs like Australia and New Zealand.

Keywords: business innovation, liability of foreignness, managing cross-border operations, emerging technologies, TQM, operations improvement

An exploration of cross-cultural differences in time orientations between Maori and European New Zealanders

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In New Zealand, the interplay between Europeans and the Māori, create a unique dynamic with respect to time perspectives. With the rudimentary understanding of similar time orientations shared by cultures in the same geographic cluster, we can preliminarily acknowledge that the temporal orientations of European New Zealanders and the indigenous Māori will be different. In this paper we explore the concepts of sociocentricity and non-linear dimensions of time among Maori and propose differences between these two groups based on their cultural backgrounds. Ultimately, this discussion should promote increased cross-cultural understanding within New Zealand and promote smoother interactions.

Keywords: cross-cultural management, cultural distance, valuing diversity, workforce diversity, cross cultural management, organisational effectiveness

Making strategic decisions in an emerging economy: evidence from Chinese small- and medium-sized enterprises

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Chinese SMEs have contributed significantly to the national economy as the number of Chinese SMEs, particularly privately-owned SMEs, has been rapidly increasing over the past two decades. However, little research has been conducted on how Chinese SMEs make their strategic decisions. This research interviewed owners/managers from 20 Chinese SMEs. It is found that Chinese SME owners/managers underwent less complex processes in their strategic decision-making (SDM). They implemented their strategic decisions very quickly and often used their personal networks to gather information and involve others in the SDM processes.

Keywords: strategic decision-making, strategy in SMES, entrepreneurial strategy, small and medium sized enterprises

Yes! bring te reo to work! no! do not expect a fundamental change to the empire.

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A critique of equal employment opportunity (EEO), affirmative action (AA) and diversity management discourses has drawn us to the consideration of subalternity studies. Through a review of a collaborative project with Maori women accountants we have come to enquire into the transformative potential of subaltern voices. We argue that such voices may bring a valuable contribution to understanding the implication of the accountancy profession and its disciplines in the historical colonisation of indigenous peoples and in the domestication of contemporary populations in general. Our action research approach based on emancipatory intent may have potential to transform the entrenched patriarchal and exploitative ideology endemic in all professions serving the western capitalist system we are naming The Empire.

Keywords: critical perspectives on diversity, critical research philosophies and methods, critical social theory, indigenous critiques of organisational theory

The blender approach to governance leadership: do diverse director attributes contribute to board capital?

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This paper examines the contributive significance of diverse director skills on organisations' boards. We review the impact of different educational and professional backgrounds and different attributes such as gender or ethnic background. We attempt to explore the meaning and value of such diverse attributes among boards of directors, their contribution to board capital and the strengthening effects on board effectiveness and accountability. We conclude that board diversity is important in influencing the effectiveness of boards' service role and that shareholders, executives and sitting directors express clear preferences for the need for diversity on boards.

Keywords: board composition, board context, board effectiveness, board of directors, corporate governance, board roles

Third year student decision making on postgraduate study intentions

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This study examined the effect of a single semester of study on intentions to undertake postgraduate study. The study was conducted over two years using approximately 120 students enrolled in a third year Behaviour in Organisations university course at a research intensive university. Students demonstrated no statistically significant change in their postgraduate study destination intentions over the period of the semester, despite encouragement from faculty. Students neither changed their preferences for the type of masters course in which they intended to enrol, nor did they change the degree to which they intended to study either a combined masters/PhD or research-only PhD degree. Implications for future research and for developing a better understanding of this under-researched area are discussed.

Keywords: business education, career development, executive training / ability / education, graduate management education /training, individual development, management training / education / development

When is fast good? Speed of foreign expansion and firm performance

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When is fast expansion good? Under what conditions are advantages or disadvantages of fast expansion more likely to occur? We address these questions by investigating the relationship between the speed of the establishment of foreign subsidiaries and corporate performance. Drawing on international business theories, we develop a contingent argument for the effect of international expansion speed on firm performance, taking into consideration both the external environment and internal capabilities of a firm. Empirical evidence from a sample of 1,263 Japanese firms that were engaged in foreign expansions in the period of 1986-1997 reveals that there are advantages for a firm to adopt a fast pace of international expansion when it operates in high-velocity environment and when it has abundant resources.

Keywords: international strategy, strategy formulation, implementation, strategy

Improving supply chain performance of the Australian beef enterprises

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The significant overall problem for performance of the Australian beef supply chain was unskilled and inexperienced staff or personnel. Based on the results of the research, the suggested solutions are to provide training, knowledge and skills development, to integrate training methods with innovation and technology diffusion, to select and hire higher skilled migrants (outsourcing), to expand the group training provisions across Australia, to have deeper and richer relationships between industry, vocational education and training and higher education sectors, and to have better targeted recruitment.

Keywords: supply chain management, performance measurement, technology, competitive advantage

The establishment of a non-university higher education institution - a reflection on the marketplace and the experience

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The Higher Education market has become contestable. This paper assembles data to present the diversity within the non university, higher education sector and a trend of consolidation that is creating intuitions big enough to challenge university based faculties. We present a participant observation of the establishment of a new institution which could be likened to a corporatized, privately owned business faculty. As two participants - the Chair of the institution's Academic Board and a consultant engaged by the company - we reflect on the meaning of policy and regulatory changes for those wishing to engage in the creation of a new institution.

Keywords: accreditation, business education, management courses / curriculum, business schools

Using action research to develop capabilities for sustainability and CSR

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This paper tests the proposition that action research conducted within an organisation can develop the kind of leadership capabilities that are likely to enhance sustainability outcomes. It reports the conduct of an action research process used in FOXTEL to develop a component of its overall CSR strategy.

Keywords: corporate social responsibility, sustainability, triple bottom line, community partnership

Teaching business planning: an analysis of content and learning outcomes

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Business education has become very challenging in the context of globalisation and consequent rapid change. Recent focus has been on how to make the learning more experiential to prepare students smoothly for professional responsibilities. One such critical skill is to understand and design effective business plans. This paper describes the content and delivery of a business planning course in a business degree programme and then examines its impact on the learning outcomes of students. Overall, the results indicate that significant learning has taken place in this course resulting in improvement in the applied and integrating skills required for preparation of a business plan.

Keywords: business education, management courses / curriculum, skills development / training, experiential / student-centred learning, entrepreneurial learning, entrepreneurship

Ecopreneurial businesses and nature

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This paper examines whether "ecopreneurial" businesses operate with a fundamentally different conception of nature from the environmental management mode offered within the business case for sustainable development. Three contrasting cases of ecopreneurial businesses are described. Ecopreneurs in this study readily made connections between nature and their own businesses, aware of value judgments they were making either in favour of nature, or with some regret against it where supporting infrastructure was absent, or economic rationalities prevailed. These ecopreneurs ranged from systems-wise but nature-shy in their selling proposition through to embedding nature in their selling proposition to greater or lesser apparent effect. A strong commitment and a determined and patient, not overly growth-focused outlook appears essential to building and sustaining nature-centred business.

Keywords: sustainability, organisational culture/values, business ethics, corporate social responsibility

Exploring co-produced autoethnography

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The paper explores co-produced autoethnography in the development of situated leadership practice of a Chief Operating Officer (COO). The argument for using an autoethnographic approach is in response to accepted problems of researching the development of leadership practice. The approach of a co-produced narrative is outlined and illustrated with two empirical accounts. The paper makes a contribution to understanding the usefulness of autoethnographic research and its justification as a suitable method for social scientists to use alongside more traditional approaches.

Keywords: auto ethnography, narrative analysis, ethnography, content analysis

Sen's capability approach - a theoretical foundation for work-life balance

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After reviewing and summarising critical accounts of the Work-Life Balance (WLB) in two special issues in academic journals in 2007, the paper turns to Amartya Sen's capability approach and Feminist economics to address shortcomings and gaps in the WLB concept. In particular, Sen's capability approach can provide a substantial theoretical foundation for the so far conceptually underdeveloped and one sided WLB. Based on Sen's ideas WLB might actually deliver what it promises.

Keywords: feminist analyses, valuing diversity, work/life balance, critical political economy

Firm strategic control: direct ownership, indirect ownership, dispersion, and board of directors

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Our empirical study of 246 Directors, financial executives, accountants and credit/security analysts explore the concept of firm strategic control and what theoretically developed attributes contribute to an entity having strategic control over another. Our results suggest that strategic control is established with 100 per cent ownership but where there is less than 60-64% ownership then other strategic control attributes are necessary. Our results delve into what combinations of Direct ownership, indirect ownership, dispersion and Board of Director representation are required for strategic control.

Keywords: agency, board composition, board of directors, shareholders

Challenges and benefits of managing MBA student project teams

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In this study we surveyed MBA students about their experiences working in teams and what could be done to improve their satisfaction levels. Students prefer to assign themselves to teams rather than be-assigned, like smaller teams (4 members), and prefer the same mark to be awarded to all team members. Students believed that training in project management skills, team skills and how to manage diversity were important for improving their learning experiences and satisfaction with team projects. Greater support from the lecturer was also considered important. The results suggest that while students consider team projects to be beneficial they also present significant challenges. Implications for the design and management of MBA student project teams are discussed.

Keywords: graduate management education /training, Master of Business Administration (MBA), skills development / training, team building

Are managers from mars and doctors from venus?

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In the last few decades, the Health Care reform agenda has included changes to the organisation of (managerial) work in health care institutions. One such change is in the role of Hybrid Clinician Manager, a doctor who has both a clinical role and a managerial role. However, whilst the hybrid manager is a now well established role, according to several attendees at a professional development forum in 2008, succession planning within this role is largely absent. Therefore this conceptual paper highlights that the hybrid clinician manager role may need to be promoted to be a career path for medical clinicians. Such a change requires a much closer understanding of the managerial and administrative roles and responsibility by practicing medical clinicians.

Keywords: performance management, recruitment, selection processes, socialisation

What is "employee engagement" - analysis of the factor structure of the engagement construct

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In recent years, employee engagement surveys have become increasingly popular with companies and HR departments around the world. Yet, there are as many definitions and operationalisations of "employee engagement" as there are surveys. The definitions often combine more established constructs, e.g. commitment, satisfaction, motivation and there is no clear differentiation of the construct "engagement" from those. A survey combining items commonly used to assess "engagement" has been administered to almost 2000 participants. A factor analysis has been conducted to clarify and differentiate the engagement construct. The factor analysis revealed 5 underlying factor structure. The engagement construct therefore clearly needs to be disentangled. The factor analysis reveals 5 underlying employee attitudes: emotional engagement, rational identification, team orientation, motivation, and compatibility.

Keywords: attitudes, emotions, motivation, factor analysis

A conceptual model of customer experience quality and the development of a scale for customer experience quality (EXQ)

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Marketing literature suggests that high-quality service is the antecedent of customer purchasing and re-purchasing behaviour in service industries. In order to assess service quality, research advocates the use of objective measures. SERVQUAL is still the most popular and widely used measure of service quality. It is criticised for its conceptual, methodological and interpretative flaws. One of the major concerns raised by researchers is that SERVQUAL measures purchase intent, but not behaviour. Researchers call for a measure closing this gap by delivering a marketing scale connecting service quality with purchasing and re-purchasing behaviour. Literature indicates that the phenomenon of customer experience could be the foundation to explore this important relationship.

Keywords: consumer behaviour, service quality, strategic marketing, marketing research

The importance of rewards to not-for-profit staff

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This study looks at the impact of rewards in disability services organisation. Staff were asked to respond to statements about intrinsic and extrinsic rewards. The data indicates that staff were predominantly motivated by intrinsic rewards while extrinsic rewards were regarded in an ambiguous way.

Keywords: not-for-profits, performance management, change management, organisational learning

Towards overcoming negative GP attitudes concerning health informatics systems

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This paper reports on the attitudes of 23 General Practitioners towards adopting Health Informatics technology. The qualitative study suggests attitudes are determined by contextual GP perceptions of competing managerial, technological and political factors. Findings indicate increasing exposure to HI in performance of their role influences GP perceptions of the importance and certainty of implementation outcomes in different healthcare delivery contexts. Behaviour at the prospect of change perceived as uncertain, involuntary or not of demonstrable benefit to patients, tends to manifest as resistance. The findings highlight the desirability of potential HI technology use in a particular healthcare context being associated with benefits to the GP patients and practice rather than diminution of GP control over change to their role and value.

Keywords: change management, social-technical change, technological change, resisting change

New product development project manager skill sets in the telecommunications industry

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New Product Development is a key strategy to cope with ever-increasing competition in the Telecommunications industry. The flexible project management processes to deliver newer technologies in challenging short time-to-market goals require skilful and strong project managers. In this paper, we present a theoretically based and empirically proven skill set framework, with clear definitions grounded in the recent management and leadership literature, to define successful Telco NPD project managers. It consists of technical, leadership, managerial and administrative skills: managerial skills are mandatory; technical and administrative skills are important to understand the technical work and business processes; and leadership skills are found to be limited at an operational level. We also examined which skills are important with respect to project phases.

Keywords: new product development, service industries, innovation, technology

Rediscovering the micro level: on the emergence of dynamic capabilities in emerging markets

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We still know little about the challenges involved in the development of strategically important capabilities. In this in-depth case study of one European MNC entering the Chinese market we examine the impact of causal ambiguity, social complexity, and path dependence on the dynamic capability development process. The findings illustrate the interactive influence of these elements on dynamic capability development. While different forms of causal ambiguities have been described in prior research, this study also identifies a number of distinct types of social complexity that increase the challenges of dynamic capability development in foreign markets. The paper suggests that the degree and interaction of path dependent behavior, causal ambiguity and social complexity predicts the inimitability and thus temporality of competitive advantages.

Keywords: dynamic capabilities, resource-based view of the firm (RBV), strategy and cognition, competitive dynamics, strategic decision-making

Ageing of the population and opportunities in NZ tourism

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Entrepreneurship is about looking ahead and anticipating change. The future however is uncertain. Depending on the individual's knowledge and motivation, some will see great opportunities where others don't see any value. In this paper we study a major type of change: The ageing of the population. We look in particular at the implications for tourism in New Zealand (NZ). Our research question is: What are possible opportunities for NZ tourism implied by the ageing of the population? We present data on the ageing of the population, both within and outside of NZ. We describe some impacts and implications of this change. We apply this information to NZ tourism, and suggest two potential opportunities: Accessibility certification and medical tourism.

Keywords: opportunity identification, entrepreneurship practice, entrepreneurial cognition, entrepreneurship

Managing front-line services by high-involvement work systems: learning goal orientation and empowerment

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This paper attempts to build a theoretical model to explain the relationship between human resource (HR) system and organisational performance in services industry. Organisations with high-involvement work systems are believed to be associated with service quality. The gains come through two routes: 'people work smarter', since employees are encouraged to increase skills and competence; and 'people work harder', which in turn comes from increased autonomy. The study explores how the HR systems-organisational performance relationship is mediated by organisational climate. It is proposed that organisational learning goal orientation and empowerment climate will help HR systems refine service processes and employee performance and thus leading to better service quality. Implications for future research are discussed.

Keywords: human resource management and organisational performance, employee involvement, learning and development, learning environment / climate

Studying servant leadership: a proposal

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The objective of this paper is to propose a new way of studying servant leadership. I begin with a short critical discussion on servant leadership's empirical literature and its limitations. There follows an outline of a psychodynamically-informed narrative analysis of informal workplace leadership, as a means of addressing the weaknesses. I discuss the possibility of using psychodynamic theory as the framework for the study and how the study would proceed via stories. I also delineate how such stories would be analysed within a psychodynamic framework. This proposal is strongly informed by Yiannis Gabriel's work on organisational stories (Gabriel, 1991, 1995, 1998, 1999, 2000) and various psychodynamic concepts and models relating to the study of leadership.

Keywords: stewardship, shared and distributed leadership, leadership development, leadership and discourse

University career management practices for academic staff: a reality check?

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This paper presents findings from the initial stage of a larger study on the career development of older academics. The paper reports the extent to which universities represent organisational career management practices for academic staff on-line and in web-based public documents. The findings highlight that to a certain extent universities express a role in the career management of academics. The selected sample of 16 Australian Universities revealed that on average half of the selected organisational career management practices for academic staff were represented. There was a reasonable degree of variation across universities and different states. An area of concern may be the limited evidence of retirement preparation and succession planning documents.

Keywords: human resource development, human resource management and organisational performance, national human resource management polices, strategic human resource management

Direct and indirect effects of entrepreneurial orientation on firm performance

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Drawing upon resource-based view (Barney, 1991; Chatterjee & Wernerfelt, 1991; Penrose, 1959) as an overarching theory, we developed a model and tested for the transformational process between entrepreneurial orientation and firm performance. We argued that firm performance was shaped directly by entrepreneurial orientation, and indirectly by entrepreneurial orientation through the mediation of Chatterjee & Wernerfelt's (1991) typology of resources, namely financial resource (access to capital), intangible resource (technological advancement), and physical resource (research and development). Our data comprised 638 CEOs, mostly founders, collected from various industries in China, primarily from Jiangsu (19.8%), Beijing (14.0%), Henan (13.2%), Guangdong (9.1%), and Jiangxi (5.8%). LISREL analyses supported the direct and mediating relationships, except for the link between entrepreneurial orientation and access to capital.

Keywords: resource-based view of the firm (RBV), competitive advantage, corporate entrepreneurship, entrepreneurship

Looking beyond turnover: strategic training and development in the Macau hotel industry

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Foreign Direct Investment (FDI) surge has a significant impact on Macau hotel industry. Hotel industry is a labour intensive industry, thus strategic human resource management (HRM) approach is crucial for success particularly in Macau's growing hotel industry. This study explores linkages between an aspect of HRM - "strategic training and development management" and staff turnover in the hotel industry in Macau. The findings of the two case studies show that the multinational hotel, which implemented strategic international human resource approach on the area of training and development, was able to retain their managerial level staff. However, the local hotel which did not carry out training and development strategically has suffered from severe employee turnover. Discussions and implications are also addressed.

Keywords: comparative human resource management, learning and development, strategic human resource management, FDI and location choice

Community engagement and resistance: a discourse perspective

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In this paper we adopt a critical discursive perspective, conceiving of both community engagement and resistance as communicative and relational acts that cross discourse boundaries. In rethinking engagement and resistance, we call into question the boundaries between internal and external publics, looking instead at the multiple, shifting subject positions or identities available within organisational discourses that individuals or groups may be located within (Davies and Harre 1990). In so doing, we aim to highlight the tensions between identity and interests that underpin discursive struggles. Our aim is to offer insights into organisational responses for engaging with creative resisters from a social innovation orientation.

Keywords: critical perspectives on organisational communication, power and resistance, oppositional social movements, critical discourse analysis

Antecedents of affective commitment in a multicultural work setting

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This study investigates the relationship between employee perceptions of their organisation's management of cultural diversity (support for diversity and access to informal networks), their perceived organisational support and affective commitment among employees in a large Australian financial institution. Data analysis reveals that cultural diversity management perceptions is positively associated with affective commitment via perceived organisation support. This suggests that cultural diversity management practices may need to be perceived by employees as a sign of organisational support before commitment will be affected favourably. The study reinforces the need to rethink simple relationships between cultural diversity management perceptions and organisational/individual outcomes, to consider more complex models that include mediating variables in order to more fully understand the effects of cultural diversity management.

Keywords: managing diversity, workforce diversity, cross cultural human resource management, employee involvement

Mind the gap! Poverty and the market: a new dark age

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Democratic ideals of freedom are challenged by the wide reaching hegemonic effect of the normalisation of an economically driven society, dressed often in a rhetoric exhorting the need for "productivity gains", "improved efficiency", and "economic growth" to serve "The Market". In this paper, we argue, that we have not moved far from the neo-liberal commitments of the late 20th Century that left a legacy of social disruption and oversaw the widening of the gap between the rich and the poor. We wish to bring attention to the manner in which contemporary policy makers are creating, embedding and exacerbating poverty for some of the most vulnerable people in New Zealand, lambs sacrificed for the benefit of "The Market".

Keywords: critical management, power and resistance, power relations, globalisation critique, critical political economy, labour process, organisations and popular culture

Blends of expected emotion on the subjective value and probability of new venture creation

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Multiple expected emotions were employed in this study in predicting the subjective value and probability of new venture creation. The intensity of regret moderates the relationship between motivation (hope) and value judgment. Surprise negatively related to value judgment. This study found that value judgment was more tasks -specific, trait emotions did not influence value judgment; on the opposite, probability judgment on the success of new venture creation was influenced by both of trait sadness and discrete expected emotions like hope, regret and surprise as well. This study further examined that the effect of happiness on the possible success of creating new venture was replaced by the motivation of creating new venture.

Keywords: decision making, emotions, new ventures, entrepreneurial cognition

Investigations of the influence of culture on the job interview: need for a grounded theory

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This paper reviews the literature on the cross-cultural job interview and highlights the need for theory development. It explores the influence of culture and its impact on the processes and outcomes of the job interview. The paper adopts interpretive theory to understand how participants of the job interview ie the interviewer and candidate, may develop meaningful cultural experiences. It uses symbolic interactionism to examine how the different cultures of the participants may produce their differing experiences which impact on the processes and outcomes of the job interview. The paper concludes with a justification for the development of a grounded theory of culture in the job interview by examining multiple cases of the cross-cultural job interview.

Keywords: cross cultural human resource management, recruitment, selection processes, voice

Education, training and development practices in selected South African organisations

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This paper focuses on various education, training and development (ETD) practices such as the ETD challenge in South Africa, investment in training and development, beneficiaries of training, instructional approaches, methods and media and outsourcing of ETD delivery in South African organisations. The results are based on a web-based survey conducted amongst human resource managers in various organisations. A total of 47 organisations participated in the study. The results indicated that ETD practices in South Africa are in line with results reported in other studies of this nature.

Keywords: human resource development, learning and development, skills development / training, individual development

Organisational innovation mortality: from the population ecology and institutional perspectives

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The objectives of this conceptual paper are to explain the mortality of organisational innovation and to identify factors related to the research question of "Why some organisational innovations fail to survive in organisations?". By integrating population ecology and institutional theories, a framework on innovation mortality suggested in the paper considers the interaction of innovation, organisation, and environment, together with three aspects of innovation: culture, technique, and economics. To bring innovation and organisational factors into the framework will help to reduce the determinism of population ecology and emphasize more on organisation adaptation. The implication of this research will provide a basis for the prevention of the mortality of highly advantageous innovations and increase the success rate of organisation innovation implementation.

Keywords: business innovation, institutional context/environment/trajectories, knowledge management, organisational cultures, inter-organisational relationships

'Pushing the boundaries': the limits and limitations of new public management

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This paper considers the limitations and boundaries of new public management (NPM) through a case study on activity within Transpower, a New Zealand state-owned enterprise (SOE). The case highlights complexities of NPM in practice, and reveals inconsistencies between structured theoretical principles and less structured reality on the fringes of NPM. An assessment of NPM reveals blurred lines and boundaries within NPM frameworks, with implications for public sector organisations such as SOEs, government, and other external stakeholders. Despite regulations and guidelines, the reality of NPM is such that SOE managers may push the boundaries beyond where the shareholders and public are comfortable. Thus, a key challenge of NPM involves finding a balance between commercial freedom and external stakeholder acceptability.

