



UNIVERSITY OF  
CAMBRIDGE

EUR  
OMA European  
Operations  
Management  
Association

18th International Annual EurOMA Conference

*Exploring interfaces*

3-6 July 2011, Cambridge, UK

**Book of abstracts**

## **EUROMA 2011 SPONSORS**

Cambridge University Press  
Emerald Publishing Group Ltd  
Palgrave MacMillan  
Pearson Education  
Routledge Books  
Routledge Journals

## **Book of abstracts**

18th International Annual EurOMA Conference

*Exploring interfaces*

ISBN 978-1-902546-93-3

First published in Great Britain in 2011 by University of Cambridge Institute for Manufacturing.  
Copyright © 2011 University of Cambridge, Institute for Manufacturing. All rights reserved.

University of Cambridge  
Institute for Manufacturing  
Department of Engineering  
17 Charles Babbage Road  
Cambridge CB3 0FS, UK  
[www.ifm.eng.cam.ac.uk](http://www.ifm.eng.cam.ac.uk)

## **HRM10 Behavioural dynamics in high-performing continuous improvement teams**

**DESIREE VAN DUN(1),(2), TIM VAN ECK(1), MARK VAN VUUREN(1), CELESTE WILDEROM(1)**

(1)University of Twente, Enschede, The Netherlands, (2)House of Performance, Utrecht, The Netherlands

We have explored from an Organisational-Behavioural perspective, why a Continuous Improvement (CI) team performs well. We report on the first part of a longitudinal study on intra-team behaviour of five, carefully selected, high-performing CI teams in five major Dutch organizations. Not only did we conduct a survey among team members and leaders, we also conducted informal interviews and analysed extensively the field notes. Preliminary results show the importance of five dynamics, such as 'social talk' within those teams. Team results were validated during subsequent team feedback sessions. A follow-up study will illuminate how these and related behaviours evolve over time.

## **HRM11 The joint effect of HRM and TQM practices on business competitive advantage**

**RAFAELA ALFALLA-LUQUE(1), CARMEN MEDINA-LÓPEZ(1), JUAN A. MARÍN-GARCÍA(2)**

(1)University of Seville, Seville, Spain, (2)ROGLE-Universidad Politecnica de Valencia, Valencia, Spain

There is mounting interest in both theory and practice regarding the relationship between HRM/TQM, as well as the relationship between HRM/TQM and organisational performance. This paper focuses on the empirical explanation of the role of commitment as a form of mediation between the HRM/TQM practices and the company's competitiveness (competitive advantage and customer satisfaction). Light is also shed on the interrelationship between HRM/TQM practices by providing a weighted classification of those that provide a greater contribution to competitive advantage, as well as checking the scope of influence of each HRM practice on TQM implementation, including the effect of HRM on individual TQM practices.

## **HRM12 Re-constructing organisational cultures of continuous improvement: Findings from international case studies**

**JÜRGEN PHIL WAGNER(1), NIGEL GRIGG(1), ROBIN MANN(1), MUSLI MOHAMMAD(1), WARWICK HARVIE(2)**

(1)Massey University, Palmerston North, New Zealand, (2)Toyota Global Knowledge Center, Torrance, CA, USA

Despite substantial research, the understanding of organisational cultures conducive to continuous improvement (CI) is still limited. Prevalent research practice is characterised by reductionist, decontextualising methods and pre-defined models. To address these shortcomings, we developed a research design that explores group cultures of CI in terms of the meanings shared by the workforce. We found that – consistent with cultural theory – practices of CI were experienced as meaningful if they contributed to the individual's sense efficacy, enhancement or consistency. Four distinct mechanisms were identified through which meanings become shared in a group; namely self-selection, staff selection, behavioural embedding and socialisation.