

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



AUSTRALIAN AND NEW ZEALAND ACADEMY OF MANAGEMENT

22nd ANZAM Conference 2008

Managing in the Pacific Century

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.....

Tom Agee
 Ratnes Alahakone
 Sandra Alday
 Anona Armstrong
 Neal Ashkanasy
 Sharif As-Saber
 Remi Ayoko

B

Hurriyet Babacan
 Janis Bailey
 Paul Ballantine
 Elizabeth Barber
 James Barker
 Neil Barnwell
 Mary Barrett
 Ralph Bathurst
 Martina Battisti
 Roger Baxter
 Karen Becker
 Joseph Beer
 Suzanne Benn
 Sandy Bennett
 Maureen Benson-Rea
 Harry Bergsteiner
 Santina Bertone
 Michelle Berzins
 Sanjay Bhowmick
 Deborah Blackman
 Bronwyn Boon
 Prashant Bordia
 Maree Boyle
 Stephen Boyle
 Richard Brookes
 Vicky Browning
 Peter Bryant
 David Bubna-Litic
 Sandy Bulmer
 John Burgess
 Hermina Burnett
 Donna Buttigieg

C

Alan Cameron
 Roslyn Cameron
 Colin Campbell-Hunt
 Douglas Carrie
 Brigid Carroll
 Peter Carroll
 Peter Carswell
 Harold Cassab
 Bevan Catley
 Jo Caust
 Arran Caza
 Judith Chapman
 Ross Chapman
 Chris Clark
 Delwyn Clark
 Thomas Clarke
 Alan Coetzer
 Nina Cole
 Roger Collins
 Denise Conroy
 Trish Corner
 Gabriela Coronado
 John Crawford
 Paul Couchman
 Margaret Craig-Lees
 Marie Crozier-Durham
 Stephen Cummings
 Leanne Cutcher

D

Ann Dadich
 Urs Daellenbach
 Sally Davenport
 Patrick Dawson
 Brian Delahaye
 Carolyn Dickie
 Gabriel Donleavy
 Noelle Donnelly
 Ross Donohue
 Peter Dowling
 Fernanda Duarte
 Yvon Dufour
 Roger Dunbar
 Richard Dunford

E.....

Ronel Erwee
 Sheri Evans

F

Mario Fernando
 Alan Fish
 Greg Fisher
 Anneke Fitzgerald
 Mark Fox
 Howard Fredrick
 Mark Freeman
 Erica French
 Terry Froggatt
 Yuka Fujimoto

G

David Gadenne
 Peter Galvin
 Claire Gardiner
 Alan Geare
 Lesley Gill
 Stan Glaser
 Mark Glynn
 Suzanne Grant
 Michelle Greenwood
 Suzanne Grob
 Dimitria Groutsis
 Amanda Gudmundsson
 Bruce Gurd
 Royston Gustavson

H

Jarrood Haar
 Erwin Hans
 Candice Harris
 Jennifer Harrison
 Kate Hayes
 Nigel Healey
 Alison Henderson
 Michael Hess
 Marcus Ho
 Ann Hollier
 Graham Hollinshead
 Carla Houkamau

Helen Hu
 Graham Hubbard
 Kate Hughes
 Maria Humphries
 Tresna Hunt
 Ian Hunter
 Afreen Huq
 Kenneth Husted
 Kate Hutchings
 Ann Hutchinson
 Paul Hyland

I

Theodora Issa

J.....

Brad Jackson
 Richard Jiang
 Glyndwr Jones
 Grant Jones
 Hanne Jostensen

K.....

Boris Kabanoff
 Narinder Kaur
 Cheryl Kerr
 Stefan Kesting
 Bill Kirkeley
 Jo Kirkwood
 Ron Kluvers
 Paul Knott
 Kaoru Kobayashi
 Darl Kolb
 Bernice Kotey
 Lesley Kuhn
 Wendelin Kupers

L.....

Frances Laneyrie
 Jacqui Larkin
 Christina Lee
 Mike Lee
 Shirley Leitch
 Kate Lewis
 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 Youngsamt
 Cruise Yu
 Vimolwan Yukongdi

Z

Lena Zander
 Fang Zhao
 Ambika Zutshi

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 on 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	Ljiliana 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>			