

2003

## Surfing the waves : 17th ANZAM Conference

Alan Brown (Ed.)

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**Surfing the Waves**  
 ANZAM FREMANTLE 2003  
 Management Challenges • Management Solutions



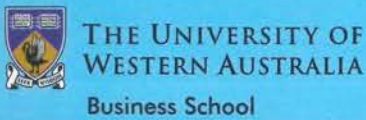
17th ANZAM Conference

2 - 5 December, 2003  
 Esplanade Hotel  
 Fremantle, Western Australia

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**Program and Abstracts**



# Surfing the Waves

ANZAM FREMANTLE 2003

Management Challenges • Management Solutions



STACK 1



## 17th ANZAM Conference

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2 - 5 December 2003  
Esplanade Hotel  
Fremantle, Western Australia

## PROGRAM and ABSTRACTS

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## Welcome



### from the Conference Convenor

Welcome to Fremantle for the 17<sup>th</sup> annual ANZAM Conference.

We have over 340 papers, workshops, posters and three keynote addresses scheduled over three full days to stimulate your thinking along with a social program and time outside the formal presentations for networking and just simply enjoying the pleasant surrounds which Fremantle offers.

A large number of overseas delegates offers a truly international exchange of ideas beyond the borders of Australia and New Zealand. The following countries are represented: Canada, China, France, Germany, Hong Kong, Hungary, India, Italy, Japan, Malaysia, The Netherlands, Norway, Oman, South Africa, South Korea, Sweden, Taiwan, Thailand, The UAE, The UK and The USA. Efforts by ANZAM to build alliances with other national academies of management in recent years seem to be bearing fruit.

Conferences don't just happen and I would like to thank, firstly, the authors of the papers. Such a fantastic response to the call for papers provided the primary ingredient for a successful venture. The stream chairs and paper reviewers played a critical role in ensuring that ANZAM conferences achieve high academic standards and enable authors to learn from their reviews. Some chairs had up to 50 papers to deal with in a relatively quick turnaround period and I am particularly grateful for their professional efforts. For those submissions in the refereed streams, I am sure that you have all benefited from the comments on your papers even though you may not have always agreed with them.

Thanks to our distinguished keynote speakers, Andrew Pettigrew, Jone Pearce and Keith Grint who will enlighten us with some new research perspectives. They have also contributed to the doctoral workshop. Appreciation is extended to our ANZAM Research Fellows and organisers of the doctoral workshop which is now an integral part of ANZAM conferences.

Our major sponsor, the UWA Business School and the exhibitors have provided important support for the conference. My colleagues at ECU have given input in a number of ways.

Promaco, have eased my burden with their professional no hassles organisational skills. Thanks to Don and his team.

I am sure that you will find the conference academically stimulating and socially enjoyable.

Professor Alan Brown  
Conference Convenor



### from the ANZAM President

I'd like to extend a very warm welcome to all attending the ANZAM 2003 conference, hosted by Edith Cowan University, here in historic Fremantle. I would especially like to welcome all of our international visitors, many of whom have links or associations with other international management academies that have strategic alliances with ANZAM.



The conference theme is *Surfing the Waves: Management Challenges, Management Solutions*. The metaphor of waves captures a particularly appropriate perspective on the conference: the ebb and flow of management ideas, approaches and practices in the context of dynamic change. For us in the management disciplines, the challenges go beyond merely trying to stay afloat, they energise us to ponder solutions for moving against the currents that threaten to pull us under. We learn not only by immersion in this tide in the normal course of our working lives, but also by occasionally soaring above the tide and looking down from different vantage points in the hopes of discovering new and useful perspectives and sources of learning. This conference provides one such occasion for soaring above the tide and I would encourage each of you to partake of the views from new and diverse vantage points that will be offered here. The challenges are many and the solutions

I think you will find that there is something for everyone here at the Fremantle ANZAM conference and that Alan Brown and his team, in partnership with Promaco Conventions, have arranged everything to maximise the value of your experience. On behalf of ANZAM, I invite you now to engage and enjoy this experience!

Professor Ray Cooksey  
President, ANZAM

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## Stream Chairs

The ANZAM 2003 Conference gratefully acknowledges the assistance given by the stream chairs in reviewing the submitted papers.

Special thanks also to the many paper reviewers who gave their time and expertise.

Professor Neil Ashkanasy (University of Queensland)  
Professor Alan Brown (Edith Cowan University)  
Associate Professor Brian Delahaye (Queensland University of Technology)  
Dr Theo Christopher (Edith Cowan University)  
Professor Peter Dowling (University of Canberra)  
Professor Greg Elliott (Macquarie University)  
Professor Liz Fulop (Griffith University)  
Dr Scott Gardner (Edith Cowan University)  
Dr Charlie Huang (Edith Cowan University)  
Dr Joy Hocking (Edith Cowan University)  
Dr You-il Lee (Edith Cowan University)  
Dr Verena Marshall (Curtin University of Technology)  
Dr Tim Mazzarol (University of Western Australia)  
Professor Gael McDonald (UNITEC)  
Professor Andre Morkel (University of Western Australia)  
Professor Ken Parry (Griffith University)  
Dr Clive Reynoldson (Edith Cowan University)  
Dr Anne Ross-Smith (University of Technology Sydney)  
Associate Professor Peter Standen (Edith Cowan University)  
Professor Craig Standing (Edith Cowan University)  
Associate Professor Di Waddell (Edith Cowan University)  
Professor Alma Whiteley (Curtin University of Technology)

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## Conference Secretariat

Promaco Conventions Pty Ltd  
PO Box 890 Canning Bridge  
WESTERN AUSTRALIA 6153

Phone: +61 8 9332 2900  
Fax: +61 8 9332 2911  
Email: [promaco@promaco.com.au](mailto:promaco@promaco.com.au)

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## Keynote Speakers

### Professor Andrew Pettigrew, UK



Andrew Pettigrew is Dean of the School of Management at the University of Bath in the UK. His previous appointment was Associate Dean Research and Professor of Strategy and Organisation at Warwick Business School. Before that he has taught and researched at Yale University, London Business School and Harvard Business School.

He is the author and co-author of 15 books and has published in most of the top management journals throughout the world. His many academic honours include Distinguished Scholar of the Academy of Management (2002) and Fellow of the British Academy (2003).

His latest research is a multi method, multi country study of innovative forms of organising and company performance in Europe, Japan and the USA. The summative volume for this study has just been published as *Innovative Forms of Organizing: International Perspectives*, Edited by A M Pettigrew et al, London, Sage, 2003.

