

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



Hosted by



PROGRAM and ABSTRACTS





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



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

ANZAM Executive Committee Members

President

Professor Alison Sheridan

President Elect

Professor Amrik Sohal

Immediate Past President

Professor Delwyn Clark

Secretary (& Region 2 representative)

Professor Charmine Härtel

Treasurer (& Region 3 representative)

Professor Robert Evans

Region 1 representatives

Professor Richard Dunford

Professor Ross Chapman

Region 2 representative

Professor Julian Teicher

Region 3 representative

Dr Jill Thomas

Region 4 representatives

Professor Neal Ashkanasy

Professor Ronel Erwee (ANZAM Newsletter Editor)

Region 5 representatives

Professor John Brocklesby

Professor Gael McDonald

Appointed Doctoral Student Representative

Alberto Melgoza

Kathleen Mendan

Appointed JMO Editor

Professor Ray Cooksey

Other Appointed Executive Members

Professor Ian Palmer

Professor Andy Smith

Sponsors

ANZAM and the 2008 Conference Committee would like to thank the following sponsors for their support



FIRST PUBLISHED 2008 by PROMACO CONVENTIONS PTY LTD

for the ANZAM 2008 Conference

ISBN: 1 86308 149 6

The contents and any opinions expressed represent the views of the authors only. This publication is copyright. Apart from fair dealing for the purpose of private study, research, criticism or review as permitted under the Copyright Act, no part may be reproduced without prior written permission from the Publisher. A limited amount of additional copies are available from the ANZAM Secretariat (see page 4).

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

C/- School of Management, University of Technology, Sydney
Kuring-gai Campus, PO Box 222, Lindfield NSW 2070 Australia

Phone: +61 2 9514 5582 Fax: +61 2 9514 5587 Email: anzam@uts.edu.au Web: www.anzam.org



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



AUSTRALIAN AND NEW ZEALAND ACADEMY OF MANAGEMENT
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.

A	C	E	Helen Hu
Tom Agee	Alan Cameron	Ronel Erwee	Graham Hubbard
Ratnes Alahakone	Roslyn Cameron	Sheri Evans	Kate Hughes
Sandra Alday	Colin Campbell-Hunt		Maria Humphries
Anona Armstrong	Douglas Carrie	F	Tresna Hunt
Neal Ashkanasy	Brigid Carroll	Mario Fernando	Ian Hunter
Sharif As-Saber	Peter Carroll	Alan Fish	Afreen Huq
Remi Ayoko	Peter Carswell	Greg Fisher	Kenneth Husted
	Harold Cassab	Anneke Fitzgerald	Kate Hutchings
B	Bevan Catley	Mark Fox	Ann Hutchinson
Hurriyet Babacan	Jo Caust	Howard Fredrick	Paul Hyland
Janis Bailey	Arran Caza	Mark Freeman	
Paul Ballantine	Judith Chapman	Erica French	I
Elizabeth Barber	Ross Chapman	Terry Froggatt	Theodora Issa
James Barker	Chris Clark	Yuka Fujimoto	
Neil Barnwell	Delwyn Clark		J
Mary Barrett	Thomas Clarke	G	Brad Jackson
Ralph Bathurst	Alan Coetzer	David Gadenne	Richard Jiang
Martina Battisti	Nina Cole	Peter Galvin	Glyndwr Jones
Roger Baxter	Roger Collins	Claire Gardiner	Grant Jones
Karen Becker	Denise Conroy	Alan Geare	Hanne Jostensen
Joseph Beer	Trish Corner	Lesley Gill	
Suzanne Benn	Gabriela Coronado	Stan Glaser	K
Sandy Bennett	John Crawford	Mark Glynn	Boris Kabanoff
Maureen Benson-Rea	Paul Couchman	Suzanne Grant	Narinder Kaur
Harry Bergsteiner	Margaret Craig-Lees	Michelle Greenwood	Cheryl Kerr
Santina Bertone	Marie Crozier-Durham	Suzanne Grob	Stefan Kesting
Michelle Berzins	Stephen Cummings	Dimitria Groutsis	Bill Kirkeley
Sanjay Bhowmick	Leanne Cutcher	Amanda Gudmundsson	Jo Kirkwood
Deborah Blackman		Bruce Gurd	Ron Kluvers
Bronwyn Boon	D	Royston Gustavson	Paul Knott
Prashant Bordia	Ann Dadich		Kaoru Kobayashi
Maree Boyle	Urs Daellenbach	H	Darl Kolb
Stephen Boyle	Sally Davenport	Jarrood Haar	Bernice Kotey
Richard Brookes	Patrick Dawson	Erwin Hans	Lesley Kuhn
Vicky Browning	Brian Delahaye	Candice Harris	Wendelin Kupers
Peter Bryant	Carolyn Dickie	Jennifer Harrison	
David Bubna-Litic	Gabriel Donleavy	Kate Hayes	L
Sandy Bulmer	Noelle Donnelly	Nigel Healey	Frances Laneyrie
John Burgess	Ross Donohue	Alison Henderson	Jacqui Larkin
Hermina Burnett	Peter Dowling	Michael Hess	Christina Lee
Donna Buttigieg	Fernanda Duarte	Marcus Ho	Mike Lee
	Yvon Dufour	Ann Hollier	Shirley Leitch
	Roger Dunbar	Graham Hollinshead	Kate Lewis
	Richard Dunford	Carla Houkamau	Stephen Leybourne