Keywords: new public management, public sector reform, case study, critiques of managerialism

Too much of a good thing? Blackberry use changing the terms of engagement

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Claims are increasingly made that "engaged" employees are more productive, profitable, more customer-focused, and more likely to withstand temptations to leave (e.g., Gallup, 2008). Fueling the demand for workers to contribute their discretionary effort is the capacity of communication technologies that can generate and transport data and information anywhere, anytime. We address two key questions. First, can we have too much as well as too little behavioral engagement? We propose a non-linear model of engagement capturing both under- and over-engagement. Second, we ask whether BlackBerry and similar handheld communication devices can amplify the range of engaged behaviors. Preliminary findings from interviews with BlackBerry users raise important questions around the long-term sustainability of over-engagement, particularly in the context of ubiquitous computing.

Keywords: job and work design, work performance, work/life balance, emerging technologies, strategic human resource management

Challenges of the corporate social responsibility practices in developing countries

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Corporate social responsibility (CSR) debate has emerged as an "inescapable priority" for corporations in today's globalised world but CSR in developing countries has been neglected in the literature. This paper examines the existing global models of CSR practices and identifies difficulties in applying these models in the developing country context. It argues that global models cannot be replicated by developing countries without prior examination due to the macro environmental conditions and country-specific contextual determinants. Five domains are recognised in the existing CSR models, namely economical, legal, ethical, philanthropic, and environmental. However most corporations in developing countries view philanthropy as their major social responsibility and largely ignore other domains. This paper suggests an operational framework of CSR practices in developing countries.

Keywords: sustainability, fair trade, corporate social responsibility, ethics

Performance appraisals in MNCs: do they influence the psychological contract? A study of Australian subsidiaries

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Complications in executing performance appraisals have been commonly reported. In spite of this, little is known about the conduct of performance appraisals for host country managers. These managers are usually isolated from their manager and it could therefore be expected that they would experience difficulties in the conduct of their performance appraisal. This paper examines the extent, nature and limitations of performance appraisals and the subsequent impact that these issues may have on the psychological contract for host country managers in a sector of the healthcare industry in Australia. The author argues that integrating the frames of performance appraisal and the psychological contract provides a more comprehensive understanding of the employee-employer relationship in an international setting.

Keywords: international HRM, international OB, cultural distance, human resource development

Factors influencing provision of training in two business process outsourcing SMEs

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Using a case study methodology, this paper examines the factors that influence a firm's decision to invest in training in India's IT-enabled services/business process outsourcing sector. It considers the much-neglected influence of customers'/clients' needs on training. The study's distinctive contribution is the linking of a firm's market and learning orientation with quality management systems and its impact on training provision. Employee turnover, client specifications, quality management systems, temporal dimension and product-market strategy were found as important factors in shaping the nature and extent of training in the two firms included in this paper. The study also found that training, instead of it being a part of the HRM function; it was inextricably intertwined with its operations management infrastructure.

Keywords: human capital, learning organisations, learning via case studies, organisational learning, personnel or HR training and development, skills development / training

The potential contribution of small firms to innovation in the built environment

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The methods by which small firms overcome the disadvantages of their size to implement innovation on construction projects are examined here through five case studies. It is found that such methods include working with advanced clients, prioritising relationship-building strategies and using patents to protect intellectual property. Key obstacles to innovation implementation by small firms on construction projects are found to be bias in the allocation of government business assistance and regulatory inefficiencies under federal systems of government. The study's findings derive from a theoretical framework which emphasises firm capabilities and environment, and innovation typologies. Further research is recommended into the impact of government assistance and regulation on small innovative construction firms.

Keywords: innovation, technology, service industries, technology innovation

Pleasure and displeasure - the conspiracy in self-regulation of employee action

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The proposed motivational gratification theory explains how employee's self-regulate "production" and "reduction" of effort for achieving assigned organisational goals using the coactive activation of pleasure and displeasure, a theory of emotion. In management literature the coactive activation is rarely used to explain self-regulation of employee action compared to the commonly explained bipolar or antagonistic effects of pleasure and displeasure on approach and withdrawal behaviour. The discussion focuses on theoretical evidence of motivational gratification to unravel the conspiracy of pleasure and displeasure in self-regulation of effort. The practical and empirical implications suggest motivational gratification is a new ground to explore the understanding of employee disengagement, and behavioural outcomes of work motivation such as persistence and intensity.

Keywords: motivation, emotions, work performance, managerial thinking and cognition

Networking, entrepreneurship and productivity in universities

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The importance of networking in fostering entrepreneurial activities has been widely researched over the last decade. There is however limited evidence of the association between these two constructs in a knowledge based environment. A web-based survey is implemented, facilitated by empirical analysis using correlation and multiple regression to probe the relationship between these constructs. Whilst it can be concluded that the constructs are all multidimensional, varying relationships were identified when statistically examining the interrelations. Overall, there is a significant relationship between networking and productivity. Entrepreneurship also portrays such significance, albeit varying between dimensions of autonomy, innovativeness, risk taking, proactiveness and competitive aggressiveness.

Keywords: entrepreneurship, human capital, knowledge management or transfer, characteristics of entrepreneurs, corporate venturing, intrapreneurship

The impact of workplace practices on business profitability in New Zealand

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This study identifies the effects of a bundle of workplace practices on business profitability in New Zealand, analysing data from the Business Operations Survey 2006. Results suggest that workplace practices explain 4.8%-24.4% of variance in business profitability. Employer-employee collaborative workplace practices increase business profitability. Flexible job arrangements based on employer-employee collaboration have positive effect on business profitability but the effect is negative when decisions regarding work arrangements are made unilaterally. Workplace training has positive effect on business profitability in some industries, but this decreases when more than 50% of employees participate. Non-performance based pay is the preferable pay arrangement to increase business profitability. Union and collective bargaining coverage do not affect business profitability. Implications for policy makers are discussed.

Keywords: human resource management and organisational performance, employee relations, performance management, human resource development, employee involvement, voice

An exploratory investigation into dance party consumer meanings

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This study focuses on exploring the meanings lying behind hedonic consumption at dance parties. The research problem explored in this study is: what are the hedonic meanings that dance party consumers derive from such consumption? An exploratory constructivist methodology was used with data collected via qualitative focus groups and in-depth interviews with dance party consumers. The research identified four key Australian dance party consumer meanings from a list of eight identified in the literature. The main contribution of this theory building research is the future development of a theoretical and practical model of consumer meaning helping to explain dance party consumption

Keywords: consumer behaviour, consumer socialisation, customer value, social marketing

Decision making in complex, uncertain domains: a role for the 'not so expert' system?

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After falling out of favour during the 1990s, advisory expert systems and their underlying artificial intelligence (AI) technologies are now being used increasingly in organisational decision making activities - particularly, data mining. In this paper, a number of popular AI technologies are evaluated with respect to their application in greyhound racing tipping. Parallels between this domain and organisational forecasting activities are drawn. Early indications are that the forecasts produced by these technologies compare favourably with those of both human experts and previous, relevant decision support systems (DSS). Particular emphasis is placed on reducing complexity where possible - hence, the "not so expert" system.

Keywords: technology, technology innovation, emerging technologies, innovation

Organising to influence the global politics of climate change

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Many organisations have sought to influence the outcome of the international public policy process on climate change. This research compares two contrasting non-governmental network organisations that were particularly important and influential participants in the process of developing international public policy on climate change. These are Climate Action Network and Global Climate Coalition, both formed in 1989; the former by a range of international environmental organisations and the latter by US business organisations. This research examines the emergence of both these organisations and the major role played by each of these organisations in forming broad competing international climate change policy coalitions including state and non-state actors. It concludes that they were both very strategic actors in an extremely complex policy process.

Keywords: governance, NGOs, sustainability, international ethics, cross-cultural environmentalism, "green" policy

From opportunity to illegal actions: the process behind white-collar crime

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In this paper we are examining criminal behaviour committed against a corporation by a senior official. We examine, through an 11-step process, how an organisation can evolve from a legally operating organisation to one where unethical behaviour creates a toxic organisational culture. This paper examines the psychopathology of the leader, the impact of the leader's behaviour on the workforce and the culture propagated during his or her reign. It also examines the role and dynamic of other employees in the crime.

Keywords: leadership and personality, followership, accountability, corporate governance, motivation, conflict management

Power and change: the role of agency and structure in workplace bullying

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Organisational awareness regarding workplace bullying is in a state of change and innovation. While some employees are gaining awareness organisations are not changing rapidly enough to meet the changing needs and expectations of these employees. This paper presents a framework of power depicting the relationship between structure and agency within a continuum of the three dimensions of power. It considers the move from institutionalisation of norms on behaviour (the current condition) to innovation in interpersonal behaviour (the desired condition) in addressing workplace bullying. This paper is an initial attempt to place workplace bullying within the dynamic between structure and agency and consider how these two pressures impact change and innovation in organisational perspectives on workplace bullying.

Keywords: voice, conflict management, group dynamics, change

Positives from negatives: building a positive workplace environment framework to counteract bullying

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Organisational interventions aimed at the reduction of workplace bullying generally emphasise the identification of negative employee behaviours and the punitive consequences associated with the manifestation of these behaviours at work. While such interventions have raised awareness of the importance of this issue, they also promote a "compliance" approach aimed at dealing with offences rather than a strategic initiative aimed at broader workplace wellness. This paper details the background to a project within Australia's Victorian public sector used to develop a proactive framework for workplace bullying interventions grounded in the theoretical principles and practices of the emergent field of Positive Psychology.

Keywords: attitudes, conflict management, emotions, interpersonal behaviour, organisational culture, stress and stress management

Leadership and its relationship to organisational climate, psychological capital, employee wellbeing and organisational commitment

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In this study, we examine the relationships among leadership and organisational climate, employee wellbeing, psychological capital and organisational commitment in a large nonprofit organisation in Australia. Our findings show clear relationships between leadership and climate, employee psychological capital, and employee positive wellbeing. Employees who rated their immediate supervisor/manager as high on transformational leadership tended to also report high levels of organisational climate, wellbeing, and psychological capital. Interestingly, the study uncovered a negative relationship between the length of a respondent's employment and leadership ratings of their leader. Implications of the findings are discussed and recommendations for further research provided. **Keywords:** Leadership, Nonprofit organisation, Organisational climate, Psychological capital, Wellbeing.

Keywords: not-for-profits, transformational leadership, regression, survey

Management students' engagement with industry: an embedded approach to scaffolding employability skills

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Many universities have underpinned their curricula with statements of graduate skills and the aim that their graduates will possess attributes which will make them professionally ready for the workforce. At Victoria University (VU) the "Making VU" project has committed to all courses having 25% of assessment linked to workplace activities to increase students' employment prospects. Linking graduate employability skills with discipline specific assessment is one route to achieving such an outcome. This paper will explore how assessment tasks in two units of study are used in developing employability skills through students moving from being self-directed learners to self-directed reflective learners.

Keywords: career development, experiential / student-centred learning, business education, active learning

Leadership in innovation: lessons from Malaysia's multimedia super corridor (MSC)

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This paper reports the preliminary findings of a study examining the impact of leadership on innovation among Small and Medium Enterprises (SMEs) within Malaysia's Multimedia Super Corridor (MSC). Leadership style has a profound impact on how an organisation adapts to the changes in its environment. The ability of the leader to select the best strategy suited to his or her style will enhance the innovativeness of the organisation. This paper discusses the findings from a pilot study that provides insights and lessons for both enhancing our understanding of the managerial task environment of innovation intensive SME, as well as possible implications effecting the future development of the MSC and similar initiatives like it.

Keywords: characteristics of entrepreneurs, entrepreneurial strategy, innovation, entrepreneurship

The impact of brand personality on brand-aroused feelings

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Brand managers are increasingly using brand personality to differentiate and uniquely position their brand without really knowing its effects. This study begins to address this gap by examining the effects of brand personality on brand-aroused feelings across the product categories of sport shoes, mobile phones and surf wear. Using SEM to analyse the data from 324 usable surveys, the findings indicate that consumers perceive brand personality and brand-aroused feelings as two separate constructs and that brand personality has a substantial effect on brand-aroused feelings. On the basis of the findings, this study recommends that brand managers consider positioning their brand as original, imaginative, considerate and kind if they want to arouse positive brand feelings.

Keywords: brand management, consumer behaviour, integrated marketing communication, positioning strategy

Does brand influence wine purchase?

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Given the proliferation of brands in the wine market, positioning a wine on the basis of its brand is becoming a priority for winemakers. However, developing a brand without understanding its impact on purchase is risky business. This study investigates the influence of the brand on wine purchase. The results indicate that the connoisseur is more likely to rely on the brand in wine purchase. Whereas the aspirational consumer is less likely to be influenced by the brand; and more likely to make wine purchase decisions on the basis of the label design and perceived personality.

Keywords: brand management, consumer behaviour, positioning strategy, marketing research, integrated marketing communication

Enterprise development narratives: What they can tell us about start-up behaviour, risk, and identity

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While narrative approaches have been used extensively in various disciplines including organisational studies, interest in narrative in entrepreneurship and small business research has been limited. This paper presents an enterprise development typology that emerged from an exploratory study of new start ICT entrepreneur's approaches to risk in New Zealand. It shows how the narrative style of each entrepreneur revealed valuable insights into the relationship between start-up behaviour, risk, and identity. This study is an invitation to reflect on how we explain start-up behaviour and to prompt further investigation. It provides empirical evidence of how a narrative approach can capture the lived in experience of enterprise development in ways that can pinpoint where assistance can be given and opportunities sought.

Keywords: methods in entrepreneurship research, new venture strategies, entrepreneurial learning, entrepreneurial strategy

The HRM-performance link: a longitudinal, business-unit investigation

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Using longitudinal data from over 10,000 employees and 123 business units, this paper investigates the relative correlation of 16 human resource (HR) practices with employee engagement and organisational performance. The research addresses limitations levelled at previous research (such as being cross-sectional, using single raters, and analysing at the organisational level) by analysing longitudinal data from multiple raters and analysing at the business-unit level. All HR practices showed positive correlations with engagement and performance, with the strongest correlations for ethics, leadership, involvement, safety and cross-unit cooperation, and weakest correlations for work-life balance, in-group teamwork and supervision. These results may help researchers and practitioners channel limited resources into improving practices that have the strongest impact on organisational outcomes.

Keywords: human resource management and organisational performance, strategic human resource management, voice, comparative human resource management

Explaining diversity's impact on team performance: the ABC of diverse teams

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This paper investigates the impact of diversity on knowledge creation and proposes three mediated pathways, affective, behavioural and cognitive. We argue that diverse composition impacts the performance of teams through the emergence of negative affect, through associated differences in knowledge and perspectives, and through the utilisation of deliberative, collaborative behaviours. We operationalise our model by theoretically investigating the role of exemplary affective, behavioural and cognitive variables, and develop testable propositions related to their impact on team knowledge creation efforts. We conclude with a discussion of implications of our model for theory and practice, and also suggest potential avenues for future research endeavour.

Keywords: managing diversity, group dynamics, group processes, team processes

Making sense of new career and work environments: the experiences of South Asian migrant managers in Australia

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The purpose of this paper is to examine the sense-making experiences of migrant managers from Bangladesh, India, Pakistan and Sri Lanka as they adapt to their new work and career environment in Australia. Data was collected by conducting thirteen in-depth interviews with people who had at least one year supervisory experience in their home country and in Australia. The data was analysed using the constant comparative method to examine how these people made sense of their new work environment. The results suggest that South Asian migrant managers face significant challenges that result in varying degrees of career progress. Problems experienced in the sense-making process can lead to difficulties in acculturation resulting in people becoming chronically disembedded from the employment market.

Keywords: socialisation, cross cultural human resource management, workforce diversity, managing diversity

Health and safety system change through user-based design

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The paper describes an action research process involving the use of Integrated Administrative Design, a user-based design methodology which enables stakeholder group participation in the design of administrative processes. An application of the process is shown in the redesign of an employment health and safety system in a large government agency. The process describes how a small design team worked with a community of practice of health and safety practitioners and several representative stakeholder user groups to redesign the system. It concludes with an evaluation of progress from the viewpoint of user groups, and an assessment of the methodology, recommending its potential application for use in other organisations.

Keywords: change practice, change stories, implementing change, action research, employee involvement

Holding out for a hero female management role models in hotels

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This paper investigates what barriers are present for female managers in the organisational structure of Australian and New Zealand hotels that may delay their progress to senior management positions. Research was carried out in an international group represented by more than 30 hotels in two countries. The methodology included a survey of the hotel group's female supervisors and managers with 18 follow up interviews. One major issue that arose from the research was the absence of role models for women. Women managers found that the many women who have "made it to the top" were "childless superwomen" (Liff and Ward, 2001) and as such, unrealistic role models. These findings provide implications for hospitality management practice.

Keywords: critical perspectives on diversity, gender barriers, occupational segregation, glass ceiling, women and work

A case study of career development in the dance industry: Australia's scope initiative

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Dance is central to the creative industries, with both intrinsic and instrumental value. Given dance artists have short careers as performers, it is crucial to manage the knowledge gained through their training and careers in order to sustain and reap the benefits of their intellectual capital. Unlike much of the work in the field that concentrates on career development and organisation knowledge management, this paper takes an industry sector perspective. It outlines one Australian initiative to harness such knowledge, the SCOPE project (Securing Career Opportunities and Professional Employment), running for three years with the Australian Institute of Sport (AIS). Different to overseas programs, SCOPE moves beyond the notion of transition programs to emphasizing career development and sector knowledge management.

Keywords: human resource development, human resource management and organisational performance, learning and development, national human resource management polices, strategic human resource management, voice

Trust and distrust in university-industry research collaborations

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While the benefits of collaboration between universities and industry partners are widely acknowledged, how does one manage for future collaborative success? The issue is of importance, because successful collaboration is crucial for harnessing key, cross-disciplinary know-how into commercially and economically valuable science-driven industry projects. In the present study, failure to sustain collaboration was explored in interviews with a small number of U-I personnel, with data coded and arranged thematically. Results indicate that potential contributing factors towards collaboration failures include inability to demonstrate or establish one or more of competence, integrity and cross-cultural communication, all precursors to trust. We suggest a study of failures may contribute to better management of future successful collaborations.

Keywords: inter-organisational relationships, cross-cultural management, organisational cultures, strategic alliances, strategy and culture, strategy and structure

Human resource strategies, mature workers and competitive advantage: a resource-based view

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The recent growth of the Australian economy has created labour and skills shortages. But labour shortages in many areas, particularly service industries, could be filled by mature workers. Many of these workers will delay retirement or return to the workforce after retirement. Mature workers' experience should be more highly valued for its superior knowledge to younger workers including corporate knowledge, mature judgment, lower absenteeism, greater work ethic, reliability and loyalty. Against a background of the resource-based view (RBV) at firm level, this paper seeks to demonstrate the increased benefits of utilising mature workers. We argue that when combined with superior HRM practices, it is possible for an organisation to improve its competitive advantage and increase productivity.

Keywords: skills shortages, human resource management and organisational performance, knowledge management, older workers

Strategic planning and performance- a study of small enterprises in Bangladesh

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Most research on strategic planning and its effect on performance has been restricted to developed countries. Little attention has been given to explore if the findings apply equally in developing countries, where economic and socio-cultural conditions differ considerably. This study attempts to remedy this by exploring how far debates on relationships between strategic planning and performance are relevant to developing countries represented by Bangladesh. The study uses multi-method approach and is based on the data collected from 141 small engineering firms. The data indicate that even though formal strategic planning is unlikely to exist, successful small firms are well aware of opportunities and threats in their environment, their own strengths and weaknesses as well as the implications of their strategies.

Keywords: strategic decision-making, strategy, strategy in SMES, small and medium sized enterprises

Leadership viewed through double lenses: an examination of transformational leader behaviours and social processes of leadership and their impact on key organisational variables within Australian local councils.

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The study examined the combined effects of transformational leadership behaviours and social processes of leadership as predictors of key individual and organisational outcomes in Australian local councils. Data from 177 local council employees indicated significant positive effects of transformational leadership on performance outcomes, collective efficacy/outcomes expectancies and organisational commitment. Social processes of leadership predicted performance outcomes, collective efficacy/outcomes expectancies and organisational citizenship behaviours. Theoretical and managerial implications following on from this study are discussed.

Keywords: transformational leadership, charismatic leadership, leadership and discourse, critical perspectives on leadership, public sector and community leadership, strategic leadership

The roles of Islamic investment funds as institutional investors: the perceptions of fund management companies' representatives in Malaysia

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The Islamic investment funds established in the 1990s represent a class of institutional investor, along with other intermediaries such as Islamic banks. In addition to consider Islamic investment funds as a financial vehicle, this study views them as institutions responsible both for fulfilling the investment objectives of their shareholders and preserving the rights of other stakeholders. To explore these ideas, this paper surveys the perceptions of registered representatives of Malaysian fund management companies on the roles that should be played by Islamic investment funds.

Keywords: business ethics, ethics, ethical decision-making, spirituality

The impact of strategic orientation dimensions on business performance: a case study based on an international organisation

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This paper examines the different combinations of the dimensions of strategic orientation at the business unit manager's level of analysis. It is argued that some of these dimensions are dominant and that certain patterns of these dimensions associate closely with strong business performance. Furthermore, these combinations or patterns vary significantly across business units of the same organisation located in different regions of the world. The findings of this study of managers from a large multi-national corporation that has more than four thousand employees spread over forty subsidiaries around the world appear to support the study's hypotheses. These results are expected to provide management with valuable practical insights into the relationship between different patterns of strategic orientation and business performance.

Keywords: business level strategy, strategy, changing organisations, organisational change, organisational performance, multinational corporations

An analysis of the usefulness of components of corporate ethics programmes to integrate ethics into organisations' culture in Auckland

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This paper examines how useful components of corporate ethics programmes (code of ethics, ethics training, rewarding, disciplining employees and example of senior executives) are in integrating ethics into organisations' culture. An e-survey executed late in 2007 amongst 483 eligible member organisations of the Rosebank and Avondale Business Associations in Auckland, New Zealand resulted in a 12.63% response. The findings of the empirical investigation revealed that a code of ethics, ethical training, rewarding and disciplining employees are useful in integrating ethics into an organisation's culture. A major recommendation is that senior executives should continue setting the example regarding ethical behaviour. Significant findings also relate to some large, medium and small organisations and the service sector in particular.

Keywords: business ethics, codes of conduct, ethics, ethical decision-making, human resource development, performance management

Examining the role of employer image mismatch on retention: evidence from a Malaysian organisation

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Employer image is important in attracting and retaining a talented workforce. However, when employees perceive that the image prior to entry into the organisation differs from the image they perceive after entry, it results in an image mismatch. This study aims to contribute to the literature by investigating the effect of image mismatch on employees' job satisfaction and turnover intentions. Eighty two managerial employees from a Malaysian manufacturing company took part in this study. Consistent with study hypotheses, employees' perceived image mismatch was negatively related to job satisfaction and positively related to turnover intentions. Furthermore, attractiveness as an employer fully mediated these relationships. Hence, it is important for an organisation to convey an accurate image to applicants.