### Professor Keith Grint, UK



Keith Grint is the Director of Research at the Saïd Business School and Fellow in Organizational Behaviour, Templeton College, University of Oxford. He has published over 40 articles and a number of books, including *The Sociology of Work* Polity Press (1991). 2<sup>nd</sup> edition (1998); *The Gender-Technology Relation*, (edited with Ros Gill) Taylor & Francis (1995); *Management*, Polity Press (1995); *The Machine at Work* (with Steve Woolgar) Polity Press (1997); *Leadership: Classical, Contemporary and Critical Approaches*, (edited) Oxford University Press (1997); *Fuzzy Management* Oxford University Press (1997); *The Arts of Leadership* Oxford University Press (2000); and *Work and Society* (edited.) Polity Press (2000). His most recent book, *Organizational Leadership* (with John Bratton and Debra Nelson) Southwestern /Thompson Press will be published in 2004, and he is currently completing a book on *D-Day and Leadership*.

### Professor Jone Pearce, USA



Jone L. Pearce is Professor of Organization and Strategy and Interim Dean of the Graduate School of Management, University of California, Irvine. Her field is organizational behavior and she conducts research on workplace interpersonal processes, such as trust, and how these processes may be affected by political structures, economic conditions and organizational policies and practices. Her work has appeared in over seventy scholarly articles in such publications as the *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organization Science*; she has edited several volumes and written two scholarly books, *Volunteers: The Organizational Behavior of Unpaid Workers* (Routledge, 1993) and *Organization and Management in the Embrace of Government* (Erlbaum, 2001). She currently serves on the editorial board of *Human Relations* and the *Journal of Applied Psychology*.

She is a Fellow of the Academy of Management and her honours include research grants from the National Science Foundation; a Fulbright Fellowship to the International Management Center, Hungary; Scholarly Contribution Awards (1998 from the Academy of Management and 1986 from the American Society for Personnel Administration); several teaching excellence awards; and an invitation to testify on legislation pending before the United States House of Representatives. Professor Pearce has been active in the Western Academy of Management, elected as President in 1995-96, and in the Academy of Management elected as a Representative-at-Large on its Board of Governors 1995-98, was the Program Chair for its 2001 Annual Meeting and served as its President in 2002-03 and is past-President in 2003-04.



## 17<sup>th</sup> ANZAM 2003 Conference Program

*Presenting authors where advised are shown with an asterisk\**

*Non-refereed papers are shown in blue text.*

*Please note that some program changes may be expected at the Conference.  
Updates will be made during daily housekeeping announcements.*

### MONDAY 1 DECEMBER 2003

Venue:	Manor Ballroom
1600	Doctoral Student Workshop commences

### TUESDAY 2 DECEMBER 2003

Venue:	Manor Ballroom
0900	Doctoral Student Workshop continues to 1730
1800	Official Opening and Welcome Reception at the Maritime Museum, Victoria Quay



**WEDNESDAY 3 DECEMBER 2003**

WEDNESDAY 3 DECEMBER 2003										
0845	Welcome									Venue: Pleides/Orion Ballroom
0900	Keynote Speaker – Professor Andrew Pettigrew Organizing for Innovation									Chair: Alan Brown
1000	Morning tea									
CONCURRENT SESSIONS ONE										
Theme	A: BUSINESS POLICY AND STRATEGY	B: SMALL BUSINESS & ENTREPRENEURSHIP	D & F: INTERNATIONAL MANAGEMENT + ASIA	E: MANAGEMENT EDUCATION AND DEVELOPMENT	G: ORGANISATIONAL THEORY	H: ORGANISATIONAL DEVELOPMENT AND CHANGE	I: QUALITY AND OPERATIONS MANAGEMENT	O: GENERAL MANAGEMENT	P: HUMAN RESOURCE MANAGEMENT	
Venue:	King Sound	Admiralty Gulf	Rottneest Island	Carnac Island	Garden Island	Pleiades Ballroom	Terrace Room	Prince Regent	Orion Ballroom	
Chair:	Colin Campbell-Hunt	Judy Gray	Peter Dowling	Brian Delahaye	Leslie Willcoxson	Ian Palmer	Ton van der Wiele	Jenny Devine	Helen de Cieri	
1030	A model of overseas expansion for businesses from small economies <i>Neil Barnwell</i>	Letting in the outsider: non-family managers in Western Australian family business <i>Donella Caspersz</i>	The adjustment of international and local students into an Australian University <i>Pamela Hedges* &amp; Geoffrey Soutar</i>	Developing leaders as cultural change agents: the case of the experiential leadership development program <i>Brian Hansford, Lisa Catherine Ehrich* &amp; John Robinson*</i>	The relationship between self-managed work teams and the learning organisation <i>Joe Power &amp; Dianne Waddell*</i>	Organisational stability and change: manifestations in culture <i>R Noel Burchell</i>	Continuous improvement activity: are there any differences between firms? <i>Paul Hyland &amp; Lee Di Milla*</i>	What stakeholders value in corporate reputations: an exploratory study in the Australian mineral and resources sectors <i>Annabel Mazzella* &amp; Xueli (Charles) Huang</i>	The role of HR in building trust in strategic alliances <i>Peter Carswell and Shelley Eden*</i>	
1050	Application of strategic frameworks: investigation of a key strategy process <i>Paul Knott</i>	Differences in the start-up goals and later satisfaction of women small business proprietors in Western Australia: a comparison across years <i>Leonie Still*, Geoffrey Soutar* &amp; Elizabeth Walker</i>	Managerial work roles, influence tactics, and commitment - a study on organisations in Western Japan <i>Lrong Lim &amp; Hiroaki Itakura</i>	Management development does pay off in non-profit organisations, but they don't see financial management as a priority <i>Harvey Griggs</i>	Broader rationalities and alternative forms of organisation: what does it mean for managers? <i>Denise Failua &amp; Sandra Harding</i>	Telling tales: authoring narratives of organisational change <i>Patrick Dawson &amp; David Buchanan</i>	Applying TQM: organismic or mechanistic? <i>Brad Moore* &amp; Alan Brown</i>	The structure of teleworker self-efficacy beliefs: report on a first-step analysis <i>Neville Meyers* &amp; Robert Thompson</i>	Defining core employees: an exploration of human resource architecture <i>Janet Chew</i>	
1110	Strategic decision success: effects of intuition and rationality <i>Bernadette Walsh*, Ingrid Bonn &amp; Peter Jordan</i>	Management and leadership challenges: a family business perspective <i>Jill Thomas</i>	Overlaying traditional and virtual business collaboration teams: group performance in the confucian culture environment <i>Zoo-Hyun Chae</i>	Managerial qualities for the operational performance of Australian local government sports and leisure centres <i>Gary Crilley* &amp; Colin Sharp</i>	Learning organisations: a challenge for higher educational managers <i>Janice Holden</i>	Using multiple methods to explore change receptivity <i>Jennifer Frahm &amp; Renae Jones</i>	Applying quality in SMEs: an exploratory study <i>Jim Latham* &amp; Alan Brown</i>	Revisiting Elliot Jaques: maybe the sceptics were right <i>David Clark-Murphy</i>	Employers, employability skills and vocational education and training policy in Australia <i>Louise Thornthwaite* &amp; Peter Sheldon</i>	
1130	Do they understand the implications? The strategic role of cognitive positions in downsizing <i>Rob Welsh</i>	Usage and management of business assistance by small business: time for a rethink? <i>Elizabeth Walker* &amp; Leonie Still</i>	Visualising the internationalisation of universities and business schools <i>Graham Elkin* &amp; Faiyaz Devjee</i>	Leadership development: to what end, by what means? <i>Keith Thomas</i>	Building climates of trust in organisations: an empirical exploration of the contributing factors <i>Rachid Zeffane</i>	2001 – an odyssey through organisational change <i>Christina Kirsch presented by Matt Ngui</i>	An exploratory study of the manufacturing strategy process in practice <i>Senevi Kiridena* &amp; Maruf Hasan</i>	The influence of politics on the relationship between budgetary control and managerial roles: an empirical study <i>Atique Islam &amp; Akhmad Syakhroza</i>	The right people to reshape an industry <i>Beverley Lloyd-Walker</i>	
1150	Waves, tides and rocky places: crashes and governance <i>Malcolm Lewis</i>	Leadership and innovation in small to medium enterprises in Indonesia <i>Divangkoro Ratam* &amp; Tim Mazzarol</i>		The recruitment and selection of vice-chancellors for Australian Universities: an overview <i>Bernard O'Meara* &amp; Stanley Petzall</i>		Stability's role in a model of change <i>Emily Pollack</i>	A resource based view of palliative care teams <i>Roger Jenkins, Graydon Davison &amp; Paul Hyland</i>	Efficiency or exploitation? Work design in the Queensland Call Centre Industry <i>Jane Murray</i>	Our people are our best asset: the promise of HRM in public healthcare facilities <i>Pauline Stanton, Timothy Bartram &amp; Raymond Harbridge</i>	
1210	Lunch									