Lizzie Li
 Allan Lind
 Vicki Little
 Beverley Lloyd-Walker
 Kevin Lo
 Stuart Locke
 Peter Lok
 Belinda Luke

M

Sasha Maher
 Michael Mak
 Alastair Marsden
 Claire Massey
 Susan Mayson
 Tim Mazzarol
 Margaret McCabe
 Christiaan McComb
 Gael McDonald
 Paula McDonald
 Ron McDowall
 Tui Mckeown
 Adela McMurray
 Beverley McNally
 Isabel Metz
 Klaus Meyer
 Snejina Michailova
 Dana Minbaeva
 Helena Mitev
 Audra Mockaitis
 Nanette Monin
 Sussie Morrish
 Rachel Morrison
 Abdul Moyeen
 Jens Mueller
 Nuttawuth Muenjohn
 Joseph Mula
 Shailendra Muneshwar
 Andrew Murphy
 Peter Murray
 Zaidah Mustaffa

N

Alan Nankervis
 Marita Naude
 Silvia Nelson
 Paul Nesbit

Ruth Neumann
 Jamie Newth
 Cameron Newton
 Elizabeth (Liz) Nichols
 Helen Nicholson

O

Tim O'Shannassy
 Paddy O'Toole
 Maryam Omari
 Peter O'Neill
 Stuart Orr

P

Karl Pajo
 Joy Panoho
 Polly Parker
 Melissa Parris
 Ken Parry
 Andrew Parsons
 Renee Paulet
 Megan Paull
 Kathryn Pavlovich
 Cec Pedersen
 Matthew Pepper
 Bruce Perrot
 Marcia Perry
 Edwina Pio
 Barbara Plester
 Daniel Prajogo
 Rajka Presbury
 Oriana Price
 Craig Prichard
 Judith Pringle

R

Colette Raison
 Revti Raman
 Karyn Rastrick
 John Read
 Sally Riad
 John Rice
 Deb Rolland
 Elizabeth Rose
 Susanne Royer
 Damien Ruth
 Diane Ruwhiu

Irene Ryan
 Suzanne Ryan

S

Laszlo Sajtos
 Premaratne Samaranyake
 Sukhbir Sandhu
 Leisa Sargent
 Peter Saul
 Janet Sayers
 Jan Schapper
 Steven Segal
 Sen Sendjaya
 Jeremy Seward
 Fiona Shearer
 Himanshu Shee
 Cathy Sheehan
 Deb Shepherd
 Alison Sheridan
 Lynnaire Sheridan
 Mary Simpson
 Smita Singh
 Paresha Sinha
 Terry Sloan
 Clive Smallman
 Roy Smollan
 Frido Smulders
 Claudine Soosay
 Ralph Stablein
 Leslie Stager Jacques
 Roy Stager Jacques
 Warren Staples
 Rick Starr
 Peter Steane
 Thomas Steger
 Glenda Strachan
 Christina Stringer
 Helen Stuart
 Wahyu Sutiyono
 Goran Svensson

T

Lucy Taksa
 Greg Teal
 Stephen Teo
 Graeme Tonks

Gerry Treuren
 Herman Tse

V

Martie-Louise Verreyne
 Tania Von Der Heidt

W

Dianne Waddell
 Nick Wailes
 Lyndon Walker
 Sara Walton
 Scott Weaven
 Lesley White
 Hugh Whittaker
 Trevor Wilmshurst
 Marie Wilson
 Rachel Wolfram
 Greg Wood
 Margot Wood
 Paul Woodfield
 Christine Woods
 Lydia Woolley
 Werner Worm
 Jeff Wrathall
 Norman Wright
 Jie Wu
 Shuyuan Wu

Y

Angus Young
 Dau Youngsamar
 Cruise Yu
 Vimolwan Yukongdi

Z

Lena Zander
 Fang Zhao
 Ambika Zutshi

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>		