Keywords: human resource development, recruitment, skills shortages, human resource management and organisational performance

A cross-level examination of the relationship between workplace values, conflict and trust

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Scholars have given enormous attention to the top-down process of how organisational values influence individual values yet literature suggests that individual values do shape team values. Furthermore, few studies have examined the process by which specific individual values impact team values and how these team values influence team processes such as conflict and trust behaviours at the workplace. Similarly, conflict literature is replete with studies that focus on trust as antecedent to conflict but few have examined the reverse proposition that conflict has an impact on trust. To bridge these gaps in literature, this paper proposes a theoretical model aimed at examining a cross-level relationship between values, conflict and trust at the workplace. The implications of research are also discussed.

Keywords: conflict management, group processes, values, team processes

Boards of directors: a multidisciplinary recasting of the agency relationship and its implications

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Agency theory is a cornerstone of governance research. In this paper we highlight that current application of agency theory to corporate governance does not accurately reflect extant legislative environments. We recast the agency relationship to define the board of directors as principals and management as agents to bring a fresh direction to both theory and practice. We develop propositions that highlight the current misspecification of the agency relationship increases the likelihood of unethical acts by corporations, incorrectly narrows the role of the board to monitoring and suggests an inappropriate emphasis on boards dominated by independent directors.

Keywords: agency, board composition, board of directors, board-management relationship, corporate governance, shareholders

The relationship between university governing body size and performance - an exploratory study

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There are continuing calls for Australian university governing bodies to reduce their size to improve efficiency and accountability. However, there is no empirical evidence on the relationship between size and university performance and only inconsistent findings from the corporate sector. I explore the relationship(s) between university council size, age, and university size and various aspects of university performance. An analysis of Australia's universities using qualitative comparative analysis (QCA) indicates that universities with large councils perform better in terms of research and no worse in terms of teaching or equity outcomes. To identify an optimal council size, universities and public policy makers should seek to better understand their goals and the role of the council in achieving those goals.

Keywords: board composition, board effectiveness, board roles, corporate governance, governance in not-for-profit organisations, public sector and community leadership

Contextualizing workplace stress: the experience of bank employees in Nigeria

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This article draws attention to the contextual dimensions to workplace stress and advocates the need for more sociological research. In a study of ten banking organisations in Nigeria, quantitative data are captured using a survey instrument and qualitative data are collected through a series of semi-structured interviews. This dual methods approach is used to investigate workplace stress and a key finding is that employee experience of stress reflects both individual characteristics as well as more collective qualities that are shaped by contextual factors. We conclude that too much emphasis is placed on individual-based programmes for managing stress and that more attention needs to be given to broader contextual issues in managing the conditions in which workplace stress is experienced.

Keywords: critical management, organisational culture, stress and stress management, personnel psychology

Employee collective ownership and organisational identification: the role of employee participation and socialization

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The relationship between firm ownership and organisational identification is studied. Focusing the role of employee participation and socialization, employees in an employee-owned shipyard are compared with employees in a conventionally owned firm. The design is unique in that four years prior to the study, the two shipyards constituted one company which was then split into two almost equally large firms. Hence, factors such as type of industry, age of the organisation, historical background, and size are accounted for. The study reveals that employee collective ownership and socialization, in terms of seniority, constitutes competing explanations for organisational identification. Employee collective ownership reduces the relative impact of seniority regardless of the perceived level of participation in company decisions that follows collective ownership.

Keywords: attitudes, decision making, motivation, values

Understanding the practice of managing diversity

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While the rhetoric of managing diversity is clearly visible in the business arena, we know less about what managing diversity involves in practice. Existing literature concentrates on "best practice" or on examining the effects of diversity overlooking the implications of this for practice. We respond to these oversights by reporting on the findings of an empirical study investigating how managing diversity is practised. The research offers a first step in developing a theoretically and empirically grounded conceptualisation of managing diversity that clarifies and explains how people manage diversity. In going beyond the rhetoric, the findings also enable practitioners to better understand how to practise managing diversity, as well as better inform the development of educational initiatives on managing diversity.

Keywords: managing diversity, diversity management, workforce diversity, valuing diversity

Facilitators and the processes that they use to support problem-solving in teams: developing the research model

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Among the many strategies used to improve team performance is facilitation. Facilitators are employed to ensure that the correct techniques are applied to the problem-solving process. To date there has been no definitive study which investigates the processes which facilitators use to support problem solving in teams, and the literature that is available is disparate and spread throughout a number of different disciplines. The majority of empirical studies involving facilitators have concentrated on team responses or perceptions to facilitator interventions during the workshop stage, rather than examining the management of team processes from the perspective of the facilitator. Consequently, this paper sets out to address a recognised gap in the literature by consolidating these processes into a single framework.

Keywords: creativity, group dynamics, group processes, team processes

Can LMX be dysfunctional? Possible causes and outcomes

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The general view in leader-member exchange (LMX) theory is that it is desirable for leaders to develop high quality exchange with their members. Most LMX theorist assume that the development of LMX and the creation of an in-group within a work group are unproblematic. This paper argues that LMX development can have dysfunctional consequences. We discuss the possible situations where the high quality LMX enjoyed by the in-group can affect the overall group cohesiveness and performance. It is argued that the inaccurate assessment of a member by a leader and the flawed categorization of members into the in-group will create a sense of inequity and is likely to lead to dysfunctional LMX (DLMX).

Keywords: leadership and discourse, trust, group processes, work performance

Email correspondence: a qualitative data collection tool for organisational researchers

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This paper proposes a novel method for qualitative data collection in organisational research, that of email correspondence. This approach involves written communication between the researcher and each respondent, as a conversational dialogue is constructed. An overview of this method of engaging with respondents is provided. The author then discusses how email correspondence was used in two studies of middle managers, outlining both the benefits and challenges experienced. Lessons learned for future use of the method are also considered. Email correspondence proved a valuable tool in revealing respondents' workplace experiences, and this method provides opportunity for organisational researchers seeking to explore employees' personal reflections.

Keywords: narrative analysis, case study, design pragmatism, sample

Advertising regulation and market drivers

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In this paper the regulation of advertising is examined by considering market driven firms (those seeking to keep within the boundaries set by social and industry norms) and market drivers (those seeking to stretch boundaries so as to gain a competitive advantage). Thought is given to the costs of regulation and tolerance to the social purse, and the benefits gained by compliance and violation. Implications for advertisers, industry, and Government are offered.

Keywords: advertising effectiveness, market orientation, integrated marketing communication, marketing concept

Scaling IR and HR: a case study

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Scale, the level at which work and employment operates, has traditionally been viewed as a hierarchical and pre-existing concept. Recent theorising suggests that scale is more accurately characterised as non-hierarchical and place-specific, supported by Ellem's (2002, 2005) research focusing on Industrial Relations (IR). Drawing on a case study conducted in a call centre located in regional Victoria, this paper has two aims: first to explore whether these characteristics of scale in IR can be found in a different setting to Ellem's findings, and second to investigate whether this view of scale can assist in understanding HRM practices. Support for both aims was found, adding weight to this relatively new view of scale in work and employment.

Keywords: employee relations, selection processes, remuneration systems, unions

Work environment and retention: an exploratory case study

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In the current labour market employers are looking for whatever they can find in their efforts to boost retention of their existing workforce and to attract new recruits to fill positions vacated by those leaving for other companies. This paper explores retention and "engagement" with the organisation, and then outlines some of the preliminary findings of a case study conducted in a large warehouse in Western Australia at the peak of the resources boom.

Keywords: organisational culture, job and work design, motivation, career development and management, recruitment, skills shortages

Managing older workers: what can we learn from managers of older volunteers?

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Managers of volunteers have been managing older volunteers for some considerable time. Managers of paid workers are only just beginning to feel the effects of the ageing workforce. This paper reports on some aspects of an exploration of the experiences of managers and volunteers when a manager of volunteers perceives that a volunteer's performance is declining and that this may be associated with ageing.

Keywords: performance management, volunteers, not-for-profits, managerial thinking and cognition

Effective green supply chain management: a literature overview

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The paper comprises a literature overview of effective green supply chain management requirements (GreenSCM), focussing on recent academic literature. Themes were drawn from literature comparisons. It was evident that successful GreenSCM brings improved company performance and ultimately profit, through cost savings, enhanced sales, market share, and new market opportunities throughout the supply chain. Effective GreenSCM is by no means simple and requires a collaborative framework. Challenges include minimizing the number of suppliers for GreenSCM consistency and avoiding pollution, waste, and environmental and associated business loss risk that tends to increase with the number of suppliers involved.

Keywords: integration, technology, innovation, process innovation, quality management

Work family interface- an institutional anomie perspective

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With organisations, as social institutions, becoming increasingly diverse and multi-cultural, understanding organisational behaviour from a cultural perspective is becoming increasingly important. Using institutional anomie theory, this paper explores the influence of culture on Work Family Interface.

Keywords: culture change, cross-cultural management, national culture, convergence/divergence of cultures

Limiting the laughter: organisational culture and humour boundaries

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This paper discusses the idea that within an organisation's culture humour enactment is influenced through the creation of boundaries that enable or constrain humour activities. In companies with high levels of formality, boundaries for humour activities are narrower and therefore humour activities are more constrained and careful. Conversely, in companies with lower levels of formality boundaries for humour enactment are wider resulting in a broader range of humour activities and greater acceptance of different humour forms. Different organisational members assume contrasting roles that either maintain and reinforce acceptable humour boundaries or challenge and push the boundaries for acceptable humour enactment. These roles involve "gatekeepers" who attempt to maintain current humour boundaries versus the "jokers" who constantly challenge humour boundaries.

Keywords: complexity, interpersonal behaviour, organisational culture, perception, values

Modeling remanufacturing systems with uncertainty of returns using system dynamics

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Over the last decade increasing attention has been given to the role of reverse logistics in resource reduction through which companies can obtain environmental as well as economic benefits. Integration of reverse logistics into supply chain management and, in particular, the manufacturing environment can play a critical role for company functional strategies. Such things as reuse, remanufacturing and recycling make for an integrated system of forward and reverse logistic activities which require strategic planning for distribution and collection, inventory control and production. Uncertainty in quantity, quality and timing of returned used products is one of the main problems in planning such activities. This paper uses System Dynamics to develop a remanufacturing system model.

Keywords: reverse logistics, supply chain management, integration, operations improvement

The multidimensional relationships between organisational culture and performance

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This paper examines the multidimensional relationships between different types of organisational culture on various dimensions of organisational performance. The four cultural dimensions based on the Competing Values Framework (CVF) model (group, developmental, hierarchical, and rational) were examined against four types of performance: product quality, process control, product innovation, and process innovation. Data were collected from 194 middle and senior managers of Australian firms from various sectors, including both manufacturing and services. The results showed correlations among the four cultural characteristics, supporting their coexistence at organisational level. The findings also show the unique roles of different cultural dimensions in predicting different types of performance. Finally, the results showed correlations among several performance measures, supporting the accumulative view of competitive performance.

Keywords: organisational culture, organisational performance, innovation, quality management

Leadership effects on team performance: an agent-based modelling approach

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The purpose of this exploratory study is to develop a testable model of team leadership and its effect on team performance using the agent-based computational technique. This emerging technique is effective in simulating complex interplays of several variables that often are not entirely captured in studies using more conventional methods. The model developed in this study involved a simulation of two leadership approaches (servant leadership and Machiavellian leadership) and their relative effects on two measures of team performance (team productivity and job satisfaction) as moderated by two variables (team type and operational context). The resultant hypotheses and simulation experiments are discussed and future research directions outlined at the conclusion of the study.

Keywords: team processes, complexity, leadership and discourse, work performance

Innovation in a third place": the English "Rural Cyber Pub" initiative

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Third places" provide a means of individual and community meeting and interaction away from the more bounded and constraining obligations that occur in a workplace or domestic environment. However, they remain a rarely recognized or studied arena of innovation. This paper explores the proposition that third places can provide a unique space for user-led innovation through which technologies can be more readily appropriated for social purposes and community benefit. The results of a study of an initiative to create rural "cyber pubs" in England are reported. The findings suggest that the local hostelry has failed to provide a fertile ground for creative and innovative uses of computers and the Internet.

Keywords: emerging technologies, e-business, innovation, change practice

Leadership in Papua New Guinea: an exploratory study of age barriers and leadership styles

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Leadership style and age barriers in Papua New Guinea are examined. The context (Avery, 2006; Osland, 2000; Prideaux, 2006), issues, and styles of leadership in developing countries have received scant attention by researchers (Baker, 1997; Cheung & Chan, 2008; Hay & Hodgkinson, 2005; Rost, 1991; Tivinarlik & Wanat, 2006). Also, extreme linguistic and cultural diversity, coupled with diverse local cultural systems and social organisations has resulted in a complex blend of traditional and contemporary leadership styles and practices in emerging nations (Tivinarlik et al., 2006). The paper reports existing leadership styles remain firmly rooted in traditional customs, values, practices, and age barriers. However, "Western" leadership paradigms are influencing contemporary organisational leadership practices and styles. Limitations and further research are considered.

Keywords: critical perspectives on leadership, cross-cultural leadership, leadership and discourse, leadership and personality

Prejudice and aggression at work: the role of gender, self-categorisation, emotion, and climate

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While organisations continuously seek to increase their affirmative action policies, males' resistance to affirmative action is persistent. We argue that this resistance is based on males' prejudicial attitudes towards females. Additionally, prejudicial attitudes might serve as a platform for males to engage in aggressive behaviour that harms the organisation's competitiveness and sustainable advantage. In order to address these dilemmas, we propose a cross-level model of the influences of gender, individual categorisations, emotion, prejudice and climate on aggressive behaviour. We conclude with a discussion of potential limitations and implications for theory, research, and practice of our cross-level model.

Keywords: gender segmentation, emotions, interpersonal behaviour, attitudes

Board characteristics of SMEs in New Zealand

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Traditionally, recommended corporate governance practices have been developed when there is a separation of ownership and management but these practices do not always meet the needs of SMEs. However, good corporate governance for SMEs is advocated to promote their sustainability and growth. This study compares the board characteristics of a sample of small and large organisation and confirms that there are significant differences. The average size of SME boards is smaller than larger firms. It is not common for SMEs to appoint independent directors and SME directors are relatively inexperienced and obtain little formal training. Potential implications of the results are discussed.

Keywords: agency, board independence, board of directors, corporate governance

Combining capabilities: a resource based model of ICT advantage

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Information and communication technologies (ICTs) increasingly are being linked to organisational value. However, current research tends to examine these resources in an uncoupled way despite numerous calls for work which examines ICTs in a more complex way. This research addresses this gap, by investigating how ICTs are successfully combined with other resources in the context of an exemplar organisation. An integrated model of advantage is presented based on two distinct groupings of capabilities. In essence, this research demonstrates how the total ownership of ICTs, within the case studied, presents a potential advantage. The advantage is realised through the combination of capabilities and the inclusive approach to ICT development employed in the case organisation.

Keywords: technology, innovation, e-business, resource-based view of the firm (RBV), e-business, implementation

Strategic planning in SMEs, a review of the English and French literature

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This paper examines the English and French literature relating to the nature and value of strategy and planning within the small firm. It seeks to follow the literature trail that has emerged since the publication in the mid-1980s of a benchmark paper on planning and strategy in small firms by Robinson and Pearce. The literature review found that despite the passage of 24 years the no discernable pattern or generic theory relating to the value of planning or how such planning should take place within small firms has emerged. The need for future research to address these issues is discussed.

Keywords: small and medium sized enterprises, innovation, entrepreneurial strategy, characteristics of entrepreneurs, business creation, opportunity identification

In praise of interactional justice: predicting citizenship behaviors in the Portuguese cultural context

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The study shows how four dimensions of organisational justice predict four dimensions of OCB in a little-studied context - Portugal, a feminine, collectivistic, high power distance and low performance oriented culture - a profile that is antipodal to that of the American culture. A sample of 269 employees reported their justice perceptions, and their OCBs were described by supervisors. The findings suggest that: (a) employees are more sensitive to the interactional dimensions of justice than to the procedural and distributive ones; (b) among the interactional dimensions, the interpersonal one is more predictive of some OCB dimensions than the informational one.

Keywords: team processes, work performance, interpersonal behaviour, group processes

Psychological capital and performance of civil servants: exploring neutralizers in the context of an appraisal system

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The literature suggests that psychological capital (PsyCap) predicts work performance. Our case-study, being carried out in the context of a performance appraisal system (SIADAP) implemented in the Portuguese Public Administration, does not corroborate such a prediction. A sample comprising 278 individuals was collected. The main findings are: (a) no PsyCap dimension predicts supervisor-rated performance; (b) PsyCap predicts 39% of the variance of self-reported performance; (c) self- and supervisor-rated performance do not correlate. The findings call the attention to SIADAP features that may neutralize the impact of PsyCap on performance. Alternatively, we suggest that PsyCap influences performance, but the supervisor-rated performance scores do not reflect real worker performance, which means that the SIADAP may actually reward the "wrong" workers.

Keywords: national human resource management polices, performance management, personnel psychology, rewards at work

Journeys begin on the back road: journey of 'career' for Maori

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This paper seeks to explore the meaning of career and related ideas from Maori adults. Utilising information from twenty two in-depth, semi structured interviews as the data set, the meaning of career for each participant is described and analysed through a Maori worldview. Themes are revealed against the background of the interviews with tentative conclusions for career theorists, researchers and practitioners. The papers contribution lies in highlighting the 'uncomfortable' fit for Maori with the more Westernised concept of career.

Keywords: cultural frameworks, Maori management and organisations, career development, career development and management

"Kicked by the same kangaroo"? Metaphor's effects in tragic tales of acquisition

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In this paper we identify salient metaphors in tragic acquisition tales with the purpose of reflecting on their effects, on what they do. The paper is premised on interrelated theoretical strands: narrative, tragedy and metaphor; these form the foundation for content analysis of New Zealand and Australian media representations of three acquisitions. Across the three tales, "war" is the most entrenched business metaphor. When viewed with the second most dominant metaphor, biology (evolution and life cycle), we have language replete with notions of social Darwinism wherein struggle is essential to survival - blended with nationalist sentiments. In closing, the call is for us to envision a "pacific century" wherein we explore "new" language and alternative ways of framing business life.

Keywords: change narratives, change stories, changing organisations, organisations evolving

The work conditions of allied health professionals impact on satisfaction, commitment and psychological distress

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The present study investigated the extent to which the Demand-Control-Support (DCS) model, in combination with organisational justice variables, predicts the employee-level outcomes of allied health professionals. Allied health professionals from an Australian healthcare organisation were surveyed, with 113 participating (52.6%). Multiple regression analyses revealed that the DCS model predicted all the outcome variables of job satisfaction, organisational commitment and psychological distress. Conversely, significant contributions of the organisational justice variables were limited to organisational commitment and psychological distress. The results of the study provide practical implications for the job conditions of allied health professionals, in particular, the delivery of support and maintaining high levels of justice.

Keywords: job and work design, stress and stress management, attitudes, perception

Whakawhanaungatanga - culturally situating the organisational researcher

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Research in Indigenous contexts face the ideological tensions created by the disjunction of applying methodologies that align with what I conceptualise as a mainstream Western view of knowledge creation, and maintaining the integrity of taking an Indigenous worldview. Researcher imposition of what constitutes legitimate knowledge and practice is a crucial aspect of this tension. Based on my experience of Maori business research, I offer the notion of whakawhanaungatanga as a culturally appropriate approach to situating the researcher and allowing for the co-joint construction of meaning and facilitated creation of collaborative stories predicated on mutual respect and commitment to the outcomes of the research.

Keywords: critical social theory, indigenous critiques of organisational theory, indigenous organisational theories, critical management

Raranga Korero: the utility of narrative analysis for Kaupapa Maori research

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This paper is a product of my experience as an Indigenous Maori business researcher, conducting research in Indigenous Maori organisations in New Zealand. Given the context of my research a major emphasis in my search for an appropriate method was one that would provide an avenue of authentic engagement with the Maori cultural field. One that could articulate, with integrity, the historical narratives and symbolic meanings, based in social processes entwined around ritual, myth and cosmology of Maori society. Thus this paper presents narrative inquiry as a research strategy I engaged to accord full recognition of Maori cultural norms, value systems and practices in both the process and outcomes of research.

Keywords: narrative analysis, indigenous critiques of organisational theory, indigenous organisational theories, critical social theory

Life in a graduate school of business: the bill stories

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This paper presents stories to describe the personal and social lifeworlds of "Bill", a typical academic employed in an autonomous graduate school of business in 2002-2003. The stories are based on interviews with 21 academics in three autonomous graduate schools of business. This is the first stage in a two stage longitudinal research study investigating the tensions between academic values and the corporatisation of higher education. The second stage of the research is currently being undertaken and will be incorporated into the final paper, hence the paper concludes with the issues to be examined in the second stage of the project.

Keywords: business education, business schools, graduate management education /training, Master of Business Administration (MBA)

Is strategising having a positive impact on the alignment between technology innovation effectiveness and operational effectiveness?

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Organisations are increasingly investing in building an enterprise information system (EIS) to improve operational performance. However, EIS implementation tends to have an excessive focus on either the purity of the system (effectiveness) or the resulting operational performance. Both are detrimental to the long-term benefits through failure to achieve the real value of innovation. Findings from factor analysis suggested that quality of information from technology innovation effectiveness and performance objectives such as quality and speed stemming from operational effectiveness, are important and well correlated factors promoting the alignment between technology innovation effectiveness and operational effectiveness. Multiple regression analysis has been used to identify the structural relationships and provide an explanation of the role of strategies, in leading to improvement in the operations.

Keywords: strategy, continuous innovation, innovation, performance measurement, technology innovation

Consuming the library: transforming and re-negotiating organisational space

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This paper reports on a study of how organisational space is transformed and re-negotiated through the construction, consumption and transformation of space as contested phenomena. Assuming that the physical dimensions of organisations structure the physical, social and emotional experiences of the members within them, this study of seven Australian university libraries demonstrates that traditional individualistic and didactic interaction with between organisational gatekeepers and consumers and other consumers are challenged through the transformation of corporate space into multiple spaces that are more consumer-focused and controlled. Theoretical implications of this work include challenge of functional perspectives by demonstrating how users of organisational space actively redefine that space through the explicit construction of emotional geographies and territories.

Keywords: critical management, knowledge and power, place and location, critical social theory, critiques of bureaucracy

Engaging learners to understand effective performance appraisal: a (flawed and unfair) role-play approach

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Typical approaches to performance appraisal education may not engage learners with its complexities and the psychological implications of systemic flaws. Moreover, they do not utilise performance appraisal interviews, the part of performance appraisal that creates the greatest stress both for managers and subordinates. This paper describes a role-play in which learners play either a high-performing employee or a supervisor about to have a performance appraisal interview. Flaws in the performance appraisal system and process compromise players' capacity to achieve their goals and can generate feelings of injustice. When followed up with discussion and analysis, this appears to encourage integration of multiple issues and a deep understanding of the need for effective performance appraisal.

Keywords: experiential / student-centred learning, management training / education / development, performance standards / measures / assessment, performance management

Consequences of psychological contract breach with organisation versus supervisor foci

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The primary aim of the study is to examine the conceptualisation of psychological contract breach with two distinct foci - the organisation and the supervisor. A sample of 559 nurses from three public hospitals in South Australia participated in the study. The findings revealed that organisation and supervisor breach foci were negatively related to job satisfaction but positively related to turnover intentions. Further, breach foci by the supervisor were negatively related to both in-role performance and OCB to the supervisor, but more specifically, explained additional variance in all the outcome variables over and above the effects of breach by the organisation.