## WEDNESDAY 3 DECEMBER 2003 continues

CONCURRENT SESSIONS TWO									
Theme	A: BUSINESS POLICY AND STRATEGY	B: SMALL BUSINESS & ENTREPRENEURSHIP	G: ORGANISATIONAL THEORY	H: ORGANISATIONAL DEVELOPMENT AND CHANGE	L: QUALITY AND OPERATIONS MANAGEMENT	P: HUMAN RESOURCE MANAGEMENT	W: PUBLIC SECTOR MANAGEMENT	WORKSHOP 8	POSTERS
Venue:	King Sound	Admiralty Gulf	Garden Island	Pleiades Ballroom	Terrace Room	Orion Ballroom	Rottnest Island	Carnac Island	Sirius Ballroom
Chair:	Neil Barnwell	Beth Walker	Liz Fulop	Patrick Dawson	Amrik Sohal	Allen Clabaugh	Peter Standen		
1330	Qualitative insights into internal and external stakeholder roles in contemporary strategy process from the top down <i>Tim D'Shannassy</i>	Business angels in WA – their motivations, decision making processes and behaviours? <i>Matthew Callahan &amp; Tim Mazzarol</i>	Gurus, knowledge, self and organization <i>Sid Lowe*, Adrian Carr, &amp; Lorraine Watkins-Mathys</i>	Constraints to learning during transformational change <i>Patricia Rowe* &amp; Maree Boyle</i>	Capability development and its impact on operations strategy <i>Lawrence Corbett</i>	Who is driving the increased interest in work/life benefits? <i>Jacqui Abbott*, Helen De Cieri &amp; Marilyn Fenwick</i>	Private managers in public places? A dilemma for public sector management <i>David Clark-Murphy</i>	DBAs and Professional Doctorates Symposium <i>Ronel Erwee</i>	The effect of superleader behaviors on self-managed work teams in a paper mill <i>David Elloy</i>
1350	Export capability of small and medium enterprises (SMEs) a study of north-central Victoria <i>Quamrul Alam</i>	Home-based businesses: a study of key business attributes and performance <i>Bishnu Sharma and Andy Hede</i>	Call centres: from an essentialist to a contextualist approach <i>Jodie Benveniste, Richard Dunford &amp; Ian Palmer*</i>	Effects of organisational change on doctors' identities: an example from Victorian Public Health <i>Georgina Caillard* &amp; Julie Wolfram Cox</i>	Approaches to adopting quality and the impact on quality practices and performance <i>Daniel Prajogo &amp; Alan Brown*</i>	Does job satisfaction influence the voluntary redundancy decision? <i>Marilyn Clarke</i>	Cultural change implications of the dual function of communication: case studies from the public sector <i>Jennifer Frahm &amp; Jennifer Waterhouse</i>		An examination of the effect of executive coaching on trainee motivation and the effective transfer of learning for managers and leaders <i>Nicky Howe &amp; Renu Burr</i>
1410	Strategic re-conceptualisations of the costs of labour turnover <i>Kyle Bruce</i>	Factors affecting SMEs' owners/managers in adoption of business-to-business techniques: a research framework <i>Sarut Jaidee* &amp; Nicholas Beamont</i>	Managing large scale and complex change: the view through a processual framework lens <i>Maree Boyle* &amp; Patricia Rowe</i>	Organisational configuration for innovation: the case of palliative care <i>Graydon Davison</i>	Leadership the key to a learning environment approach to quality management <i>Rod Gapp</i>	Exploring backlash against work-family benefits: the bark is bigger than the bite <i>Jarrod Haar, Suzette Dyer*, Chester Spell &amp; Michael O'Driscoll</i>	The theoretical and practical challenges of strategic management in public sector environments: rationality and the new Machiavellianism? <i>Judy Johnston</i>		Managing affective events in the workplace <i>Marie Dashborough* &amp; Neal Ashkanasy</i>
1430	Turnaround strategies: Australian listed companies <i>Kim Tee Teng* &amp; Gary Stockport</i>	The applicability of the balanced scorecard in small wineries <i>Peter Demediuk, Robert Sims* &amp; Rolf Soli</i>	Identifying the construct of organisational identity: a qualitative approach <i>Kym Cowley</i>	Improving leadership and organisational effectiveness by enhancing interpersonal understanding <i>Fiona (Broadbent) Scott</i>	The effects of increasing product choice and shortening product life cycles on quality management of firms <i>Jos Van Iwaarden*, Ton van der Wiele, Roger Williams &amp; Barrie Dale</i>	Work intensification: a new perspective on an old enemy? <i>Niall Richardson*, Alan Brown &amp; Joy Hocking</i>	Public private partnerships: the management challenges <i>Gary Noble* &amp; Robert Jones</i>		Changing the rules: the use of impression management to influence reactions to accommodation requests <i>Hugh Bainbridge</i>
1450	Service profit chain implementation towards achieving competitive advantage <i>Alex Maritz</i>	IPO exit strategies: lessons from the biotechnology sector <i>Tom McKaskill</i>	Power and control in employment <i>Linda Twiname* &amp; Maria Humphries</i>	Seeking the pot of gold: the role of the financial incentive in the voluntary redundancy decision <i>Marilyn Clarke</i>		Job satisfaction in retail bank call centres: a report on a large-scale research project <i>Janet Sayers* &amp; Carol Page</i>	Management by public-private partnerships The Australian experience <i>Julian Teicher &amp; Quamrul Alam</i>		
1510	Afternoon tea								