Keywords: human resource management and organisational performance, recruitment, human resource development, personnel psychology

Web services and business process agility - opportunities and challenges in supply chain management context

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Lack of system integration and tight coupling of IT infrastructure with processes and structures in the past have restricted productivity gains from investments in software solutions. This paper analyses the influence of emerging technologies SOA and web services on business process agility in supply chain management context. It argues that these technologies will be able to tackle the problems of lack of integration and help in building process agility and supply chain integration capability required for meeting dynamic business requirements. While these technologies help in the reduction of the software development and maintenance costs and dynamic reconfiguration of business processes, legacy systems, vendor-specific products, lack of standardization of process components, security, accountability and governance issues are some of the challenges.

Keywords: integration, supply chain management, technology innovation, organisational performance

Human resource flexibility and firm performance linkage: a study of firms in India

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HR flexibility and its effect on firm performance has not received adequate attention in strategic HRM literature. Based on a study of 98 manufacturing and 103 service firms in India, this paper addresses these issues by developing and testing a multi-level model that attempts to explore the 'black box' that links HR flexibility and firm-level outcomes. Evidences suggest that HR system has a direct impact on firm-level HR outcomes which are most proximal, and its effects on more distal operational- and financial- outcomes are mediated by HR outcomes. HR practices as a system have both direct and indirect effects on firm-level HR outcomes. Existence of significant direct effects highlights the important role that HR practices play as a structural.

Keywords: strategic human resource management, human resource management and organisational performance, employee involvement, employee relations, human resource development

Workplace mobbing: expulsion, exclusion, and transformation

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The issue of workplace bullying has received considerable attention in recent times in both the academic literature and in the print and electronic media. The stereotypical bullying scenario can be described as the "bully boss" model, where those in more senior positions tend to bully the staff they supervise. By way of contrast, this paper presents the findings of a three year exemplarian action research study into the lesser known phenomenon of workplace mobbing. Consistent with grounded theory methods, the findings are discussed in the context of emergent propositions in relation to the broader social, cultural, and organisational factors that can perpetuate workplace mobbing in the public sector.

Keywords: action research, critiques of bureaucracy, group processes, voice, organisational culture, conflict management

Living away from home and the impact on university students' eating motivation: Australia vs Germany

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This study compares the 18-24 years old University students' motivation for food choice in Australia and Germany. The study also extends further to investigate the difference in dependent and independent students' food motives and attitude towards healthy eating. In conducting this study, data collection was carried out using a self-administered questionnaire from University of the Sunshine Coast, Australia and BA University of Cooperative Education Ravensburg, Germany. The survey was participated by 310 students in Australia and 305 students in Germany. The study found that there is a significant difference in food motives of university students in Germany and Australia particularly in terms of convenience, sensory appeal, natural content, price and attitudes towards healthy eating.

Keywords: social marketing, integrated marketing communication, social innovation, consumer behaviour

Global remedies for local needs- corporate governance and public sector reforms in Fiji

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Paper examines public sector reforms in Fiji, especially the restructuring of the economy by international financial agencies. Tension between profit seeking and provision of public service is explicated. Case study method is employed. Empirical evidence is interpreted using institutional theory. Evidence from two public sector organisations in Fiji that underwent structural reforms is used to illustrate the difficulties of transformation; and how the local needs were not met for the purpose for which the organisations were established. eg In the telecommunication organisation, the early stage of corporatisation was resisted by employees owing to cultural and political issues specific to Fiji. Such cultural and political influences may not be so pertinent in Western industrialised countries, but are prevalent in developing countries.

Keywords: globalisation, national culture, organisational transformation, accountability, corporate governance, resisting change

Family business: interactions in a complex adaptive system

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In this paper we explore the emergence and re-emergence of entrepreneurial activity within family business. Drawing on complexity theory, a study of changing patterns of order and self-organisation, the entrepreneurial family business is considered a complex adaptive system where new and unexpected structures emerge between and at the edge of order and chaos. Adopting a complexity perspective on family business allows potential tensions to be explored, for example, order and disorder, change and stability, integration and differentiation, creativity and continuity. In this paper we explore some of the complex interactions that occur within family businesses as the dynamics of family and business intersect. We offer a model to help explain family business interactions from the perspective of complex adaptive systems.

Keywords: entrepreneurship theory, family business, innovation, complexity

Sample size determination for interval estimation of interaction effects in moderated multiple regression

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Moderated multiple regression (MMR) has been widely employed to analyze the interaction or moderating effects in management and related disciplines of social science. Interval estimation is a distinct and more informative alternative to significance testing for inference purpose. In order to facilitate the practice of reporting confidence intervals in MMR analysis, this article presents an approach to sample size determinations for precise interval estimation of interaction effects between continuous moderator and predictor variables. The suggested procedure calculates the necessary sample size such that the designated interval for the least squares estimator of moderating effects attains the specified coverage probability. Numerical examples and simulation results are presented to illustrate the usefulness and advantage of the proposed method.

Keywords: linear, regression, sample, design pragmatism

The efficacy of contract employment (under Australian workplace agreements) as a tool for public sector performance management in Australia

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This paper reports on the perceptions of Senior Executive Service officers of the Australian Public Service on the extent to which their move to contract employment under Australian Workplace Agreements impacted on their performance and performance management. SES respondents reported no perceived improvement in performance management and provided some evidence of negative impacts following the introduction of individual contracts under Australian Workplace Agreements. Most had little credibility in the performance appraisal process as assessments were moderated to reduce significant differentials. The majority perceived limited sanctions for poor performance and little reward for superior performance. The move to contract employment under AWAs was not an effective a tool for advancing public sector performance management in Australia.

Keywords: performance management, human resource management and organisational performance, perception, work performance

Strategic management capabilities that drive West Australian law firm success

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The aims of the study reported in this paper were to identify the strategic management capabilities that are linked to law firm success in WA, to find out what law firms consider to be indicators of success and whether these are related to the strategic capabilities. Content analysis, depth-interviews and questionnaire surveys were used to collect qualitative and quantitative data. Twenty-five strategic capabilities were identified. Of these, the five most crucial, in descending order, were client trust, being attuned to client needs, legal expertise/competence, integrity and honesty, and service quality. Thirteen success indicators were discovered, of which, client satisfaction, client retention, outcomes for clients, referrals and profitability were found, also in descending order, to be the most important performance measures.

Keywords: dynamic capabilities, strategy, implementation, resource-based view of the firm (RBV)

The emotional choreography of creative social practices

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The starting premise of this paper is that social practices are inherently creative, where creativity is conceived as a feelings-laden process. We argue for a relational theory of practice that accounts for the emergence of both creativity and feelings out of the social interplay between actors as they construct shared experiences. Two contrasting examples of creative episodes are drawn from the strategy talk of the top management team of an arts company in the UK. We use these examples to demonstrate the dance of feelings that accompanies the team's search for creative solutions. Our observations suggest emotional discordance as a feature of creative social practice.

Keywords: complexity, creativity, emotions, interpersonal behaviour, team processes

Meaning(s) derived from suffering entrepreneurial failure

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This article is based on an exploratory study that captures real life stories of ten entrepreneurs who have undergone business failure. The purpose of this study is to investigate how and what meaning(s) entrepreneurs draw from their experience of suffering the setbacks of venture failure. Findings show that entrepreneurs develop mostly positive meanings from suffering entrepreneurial failure and these meanings result in deep personal transformations well as act as a driving force in rebuilding lives after this setback.

Keywords: entrepreneurial failure, entrepreneurship, entrepreneurs, entrepreneurial learning, case study, narrative analysis

Environmental practices in the New Zealand wine industry: an analysis of perceived institutional pressures

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In this paper we apply institutional theory to the wine industry with specific reference to the adoption of environmental practices by New Zealand wineries. The wine industry is characterised by having relatively small operations. Findings of the survey indicate that the three institutional pressures do not fully explain the adoption of environmental practices in the New Zealand wine industry. We find that wineries with a higher percentage of export sales to total sales results in only one environmental practice to be adopted to a greater degree. However high export firms do experience higher perceived pressures. We present explanations for these results in terms of the nature of the industry, size of the wineries and its higher export orientation.

Keywords: stakeholder theory and analysis, social contract theory, sustainability, corporate social responsibility

Cognitive facets of intrinsic motivation as predictors of academic performance

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This paper reports a study that examined the intrinsic and extrinsic motivational profiles of a sample (N = 280) of business students in a New Zealand university, and tested their cognitive ability (N = 158). As expected, cognitive ability strongly predicted academic performance (grade point average). Two cognitive as opposed to affective facets of motivation, challenge (intrinsic) and grade-goal motivation (extrinsic), were correlated with performance, but only the latter significantly predicted it. Women participants had equivalent levels of cognitive ability and intrinsic motivation, but significantly higher extrinsic grade-goal motivation and significantly higher GPA scores than did the men. Possible explanations, including parallels with Achievement Goal theory, are suggested, and implications for tertiary teaching strategy briefly discussed.

Keywords: business education, learning environment / climate, motivation, individual learning

Reasons for training: why Australian companies train their workers

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This paper addresses the issue of why Australian companies train their workers. Despite the exhortations given to employers in Australia in recent years to improve their training performance, our understanding of employer training is still very limited. This paper reports some of the results from a recent research project which undertook an analysis of data from the 2005 Survey of Employer Use and Views of the VET System. This biennial survey gathers data on the level of employer satisfaction with the public vocational education and training (VET) system in Australia. The paper explores the reasons why employers provide training to their workers and how these reasons shape the nature of training that workers receive.

Keywords: human resource development, learning and development, skills shortages, work performance

Organisational culture, organisational change and emotions: a qualitative study

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Some organisations have strong cultures of innovation and adaptability that influence individual responses to change. Another dimension is affective culture, which shapes the way emotions are experienced and expressed, and which plays a particularly important part during changes to the culture or to any other aspect of organisational life. Organisational change triggers emotions as people anticipate or encounter gains or losses. This paper illustrates the two and three way relationships between culture, change and emotions and presents the results of a qualitative study.

Keywords: organisational change, organisational culture, emotions, managing change

Identity and identification in regional clusters

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Although identity occupies a central place in theorizing about regional business clusters, there has been little research on the processes by which identity is constructed. In particular, little is known about the role of imitation and its relationship to social interaction in firms' identification with the cluster in which they operate. Drawing on economic and socio-economic approaches, I develop hypotheses concerning the effect of frequency-based and trait-based imitation on the strength of firms' identification. Using data on 132 small business owners in three mature textile clusters in southwest Germany, I find that both imitation modes strengthen identification. Contrary to received wisdom, the regression analysis indicates that identification can be sustained even in the absence of direct social interaction.

Keywords: entrepreneurship and economic development, innovation, entrepreneurial cognition, entrepreneurial learning

Psychological warfare at work: the destructive cycle of reciprocal bullying

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Workplace bullying is increasingly recognised as a significant threat to the psychological well-being of employees in a wide range of industries. While the common image of bullying involves an anti-social "bully" infringing a "victim's" expectations of workplace respect and dignity, this paper explores situations where members of a dyad bully each other. This phenomenon is explored using findings from a qualitative research project using multiple methods to investigate bullying in the Australian Public Service. Characteristics that differentiate such reciprocal bullying from unilateral bullying are discussed. Our conclusions reflect on the difficulties faced by staff in disentangling personal and professional relationships in the context of a highly formal and hierarchical organisational use of power.

Keywords: conflict management, interpersonal behaviour, stress and stress management, work performance

Current issues in public sector construction procurement

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Infrastructure investment in roads and buildings accounts for over \$30 Billion of Australian State Government expenditure annually (Government SA 2007; Government WA 2008; NSW Government 2007; Queensland Government 2007; Victorian Government 2008). As a result of this significant investment, the procurement process has the potential to deliver very significant payoffs for the community. Moore (1995) believes that public managers should be encouraged to be entrepreneurial and innovative so as to search for the most valuable use of the public assets and resources entrusted to them for deploying. This research presents a single case study of an Australian State Government organisation and explores whether the procurement process is viewed as an opportunity to deliver more than just a physical facility.

Keywords: new public management, strategy, contracting out, supply chain management, quality management

Small business success and location: what do owners/managers think?

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Previous research has shown that location as part of the external environment affects the success of a small business. However, it may also influence how a small business owners or manages understand what it means to be successful in that setting. Phenomenography is used to investigate the variations of understandings of success within a group of small business owners in a specific location of a university campus environment through a series of interviews. A purposive sample of café/coffee shop respondents were chosen to maintain data integrity with findings suggesting a defined environment does impact small business owners' and managers' understandings of success and their motivations and management styles for achieving that success.

Keywords: methods in entrepreneurship research, new dimensions in entrepreneurship, small and medium sized enterprises, self-employment, owner/ managers

Inside the 'black box': women accountants in small firms

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Research on women's employment conditions has been based on the experiences of women in large organisations. However, there is little information about women's employment and their employment conditions in small businesses. This paper is the first and preliminary analysis of a segment of the findings from a survey of CPA Australia members working in small firms. The paper reports on employment conditions that may assist women to combine paid work and family care responsibilities such as parental leave and family care leave, as well as part-time work. The research concludes that employment in small firms does not offer these conditions as extensively as large firms.

Keywords: equal employment opportunity, women and part-time work, work/family balance, gender barriers

Top Taiwanese and Turkish companies and their engagement with corporate ethics

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The objective of this paper is to describe and compare the current, emerging Taiwanese and Turkish interest in corporate ethical engagement. This paper is based upon a survey amongst the top companies operating in Taiwan and Turkey. There are major differences between the top Taiwanese and Turkish companies, where the Turkish companies appear to be more ethically engaged than the Taiwanese companies which came as a surprise to the researchers as Taiwan is a more substantially developed economy than Turkey and one may have assumed therefore more engaged with ethical practices.

Keywords: ethics, codes of conduct, business ethics, international ethics

Enterprise risk management: commercial banks vis-a vis Islamic banking

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This paper seeks to conduct a comparative study on enterprise risk management (ERM) of the conventional banks and Islamic banks in Malaysia as well as the Islamic banks outside Malaysia. The results show that Islamic banks have not fully adopted ERM. Collectively, the conventional and Islamic banks face moderate level of adequacy of risk management tools. However, Islamic banks indicate that the three most critical areas are lack of information technology (IT) professionals with relevant expertise, IT systems to cater for each Islamic instrument and the capacity of human capital in the highly technical areas of risk management. The findings provide an indication that more innovations are needed for the Islamic banking in managing risk.

Keywords: comparative management, organisational structures, organisational cultures, corporate governance

Stakeholder theory: investigating the five Is of service productivity

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This paper investigates productivity within the service sector. Stakeholder theory was used to explore service productivity due to the dynamic service characteristic of simultaneity. The study identified service productivity stakeholders within the hotel sector, then investigated the stakeholder influence, impact, interest, involvement and importance in relation to service productivity by examining a case survey of thirteen hotel managers in Australia. It was found that there are three clusters of stakeholders which directly and indirectly relate to service productivity in hotel businesses. The significant difference to manufacturing productivity is that the customer, a key stakeholder, has the stakeholder salience to affect service productivity. Thus service productivity strategy and measures need to include the customer as a key stakeholder.

Keywords: service industries, operations improvement, value based management, integration

Leadership measured: a review of the behaviours and competencies of leadership

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Research into which leadership attributes differentiate highly successful leaders from mediocre leaders has failed to excite popular or academic interest. When these attributes are recognised they are often referred to as "soft skills". Crosbie (2005) states that this is because leaders struggle to define these skills precisely as they seem intangible. The purpose of this paper is to review the literature relating to leadership behaviours/competencies that differentiate highly successful business leaders from their average counterparts. This paper adopts the assumptions that technical and base level behaviours/competencies are a given for any business leader to achieve at a task (Schroder 1989). This paper focuses on those high-level leadership behaviours/competencies that are deemed the key differentiating factors between high and mediocre performance.

Keywords: career development, executive training / ability / education, leadership development, management competencies

The impact of management development on firm performance: a comparative study of Europe and Asia

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The present research explored the links between management development and firm performance through data collected from 584 organisations from six European countries and 146 organisations from Asia including Singapore, Hong Kong, China, and Myanmar. The results showed that management development was significantly associated with positive human resource management outcomes (the firm's ability to attract and retain essential employees, and better employee-employer relations), which in turn contributed to organisational level performance outcomes (product quality, product development and customer satisfaction). Location (i.e., Europe versus Asia) had a significant direct effect on the strategic fit, the organisation's strategic view of MD, the MD system and HR outcome from both human resources managers' and line managers' perspectives.

Keywords: comparative human resource management, human resource development, human resource management and organisational performance, strategic human resource management, management training / education / development,

A conceptual framework for strategic planning in complex multi-business corporations

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In response to dynamic market demands and hypercompetition, multi-business corporations have typically adopted a complex multidivisional structure or M-form. At the same time, they continue to use strategic planning as a key mechanism for coordinating strategy formulation across the complex M-form. Consequently, in these corporations strategic planning can no longer be regarded as a single corporate process. Instead, it has evolved into a network of multi-level and multi-unit strategic planning processes. Multi-business corporations must synthesise, align and synergise this network of planning processes at the corporate centre to form integrated processes and practices. In this paper, we address this challenge by providing a conceptual framework for examining multi-level and multi-unit strategic planning processes in complex multi-business corporations.

Keywords: strategy formulation, strategy and structure, strategy process, multinational corporations, strategy, business level strategy

Partnering for sustainability: reflections on an industry-academia alliance

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This paper addresses the complexity, the benefits and the pitfalls of industry-academia alliances and provides recommendations for improvement. It uses learning narratives and reflections to highlight the practicalities of such partnerships and focuses on a recent research partnership between academics and MBA students from a university Business School and a large industrial company. Action research methodology was employed to facilitate critical examination of and reflection on the experiential learning process embodied in the project.

Keywords: active learning, business schools, Master of Business Administration (MBA), organisational learning

Perceptions of female leadership: an exploration of the views of top university women

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The gendered aspect of leadership remains a controversial and contested area of the management literature. Leadership is by no means a gender neutral term. Nevertheless, it is difficult to ascertain whether there is a distinctly "female" style of leadership or if these qualities are part of a generic skill set possessed by all good leaders. This paper explores these issues and is derived from research which explored the perceptions of 24 top women academic/administrative managers working in Australian and American universities from 1998-2005. One of the findings from this research was that many of the top women were reluctant to describe themselves as possessing a distinctive "female" style of leadership although they emphasised the diverse perspectives that women contribute.

Keywords: diversity management, glass ceiling, managing diversity, gender in organisations (masculinities and femininities)

Dual-moods and creativity in organisation: a bidirectional mood regulation perspective

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The mixed impacts of mood states on creativity call for reconciliation. Contrary to the prevailing notion that positive moods foster creativity, an emerging body of research suggests that negative moods can also boost creativity, and even that positive moods may impair creativity. More recent research suggests that the dual-moods, instead of singular positive or negative moods, can jointly foster creativity, opening a new avenue for mood-creativity research. Nevertheless, the current research which focuses on static mood states is still inadequate to explain the dynamic impacts of moods on creativity over time. To answer this question, we propose that a bidirectional mood-regulatory process can reconcile the mixed impacts of dual-moods on creativity with respect to mood changes, and discuss research approaches.

Keywords: creativity, emotions, work performance, motivation

The uneasy relationship between strategic HRM and employee commitment. Can the two be reconciled?

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Over the past two decades, Human Resource Management (HRM) literature has been increasingly focused on employee commitment and the contribution this makes to personal and organisational performance. Contrary to the rhetoric however, it appears that workers' commitment levels are declining and "Strategic" HRM is, in part, a factor in this decline. This paper explores the issues and challenges associated with workplace involvement and, in particular, how HRM often plays a significant role in extinguishing commitment. It is argued that the predicament is not indicative of flawed HRM theory, rather it results from the marginalisation of HRM which is caused by the failure, intentional or otherwise, of human resource professionals to implement the commitment-focussed models proposed by contemporary theorists.

Keywords: employee involvement, human resource management and organisational performance, strategic human resource management, new forms of work organisation

Some evidence about the relationship between gender, job search, personal ties and gender segregation

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Many people find employment through information passed by informal contacts. Little is known about the implications of contact gender on job quality and gender segregation of the workplace. This paper revisits the arguments of Leicht and Marx (1997) and Straits (1998) using data on the implications of personal ties on job search outcomes of recent graduates. It is found that men and women are not likely to use personal ties differently to seek employment. Both men and women are more likely to assist someone of the same gender, but that male contacts are more likely to send other men into male-dominated workplaces. There appears to be no cost to the use of cross-gendered ties.

Keywords: gender segmentation, managing diversity, occupational segregation, workforce diversity

Are baby boomer, generation X and Y students really that different? Some evidence on the employment expectations of different age cohorts.

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The popular mythology of Generation Y holds that the current generation of employees between 20 and 30 years in age have fundamentally different expectations about employment conditions from their older work colleagues. However, there is limited formal evidence of this distinction. Using a 2007 survey of post-graduation employment expectations of university students, this proposition was tested. It is found that Generation Y students do not have substantially different expectations about future employment conditions when compared against Generation X and Baby Boomer students. In some respects, Generation X and Baby Boomer aged-cohorts may be more interested in the employment conditions usually attributed to Generation Y than those within the Generation Y cohort.

Keywords: recruitment, rewards at work, valuing diversity, workforce diversity

Relational schemas as determinants of role expectations of team-member exchange

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Team-member exchange (TMX) is linked to many organisational outcomes. However, research on what contributes to the quality of TMX is scanty. We argued that relational schemas, role expectations members towards one another, determine the quality of TMX. To identify these relational schemas, we conducted twenty interviews using repertory grid technique through which 44 relational schemas were elicited. These schemas were reduced to four clusters through an exploratory factor analysis based on a sample of 392 employees in the People's Republic of China (PRC). Another 295 employees in PRC were sampled for a confirmatory factor analysis which confirmed the four relational schema dimensions, namely accommodating, capability, communication and outcome. Findings support that these relational schema dimensions are positively related to TMX.

Keywords: group dynamics, group processes, team processes, interpersonal behaviour

Emotional display rules: friend or foe?

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The current study examined individual outcomes associated with emotional labour as a response to emotional display rules in a customer-service environment. Researchers propose that display rules may give rise to the negative affective state of emotional dissonance due to a conflict between felt and displayed emotions. An alternative view derived from cognitive dissonance theory indicates, however, that "rules" provide a mechanism by which dissonance may be averted or reduced. Data from 37 semi-structured interviews indicated that display rules equally elicited positive and negative affective employee outcomes, and that workers used display rules to manage negative outcomes associated with emotional labour. The challenge of future research is to examine individual differences that impact upon the nature of outcomes linked to emotional labour.

Keywords: emotional labour, communication, emotions, stress and stress management

Strategizing to improve entrepreneurial orientation: the case of small firms

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Developing an entrepreneurial orientation has been proven beneficial to firms, but for small firms this may be too resource consuming. This paper aims to offer a unique perspective on how small firms can improve their entrepreneurial orientation while making optimal use of limited resources. It describes the results of an empirical study of strategy-making processes and entrepreneurial orientation in small firms. The structural equation analysis of the data from 454 small firms indicates that adaptive strategy-making has the strongest impact on entrepreneurial orientation, supported by participative and intrapreneurial strategy-making.