**CONCURRENT SESSIONS THREE**

Theme	A: BUSINESS POLICY AND STRATEGY	B: SMALL BUSINESS & ENTREPRENEURSHIP	D & F: INTERNATIONAL MANAGEMENT + ASIA	E: MANAGEMENT EDUCATION AND DEVELOPMENT	H: ORGANISATIONAL DEVELOPMENT AND CHANGE	I: MANAGEMENT IN THE NOT-FOR-PROFIT SECTOR	J: COMPLEXITY THEORY & STRATEGIC MANAGEMENT	K: TECHNOLOGY AND INNOVATION MANAGEMENT	P: HUMAN RESOURCE MANAGEMENT
Venue: Chair:	King Sound Colin Campbell-Hunt	Admiralty Gulf Tim Mazzarol	Rottneest Island You-il Lee	Carnac Island Mary Barrett	Pleiades Ballroom Scott Gardner	Terrace Room Megan Paull	Prince Regent Julie Wolfram Cox	Garden Island Ross Chapman	Orion Ballroom Glenn McEvoy
1530	Changing corporate identity with mergers and acquisitions <i>Emma O'Hoy &amp; Dianne Waddell*</i>	Understanding learning in small business: engagement and support <i>Lisa Catherine Ehrich*, Stephen Billett &amp; Bernie Hernon-Tinning</i>	Towards a transaction cost theory of international subcontracting <i>Yue Wang</i>	International students' expectations of service quality excellence from tertiary education providers in New Zealand <i>K Asoka Gunaratne</i>	A South African perspective of the human resources' role in culture, change & organisational development in relation to New Zealand <i>A J du Plessis</i>	Management in the non-profit sector: the effectiveness of planning dimensions <i>Harvey Griggs</i>	The edge of chaos: a simulation of a Kanban System <i>Tim Haslett</i>	Limited use of human resource information systems <i>Penny Bassett* &amp; Raquel Liccardi</i>	Human resource management, plant closure and unexpected outcomes: evidence from an Australian case study <i>John Lewer</i>
1550	Exploring the relationship between resources and firm success <i>Jeremy Galbreath</i>	Proximity and knowledge acquisition preferences in SMEs <i>Sally Davenport</i>	Evaluating the export assistance given by the South African Government to businesses / organisations <i>MB Ehlers</i>	Graduates' perceptions of university study and its contribution toward the development of workplace competence <i>Alan Richardson &amp; Boris Kabanoff*</i>	Cynicism as a barrier to organisational change based on scenarios <i>Paul Nicol</i>	Church leaders as team players: the impact of a participative leadership style on attendee commitment to congregational vision <i>Bronwyn Hughes* &amp; Elizabeth More</i>	The determinants of alliance formation <i>Roland Simons* &amp; Susanne Royer</i>	The internet: a management tool, toy or threat for Western Australian Travel Agents? <i>Werner Soontjens* &amp; Gerry Shortland-Webb</i>	Outsourcing HRM in Singapore MNCs <i>Margaret Patrickson &amp; Elizabeth Martin-Chua</i>
1610	What stimulates the "gusher"? Explaining how and why organisations face extreme sales growth <i>Urs Daellenbach</i>	Is the franchisee an efficient agent? Re-evaluation of reason to franchise <i>Chutarat Inma</i>	Decision making rationality and the adoption of online learning technologies in Australian Higher Education <i>Jonathan Pratt</i>	Managing the cross-cultural classroom: real life experiences for undergraduate students <i>Irene Tempone &amp; Antoinette Richardson*</i>	State-of-the-art of e-technology related business and management research <i>Ton van der Wiele*, Jos van Iwaarden, Menno Verboom, Roger Williams &amp; Barrie Dale</i>	Measuring training effectiveness: a field experiment in the Australian Red Cross Blood Service <i>Barbara Clendinen*, Kerry Brown &amp; Naomi Maierhofer</i>	Using critical stakeholder analysis to unpack complexity: the case of globalisation <i>Marc Jones</i>	The Clare Valley Screw Cap Initiative <i>Brian Marks, Wayne Mortensen &amp; Patrick Foley</i>	Surfing the downsizing wave: loss and retention of key employees in downsizing organisations <i>Allen Clabaugh</i>
1630	Value-drivers and strategic management in the knowledge economy <i>Sanjoy Bose* &amp; K B Oh</i>	The influence of information sharing and media choice on franchise financial performance <i>Chutarat Inma* &amp; Shelda Debowski</i>	The relevance of succession marketing in small and medium sized enterprises - evidence from an analogy to firm jubilees <i>Britta Boyd, Susanne Royer* &amp; Roland Simons</i>	Electronic and face to face learning: differences in the academic achievement of post graduate business students <i>Rick Ladyshevsky</i>	Emotions and organisational justice In times of organisational change <i>Roy Smallan &amp; Jonathan Matheny</i>	Sustainable structures in volunteer organisations in the public safety sector <i>Bruce Gurd, Anthony Wiedeman &amp; Paul Arbon</i>	Complexity, strategic thinking and organisational change <i>Elizabeth McMillan &amp; Ysanne Carlisle</i>	Organisational slack and innovation: some evidences from the French Hospital Sector <i>Laurent Bourgeon* &amp; Benoit Demil</i>	A case study: the importance of training and development (T&D) during the downsizing of the Australian banking industry <i>Franca Gandolfi</i>
1650	Australian corporate mission statements: prevalence and sector-specificity <i>Tadayuki Miyamoto, Alan Nankervis &amp; Richard Grainger</i>	Investigating the relationship of the opportunity formulation process to Japanese Venture Capitalist performance <i>Noel Lindsay</i>		Antecedents to students' importance rankings of the course experience questionnaire elements <i>Ann Mitsis &amp; Patrick Foley</i>	Change management crisis: from despair to hope <i>Dianne van Rhyn &amp; David Holloway</i>		Competitive advantage is not firm performance: conceptual ambiguities <i>Caroline Tan Swee Lin* &amp; Kosmas Smyrniotis</i>		Managing the global employment 'surfers': making sense of hotel employee turnover? <i>Bronwyn Boon</i>
1710	Close								
1715	ANZAM AGM								
1815	ANZAM Institutional Members Meeting until 1930								