Keywords: strategy process, strategy in SMES, corporate entrepreneurship, strategic decision-making

Predictors of leadership effectiveness for Indian managers

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The predictors of leadership effectiveness for Indian managers were identified using the Integrated Competing Values Framework (ICVF). The relative effects of gender and rater differences were also investigated. One hundred and eleven middle managers participated in a 360° feedback program that sought responses from their bosses, peers and staff. Repeated measures ANOVAs identified significant differences in the extent to which each of the leadership roles were displayed. The managers were focused most on getting the job done and developing their staff. There were no gender or rater differences. The results of multiple regression analysis found that the Integrator, a learning role, was the strongest predictor of effectiveness.

Keywords: critical perspectives on leadership, cross-cultural leadership, management and governance, cross cultural management

Managing environmental regulations in the 21st century: challenges and opportunities in an Australian industry context

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The growing awareness of the deleterious effects of climate change is leading to greater environmental regulation of industries around the world. This paper argues that there are difficulties in identifying and addressing environmental externalities in developing a mandated approach to environmental issues. Furthermore, environmental regulation in Australia is complicated by the federal system of government, in which different environmental impacts are managed at different levels. This paper analyses the problems associated with enacting environmental regulation and implementing environmental policies in a federal system of government. More self-regulation and co-regulation may overcome these problems and allow industry to better guide and influence the regulation process. The case for regulatory harmonisation as a means to simplify and standardise environmental regulations is examined.

Keywords: business dynamics/policy, regulation, Pacific management and organisations, federal-state relations, performance management, triple bottom line

Good governance in developing countries like Bangladesh: gap between theory and practice

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Establishing good governance in developing countries is demanded by the International Donor Agencies as a prerequisite for aid assistance. To comply with this, the government of Bangladesh, like other governments of developing countries, is trying to develop participatory local government to support overall good governance. Research studies have asserted that, although rural people in Bangladesh are participating in development programs through their elected representatives, this participation has not been effective in ensuring good governance. Considering this background, literature relating to good governance through people's participation has been reviewed, and it is found that while the government of Bangladesh is pursuing democracy centrally, locally it is practising autocracy.

Keywords: social capital, public sector reform, local government, governance, accountability, executive agencies

Dynamic re-alignment: understanding organisational response to changing business contexts using a framework for strategic alignment

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Strategic alignment is sometimes used to provide the conceptual underpinnings of causal analyses of business performance, yet our understanding of the notion suffers, in large measure, from imprecise and unusable definitions that rely on vague geometric metaphors. This paper builds on and improves a conceptual framework for strategic alignment (Wang and Ghose, 2006). It applies the framework to explain a major exercise in organisational transformation at a large emerging-economy mining company.

Keywords: strategy, e-business, dynamic capabilities, competitive environment, competitive advantage, business level strategy

Authenticity effects of leader's emotion expression on leadership effectiveness and followers' trust

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This paper explores the consequences of authentic and inauthentic emotion expression by leaders. We develop a conceptual model describing how the authenticity of leader's emotion expression influences followers' trust in their leader as an explanation of the leader's subsequent effectiveness. Theory suggests that leaders are more likely to gain trust from followers and, therefore, to be more effective, when they express authentic emotion as opposed to feigned emotion. Implications and future directions are discussed.

Keywords: authentic leadership, followership, trust, emotions

How management consultancies strategize knowledge in emerging markets - the case of China

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Management consultancy has been identified as a critical actor in diffusing management knowledge across organisational, industrial, societal and national boundaries. While the extant literature focuses on macro level inter-organisational diffusion, there are few studies devoted specifically to the intra-organisational knowledge diffusion process. In this paper, by focussing on one important emerging market, China, we examine how a different context shapes the knowledge related strategies of multinational consulting firms. Based on an analysis of interviews with consultants and industry experts operating in China, we find that in this context international consulting firms lack motivation to localize their knowledge management strategies, and despite their popular claims of localization we find limited evidence that they adapt pre-existing practices for the local context.

Keywords: knowledge management, managing cross-border operations, knowledge management or transfer, transfer of training / learning

A modelling approach for dependency management: a case study

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Today's technology driven supply chain environments demand management of a vast array of complex dependencies. These dependencies are described as policies, processes, systems, and accountabilities, with each requiring a mix of controls for their integration into the supply chain environment. Controls such as intra-organisational collaboration, mandatory training, decision frameworks, and compliance audits have been administered with varying degree of success through various programs, management practices and methods. Based on our case study findings this paper presents a case for adopting Entity Relational Diagrams as a method to identify, communicate and manage complex supply chain dependencies.

Keywords: supply chain management, process innovation, integration, operations improvement

Meaning, authority, rationality and care as "MARC" of sustainable organisations

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We present MARC, a model for assessing - and improving - the health of organisations from a humanistic point of view. It is a part of the quest for sustainability, currently a main theme in organisations. The components of MARC: Meaning, Authority, Rationality, and Care, are four aspects that are all needed, and need to be in balance in an organisation, to provide a work situation where people can sustainably thrive rather than be damaged and consumed for the sake of the organisation. Implications of the model are discussed. A conclusion is that trust is central to this healthy balance. This presents a real challenge for sustainability, as trust takes time to build - but can quickly be erased.

Keywords: sustainability, work/life balance, business ethics, organisational culture/values

Professional employees' view of reward, discretion, and benefit in organisational citizenship behaviour: lost in translation?

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We focus on the methodological approach of "reverse translation" as an adjunct to statistical tests of construct validity. As an exemplar, we assess the definition of organisational citizenship behaviour (OCB) from the employee perspective, using the most common OCB instrumentation. In this process, we challenge the assumptions regarding the definitional foundations of the construct, and its measurement, uncovering what OCB is and is not, and previously under-developed contingencies in the theory of citizenship.

Keywords: group processes, interpersonal behaviour, mixed methods, performance management

Innovation in decision quality: case application of the IDQ framework

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The Centre for Innovation in Decision Quality (CIDQ) is a Curtin Graduate School of Business initiative combining empirical evidence, research and practice in the area of Innovation in Decision Quality, drawing on complexity science for Sensemaking, the six key Decision Intelligences required for improved Decision Quality (emphasising Team Capital) developed in previous studies by the authors and the critical importance of Infrastructure (systems and processes). This paper presents an overview of the Innovation for Decision Quality Framework developed by the Centre's co-Directors and discusses its application to the Strategic Planning Process of a large Local Government Authority in Western Australia. The successful outcomes of this case application present some strong indications regarding future research and practice in this area.

Keywords: strategic decision-making, strategy and cognition, strategy process, strategic leadership

Sponsorship logos on FMCG packaging - what factors impact effectiveness?

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With worldwide sponsorship spending now exceeding US\$33 billion, it is essential that sponsorship investments be carefully managed to ensure their effectiveness. In the Australian FMCG industry, sponsorship leveraged packaging (SLP) is widely used to communicate sponsorship arrangements to consumers. This paper develops a research framework, specifically addressing the factors impacting effectiveness of SLP. It is hypothesized that effectiveness of SLP will be impacted by loyalty to the sponsoring brand and identification with the sponsored property. It is expected that this relationship will be moderated by the degree of sponsorship exposure and the perceived fit between the sponsoring brand and the sponsored property. To explore these factors, research is proposed consisting of an experiment, four group posttest-only with control design.

Keywords: integrated marketing communication, brand management, consumer behaviour, customer satisfaction and loyalty

Conservation area start-ups: combining theory and practice

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A great deal has been written about capital structure both in the start-up literature and the corporate literature. The applicability of this research to small, indigenous start-ups in and around conservation areas, however, is lacking. While current practice dictates a reliance on equity, we apply the relevant corporate and start-up research to the conservation area context in an attempt to better understand the capital funding question. The results argue that equity funding is appropriate in the early stages for control and liquidity reasons. It also, however, shows that greater attention could be paid to some degree of early debt financing in order to create debt discipline and later debt funding for motivational and financial discipline purposes.

Keywords: triple bottom line, sustainability, indigenous entrepreneurship, new venture finance

Australian public sector executive leadership roles: now and then

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This study examined the current and future executive leadership role preferences of a sample of public sector executive leaders in the Australian Public Service. The competing values framework was used as the basis for this comparison of the four executive leadership roles - vision setter, motivator, analyzer and task master. Respondents completed the instrument via a 360 degree process. Data were analysed using mixed effects, repeat measures MANOVAs. Findings from the analysis identified that the task master and analyzer roles were the most commonly displayed current roles, whereas the analyzer and motivator roles were seen as most important for the future.

Keywords: new public management, public sector and community leadership, strategic leadership, job and work design

The influence of cultural attributes on intergenerational succession in the Chinese-Australian family business

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Research on succession in family business has been traditionally concentrated on planning and strategies in terms of management, ownership and governance. There is an increasing concern on the family influence on the process of succession. This paper discusses the role that the family culture plays in sustaining a family's commitment to its business. In particular, the family business is a prominent form of organisation among the ethnic Chinese expatriate business families. Since the 1980s, under the business migration programme, the increase of Chinese migrants has contributed significantly to the cultural landscape of Australia. This paper chooses Chinese-Australian family businesses to explore their cultural characteristics as a strong family influence on the practices of passing on the business to next generation.

Keywords: succession, family business, characteristics of entrepreneurs, ethnic entrepreneurship

Perceptions of administrative staff in organisational change and job strain in the Australian higher education sector

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This study reports the findings from a study which examines the impact of new public management (NPM) adoption, organisational change, and job satisfaction in the higher education sector. Data were collected from a sample of administrative staff via a self-completed questionnaire. The results showed that factors such as the extent to which detailed change-related information was provided to staff and early involvement of staff in the decision making process affected employees' perceptions of job related outcomes. Australian universities could reduce job strain during change by providing career development programs to increase staff's self-efficacy, developing peer support network and mentoring programs, and providing greater sense of workplace democracy by opening channels of communication and allowing more localized decision making processes.

Keywords: education, change management, new public management, public sector reform

Team leadership models: modelling multicultural team success

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Multicultural teams are increasingly the modus operandi of multinational organisations and are often seen as the "glue" in these dispersed enterprises. The wealth of multicultural team research hitherto provides little guidance as to the choice of leadership models. The literature on team leadership, in turn, predominantly focuses on single-culture contexts and therefore is void of the complexity posed by multicultural team composition. By examining multicultural team composition in terms of "faultlines" and status cue expectations, we formulate propositions predicting which team leadership model (individual, shared or rotated) will enhance performance.

Keywords: cross-cultural behaviour, cross-cultural leadership, interpersonal behaviour, team processes

Getting closer to the action: examining leader's behavioral intent with GLOBE's leadership dimensions across 20 countries

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The field of cross-cultural leadership has seen a boom in empirical research over the last few decades, yet there are still few large-scale studies that seek explanations for leadership behavior. We propose that measures of behavioral intent are situated closer to leadership action than attitudes, preferences and perceptions and are thus, theoretically, better predictors of leadership behavior. Respondents in 22 countries expressed their behavioral intent by choosing action alternatives for six leadership scenarios. We empirically test the relationship between these behavioral intentions and GLOBE's leadership dimensions in 20 countries. We posit that individuals tap into prevailing culturally endorsed leadership ideals when deciding on their leadership actions and that our measures of behavioral intent bring us closer toward predicting leadership behavior.

Keywords: cross cultural management, international OB, international HRM, cross-cultural leadership

Retaining key staff in SOEs in the construction industry in China

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China suffers from skills shortages especially in key staff and the construction industry is no exception. The research presents the results of a retention survey undertaken with 400 managers and technical staff in construction state owned enterprises (SOEs) in relation to eleven factors that have been identified in the, mainly western, literature to influence retention. Ten of these factors were seen to support retention at different levels of intensity with fair treatment and opportunities for learning and development as the most highly valued. One factor, job security, was found to not correlate with retention. The authors suggest some reasons for this seeming anomaly and make recommendations regarding implementing strategies for SOEs that impact on retention factors.

Keywords: rewards at work, remuneration systems, comparative human resource management, employee relations, skills shortages, performance management

Human resource management in mainland China: mainstream or alternative research?

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Our paper presents a summary of the existing literature on human resource management (HRM) studies in mainland China published in the 25 leading international journals over the last 30 years. The aim is to take stock of what is known and what is yet to be known about HRM in China. We argue that what is known is comparative rather than definitive, with HRM in China treated as a subset of international HRM, rather than as a mainstream issue. With a quarter of the world's population affected by an understanding of what constitutes better HRM in China, we call for a more inclusive, collaborative approach by researchers inside and outside China. Key words: China, human resource management, international, comparative, review.

Keywords: emerging economies, international HRM, comparative human resource management, cross cultural human resource management

Cross-cultural discursive competence for international management

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Research on international management has relied too long on Hofstede's cultural dimensions. New research paradigms and models need to be developed. So this paper proposes a novel theoretical concept of cross-cultural discursive competence (CCDC) for international managers. Language and discursive competence play an increasingly essential role in international management which involves communication across cultures. As an initial step, it reviews and critiques a series of relevant theories including cross-cultural management and discourse analysis and discusses the specific components of CCDC. More importantly, this paper develops a model to measure CCDC used in managerial discourse and communication which embraces a range of concepts including cultural space, sociocognitive space, and professional space.

Keywords: cross cultural management, international OB, social perspectives, communication

Using resource-based theory of the firm to develop prescriptive methods for building industry-level competencies and stimulating growth in the economy

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This paper is predicated on the notion that it is possible to produce a theory of the firm that can be used prescriptively to build industry-level competencies and stimulate growth in the economy. To this end, we use a maturing theory of the firm to illustrate how this could be done. The theory assumes that firms are made up of many resource investments, they exist to satisfy their owners' payment demands, their scope is limited by the amount and kinds of capital that they can attract, and they must operate within very set institutional parameters. We demonstrate how the theory can be applied prescriptively and how one might begin to identify multi-level solutions to the housing/rental affordability crisis in Australia.

Keywords: resource-based view of the firm (RBV), industry analysis, economic development/growth/transition, institutional context/environment/trajectories

Creating customer value in different market environments: a processual study linking operational and strategic forms of customer learning

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To date, there are few studies in the resource-based view literature that do not focus on how firms appropriate value. This case-based, qualitative study attempts to redress this by examining the resources that managers use to learn about and create customer value. The study considered a sample of high and low performing firms operating in non-dynamic and dynamic market environments to investigate market and firm-level effects. The study showed that heterogeneous firm performance can be explained by the fact that some firms are able to develop a core customer value learning and delivery competency to cope with market change. However, the ability to sustain high performance depends on whether the competency is robust and resource investment decisions are made self-reflectively.

Keywords: resource-based view of the firm (RBV), dynamic capabilities, strategy, strategic decision-making, customer value

POSTER ABSTRACTS

The abstracts of all presented papers and posters are included in alphabetical order of the *first listed* author. The presenting author (where known) is underlined in the detailed program.

Abstracts of the workshops, symposiums and panels are in the order as they appear in the program.

Paper Abstracts - from page 25

Poster abstracts - from page 123

Workshop, Panel and Symposium abstracts - from page 143

Author Index - from page 155

(Full papers for the refereed papers are included on the conference CD.)

The impact of sales staff - attributes on consumer buying decisions

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This paper aims to investigate the relative importance to customers of salespeople selected service attributes when shopping in consumer electronics stores. The results indicate how a customer weighs service levels against prices. By understanding customer priorities the retailer can better allocate resources at the level that is important to the customer without the negative consequence of raising the price above what a customer is willing to pay, in order to provide service at a level far above what a customer requires.

Keywords: consumer behaviour, customer value, market orientation, marketing concept, marketing research

Scenario modelling for Managers

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This paper presents an outline of scenario planning and some guidelines on developing and using scenarios. This is followed by a brief overview of scenario modelling. Examples of scenario modelling will be provided based on qualitative system dynamics and quantitative system dynamics. The qualitative system dynamics scenarios involve recent work mapping assessment systems using causal loop diagrams at the New Zealand Ministry of Education. The quantitative system dynamics scenarios involve dynamicsimulation modelling of a variety of public and private sector policy issues. Finally some reflections of the role of system dynamics in scenario planning, modelling and analysis will be provided.

Rejection: can it lead to growth?

Brianna Caza and Lu Wang

In modern organisations, individuals often face work-related setbacks that have the potential to significantly affect their careers. While facing setbacks is inevitable, response to setbacks varies widely across individuals – some individuals become defeated by setback where others experience learning and growth. Despite the individual and organizational implications associated with the different reactions, we know little about what leads to different individual responses. In this study, we explore the cognitive, emotional, and social factors impact how academics respond to a career-threatening setback in the workplace. Specifically, we explore the important role of these factors using data collected from 20 business school professors about their experiences of publication rejection. Our findings contribute to the literatures on workplace resilience and workplace burnout.

Leadership influence on organisational performance: an investigation of leadership in a human development organisation

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Good leadership are critical to an organisation's success. This study examines the top leadership performance in a human development organisation based on the Grameen Bank Approach in Malaysia. The objective is to identify how leadership influences the organisation's performance in achieving the organisation's mission. It is noted that change of leadership resulted in unstable efficiencies in the microfinance organisation. Leadership with effective communication coupled with expertise and experience achieved positive organisational outcome as measured through indicators such as outreach, number of active borrowers, and operating efficiency. The limitations of the study and areas for further research are presented.

Keywords: organisational performance, NGOs, strategic leadership, change

Perceptions of employers on their new recruit in Macau SAR

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Macau managers are facing great challenges in managing their human resource. A survey was conducted to determine their perceived value on the importance of skills, knowledge, and experience as employment criteria. Methods in initial screening were also evaluated. The survey included sixteen communication skills. 90% of managers indicated human relation skills as the most important skills, followed by oral communication skills and listening skills. These skills are best demonstrated by the applicant during the interviews, the most important method in initial screening. Background checking comes second while graphology and genetic screening are the least important. The resume is still very important in the initial screening regardless of the nature of the job. Implications and recommendations are included.

Keywords: recruitment, selection processes, skills shortages, human resource development

An integrated approach of organisation design to analyze hybrid organisations

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Organisation design has long focused on the relationships between a few antecedents and some discrete organisational forms. However, as the complexity and dynamics of environment increase, firms have to pay attention to multiple goals at the same time. As a result, organisational structure becomes much more complicated. Nowadays, most firms are of the hybrid form and are unique in terms of structural arrangements. It is not possible to categorize them into a few discrete forms. It is a research gap to explain these phenomena with existing theory. In this study, we propose an integrated approach of organisational design to comprehensively consider major factors to explain the decisions of key structural arrangements in each part of an organisation. \t

Keywords: implementation, strategy and structure, strategy execution, organisational structure

How does awareness of instinctive drives™ affect employee wellbeing?

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This paper demonstrates that awareness of innate qualities affects employee wellbeing. This was achieved by examining the relationship between awareness of Instinctive Drives™ (I.D.™) and the management of occupational stress. The I.D. System™ is a means of identifying innate attributes and helping individuals to perform in accordance with these attributes to experience wellbeing and peak performance. A longitudinal study was conducted to measure the perceived health status of 51 employees when they initially learnt their I.D.™ and again three months later. Findings demonstrate significant improvements in health status, stress levels, and ability to function at peak performance, following awareness of I.D.™. This highlights the potential role of the I.D. System™ in facilitating employee wellbeing.

Keywords: interpersonal behaviour, leadership development, organisational effectiveness, work performance, team building, group dynamics

Labor Contract Law 2007 and its impacts on HRM practices in Chinese Enterprises

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Newly enacted and implemented Chinese Labor Contract Law has been raising heated debate on the possible trade-off between Chinese economic growth and employee protection. It is predicted the resulting contextual changes in Chinese employment environment will significantly impact the philosophy of employment relations and HRM practices in China. This research explores the contextual changes originated from the new Labor Contract Law and the follow-on effects on HRM practices in China. By investigating how companies' HRM strategies and practices react to Chinese labor legislation system, the research provides a holistic picture of the HRM activities and system in Chinese companies and how they are shaped by internal and external influences. Three preliminary case studies had been conducted to examine the interaction of Labor legislation system and HRM practices in Chinese companies. The evidences from the case study data also highlight differences between North American, European and now Chinese conceptualizations of HRM practices in organisational level. It is confirmed that labor compliance strategy is decisive to the conceptualizations of HRM practices in Chinese companies.

Enhancing competitive advantage of fabless firms using attribute clustering approach

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Fabless firms hold the up-stream and high value in the value chain of semiconductor industry. The Fabless industry has been growing rapidly due to keen competition and vulnerable business cycles. Therefore, comparing the operating performances among competing companies is critical in order to maintain competitiveness in this market. In order to enhance the operation performance and improve service quality, Fabless firms can benchmark its operation achievements, find common attributes and accordingly foster semiconductor industry development in terms of cluster analysis. The aim of this research attempts to analyze the distinguished attributes of Fabless key players to strengthen competitive advantages. The findings of this research can help Fabless companies understand their relative performances and take more strategic improvement.

Keywords: business level strategy, competitive advantage, industry analysis, strategy

Role transitions in Boards of Directors

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Boards of directors play a significant role in organisations. Directors may find themselves in a position of having an operational position, management, and a more overarching strategic position, directorship. The identity of the individual encompasses both roles, though due to their apposing nature they can not be enacted at the same time. This apposing nature causes conflicts of interest, a central problem within the corporate governance arena. This problem has been exacerbated by the increasing rate which people are moving between and through roles. Role transitioning therefore has become and will continue to become an important concept to be understood and managed in organisations that want better productivity, processes and people within them. To move between the apposing roles, identity theory purports that transition rituals take place. Therefore I use identity theory to develop a model proposing how role transitions can be used to resolve the problem of apposing roles for directors.

The future-capable organisation: towards sustainability in operations

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This paper develops a framework for examining sustainability in operations management using the stages of life cycle analysis and the three pillars of corporate social responsibility. Sustainability and sustainable development are terms that have become prominent in everyday life over recent years, particularly associated with the debates around global warming and corporate social responsibility. These themes have gained increased profile in such recent films as *An Inconvenient Truth* (Bender & David, 2006) and *The Corporation* (Achbar & Simpson, 2003). This conference paper aims to make an initial (and modest) attempt to integrate these themes as they relate to operations management, to the future capability of firms, and to generate discussion for its future development. A multiple case study approach is used to evaluate participating firms' performance and the suitability of the framework. Initial results show managers place high importance on developing the social dimension through increased employee skill building, in particular, and also through increased interest in external stakeholder concerns.

How to get the most out of employees: Improving worker wellbeing through awareness of preferred working styles

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Getting the most out of employees is a critical issue for organisations and those who manage them – this is partly because productivity has long remained an indicator of managerial and organisational success (Moorehead & Griffin, 2001). Despite the value of organisational strategies to improve productivity, there are some factors that largely remain beyond the control of the manager – notably, employee wellbeing (Bonn & Bonn, 2000; Sanders, 2001). One tool that has proven to help facilitate employee wellbeing is the Instinctive Drives (I.D.) System™ (Burgess, 2007). The I.D. System™ suggests that human beings are driven by four key innate qualities – the Instinctive Drive to Verify™, the Instinctive Drive to Authenticate™, the Instinctive Drive to Complete™ and the Instinctive Drive to Improve™. Each constitutes a continuum, polarised by a drive towards the instinct and a drive to avoid the instinct. To identify where an individual is situated on each of the four continua, a survey is used and the result provides insight into the natural tendencies of the individual. A recent mixed method, longitudinal study indicates that the I.D. System™ can help to enhance employee wellbeing. The findings have important implications for organisational behavioural theory (Wood et al., 2004) as well as for managers wanting to improve the wellbeing within the workplace.

Hospital patient flow: Who really matters?

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Organisational Behaviour in Health Care is particularly complex because of professional identities involved in decision-making. Whilst clinical decision making is clearly a medical doctor's domain, logistical decision-making is in the hands of the several process stakeholders. Managing patient flow in the Emergency Department involves a complex interaction between clinical and logistical decision-makers. Whilst the decision to admit to a hospital bed is a clinical decision, the decision around processes to *enable* admission is a logistical one. Access block in hospital Emergency Department is not only due to the increased demands for service. Patient flow is also affected by internal process facilitation and largely depends on the ability of managers to spark a willingness to cooperate in a timely manner. The patient flow manager is a determinant stakeholder at the interface between clinical and logistical decision-making. This research identifies the level of influence of key stakeholders' roles by applying Mitchell's stakeholder theory to the processes associated with the transition from clinical to logistical decision-making in the emergency department and hospital wards.

Keywords: hospital, decision making, interpersonal behaviour, socialisation, group dynamics, communication, group processes

An empirically derived typology of bad leadership in organisations

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This study uses cluster analysis to empirically derive a taxonomy of bad leaders. Data was obtained through a web-based survey that generated 717 respondents. Based on follower perceptions, the results identified seven types of bad leaders based on behaviour-focused scales and seven types of bad leaders based on personality-focused scales. An interesting discovery was that most of the types of bad leaders identified were not "all bad" but rather perceived as extreme on just one or two characteristics.

Keywords: power, followership, critical perspectives on leadership, leadership and personality

Regional systems of innovation and knowledge entrepreneurship in natural resource-based clusters

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The role of agglomeration economies and/or regional clusters in the development and growth of entrepreneurial firms has been a key research theme within the entrepreneurship and management literature over the past two decades. The main focus of this research has been to consider issues relating to economic externalities: economies of scale or scope and the effects of knowledge diffusion or, as Krugman (1991) defined them, knowledge spillovers. While the idea of firm-level innovation and regional innovation system have been mooted as a potential benefit arising from geographic agglomeration in natural-based resources industries. This paper is based on previous research on regional clusters in southern Chile and proposed a new research project integrating a more entrepreneurship and regional innovation systems perspective. Thereafter, it draws on and extends the body of knowledge relating to regional natural resource industry clusters by exploring the role of agglomeration economies and the influence of the knowledge entrepreneur in the development of firm-level and regional externalities. One of the theoretical position underpinning this study assumes that entrepreneurial influences (for example, the acquisition of social capital and the use of social networks), rather than geographical co-location, are more important in the development of inter-firm cooperation.

Company turnaround practices in Australia and Asia: a review of the priorities of turnaround consultants

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The majority of the company turnaround literature has focussed on either Western, in particular the United States, or the emerging economies of Europe. This literature is both descriptive and prescriptive, frequently turning on the need for a long term strategic focus as opposed to a short-term operational efficiency action focus. Further, there is debate as to the importance and necessity of particular turnaround actions. Two key questions are addressed in this paper: First, Do company turnaround consultants operating in Australian and Asia view the company turnaround process as essentially strategic or operational? Second, in the opinion of company turnaround consultants operating in Australia and Asia, how important are the turnaround actions of recognising the problem, retrenchment, matching the problem to the solution, CEO change, chairperson change, ownership change, speed of action, and the rate of decline to successful company turnaround?. Conclusions are drawn supporting a contingency-based strategic approach. Exception conditions relating to stakeholder needs and the immediate survival of the firm are identified as key issues. Further, while cultural considerations identified by Bruton et al (2001) still needed to be taken into account, there was not strong evidence that that there were differences evident between the practices the consultants pursued in Asia and those followed in Asia.

An ordered category methodology: willingness and knowledge

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The paper shows an empirical approach to the problem of measuring an entity whose dimensions are unknown. The subject is the willingness/unwillingness of UK engineers (N=1050) to exchange knowledge. It assumes willingness to be a unidimensional entity and puts forward a methodology that uses indicators to measure its direction. We illustrate the direction of willingness on a reluctance- willing dimension. The conceptual basis is an exploration of the stickiness?that pervades knowledge disclosure process. This phenomenon could stem from the individual feeling a sense of ownership of their knowledge which then engenders reluctance behaviour. We pursue this idea theoretically through notions of possessiveness and psychological ownership; and empirically by exploring the concept of willingness to disclose.

Keywords: design pragmatism, logic, survey, sample

Does diversity matter?

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The pace of economic transformation in the Pacific Rim is unprecedented and presents new challenges as well as opportunities for organisations today, specifically with regards to the recruitment, development and retention of its' human capital. In this era of the War for Talent, where there is a shrinking talent pool and an increase in the competition for it, the economic growth of Asia puts even more pressure on an organisation to effectively manage its talent.

Keywords: diversity management, gender barriers, managing diversity, valuing diversity, workforce diversity

Entrepreneurship and Maori cultural values: using Whanaungatanga to understanding Maori business

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The integration of entrepreneurship literature with indigenous populations and business is important for considering non-Western elements to this field of study. This paper outlines the nature of entrepreneurship including establishment and opportunity recognition, raising questions relating to Maori entrepreneurs in business around the adoption of cultural values. Further, the concept of whanaungatanga is introduced and applied as a way to analyse its entrepreneurial contribution to Maori business. The paper finds that although Maori cultural values may be important for Maori entrepreneurs, there are difficulties in applying such aspects on an economic basis. Overall, findings suggest cultural values have the potential to influence firm performance and further research is warranted given the inherent nature such values and beliefs have for Maori.

Keywords: indigenous organisations, characteristics of entrepreneurs, indigenous entrepreneurship, Maori management and organisations

Connectedness in work relationships and quality of working life: evidence from Australian Call Centres

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Although empirical studies examine how employees perceive their relationships with their co-workers, these studies fail to explain how the quality and strength of co-worker relationships determine the workers' overall quality of working life. Drawing from the growing workplace spirituality literature identifying connectedness at work as a key attribute of strong co-worker relationships and well being, in this paper, we examine the place of connectedness in the quality of co-worker relationships in two Australian call centres. Using the case study approach, we draw similarities and differences between two Australian call centres. Two quite different approaches to people management are found alongside two different outcomes of quality of co-worker relationships and quality of working life.

Keywords: new forms of work organisation, socialisation, employee relations, strategic human resource management

HR practices in Malaysia: do ISO Certifications make any difference?

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There is a growing realization that human capital is the foundation of value creation in the 'New Economy'. How far human resource management and development practices reflect this concern in selected business organizations in Malaysia? Also, to what extent concern for quality and standardization of work process, as is emphasized in ISO 9000 series certifications, is correlated with HR concerns and practices? The paper examines these questions. A sample of 239 employees drawn from eight companies, four of them ISO certified, responded to a questionnaire which measured the adequacy of the following HR practices. A. Career System (Manpower planning and recruitment, potential assessment, career planning), B. Work System (Role analysis, contextual analysis, performance appraisal), C. Development System (Training, learning, performance guidance, knowledge sharing, other means of competency development), D. Self Renewal System (Role efficacy, OD practices, action oriented research), E. HRD System (HRD climate, organizational values, quality orientation, reward and recognition). Results indicated a moderate rating for most of the HR practice indicating scope for improvements in several areas. Inter-organizational differences were significant. ISO certified companies obtained significant higher mean scores on few measures such as career system, contextual analysis and quality orientation.

The role of brand strength in franchisee evaluation of conversion proposals

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Increasingly, franchisors are attempting to convert franchisees into their franchise system. For potential franchisees, brand strength indicates the franchise's value and may influence conversion likelihood. Yet there is conflicting research evidence over how franchisees view the brand and a paucity of research as to how this influences the conversion decision. This study addresses this issue by exploring how franchisees evaluate brands as conversion options. The results show that franchisees view brand strength as distinct from franchisor support and that it plays an important role when franchisees compare competing franchises. These findings suggest brand strength is a separate factor in the evaluation of franchised brands and that conversion attempts may be more successful where franchisees view competing brands as stronger.

Keywords: brand management, business-to-business marketing, exchanges and relationships, strategic marketing

Venture capitalist involvement with investee companies: disparate theoretical perspectives

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The literature on venture capitalists' involvement with their investee companies is extensive. This paper outlines the core theoretical underpinnings to studies of venture capitalist involvement and maps the applicability of these theories against a timeline of venture evolution.

Keywords: corporate venturing, new venture finance, venture capital, entrepreneurship theory

Identifying potential industry clusters in the pacific technology corridor (PTC)

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The Pacific Technology Corridor (PTC) stretches in an arc along the north shore of Sydney, Australia. This area contains almost 17,000 companies across a number of industry groups. A pilot study was conducted in order to identify the businesses, and the industry groupings within the region. Out of the approximately 20 industries identified in the PTC, two were selected to explore their potential for clustering activities. Although there is a substantial body of literature on "virtual relationships" and global supply chains, competitive advantage found is often found within business clusters that are in close geographical proximity. The dynamics that occur when an industry is co-located include increased levels of collaboration, heightened adoption of innovative processes, and business synergies.

Keywords: industry analysis, geographic distance, competitive advantage, competitive environment, strategy

Role of entrepreneurial education in the making of women entrepreneurs

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Entrepreneurship has been credited with providing a range of economic gains such as creating jobs, wealth and providing creative solutions to problem solving (Hisrich, Peters and Shepherd, 2005, Kuratko and Hodgetts, 2004; Li, Zhang, Matlay, 2003). Consequently, given its importance, entrepreneurship must be encouraged and fostered. The lack of training has been cited as a weakness that affects the start up and development of entrepreneurial ventures (Botha, 2006). Education and training is considered to be an important aspect in empowering entrepreneurs with confidence, problem solving ability, and risk taking propensity which can influence the start-up and performance of entrepreneurial ventures. Recently the focus has shifted to women entrepreneurs who are making their presence felt in several new-ventures and their numbers are steadily growing worldwide. Due to their responsibilities towards home and business, women face various hurdles and have to work harder to become successful. Appropriate education helps women become successful entrepreneurs and achieve a sense of fulfillment; and also in some cases chose to start businesses in high-tech industries (Tan, 2008). This study explores the role of education in the providing women with the necessary knowledge, skills and ability which can have an impact on the competency and motivation of women entrepreneurs and contribute to their success of their entrepreneurial venture. The findings of this study will help stakeholders such as educational institutions, women's organisation(s), government sponsored organisations which provide support through educational programmes, seminars, and workshops, to design more effective programmes to help more women achieve entrepreneurial success.

Managing organisations in cultural diversity

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The globalization has brought a new challenge for The Indian firms; the challenge to develop competent managers who would be able to work in new environments efficiently and will act as a bridge between the parent company and its subsidiaries. The globalization will also bring new employees to the Indian firms, the ones with different origin, language and national culture adding complexities to the culture of Indian organizations. For managers to be globally effective, they must be able to appreciate the cultural diversity that exist in different part of the world as they strive to work effectively with colleagues and business partners form different part of the world. This article helps organizations to success fully develop their own effective ways of integrating expatriates or workers from different region of a country into a more effective cohesive work force. It will also be of use to managers of foreign organization who have to deal with host population from different and diverse cultures.

Keywords: expatriate, India. cultural diversity, host population

Accountability and the NPM in Victorian local Government

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This study explores the understanding of accountability under the New Public Management (NPM) by councillors and managers in Victorian Local Government. Underpinning the concept of accountability is the notion that one person is responsible to another, and is obliged to render an account of their decisions and actions to another party. However, it has been argued that the NPM has changed the understanding of accountability. Respondents were asked to indicate their opinion of seven statements that reflected the NPM and accountability. A two-tailed t-test was applied to the data and all the responses were significant. The mean was used to determine the direction of the responses. The results indicate a broad concept of accountability that has been influenced by the NPM.

Keywords: public sector and community leadership, accountability, local government, new public management

Indigenising the MBA

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This poster presentation will focus on providing an overview of a recent project, headed by Colin Knox and Ella Henry, to develop a Master of Business Administration programme that is derived from and predicated on traditional Māori thinking and practise in the contemporary business setting. This presentation will, hopefully attract feedback and ideas from like-minded academics with similar interests around the indigenisation of business education.

The effect of interactivity on online banner ad

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This study investigates how interactivity influences the online advertising effectiveness. The moderating effect of task type is also examined. Two hypotheses are developed to address the main effect of interactivity, the interaction effect of interactivity and task type on advertising effectiveness. Interactive banner ads with four different interactive levels, two experimental WebPages including search engine and specialized layout, and online questionnaire are designed. In general, results shows that increasing interactivity of banner ads improve advertising effectiveness. The moderating effect of task type on relationship between interactivity and advertising effectiveness is partially supported.

Keywords: e-commerce, advertising effectiveness, consumer behaviour, electronic marketing

Dynamics of Interventions – Relationship between Scale of Change and Performance

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Research, as well as three decades of working with managers across diverse cultures, nationalities, and industries, revealed consistent patterns of counter-productive decision-making in their organisations. Managers appear to exhibit an unmistakable tendency to “over-intervene” in the systems (companies, organisations, communities, etc) they are responsible for. This indicates an inadequate level of understanding and appreciation of the complex dynamics, hence generating unnecessary fluctuations and instability in their organisations. Maani et al. (2004), Sterman (1989), and Sweeny (2000) have studied these phenomena in experimental and simulated environments respectively. Anecdotal evidence, as well as research results, highlight a number of mental models and assumptions commonly held by managers. One of the most apparent assumptions observed is the notion of “the harder you push, the faster it goes”, and thus, larger-scaled interventions should result in better performance. This research uses empirical evidence elicited from realistic simulation models of organisations (Microworlds) to shed light upon the relationship between scale of interventions and performance. The results showed that even though large-scaled interventions are effective in the start-up phase of systems, they are generally counter-productive for mature systems operating in steady states. Such results confirm findings from recent research, including the multi-year longitudinal studies of organisations by Collins (2001).

21st Century HR: an integrated model to achieve organisation objectives

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The extent of the contribution of HR to the success of organisation objective achievement has been debated in theory and practice for decades. This is evident from numerous published research in journals, books and academic forums. This paper reviews SHRM literature to achieve organisations' objectives and offers a new model developed by Little (2003). The model, grounded in the social and behavioural sciences, focus on the integration of, amongst others, organisational ideals (defined as actions needed to achieve goals), HR KPIs, visualization, and commitment. This model, although grounded in theory, is not a panacea, because it is also tried and tested in practice where resounding success in improving the bottom-line of organisations has been achieved.

Keywords: employee involvement, performance management, personnel psychology, strategic human resource management

Does management control matter in MNEs' performance? China as an example

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The objective of this study is to examine the ways in which MNE and local partners partition "control" over the MNE's managements (MNE-partner-dominant, Shared, Local-partner-dominant management) and the "density" of expatriates allocated in each management style. The framework was tested using 110 foreign invested firms (JVs and WOE) in China (2006). Our data strongly supports that the "density" of expatriates was higher in the MNE-partner-dominant management than in the other management styles. However, no differences were found among the three management styles in terms of contributing to satisfactory performance. But we found there were differences existed in "control" activities performed by subsidiaries, the proper levels of exercising "control" over different managements will achieve superior performance by MNEs.

Keywords: international HRM, management and governance, international strategy, competitive advantage, strategic decision-making

The sustainability of foreign direct investment: a proposed Asian-western home-host FDI framework

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This concept paper presents a theoretical framework for understanding the Asian-Western divide in terms of location decisions on foreign direct investments. Appropriate location decisions on foreign direct investments will lead to longer-term sustainability of such cross-border business activities. Preliminary literature review indicates that this is substantially a "green field" area. In this regard, the conceptual framework put forth in this short discourse is founded on investor MNE meeting macro-environmental motivations and achieving financial returns. The principal concepts proposed in respect of the "Asian-Western Home-Host FDI Framework" are then drawn together and presented diagrammatically as a concise, working model not only to lay the groundwork for future research but also to serve as useful guide for practitioners in this field.

Keywords: FDI and location choice, international OB, international strategy, emerging economies

HRM-strategy integration and organisational performance: evidence from large hotels in New Zealand

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This paper aims at making contributions to the fields of strategic human resource management in the large hotel sector in New Zealand. Nationwide web-survey questionnaires were sent to 174 general managers who maintained 186 hotels in excess of 50 rooms. Emphasis of the investigation is laid on whether and how the hotels' human resource management (HRM)-strategy integration contributes to their performance. Results of the research indicate that the integration has a positive association with the performance measured by labour productivity, with the hotel staff's functional flexibility as a mediator. Findings are discussed and concluded.

Keywords: human resource management and organisational performance, strategic human resource management, national human resource management policies, performance management

The challenge: interpreting information across cultures

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This poster presentation explores how research conducted in cross cultural contexts makes use of natural language by taking into account the ontological and epistemological stance within cultures. It is instigated by work being done in leadership development among future leaders of the Asia-Pacific region as well as examining leadership and governance issues within indigenous communities. There is an assumption that natural language is embodied in the spoken or written word. Natural language also relies extensively on a range of linguistic devices such as narrative, imagery or symbol. Often within these devices there are hidden and subtle linguistic variations that are pertinent to the specific culture. To what extent does an ability to recognise and interpret such linguistic devices enable the researcher to understand the way in which various peoples come to the understanding of their being and what they know? How do researchers go about exploring the layers of information that are embedded in the natural language of a culture but unknown to those outside the culture? What are the implications when working within a cross cultural context?

Tacit power folklore and CEO leadership

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This paper reports on the findings of a study examining the perceptions of CEO leadership, in large New Zealand organisations. The use of a constructivist grounded methodology for the collection and analysis of the data was a strategy designed to support the emergence of the research participants' constructions. The findings revealed the presence of two elements of folklore, the tall poppy syndrome and the No 8 fencing wire, which were perceived to exert a form of tacit power on CEO leadership. Within this paper, folklore is defined as the stories, customs or norms and beliefs that are preserved within a culture. The findings of this study have implications for the definition, the enactment, the acquisition and retention of CEO leadership

Keywords: power, strategic leadership, trust, leadership and discourse

Accounting education in the Pacific Century

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The complex interaction between the knowledge economy and 'internationalisation' caused changes to the role of universities. Business faculties are expected to provide not only meaningful learning experience but also to offer lifelong-learning skills essential for graduates to be successful in the Pacific Century. Educators are challenged to influence students' learning and their attitudes by developing generic skills as well as professional values and ethics in preparation for successful careers in the global workplace (Kavanagh, 2007). The current literature concerning accounting education indicates that there is a need for reform in curriculum, teaching approaches and integration of theory and practice. These challenges make it timely to investigate the factors that affect the programs and the way to improve them. The study is designed to examine the broad topic of perceptions of accounting education. It is based on the propositions underling the constructivist paradigm and investigates how different stakeholder groups perceive present programs offered by selected universities. The study aims to explore how effective are accounting programs in developing graduates' professional competency and skills sought by potential employers using a multi-site, and multi-method case study (Stake, 1995). Results from pilot study are analysed. The state of accounting education in the changing business in selected universities from Pacific Rim countries as Australia, New Zealand, Singapore and Fiji will be evaluated in order to fully understand the process of value formation in designing curricula, and respond to global market demands by educating professionals who are strategic thinkers and also ethical citizens.

Keywords: evaluation, educating professionals, professional values, capabilities

The face of leadership: a follower perspective on appearance attributions based on the leader's face

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The face of a leader may be more important than previously recognised. Through linking follower-centric leadership, attribution theory, and facial recognition we believe that followers will use information sent by the face of a leader to place attributions on them. Follower-centric leadership and attribution theory tell us that followers use a range of information when placing attributions on leaders. The leader's face may provide followers information to use when placing attributions on leaders. The face sends the viewer an array of information that helps them identify a person's character. It is likely that followers will use this information when constructing an opinion of a leader.

Keywords: followership, leadership and personality, charismatic leadership, leadership and discourse

A mixed-method design: triangulation in a pragmatism paradigm

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In recent years, the practice of utilising quantitative and qualitative research methods in tandem has become more popular among researchers. This paper outlines the procedures used in an empirical study, rooted in the pragmatism paradigm, involving the triangulation of quantitative and qualitative data. The illustrative data is based on a doctoral research project conducted within the Australian aquatic theme park segment of the tourism industry. The paper concludes that the use of both qualitative and quantitative methods for both data collection and data analysis allowed the researcher to evaluate the nature and level of commitment, job satisfaction, employee performance and professionalism from several different perspectives, and that this approach significantly strengthened the findings of the research.

Keywords: mixed methods, design pragmatism, case research, sample

Structuring emergency response: how organisational design facilitates the state emergency services (SES) supply chain

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Emergency services organisations in Australia and many parts of the world are designed for quick response to sudden natural and man-made catastrophic events. Unlike other supply chain types, these agile services typically consist of a network of small, largely self-contained teams that are, simultaneously, also subject to centralised direction in response to community disasters. This dual characteristic appears to match the modular, agile organisational design described in academic literature as "Holonic". A single case study of the State Emergency Service (SES) in New South Wales and cognitive mapping techniques are used to explore the organisational design of an emergency services provider in order to review the impact of this design on its supply chain configuration and service provision.

Keywords: social services, supply chain management, organisational design, volunteers

Collaboration in public private partnerships: a tale of two tunnels

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Public private partnerships (PPPs) in project finance involve public and private sectors in collaboration to deliver public infrastructure. This paper examines how collaborative advantages and negotiation of joint purpose in collaboration can be applied to PPPs. We address the key issues which have emerged from an empirical study of two road tunnel projects in Sydney that were completed within one year of each other, but with different outcomes. Lane Cove Tunnel experienced public acceptance and was considered as a success story of PPPs. Cross City Tunnel (CCT) faced negative public demonstrations when it first opened. Although both of these projects have now received public acceptance, CCT is still considered as a failed PPP. By presenting a theoretical framework based on a set of criteria for the measurement of the success of PPPs, a more objective assessment can be made on collaboration in project finance.

Keywords: Public Private Partnerships, Collaborative Advantage, Negotiation of Joint Purpose, Public Acceptance

Ownership choice and subsidiary performance: the moderation of host environments

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One critical decision facing multinational enterprises (MNEs) is to choose an optimal ownership strategy that fits with local environments so as to generate superior foreign performance. To gain a better understanding of this important yet still insufficiently explored issue, this study compiles a set of industry- and country-related local environmental attributes, and investigates how satisfactory affiliate performance can be achieved through adapting ownership structures to host contexts. Empirical results obtained from a sample of Taiwanese manufacturing MNEs found that higher ownership positions are conducive to better subsidiary performance in more hostile foreign industries, while lower ownership structures benefit subsidiaries more in highly diverse markets as well as legally unpredictable nations. This study provides valuable insights for both theorists and practitioners.