**CONCURRENT SESSIONS FIVE**

Theme	C: GENDER AND DIVERSITY IN ORGANISATIONS	E: MANAGEMENT EDUCATION AND DEVELOPMENT	L: QUALITY AND OPERATIONS MANAGEMENT	M: MARKETING	N: LEADERSHIP	P: HUMAN RESOURCE MANAGEMENT	Q: ORGANISATIONAL BEHAVIOUR	R: INFORMATION SYSTEMS AND IT	T: ETHICS AND CORPORATE GOVERNANCE
Venue: Chair:	Admiralty Gulf Leonie Still	Carnac Island John Brocklesby	King Sound Rob Welsh	Prince Regent Geoffrey Soutar	Rottneest Island Iain Densten	Orion Ballroom Margaret Patrickson	Pleiades Ballroom Boris Kabanoff	Terrace Room Peter Standen	Garden Island Gael McDonald
1330	Equity management strategies in the Australian private sector <i>Erica French* &amp; Glenda Maconachie</i>	Management student perceptions of professional career development education <i>Stephanie Miller &amp; Raquel Licciardi*</i>	Influence of project characteristics and project management practices on rework in construction projects: a multivariate analysis <i>E D Love &amp; Amrik Sohal</i>	Waiting for service: does social regard make a difference? <i>Ken Butcher</i>	Creative idea, creative person and charisma: a social constructionist exploration <i>Paresha Sinha, Ken Parry &amp; Bradley Jackson</i>	Human resource management practice: the employees' perspective <i>Fiona Edgar</i>	The impact of coworkers' neuroticism on perceptions of organisational climate <i>Jackie Wellen*, Naomi Maierhofer &amp; Mark Griffin</i>	Implementing and appropriating component-based development from the aspect of cross-functional collaboration <i>Jimmy Huang, Sue Newell, Robert Galliers &amp; Peter Love</i>	Staying ahead or behind in business ethics <i>Goran Svensson &amp; Greg Wood</i>
1350	Exploring management and masculinity in an Australian agricultural organisation <i>Barbara Pini</i>	The challenges and implications of 'learning outcomes based education' for teaching organisational behaviour to MBA students <i>Sandra Kiffin-Petersen &amp; Nick Forster*</i>	Moving towards customer experience: the need to change satisfaction measurement <i>Martin Hesselink* &amp; Ton van der Wiele</i>	Consumer ethnocentrism and country-of-origin effects in a less developed country <i>Hamin &amp; Greg Elliott*</i>	Detecting and managing behaviours that compromise the organisational mission: a memetic concept paper <i>Richard Pesh, Bret Slade* &amp; Keith Thomas</i>	Psychological contracts: an exploratory investigation of MBA students at the University of Tasmania <i>Martin Grimmer* &amp; Matthew Oddy</i>	The impacts of team factors on team effectiveness: an example on ERP implementation team <i>Hsuan-Wei Chu, Huey-Wen Chou* &amp; Ying-Jung Yeh</i>	Predicting selling behaviour using soft computing agents <i>Rajiv Khosla* &amp; Thanga Goonesekera</i>	Ownership concentration and CEO-Chairman duality evidence from the top 150 listed firms in Malaysia <i>Monica Guo-Sze Tan</i>
1410	Gender equity in the Australian retail sector <i>John Burgess, Anne Sullivan &amp; Glenda Strachan*</i>	Communicative action for reforming university education: comments from a Sri Lankan case study <i>Mark Williams &amp; Sunil R Gunatunge</i>	Life cycle benchmarking of rework in construction projects <i>Peter Love</i>	A conceptualisation of interactive service quality <i>Goran Svensson</i>	Exploring the impact of transformational leadership at different hierarchical levels <i>Alannah Rafferty &amp; Mark Griffin</i>	Corporate "volunteerism" - the Australian scene <i>Lynne Bennington* &amp; Vijayalakshmi Muralidharan</i>	Work related commitment, job performance and citizenship behaviour <i>Christine O'Connor &amp; Anita Lal</i>	Information integration within the Australian Tourism Industry: a proposed approach <i>G Michael McGrath &amp; Elizabeth More</i>	The ethical perceptions of a Malaysia public university student: a factorial analysis of academic performance and ethical perceptions <i>Hock Heng Low*, Lekha Laxman &amp; Maisarah Saat</i>
1430	Understanding the factors that are related to women's participation in international assignments: an international assignee perspective <i>Jane Menzies</i>	DBA transitional issues: candidate and supervisor perspectives <i>Grant O'Neill &amp; Cathi McMullen</i>	Is a quality system worthwhile if it doesn't improve customer satisfaction? A case study examining the value of implementing an it-based business management system <i>Megan Seen, Nicholas Beaumont* &amp; Christine Miggins</i>	Virtual enterprises and actual customers may not mix: the risks of using the virtual enterprise to outsource customer service <i>Megan Woods</i>	Enter stage right: the dramatic genre in leadership research <i>Brad Jackson, Paresha Sinha &amp; Ken Parry</i>	Applying the 'happy-productive worker thesis' to Australian managers <i>Peter Hosie*, Nick Forster &amp; Peter Sevastos</i>	Team composition, learning behaviors and ERP implementation effectiveness <i>Ying-Jung Yeh* &amp; Huey-Wen Chou</i>	How can the resource based view help ICT research investigate performance differences in firms? <i>Karyn Long*, Jim Corner &amp; Stephen Bowden</i>	Discovering a culture of authenticity through conversational research <i>Patricia Morigan &amp; Megan Paull*</i>
1450	Perceptions of procedural justice in the public sector: Unmasking the relationship between gender and organisational status <i>Renu Burr* &amp; Antonia Girardi</i>	The added values of MBA studies in Malaysia <i>David Lee Seng Kieong</i>	State of art of logistics and supply chain management in Hungary <i>Zoltan Szegedi &amp; Csaba Illes</i>	Variability in intra-organisational echelons: a conceptual approach <i>Goran Svensson</i>	Nurse burnout: a case of swimming to shore rather than drowning? <i>Liz Hall</i>	Different types of psychological contract in a defence organisation <i>David Evered &amp; Ronel Erwee</i>	Trust in partner and distrust in technology in inter-organisational relationships <i>Eric Beck* &amp; John Van Beveren</i>	Employee surveillance in the electronic workplace: current issues for HR professionals <i>Neville Meyers</i>	
1510	Afternoon tea	Book Launch in the Exhibition area - Thomson Learning Australia 'Waddell, Cummings and Worley' Organisation Development and Change' Pacific Rim Second Edition							



THURSDAY 4 DECEMBER 2003 continues

CONCURRENT SESSIONS SIX									
Theme	A: BUSINESS POLICY AND STRATEGY	B: SMALL BUSINESS & ENTREPRENEURSHIP	E: MANAGEMENT EDUCATION AND DEVELOPMENT	H: ORGANISATIONAL DEVELOPMENT AND CHANGE	M: MARKETING	P: HUMAN RESOURCE MANAGEMENT	S: CRITICAL MANAGEMENT	V: KNOWLEDGE MANAGEMENT	POSTERS
<b>Venue:</b>	King Sound	Admiralty Gulf	Carnac Island	Pleiades Ballroom	Prince Regent	Orion Ballroom	Terrace Room	Garden Island	Sirius Ballroom
<b>Chair:</b>	Andre Morkel	Tim Mazzarol	Brian Delahaye	Di Waddell	Greg Elliott	Renu Burr	Neil Barnwell	Joy Hocking	
<b>1530</b>	Strategic networking among small high technology firms: evidence from the Western Australian ICT sector <i>Tim Mazzarol</i>	The changing nature of entrepreneurial intention <i>Elizabeth Walker &amp; Jennifer Devine*</i>	Management education and development in New Zealand: towards a conceptual basis for enquiry <i>Damian Ruth</i>	Factors influencing the success of organisational change efforts: the mediating role of individuals' change perceptions <i>Alannah Rafferty* &amp; Roland Simons</i>	Glocalization matters: contemporary views and trends in global branding <i>Giuseppe Mario Ripepi</i>	The impact of 360 feedback on affective well-being at work <i>Simon Albrecht* &amp; Ron Cacioppe</i>	Notes on a certain discourse of violence <i>Bevan Catley</i>	An examination of methods to create knowledge in an organisation <i>Helen Mitchell</i>	Analysis on components on web sites for apparel shopping - focused on the comparison with the types of web retailers in US <i>Eun Young Jang* &amp; Leslie Burns</i>
<b>1550</b>	The case for network rivalry: a theoretical explanation <i>Peter Galvin &amp; Jennifer Davies</i>	Triple bottom line reporting and the entrepreneurial organisation: an analysis of small listed Australian companies <i>Meropy Barut*, Mary Dunkley &amp; Peter Greilach</i>	Meeting the challenge of teaching and learning: professional academic developers vs practicing facilitator? <i>Irene Tempone &amp; Barbara Lasky*</i>	From napkins to spreadsheets: operationalizing the systems equilibrium model <i>Jeffrey Soper &amp; Peter Diebel</i>	Assessing price and Ridgeway's use innovativeness scale <i>Tonia Girardi, Geoffrey Soutar &amp; Steven Ward*</i>	The dilemma of human resource measurement <i>Trish Franklin &amp; Beth Mackie</i>	Subjects-in-community: a new economy 'relational management' model <i>Ngaira Bissett</i>	Social capital and knowledge transfer <i>Jay Whittaker* &amp; John Van Beveren</i>	Sensemaking for competitive advantage in the marketplace <i>Kym Cowley</i>
<b>1610</b>	Rivalry in the US auto industry: a test of the utility of strategic groups and blocks <i>Jennifer Davies &amp; Peter Galvin</i>	Entrepreneurs, creativity, anxiety and attachment style <i>Paul Waight</i>	Managerial discourse: learning the boundary <i>James Latham &amp; Alma Whiteley</i>	The motivation challenges and the smile solution <i>Claudio Baccarani</i>	The integration between marketing and public relations: an evolutionary perspective <i>L Ehlers</i>	Role and satisfaction in performance appraisal systems <i>Jill Cook &amp; Alf Crossman*</i>	Comparing career stories <i>Suzette Dyer</i>	Labour without obligation: the implications for knowledge and the principles of the learning organisation <i>Nola Young</i>	Towards dignity & respect: an exploration of antecedents of bullying behaviour in the workplace <i>Maryam Omari</i>
<b>1630</b>	Strategy evolution at LAFARGE <i>Ashok Som</i>	Nascent entrepreneurs: a conceptual framework to examine the links between the individual and entrepreneurship <i>Allan O'Connor* &amp; Shahid Yamin</i>	Work-related assesment: creating working knowledge <i>Cathi McMullen &amp; Ian Braithwaite</i>	Individuals and organisational culture during a merger-immovable objects or shifting sands <i>Marie Kavanagh</i>	Managing the needs and expectations of international students: a marketing perspective <i>Carol Sherry*, Ravi Bhat, Bob Beaver &amp; Anthony Ling</i>	Performance feedback: is it all in the timing? <i>John Nolan</i>	From the WEF to the WSF: globalisation discourse and the rise of counter Hegemonic institutions <i>Scott Fitzgerald* &amp; Michael Gillan</i>	Relationship of trust and culture with tacit and explicit knowledge transfer <i>Tripti Singh* &amp; R K Premarajan</i>	Perceptions of obligations in psychological contracts <i>David Evered &amp; Ronel Erwee</i>
<b>1650</b>			Helping business students find their way: the Q Manual as a transitional tool <i>Glenda Crosling, Nell Kimberley* &amp; Ian Ward</i>	Managing tensions or managing resistance: the complex path to transformation of a public professional bureaucracy <i>Robert Thompson*, Neal Ryan &amp; Christine Flynn</i>	The business of borderless education: implications for management <i>Barb Wood*, Suellen Tapsall &amp; Geoffrey Soutar</i>	Choices facing older workers: aspiration, inspiration or desperation? <i>Margaret Patrickson &amp; Rob Ranzijn</i>		A contingency view of knowledge management <i>Pascal Krupka</i>	International regimes & interorganisational relations: the Asia-Pacific Economic Cooperation's (APEC) (HURDIT) Network <i>Matt Ngui &amp; Michael Zanko</i>
<b>1710</b>	Close								
<b>1900</b>	Conference Dinner in the Esplanade Hotel Ballroom								