Keywords: managing cross-border operations, multinational corporations, international strategy, management and governance

Corporate social responsibility in a troubled world: keeping sight of local and global community problems

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We live in a troubled world besieged with numerous social and environmental problems. Some of these problems are local in that they affect people in a particular location while others are global in scale. The internationalisation of business has added further to these problems. The simple fact that we are human beings endows us with the responsibility to address and to try to alleviate some of these problems, yet, there are also more complex critical, moral, ethical, communitarian and aesthetic reasons for doing so. And off course some of us, namely, government and big business, are more 'endowed' and more 'empowered' to take responsibility. Our argument in this poster is that Corporate Social Responsibility agendas must be aware of a whole array of local and global community problems, and that disclosure, evaluation and reporting of CSR achievements should ideally be made against these criteria. We begin with a brief review of the origin and meaning of the concept of CSR and exploration of various models and indexes of CSR. We then enter the ethical/moral debate about whether and why corporations should be socially responsible. Finally, we have attempted to compile, as comprehensively as possible, a list of local and global community problems that need to be addressed by all of us.

Value creation, value network, value capture: determinants of business models

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In this paper, we contribute to theory development in relation to business model construction by highlighting how and why an integrated approach based on Transaction Costs Economics should be extended from mainstream considerations of "first order economizing" to incorporate the strategic choices related to the management of combined and concurrent appropriability regimes, and the implications in terms of "mundane" transaction costs of flexing the size of the focal firm's value network. We illustrate the salience of the approach by analysing three case studies of open-source business models in the software industry.

Keywords: dynamic capabilities, competitive advantage, implementation, business level strategy

An examination of boundary objects in an Indian software development firm

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In this paper, the author strives to demonstrate how organisational inquiries into cross-boundary interactions can make use of the analytical device of boundary objects. The peculiarities of boundary objects in the context of a software development firm in India are examined. Prominently observed boundary objects are described and their roles in facilitating fruitful interactions within the organisation are noted. Closer examinations of boundary objects reveal the special ways in which they become enablers. Towards this, the author suggests that it might be worthwhile to approach them with a different focus that emphasizes their usage rather than their origins in the interaction of multiple communities.

Keywords: group dynamics, group processes, team processes, job and work design

EMIT - Energy counselling and modern IT - a study of the possibilities to employ Internet-based techniques for wide involvement in energy counselling

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Web 2.0 type collaboration harnesses the enthusiasm and experience of large communities in a range of subjects. Today, energy-related questions are high on the list of people in general, and many individuals have interesting experience or other knowledge that could be useful to others. Yet, state-funded energy counselling relies on the traditional, employed-expert model. The aim of this project is to explore how modern IT solutions for collaborative knowledge evolution could lead to more effective energy counselling and increased energy knowledge among the public. Comparative studies have focused on the prerequisites for effective use of web 2.0 type collaboration and wikis. The results indicate a considerable potential in leveraging state-funded energy counselling by employing combinations of IT tools for collecting and channelling experience and inquisitiveness among the public and among professional actors. However, the tools alone will not exploit the potential; organisational measures are needed to promote the usefulness and limit potential harm.

The pull of entrepreneurship

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This paper focuses on the apparent attraction of Chinese people towards entrepreneurship. We endeavour to better understand the circumstances of Chinese and their strong predisposition towards entrepreneurship, even when some have achieved what is regarded as good, "successful" organisational or "bureaucratic" careers. We focus on the case of Taiwan, where the unique policies the government adopts to foster entrepreneurship has contributed a crucial part in the country's industrial development. We also propose that the Chinese culture is a contributory factor to the development of career values of the Chinese.

Keywords: entrepreneurship and economic development, ethnic entrepreneurship, family business, characteristics of entrepreneurs

Focusing on value: a review of the competitive advantage literature

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This paper examines the concept of competitive advantage. By reviewing the extant literature on different research streams; the industry structure, the resource-based, and the relational views, we conclude that studies on competitive advantage exhibit differences in their assumptions, units of analysis, and strategic implications. Nevertheless, none of them can individually explain the whole concept of competitive advantage; source, sustainability, and appropriation. We argue that it requires focus on value creation, value protection, and value capture simultaneously for understanding the full concept of competitive advantage. We further posit that competitive advantage is a result of a complex strategic process and we suggest future research should incorporate strategy at corporate level, value at the societal level, and competitive disadvantages within the firm.

Keywords: competitive advantage, competitive environment, dynamic capabilities, resource-based view of the firm (RBV), strategy

Market creation through tight- loose coupling with customers: a participant observation study

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In creating markets for new technologies, entrepreneurial firms need to find out what values to develop and for whom. How does the firm conduct market orientated learning when the market is unknown to it, and customer perceived value is yet emerging? This paper reports a participant observation study on a technology entrepreneur's journey of market creation. It draws upon literature of organisation science and marketing to explicate market orientation behaviour as inter-organisational learning through tight-loose coupling. With the case study we propose a knowledge-based view of the market and illustrate the emergence of customer perceived value as shared sense-making.

Keywords: marketing concept, market orientation, customer value, strategic marketing, business-to-business marketing

Learning in different contexts: perspectives from HR professionals

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This article explores the relationship between learning and context viewed from the epistemological position of descriptive research. The cultural domain of learning orientation is used as a mediating thread to describe the shifting conditions under which varied learning behaviors operate. This involves the creation of multiple interpretations where daily problems serve as a leitmotif of learning. Sensemaking is viewed as the panacea for deeper learning at both the individual and collective levels. An interpretivist paradigm has been adopted where focus-group data serves to provide rich qualitative data into the perceived and "lived" experience of 14 HR professionals in Saudi Arabia. Findings suggest that learning occurs in messy transitory contexts where reflection and dialogue will release its potential for productive actions.

Keywords: individual learning; organisational learning; socialisation; team processes

Acknowledgement: The author thanks King Fahd University of Petroleum & Minerals for the support rendered in the preparation of this article.

Assessment of corporate image and reputation in the Saudi Commercial Banking Sector

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Corporate image and reputation are regarded as the most critical, strategic and enduring intangible asset for a company. A favorable corporate image and reputation can be an effective form of differentiation and a source of competitive advantage ensuring long-term success. This research focuses on the customers' perception of the corporate image and reputation of large commercial banks in Saudi Arabia. It seeks to develop an appropriate way of measuring corporate image and reputation by identifying a set of specific factors and scale items. Questionnaire survey was employed in the data collection. Results, explaining 73% of the total variance, indicate that three factors significantly influence perception: "financial prospect", "corporate management", "publicity and corporate communication".

Keywords: brand management, customer value, integrated marketing communication

Acknowledgement: The authors would like to acknowledge the help and support of King Fahd University of Petroleum and Minerals, as this project (INT-366) is a result of an ongoing KFUPM supported internal grant.

Social games in an economic frame: connecting strategy processes, activities and capabilities

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The purpose of this paper is to link strategy process research with the organisational capabilities view with the aim to uncover micro mechanisms that underlie the change of capabilities. It demonstrates what the possible synergies between the two strategy views are, and what the potential ingredients the mechanisms underlying capabilities may involve. Inertial frames, the meanings or managerial cognitions around which capabilities are organized, and multiple and vigorous managerial activities in various sections of organisations are displayed as important ingredients in capability change.

Keywords: resource-based view of the firm (RBV), strategic decision-making, strategy process, strategy execution

WORKSHOP, PANEL AND SYMPOSIUM ABSTRACTS

The abstracts of all presented papers and posters are included in alphabetical order of the *first listed* author. The presenting author (where known) is underlined in the detailed program.

Abstracts of the workshops, symposiums and panels are in the order as they appear in the program.

Paper Abstracts - from page 25

Poster abstracts - from page 123

Workshop, Panel and Symposium abstracts - from page 143

Author Index - from page 155

(Full papers for the refereed papers are included on the conference CD.)

Transforming patient and staff experiences in Australia and English hospitals: An experience-based co-design research symposium

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This symposium describes a two-year 'research into practice' collaboration between Organisation Development (OD) researchers and healthcare practitioners in Australian and English hospitals. The aim of the collaboration was to design, pilot, test, and evaluate a methodology and process aimed at dramatically improving patient experiences of health care as well as staff experiences of providing that care. The approach draws its inspiration from the rapidly expanding field of experience-based co-design (EBCD), a subfield of the design sciences such as architecture and software engineering whose distinctive features are:

direct user and provider participation in a face-to-face collaborative venture to co-design services, and

a focus on designing experiences as opposed to systems or processes (thereby requiring ethnographic methods such as narrative-based approaches and in-depth observation)

Five emergency departments - four in Australia and one in the UK (including large urban and rural hospitals) - were the focus of the work with patients and carers, local teams of clinicians and service improvement managers linked together in a virtual learning network/collaborative.

The symposium presents this work in a case study form, describing the various steps the change process went through:

- diagnosis (including films of patients and staff describing their experiences),
- solution design,
- implementation (codesign),
- evaluation, and
- spread - and the various bumps in the road that were encountered on route.

Its purpose is to provide a 'rich description' of a process for others who are contemplating a much more 'user-centric' orientation, one that seeks to mobilise and privilege change on behalf of the consumers or users of a product or service, involving them at every stage of the change process.

The symposium concludes with the results of a formal evaluation of the work to date, which, we shall argue, offers some promising new directions for OD and healthcare research and practice.

From alienation to suffocation: Friends and enemies in organisations

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Four areas with a focus on workplace relationships will be covered (alphabetically by author):

- The “Dark Side”: Relationships with disordered personalities at Work
Dr Giles St. J Burch (Management: The University of Auckland)
- Who you know influences what you know: Relationships and organisational socialisation
Dr Helena Cooper Thomas (Psychology: The University of Auckland)
- The double edged sword? Organisational outcomes of friendships
Dr Rachel Morrison (Management: AUT University)
- Who helps who the most? A human systems approach to interactions at work
Dr Terry Nolan (Management: AUT University)

This symposium has important implications for enabling all parties to better manage relationships with newcomers, colleagues, subordinates and managers in the workplace. Through appreciating how dysfunctional personalities may operate in the workplace, participants will improve their understanding of how to work with and manage such people. Increased attention to the quality of interpersonal relationships (both good and bad) at work is advantageous in understanding the dynamics of organisational behaviour, and improving both individual and organisational wellbeing. The symposium will also provide practical suggestions on how to best manage organisational relationships for the range of stakeholders involved.

Invited Panels for HRM and Development Stream
Panel 1 in HRM: HR systems and organisational performance

Panel Chair

Peter Dowling, School of Marketing & International Business, Victoria University of Wellington.

Presenters

1. HR systems and organisational performance: issues in theory and research design.

Peter Boxall, Department of Management and International Business, University of Auckland

2. HR systems and organisational performance: key issues in research methods.

Siah Ang, Department of Management and International Business, University of Auckland

3. HR systems and organisational performance: comments in response

Tim Bartram, Department of Management, & Marketing, La Trobe University

Panel 2 in IHRM: Managing People from the ‘Edge’: The Antipodean challenge

Panel Chair & Discussant:

Noelle Donnelly, Victoria Management School, Victoria University of Wellington.

Presenters

1. International HRM (IHRM): Recent developments in the Asia-Pacific.

Peter Dowling, School of Marketing & International Business, Victoria University of Wellington.

2. Issues and Trends in International Employment Regulation

Erling Rasmussen, AUT Business School, Auckland University of Technology & Nigel Haworth, Department of Management and International Business, University of Auckland.

3. IHRM: Lessons from the European Perspective

Torben Anderson, Center for Technology, Economics and Management, The Technical University of Denmark.

Workplace bullying: problems, solutions and progress

Dr Carlo Caponecchia
School of Risk and Safety Sciences, The University of New South Wales

Dr Linda Trenberth (presenter), University of Canterbury
Dr Tim Bentley, Massey University
Dr Bevan Catley, Massey University
Dr Helena Cooper-Thomas, University of Auckland
Dr Diane Gardner, Massey University
Professor Michael O'Driscoll, University of Waikato

Dr. Melanie Bryant (presenter), Monash University Gippsland Campus
Dr. Donna Buttigieg, Monash University Gippsland Campus

This symposium deals with a topical and important issue facing organisations across the world. There have been several advances in scoping and managing the workplace bullying problem in recent years which will be outlined in the papers presented. This symposium is designed to appeal to academics, executives, human resource managers and health and safety representatives, because it will be a balance of theory, best-practice and policy in action. The speakers are researchers, consultants and practitioners from diverse backgrounds across Australia and New Zealand.

The symposium will contribute to the building of research and practice networks across Australia and New Zealand, and help contribute to a “critical mass” on this topic, which can then be used to effect change in policy and legislation.

The promise and tyranny of connectivity: distributed work, disrupted lives

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Professor Eero Vaara
Swedish School of Economics

The metaphor of ‘connectivity’ has been introduced as an alternative to ‘culture.’ Moving from the theoretical to the empirical and practical, how might we further explore how social and technical connectivity is affecting and changing work for individuals, teams and organisations? Participants will be introduced to the connectivity metaphor by one of the Co-Editors of and a contributor to an *Organization Studies* Special Edition on ‘Connectivity,’ and recent author of a follow-up article in the same journal. Participants will be asked to reflect on their personal and professional moments of ‘hypo’ and ‘hyper-‘ connectivity. Too much email anyone?

Leadership Beyond Green: What does it take to ensure an organisation is sustainable?

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Prof Elizabeth More
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This symposium will present multiple perspectives about leadership and sustainability. It will be structured around the perspectives of four key stakeholders/sectors: academic research, business, not-for-profit, education. These four perspectives will be compared and contrasted to elucidate central features of the emerging challenges facing organisations in management and leadership in the Pacific century.

The symposium targets a broad audience spanning academic, consulting, and leaders and managers of public and private sector organisations. Members of the Macquarie Graduate School of Management Institute for Sustainable Leadership (ISL) will present the academic perspective and guide the discussion arising from the panel presentations. Key areas to be addressed within the symposium:

- What are the features of sustainable leadership?
- What are the features of sustainable organisations?
- What is the connection between organisational performance and sustainable leadership?
- What are the key sustainable principles and practices? Do these vary by type of organisation?
- Are sustainable principles and practices predictors of short and long term organisational success?
- Are there specific issues / concerns for leadership and organisations in the Pacific?

Uses and issues around practice theory in management studies

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This workshop seeks to bring together scholars who are using theories of practice in their research.

Increasingly theories of practice—such as the practice turn in sociology—are important in a variety of arenas to better understanding organisational life. These arenas include strategy (Jarzabkowski 2005); leadership (Carroll, Levy et al. 2007), new product development (Carlile 2004), marketing (Warde 2005), knowledge management (Levina and Vaast 2005), accounting (Hopwood and Miller 1994; Akroyd 2007), and HRM. Practice-based theories tend to focus on the work of the individual, but tempered by the recognition that practices occur intersubjectively. This is consistent with calls to acknowledge that people are agents who construct their work environment, with outcomes shaped through interaction between actors. Using a practice based lens allows researchers to better understand the real work and activities of people in organisations.

Reckwitz (2002, p. 249) describes practice as:

a routinized type of behaviour which consist of several elements, interconnected to one another: forms of bodily activities, forms of mental activities, ‘things’ and their use, a background knowledge in the form of understanding, know-how, states of emotion and motivational knowledge.

Such descriptions are legion. However, what is less clear is how one might operationalise the use of practice based theories. For example, given such a definition, how can one distinguish between practices such as leading, managing, or strategising?

The goal of the workshop is to explore how participants can and do use theories of practices and the issues that are inherent in so doing. For example, how are practices researched and analysed, how are practices distinguished from one-another, what explanatory power do practice theories provide?

Publishing in journals: An insider's guide

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Publishing can be an opaque and uncertain process, even for seasoned authors. This workshop aims to dispel common myths about publishing and enable delegates to feel more confident and informed about writing in business and management journals.

The workshop will consist of a 45 min presentation, followed by a 45 min Question and Answer session with a number of our Journal Editors, including:

- Bill Doolin, Co-Editor of 'Qualitative Research in Accounting and Management'
- Goran Svensson, Editor of 'European Business Review', and Regional Editor of 'Management Decision'

The presentation will contain pointers on:

- How to get started
- How to target your work more effectively
- Advice for authors on preparing and submitting articles
- What editors and reviewers actually look for
- The people (editors, their advisors and reviewers, publishers and authors themselves) involved throughout the process
- The review process in detail
- The five key questions that make or break a paper
- The secrets of revision.
-

Following the presentation, you should feel more confident in your abilities to get published, and have a greater understanding of how the whole process works. There will then be the opportunity to ask your own questions to our panel of experienced Editors, so we can ensure this workshop is relevant and practical for those who attend. There will also be a pack of author resources for attendees to take away.

Leximancer – trouble free qualitative data analysis

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Leximancer is text analytic software designed for analysing the conceptual content of natural language text data. The programme analyses text and displays the extracted information visually, in the form of a 'concept map'. The concept map displays the main concepts in the text data, and depicts the relationships among concepts. Using the concept map, the user can develop hypotheses and perform a directed search of the text. In this way, Leximancer illustrates the conceptual structure of the texts. This workshop aims to introduce Leximancer software and provides a brief overview of the approach used by the software, an introduction to the process used to extract semantic and relational information, and an illustration of the outcomes and applications of the software.

A'GPS system' for navigating the terrain of organisational change

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Managing organisational change is challenging and change projects easily go off track.

Empirical evidence shows that change is generally managed poorly. Despite good intentions, change takes longer, costs more and achieves less than planned. Managers often lack the data needed to determine where and why the project went off track and how to get it back on. Poor measurement is a root cause.

ChangeTracking Research (CTRE) commenced a major research project, beginning in 2004, to investigate organizational change processes and to use quantitative, non-linear methods to analyse change processes. Working with CSIRO, CTRE has developed a unique application of Self Organising Maps (SOM) methodology to 'map' organizational change journeys. The approach breaks new ground in its application of multi-dimensional, non-linear methods for the quantitative analysis of organisational change processes.

Based on the analysis of over 250 000 change journeys collected across industries in over 30 countries and across all types of change interventions, CTRE's 'change map' allows the simulation of change journeys, testing hypotheses regarding appropriate interventions and determining actions that have most impact on achieving high performance.

The symposium provides the audience with a 'brief history' of the challenges of measurement in organisations. It outlines the use of nonlinear methods for the analysis of complex data (SOM), presents the results of data analysis and shows using practical client case examples, how a detailed 'map' of organizational change processes can be used to navigate more effectively.

The predictive capabilities of the map are highlighted showing that change, far from being chaotic, is clearly organised and follows characteristic patterns at different stages of change. Once understood, this allows leaders to take decisive action and bring change quickly back on track.

Do simulations in business education educate?

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Playing at management is not management.' You may recognise Henry Mintzberg. Simulations in the management classroom have had a mixed press. For some, no matter what the 'what' is, simulations are merely feel-good fuzzies whilst for other they are truly educational. The search for effective teaching methods is never ending, but according Palmer, 'technique is what teachers use until the real teacher arrives', and the source of effective teaching lies within. According to Parker, 'the most practical thing we can achieve in any kind of work is insight into what is happening inside as we do it.' But this too can be challenged. What for some is productive reflection is for others self-obsession.

This workshop will take participants through an activity. It is not a standard business game simulation and this is not a show-and-tell workshop. It is a collective inquiry, a space to challenge some prevalent assumptions about teaching. Participants will take various roles in the workshop, moving through observation, analysis, reflection and application and hopefully we will all emerge with our ideas of what comprises effective pedagogy in management education in much sharper focus.

We will explore the tensions between positive responses to this activity but a lack of empirical evidence for their value in developing effective strategic thinking and competence and a puzzling inability to apply what we claim we have just learnt.

Both sides of the story: Lessons on effective collaboration from pairs of long-standing research collaborators

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Research collaboration has become a strategic imperative for Business Schools aspiring for research excellence, increased research performance and international accreditations. Collaboration is advocated as a means to develop international connectivity, obtain funding, strengthen links to industry, nurture and train early career researchers, establish multi-disciplinary teams, and as a key mechanism to improve research productivity, particularly for research evaluation purposes. Further, research collaboration can be considered from several different perspectives e.g. for individual researchers, for centres, for institutions, or for infrastructure provision.

The aim of this workshop, which focuses on researcher perspectives, is to understand how collaborative research partnerships – for example, with colleagues, with peers at other institutions, with international collaborators, with students - are initiated, developed and maintained. What are the secrets of successful long-term research collaborations? How do they get started? What are the enablers and personal practices which facilitate effective collaborations? What are the inhibitors which constrain or hinder effective research partnerships?

A novel approach has been designed to address these questions using three pairs of leading scholars from Australia and New Zealand. Each pair has long-standing research collaborations which they will outline and discuss. The research domains covered by these collaborations include Strategic Management and Change, Research Methods and Support of Postgraduate Students, and Career Studies. Note: these scholars all have diverse and enduring experiences with multiple research collaborators.

Authentic leadership – Challenges in the university environment

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The philosophical importance of authenticity was first advocated by the Greek Stoics, as a moral response to declining civic and religious values (Baumeister, 1987). In the contemporary environment, the concept of authenticity – the idea of being true to oneself, continues to be an important theme in the study of organisational leadership.

This workshop is an exploration of what it may mean to be an ‘authentic leader’ in the university environment. Most particularly, how does an academic balance his or her personal value system and sense of self with the professional obligations of the university – obligations which may not always align with an individual’s commitment to being ‘true to oneself’. ANZAM members are drawn from diverse backgrounds and as such will gain the benefit of sharing their experiences relating to this increasingly challenging area.