**FRIDAY 5 DECEMBER 2003**

WORKSHOP 1		WORKSHOP 3		WORKSHOP 4		WORKSHOP 5			
<b>Venue:</b>	Carnac Island	Admiralty Gulf		King Sound		Rottnest Island			
<b>0830</b>	Indigenous management and business development: ten business cases <i>Robert Giberson &amp; Bob Kayseas</i>	A competency approach to teaching human resource management <i>Glenn McEvoy</i>		Future directions for services management research and education at Australia and New Zealand universities <i>Taduyuki Miyamoto, Alan Nankervis &amp; Richard Grainger</i>		Annual case writing workshop <i>Graeme Elkin</i>			
<b>1000</b>	Morning tea								
<b>1030</b>	<b>Keynote Speaker – Professor Jone Pearce</b> The effectiveness of personal relationships as substitutes for the rule of law							<b>Venue:</b> Pleides/Orion Ballroom <b>Chair:</b> Gael McDonald	
CONCURRENT SESSIONS SEVEN									
Theme	B: SMALL BUSINESS & ENTREPRENEURSHIP	J: COMPLEXITY THEORY & STRATEGIC MANAGEMENT	L: QUALITY AND OPERATIONS MANAGEMENT	Q: ORGANISATIONAL BEHAVIOUR	T: ETHICAL & CORPORATE GOVERNANCE	W: PUBLIC SECTOR MANAGEMENT	X: ENVIRONMENTAL MANAGEMENT	Y: MANAGEMENT ACCOUNTING	Z: OTHER
<b>Venue:</b>	Orion Ballroom	Carnac Island	King Sound	Pleiades Ballroom	Garden Island	Rottnest Island	Admiralty Gulf	Prince Regent	Terrace Room
<b>Chair:</b>	Judy Gray	Ray Cooksey	Trudi Cooper	Neal Ashkanasy	Peter Standen	Julian Teicher	Scott Gardner	Robyn Pilcher	Atique Islam
<b>1130</b>	Indigenous entrepreneurs: native Hawaii. A case study analysis <i>Dennis Foley</i>	Discovering strategic lessons for 'surfing' the outsourcing wave and avoiding the 'wipe-outs' <i>James Hunter* &amp; Ray Cooksey</i>	Quality in higher education: what next? <i>Trudi Cooper</i>	The type of change is important for understanding readiness for change: a comparison of IT change and organisation restructure <i>Karl Wiener &amp; Mark Griffin*</i>	Exploring the idea of the 'International' University in the Globalisation of Higher Education <i>Michael Gillan* &amp; John McGuire</i>	The impact of restructuring on middle management decision making in the Australian Taxation Office <i>Marian Robinson*, Quamrul Alam &amp; John Pacher</i>	Recommendations for successful EMS adoption <i>Ambika Zutshi* &amp; Amrik Sohal</i>	Recognising the strategic role of management accounting in tertiary institutions <i>Anil Narayan</i>	Comparing a realist and constructivist perspective on the diffusion of outsourcing <i>Phillip Dobson</i>
<b>1150</b>	Indigenous land claims and economic development: the Canadian Experience <i>Robert Anderson, Bob Kayseas*, Leo Paul Dana &amp; Kevin Hindle</i>	How 'strong' is sustainability? development of a framework for assessment and intervention <i>Simon Jones &amp; Julie Wolfram Cox*</i>	Critical success factors for projects <i>David Baccharini* &amp; Adam Collins</i>	Support for organisational change: Scale construction and validation <i>Laura Baker</i>	Corporate sustainability: an Austrian study finds a national approach to an international dilemma <i>Margaret Nowak &amp; Maureen Bickley</i>	Re-shaping performance disclosures in New Zealand school annual reports <i>Stuart Tooley* &amp; James Guthrie</i>	The examination of the relationship between environmental and financial performance for the Australian waste sector <i>Nadia Dimmock &amp; Grant Jones</i>	Incorrigibility within, and incompatibility between, financial and management accounting practices <i>Robyn Pilcher</i>	A critical examination of research methods applied in accounting education research <i>Len Therry* &amp; Greg Tower</i>
<b>1210</b>	Lunch								