AUTHOR INDEX**A**

Ab Wahid	Roslina	27
Abd-Manaf	Noor Hazilah	27
Adams	Wayne	130
Aggarwal	Upasana	27
Aggarwal	Upasana	50
Ahn	Mark	28
Ahsan	Kamrul	28
Akoorie	Michele	106
Alam	Quamrul	28
Alam	Quamrul	63
Alam	Quamrul	79
Alday	Sandra	29
Ali	Azwadi	29
Ali	Muhammad	29
Allisey	Amanda	30
Almeida	Shamika	30
Altmann	Erika	30
Amir-Ishak	Noormala	31
Anderson	Torben	147
Ang	Andrew	31
Ang	Siah	147
Armstrong	Anona	64
Arshad	Rasidah	31
Ashkanasy	Neal	97
Ashkanasy	Neal	112
Avery	Gayle	149
Ayoko	Remi	31
Ayoko	Remi	90
Ayoko	Remi	97
Aydinilik	Arzu Ulgen	109

B

Bakalis	Steve	76
Baker	Kevin	32
Bambacas	Mary	32
Baral	Rupashree	32
Barker	Michelle	103
Barnwell	Neil	33
Barrett	Mary	33
Barrett	Mary	109
Bartram	Timothy	33
Bartram	Tim	147
Basu	P	65
Batchelor	Shane	87
Bate	Paul	145
Bathula	Hanoku	69
Bathurst	Ralph	34
Bathurst	Ralph	34
Batkin	Nick	61
Beaumont	Nick	66
Bebenroth	Ralf	39
Becker	Karen	34
Beckett	Ronald	44
Bednarek	Rebecca	28
Beeton	April	34
Beeton	April	94
Benson	Angela	35
Bentley	Tim	148
Berry	Carolyn	35
Bhargava	Shivganesh	27
Bhargava	Shivganesh	32

Bhargava	Shivganesh	50
Bhowmick	Sanjay	35
Bignoux	Stephane	36
Billot	Kenneth	36
Blackman	Deborah	35
Bone	Zelma	36
Bonn	Ingrid	55
Bordia	Prashant	90
Bourke	Josephine	37
Boxall	Peter	147
Boyle	Brendan	37
Boyle	Brendan	86
Boyle	Maree	101
Bradley	Lisa	37
Bradley	Lisa	38
Bradley	Frank	141
Branch	Sara	38
Bretherton	Phil	101
Brooks	Gordon	38
Brown	Kerry	38
Brown	Kerry	56
Bruning	Nealia	39
Bryant	Melanie	40
Bryant	Melanie	83
Bryant	Melanie	148
Brytting	Tomas	116
Bubna-Litic	David	40
Burchell	Noel	40
Burmester	Brent	41
Butler	Christina	119
Buttigieg	Donna	40
Buttigieg	Donna	148
Byrch	Christine	41

C

Cairncross	Grant	41
Callaghan	Michael	109
Callagher	Lisa	42
Callagher	Lisa	150
Cameron	Roslyn	42
Caneen	Jeff	118
Cant	Mike	125
Caponecchia	Carlo	148
Carbone	Valentina	43
Cartan	Greg	114
Casali	Gian Luca	43
Cassells	Sue	43
Catley	Bevan	148
Cavana	Robert	125
Caza	Arran	115
Caza	Arran	117
Caza	Brianna	125
Chadee	Doren	85
Chan	Ricky	46
Chan	Sow	126
Chang	Wen-Jan	126
Chapman	Geoffrey	44
Chapman	Geoffrey	127
Chapman	Geoffrey	128
Chapman	Ross	44
Chapman	Ross	64
Charles	Michael	114
Chelliah	John	45
Chen	Wein-hong	45

Chen	Shaohui	127	Droulers	Marcelle	52
Cheng	Louis TW	46	Duncan	Keith	71
Cheong	France	95	Dunford	Richard	153
Chiu	Chi Kwan	46	du Plessis	Andries	89
Chong	Melody	75	E		
Chow	Irene	58	Eckardt	Farida	37
Choy	Sarojini	50	Edwards	Margot	34
Choy	Samuel	89	Edwards	Dawn	52
Chtioui	Tawhid	46	Edwards	Gareth	53
Chu	Mei-Tai	127	Edwards	Marissa	53
Clark	Delwyn	47	Eljiz	Kathy	129
Clark	Delwyn	153	Ellis	Allan	56
Clark	Nicholas	47	Erasmus	Barney	77
Clarke	Marilyn	47	Erickson	Anthony	129
Clarke	Marilyn	48	Erwee	Ronel	53
Cocks	Graeme	67	Erwee	Ronel	54
Coghill	Ken	79	Eweje	Gabriel	140
Collins	Eva	70	F		
Connell	Julia	48	Felzensztein	Christian	129
Conway	Neil	110	Fernando	Mario	131
Cook	Zoie	90	Ferrer	Justine	54
Cook	Zoie	128	Ferrer	Mario	101
Cooksey	Ray	88	Fetherston	Julia	54
Cooksey	Ray	153	Findlater	Alec	43
Cooper-Thomas	Helena	146	Fisher	Josie	55
Cooper-Thomas	Helena	148	Fisher	Gregory	130
Corbett	Lawrence	128	Fitzgerald	Anneke	55
Cordery	John	57	Fitzgerald	Anneke	71
Corner	James	27	Fitzgerald	Anneke	127
Corner	Trish	48	Fitzgerald	Anneke	128
Corner	James	98	Fitzgerald	Anneke	129
Cox	Rodney	68	Fitzgerald	John	128
Couchman	Paul	49	Foley	Dennis	55
Crase	Lin	59	Foo	Fang Ee	92
Crawford	John	60	Forster	Geoffrey	56
Cregan	Christina	49	Foster	Kim	151
Crews	Julie	153	Francis	Ronald	64
Crisan	Corina	97	Fratzl	Jae	82
Cunha	Miguel	99	Furneaux	Craig	56
D			G		
Dadich	Ann	127	Galbreath	Jeremy	56
Dadich	Ann	128	Galbreath	Jeremy	57
Dai	Fu	49	Ganto	Jullimursyida	57
Dalrymple	John	108	Gantor	Josh	57
Daniel	Lisa	50	Gao	YingFei	58
Datta	Sumita	27	Gao	Tian	60
Datta	Sumita	50	Gao	YingFei	130
Davenport	Sally	76	Gardner	Diane	148
Davis	Doug	45	Gilbey	Andrea	151
Dawson	Patrick	50	Gill	Roger	53
Dawson	Patrick	91	Gong	Yuanyuan	58
Delahaye	Brian	50	Gordon	Raymond	58
Delaney	Ben	131	Gore	Julie	59
Demir	Defne	100	Gourley	Loree	130
Dery	Kristine	78	Grant	Bligh	59
Devinney	Timothy	51	Gray	David	36
Dhewanto	Wawan	51	Gray	Jane	145
Dollery	Brian	59	Green	Roy	132
Donleavy	Gabriel	51	Gregory	Sarah	59
Donmez	Dilek	109	Grob	Suzanne	60
Doolin	Bill	151	Gunawan	Indra	28
Dowling	Peter	147			
Drew	Antony	52			

Gurd	Bruce	60
Gurd	Bruce	73
Guthrie	James	101
H		
Haar	Jarrold	60
Haar	Jarrold	61
Haar	Jarrold	131
Haddon	Barbara	61
Hamid	Zarinah	109
Hammann	Filip	77
Hanley	Glennis	40
Hannif	Zeenobiyah	131
Harker	Debra	103
Harker	Michael	103
Harris	Candice	61
Harris	Candice	62
Harris	Martin	62
Harrison	Jennifer	42
Harrison	Jennifer	63
Hartel	Charmine	63
Hartel	Charmine	83
Harzing	Anne-Wil	119
Hashim	Junaidah	63
Hassan	Arif	131
Hayes	Kate	64
Hayman	Jeremy	64
Hecker	Rob	66
Hede	Andrew	61
Heenetigala	Kumi	64
Heenetigala	Kumudini	139
Helliwell	Kay	87
Henderson	Fiona	84
Henry	Ella	134
Herington	Carmel	65
Hicks	John	65
Higgs	Malcolm	53
Ho	Marcus	48
Ho	Marcus	62
Ho	Cynthia	65
Ho	Jessie	66
Ho	Marcus	127
Hodge	Cori	132
Holland	Peter	66
Hopkins	Mike	132
Houkamau	Carla	66
Huang	Xueli	67
Hubbard	Graham	121
Hughes	Brett	114
Hughes	Kate	132
Hughes	Kate	138
Hughes	Bronwyn	149
Hui	Chun	74
Humphries	Maria	67
Humphries	Maria	76
Hunt	Robert	73
Hunt	Robert	87
Hussein	Norashikin	31
Hutchinson	Lucinda	41
I		
Ingle	Coral	67
Inkson	Kerr	153
Islam	Mazharul	83

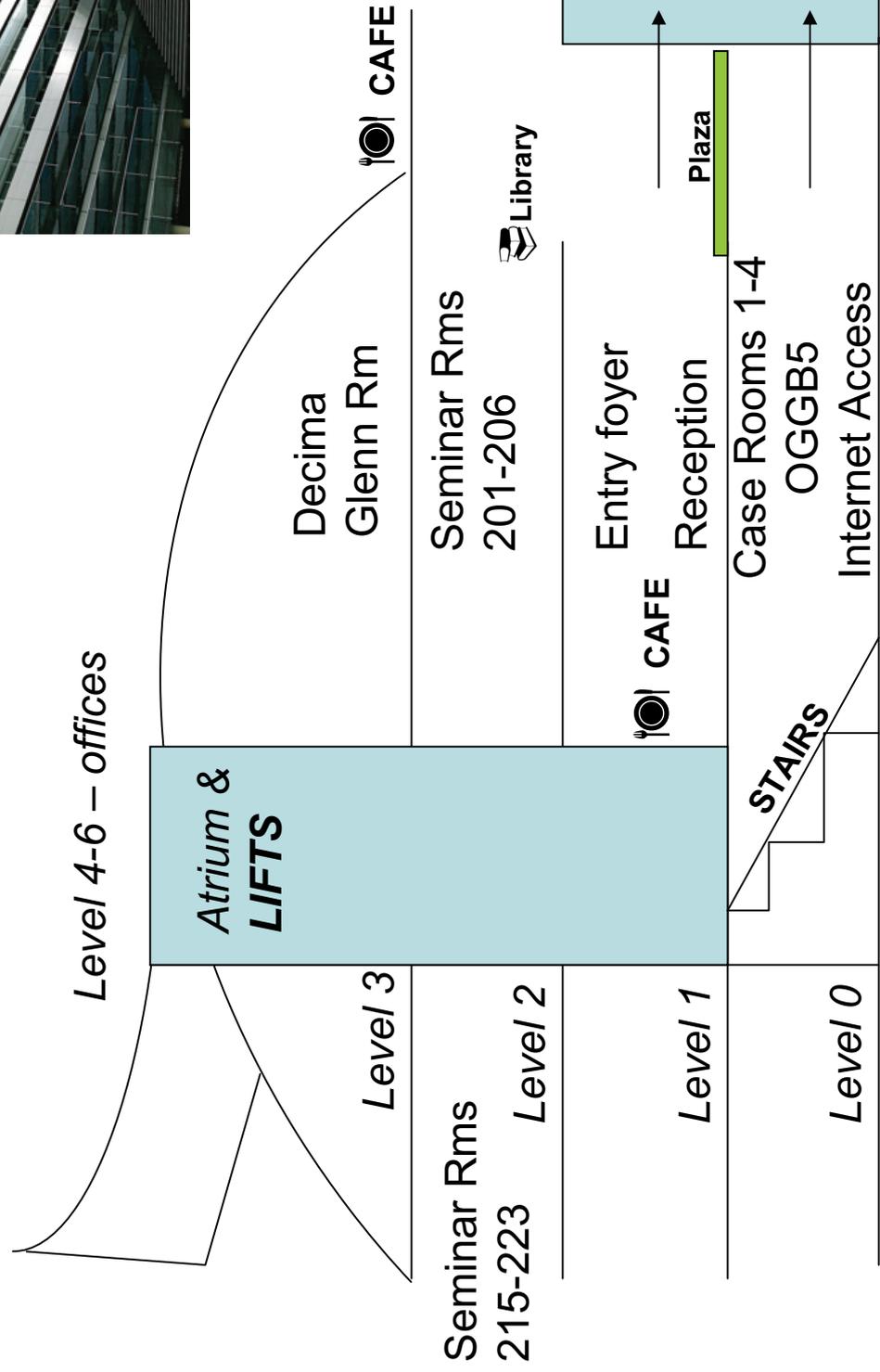
J		
Jackson	Brad	34
Jackson	Brad	137
Jenkins	Roger	68
Jepsen	Denise	68
Jiang	Joy Ruihua	68
Jie	Ferry	68
Joham	Carmen	48
Johns	Leanne	130
Johnston	Mark	55
Jones	Grant	69
K		
Kamoche	Ken	140
Karia	Manisha	69
Karia	Manisha	133
Kaushik	Neeraj	133
Kaushik	V	133
Kearins	Kate	41
Kearins	Kate	70
Kearins	Kate	78
Kelly	Stephen	63
Kempster	Steve	70
Kesting	Stefan	70
Ketkar	Sumita	103
Khosla	Rajiv	127
Kiessling	Timothy	71
Kiffin-Petersen	Sandra	71
Kippist	Louise	71
Kirk-Brown	Andrea	113
Kirsch	Christina	72
Kirsch	Christina	152
Kvitastein	Olav	91
Klass	Desmond	117
Klaus	Philipp	72
Kluvers	Ron	72
Kluvers	Ron	94
Kluvers	Ron	133
Knight	John	73
Knott	Paul	111
Knox	Colin	134
Kolb	Darl	148
Kong	Hao	46
Kosaroglu	Mustafa	73
Koveshnikov	Alexei	73
Kramar	Robin	69
Kramar	Robin	77
Kriz	Anton	52
Kulik	Carol	29
Kunwar	Biswanth	74
Kuok	Kim	126
Kuzic	Joze	81
Kwok	Olivia	74
L		
Lai	Mengkuan	134
Lamond	David	120
Langford	Peter	85
Lantu	Donald	74
Lapierre	Brigitte	39
Larkin	Jacqui	75
Lau	Victor	75
Lawrence	Stewart	104
Leal	Susana	99

Lee	Tzong-Ru	109	McNally	Beverley	136
Lee	Janet	130	McNicholas	Patty	67
Leggat	Sandra	33	McWilliams	Alan	84
Lei	Weng-Si	75	McWilliams	Alan	110
Leitch	Shirley	76	Md Saad	Mohd Shamsuri	84
Leslie	Julian	38	Meeks	Michael	28
Leung	Tak-Yan	46	Meera	Ahamed-Kameel	109
Leveson	Lynne	76	Mehta	Shalina	114
Lewis	Kate	37	Melgoza	Alberto	97
Lewis	Kate	43	Melgoza	Alberto	108
Lewis	Kate	62	Metz	Isabel	29
L'Huillier	Barbara	76	Meyer	Denny	114
Li	Yan	77	Miller	Karen	84
Li	Anson	134	Miller	Karen	85
Lim	Choon-Hwa	77	Mills	Colleen	85
Lindsay	Cameron	60	Mingo	Simon	85
Little	Graham	135	Mitchell	Rebecca	37
Liu	Cindy	99	Mitchell	Lynne	42
Liu	Yinghui	135	Mitchell	Rebecca	86
Lo	Kevin	66	Mitev	Helena	137
Loedolff	Pieter	77	Moatti	Valérie	43
Loke	Keson	135	Mockaitis	Audra	119
Lorsuwannarat	Tippawan	78	Moffat	Pirrie	105
Lu	Jane	68	Mohyuddin	Syed	86
Lui	Cindy	99	Mok	Katalina	38
Luke	Belinda	78	Molineux	John	86
Luo	Yixin	136	Monga	Manjit	114
M			Mooney	Shelagh	87
Maani	Kambiz	134	More	Elizabeth	38
MacCormick	Judith	78	More	Elizabeth	87
MacDonald	Doug	39	More	Elizabeth	149
Majumdar	Nazmul	28	Morris	Beryl	87
Majumdar	Nazmul	79	Morrison	Rachel	62
Maklan	Stan	72	Morrison	Rachel	146
Maley	Jane	79	Motion	Judy	76
Malik	Ashish	79	Mountford	Helene	36
Manley	Karen	80	Mountford	Helene	88
Marceau	Jane	80	Moyeen	Abdul	88
Mariappanadar	Sugumar	80	Muchiri	Michael	88
Maritz	Alex	80	Mueller	Jens	67
Markey	Raymond	81	Müeller	Frank	150
Marques	Carla	99	Muhamed	Nurul	89
Marshall	Al	81	Mula	Joseph	89
Mathews	Pamela	52	Murray	Jane	38
Matriadi	Faisal	57	Murray	Peter	88
Matthews	Judy	34	Muselli	Laure	139
Matthews	Judy	80	Myhill	Marion	137
Mazzarol	Tim	84	N		
Mazzarol	Tim	98	Nana	Eli	137
McAndrew	Claire	59	Naudé	Marita	111
McCabe	Angela	56	Nel	Liza	89
McCabe	Margaret	136	Nel	Pieter	89
McDonald	Gael	153	Nel	Pieter	135
McGrath	Michael	29	Nelson	Lindsay	112
McGrath	Michael	81	Nelson	Silvia	137
McGrath	Michael	116	Nesbit	Paul	66
McGregor	Ian	82	Neumann	Ruth	68
McIver	Ronald	89	Neumann	Ruth	75
McKay	Ruth	82	Ng	David	46
McKay	Ruth	82	Ng	Ju-Li	90
McKeown	Tui	83	Ng	Yin Lu	90
McLoughlin	Ian	96	Ng	Lay	92
McMurray	Adela	83	Nicholas	Stephen	37

Nicholson	Gavin	90	Rasmussen	Erling	61
Nicholson	Gavin	91	Rasmussen	Erling	147
Nikolova	Natalia	45	Rastrick	Karyn	98
Noblet	Andrew	30	Reboud	Sophie	98
Noblet	Andrew	100	Redfern	Kylie	65
Nolan	Terry	146	Regnér	Patrick	142
North-Samardzic	Andrea	40	Rego	Armenio	98
Nowak	Margaret	111	Rego	Armenio	99
O					
O'Driscoll	Michael	148	Reid	Lynette	99
Oczkowski	Eddie	107	Reinhard	Karin	103
Oke	Adunola	91	Restubog	Simon Lloyd	90
Økland	Gunnar	91	Riad	Sally	99
Olavarría	Jaime	130	Riad	Sally	148
O'Leary	Jane	92	Riley	Michael	58
O'Loughlin	Andrew	92	Riley	Michael	130
Omar	Mohd Azmi	109	Robert	Glenn	145
Omari	Maryam	34	Roche	Maree	60
Omari	Maryam	94	Rodwell	John	30
Omari	Maryam	108	Rodwell	John	100
Oppewal	Harmen	132	Rooney	Jim	138
Othman	Rozhan	92	Ross	Donald	132
P					
Pajo	Karl	37	Ross	Donald	138
Palmer	Ian	153	Rowe	Anna	111
Paelmke	Haridass	53	Rowe	Patricia	112
Paelmke	Haridass	54	Royer	Susanne	37
Pang	Mary	140	Ruth	Damian	152
Parker	Rachel	80	Ruwhiu	Diane	100
Parker	Polly	153	Ruwhiu	Diane	100
Parris	Melissa	93	Ryan	Peter	69
Parris	Melissa	118	Ryan	Suzanne	101
Parry	Ken	70	Ryan	Rachel	114
Parry	Warren	152	S		
Parsons	Andrew	93	Sadler-Smith	Eugene	58
Parton	Kevin	68	Salaran	Mehdi	80
Pascha	Werner	39	Samaranayake	Premaratne	55
Patrickson	Margaret	73	Samaratunge	Ramanie	63
Paulet	Renee	93	Samaratunge	Ramanie	79
Paull	Megan	34	Sandberg	Jorgen	92
Paull	Megan	94	Santa	Ricardo	101
Pavlovich	Kathryn	106	Sappey	Richard	65
Pawson	Kylie	85	Sarros	James	83
Perm-	Nidthida	51	Schembri	Sharon	47
Ajchariyawong			Schembri	Sharon	101
Perry	Marcia	94	Schyns	Birgit	53
Pick	David	86	Searle	Ben	102
Pillay	Soma	95	See	Jean-Marie	102
Pina e Cunha	Miguel	98	Seethamraju	Jaya	102
Pirola-Merlo	Andrew	83	Seethamraju	Ravi	102
Plester	Barbara	95	Sendjaya	Sen	96
Poles	Roberto	95	Sett	Prodip	103
Prajogo	Daniel	96	Seymour	Richard	54
Prasad	Kaivalya	96	Shallcross	Linda	103
Preece	Dave	35	Sharma	Bishnu	103
Preece	Dave	96	Sharma	Umesh	104
Prideaux	Murray	97	Shaw	James	129
Pyman	Amanda	66	Shepherd	Deborah	104
R					
Rainsbury	Elizabeth	97	Shieh	Gwopen	104
Ramsay	Sheryl	103	Shulruf	Boaz	81
			Siemionow	Val	105
			Sillince	John	105
			Simoff	Simeon	55
			Simon	Alan	105
			Simpson	Barbara	105

Singh	Smita	106	VanGramberg	Bernadine	54
Sinha	Paresha	106	Verreynne	Martie-Louise	62
Sisley	Richard	106	Verreynne	Martie-Louise	78
Sloan	Terry	55	Verreynne	Martie-Louise	114
Smith	June	64	Verreynne	Martie-Louise	151
Smith	Andrew	107	Vilkinas	Tricia	114
Smith	Peter	150	Vilkinas	Tricia	118
Smollan	Roy	107	Vines	Greg	83
Sohal	Amrik	51	Vitale	Michael	51
Sohal	Amrik	110	Von-der-Heidt	Tania	114
Soulerot	Marion	46	Voola	Ranjit	48
Sousa	Filipa	99			
Sparrow	Paul	31	W		
St J Burch	Giles	146	Waddell	Dianne	118
Staber	Udo	107	Waheduzzaman		115
Standen	Peter	108	Wallace	Michelle	120
Stanton	Pauline	33	Wang	Xiaoyun	39
Staples	Warren	108	Wang	Karen	49
Statler	Matt	34	Wang	Hui-Ling	115
Steane	Peter	100	Wang	Lu	115
Stevens	Carey	82	Wang	Yaqing	116
Stewart	James	70	Wang	Lu	125
Stone	Jonathon	74	Watters	Robyn	116
Storer	Maree	108	Westelius	Alf	116
Strachan	Glenda	109	Westelius	Alf	140
Sugianto	Lyfie	96	Westelius	Ann-Sofie	116
Sulaiman	Mohamed	57	Whiteoak	John	61
Summers	Jane	117	Wilde	Simon	41
Sutherland	Kathryn	28	Wilkinson	Helene	61
Svensson	Goran	109	Williamson	David	61
Svensson	Goran	151	Williamson	John	137
			Wilson	Marie	117
T			Wong	Amy	140
Tafri	Fauziah-Hanim	109	Wood	Barbara	71
Tariquzzaman	ATM	28	Wood	Greg	109
Taylor	Ruth	110	Wood	Margot	117
Tedstone	Simon	110	Woods	Christine	104
Teo	Stephen	49	Woodside	Frances	117
Teo	Stephen	119	Wright	Christopher	116
Terawatanavong	Civilai	132	Wright	Norman	118
Than	Swe	110	Wu	Minyu	140
Thia	Hui	138	Wu	Shuyuan	141
Thnarudee	Chatchai	111	Wyse	Alison	118
Thomas	Gail	111			
Tilbrook	Kerry	111	Y		
Tippet	John	72	Yang	Jingyu	68
To	March	112	Ye	Jing	118
Tonks	Graeme	112	Yeo	Roland	141
Totikidis	Vicky	139	Yeung	Melissa	119
Townsend	Keith	38	Young	Suzanne	33
Tregidga	Helen	70	Youngsamart	Daungdauwn	130
Trenberth	Linda	110	Youssef	Mohamed	141
Trenberth	Linda	148	Yunus	Noorlaila	31
Treuren	Gerry	112			
Treuren	Gerry	113	Z		
Tse	Yiu Ping	113	Zander	Lena	119
Tseng	Chiung-Hui	138	Zander	Udo	142
Tywniak	Stephane	139	Zhang	Yuli	75
			Zhang	Gang	115
V			Zhang	Ying	120
Vaara	Eero	148	Zheng	Connie	120
Vakkayil	Jacob	139	Zhu	Yunxia	120
Van Gelderen	Marco	74	Zubac	Angelina	121
Van-Dijk	Pieter	113			

Side view – Owen G Glenn Building



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