## FRIDAY 5 DECEMBER 2003 continues

CONCURRENT SESSIONS EIGHT								
Theme	B: SMALL BUSINESS & ENTREPRENEURSHIP	E: MANAGEMENT EDUCATION AND DEVELOPMENT	N: LEADERSHIP	P: HUMAN RESOURCE MANAGEMENT	P: HUMAN RESOURCE MANAGEMENT	Q: ORGANISATIONAL BEHAVIOUR	U: RESEARCH METHODS	W: PUBLIC SECTOR MANAGEMENT
Venue: Chair:	Admiralty Gulf Jill Thomas	Carnac Island Llandis Barratt-Pugh	Rottneest Island Brad Jackson	Orion Ballroom Lynne Bennington	King Sound Werner Soontiens	Pleiades Ballroom Neal Ashkanasy	Garden Island Ray Cooksey	Prince Regent Julian Teicher
1330	The effects of managers on employees' work-related learning in small manufacturing firms <i>Alan Coetzer</i>	The decision to participate in study abroad programmes: the importance of attitudinal factors and cultural background <i>Therese Joiner &amp; Lynne Leveson*</i>	Spirituality, transformational leadership and emotional intelligence: an exploratory study <i>Niti Singh &amp; E S Srinivas</i>	Belonging to the organization matters: perceptions of internal versus external applicants in selection decisions <i>Lisa Bradley</i>	Career stage, organisational commitment and organisational citizenship behaviour <i>Trish Pettif, Ross Donohue* &amp; Helen De Cieri</i>	Are Australian knowledge workers prepared to go the 'extra mile'? OCB in an Australian context <i>Elvira Luca* &amp; Judy Gray</i>	Realism can provide more than people think <i>Philip Dobson</i>	Data infrastructure for evidence-based local government policy analysis <i>Betsy Blundson*, Nicola McNeil, Ken Reed &amp; Steven McEachern</i>
1350	A matter of size: does organisational culture predict job satisfaction in small organisations? <i>Judy Gray*, Iain Densten &amp; James Sarros</i>	Developing pathways by aligning secondary school and tertiary institution curriculum <i>Lyn Murphy</i>	A conceptual model integrating individual leadership competencies with organisational outcomes <i>Lesley Willcoxson</i>	Industrial relations on ageing greenfield sites: an emerging issue <i>Peter Holland*, Amanda Pyman &amp; Julian Teicher</i>	Designing fair workplace grievance procedures <i>Bernadine Van Gramberg</i>	Relationship of organisational citizenship behavior to developmental experiences: moderating role of job definitions <i>Unnikammu Moideenkutty</i>	Interpreting rich pictures symbolically? <i>Mark Williams</i>	The potential legal liability of Local Government Authorities <i>Barry Phillips</i>
1410	Stage theories of small business entrepreneurship: a critical review and recommendations for research <i>Arthur Poropat</i>	Does culture affect leader's personality and group effectiveness? <i>Bobbie Chan</i>	Convergence and divergence in the impact of transformational and transactional leadership on employee perceptions of justice and organizational commitment in the Peoples Republic of China and the US <i>Kevin Lowe*, Bradley Kirkman &amp; George Chen</i>	Exploring the trends in graduate selection in Australia <i>Katrina Moriarty &amp; Stephen Tea*</i>	Paid maternity leave: a cause for concern or commitment? <i>Effie Polities* &amp; Susan Mayson</i>	An exploration of the impact of length of employment contracts and self efficacy on organisational commitment in the engineering profession <i>Cong Bui*, Verena Marshall &amp; M Quaddus</i>	The measurement of trust in inter-organisational networks: a conceptual framework and research design <i>Ken Reed, Betsy Blundson, Steven McEachern* &amp; Nicola McNeil</i>	Public sector governance: action, measurement and the community <i>Peter Demediuk</i>
1430	Knowledge transfer in non-alliance based relationships: towards a theoretical model <i>Louis Geneste &amp; Peter Galvin</i>	Using Heuristic self-study to research university teaching reform <i>Mark Williams</i>	Etics and emics of transformational leadership: an Indian Perspective <i>Niti Singh</i>	Is there convergence or divergence? Employment relations in Australian and internationally-owned enterprises in fast food <i>Cameron Allan, Greg Bamber &amp; Nils Timo</i>	The Employment Relations Act and the changing New Zealand labour market <i>Martin Perry</i>	The social process of confidence building: case studies from the creative industries <i>Constantine Andriopoulos &amp; Manto Gotsi</i>	Overcoming the tyranny of distance: building survey research infrastructure in Australian universities <i>Ken Reed, Betsy Blundson, Steven McEachern* &amp; Nicola McNeil</i>	Governance not government: an understanding of governance issues in local government. <i>Robert Kelso &amp; Doug Shepherd</i>
1450	Advisory boards for new venture start-ups: hints from the silicon valley experience <i>Andre Morkel* &amp; Barry Posner</i>		Learning researching and writing about leadership <i>Sharon Saunders</i>	Developing competitive advantage through e-recruitment: evidence from Australia and New Zealand <i>Susan Mayson &amp; Adrian Storen</i>	Employee self service: a public sector implementation <i>Paul Hawking &amp; Andrew Stein</i>		Rethinking retrospective research: some positions on the past and possibilities for analysis <i>John Hassard &amp; Julie Wolfram Cox</i>	The perceived usefulness of performance information in Australian public sector <i>Janet Lee &amp; Gregory Fisher</i>
1510	Afternoon tea							



CONCURRENT SESSIONS NINE								
Theme	C: GENDER AND DIVERSITY IN ORGANISATIONS	D & F: INTERNATIONAL MANAGEMENT + ASIA	E: MANAGEMENT EDUCATION AND DEVELOPMENT	H: ORGANISATIONAL DEVELOPMENT AND CHANGE	N: LEADERSHIP	P: HUMAN RESOURCE MANAGEMENT	R: INFORMATION SYSTEMS AND IT	V: KNOWLEDGE MANAGEMENT
Venue: Chair:	Admiralty Gulf Mary Barrett	Garden Island You-il Lee	Carnac Island Llandis Barratt-Pugh	Pleiades Ballroom Di Waddell	Rottnest Island Brad Jackson	Orion Ballroom Allen Clabaugh	Prince Regent Phillip Dobson	King Sound Joy Hocking
1530	The job or socialisation: does gender influence organisational commitment? <i>Brenda Scott-Ladd &amp; Corrinne Ai Lyn Seah</i>	Organisational behaviour across cultures: A multi-level framework <i>Ronald Fischer</i>	The influence of multi-modal systems thinking on a self-study action research of teaching reform in a university information systems course <i>Mark Williams</i>	Managing change in regionally-based organisations – understanding the need for individual and organisational unlearning <i>Karen Windeknecht</i>	Perception of leader-member exchange quality: supervisor-subordinate discrepancy in a collectivist workforce <i>Herman Tse, Warren Chiu, Philip Yu &amp; C Harry Hu</i>	Critical view of emotional intelligence <i>Tripti Singh</i>	The development of self-report measures of IS developer expertise <i>Steven Fraser</i>	The impact of push/pull factors in information technology-facilitated knowledge transfer <i>Vijaya Gururajan &amp; Dieter Fink</i>
1550	Gender perceptions of organisational culture: a partial test of a process <i>Leonie Stil &amp; Roberta Mead</i>	Procedural justice, trust, and decision-making style: a study of collective enterprises in the context of China's reform <i>Yuang Wang, Neil Barnwell* &amp; John Crawford</i>	Problems with learning styles: implications for management education <i>Andy Hede</i>	Business planning and performance management systems: a case study of alignment, system supports and cultural attributes <i>Jay Hays &amp; Richard Winter*</i>	Spiritual intelligence and leadership effectiveness <i>Stacie Chappell*, Renu Burr &amp; Geoffrey Soutar</i>	Finding out about older workers <i>Megan Paul</i>	The KMOLI Spiral (No, it's not a type of pasta) <i>Jeffrey McLean* &amp; Liam Page</i>	Knowledge communication in the client consultant relationship <i>Matthew Groves &amp; Jessica Kennedy*</i>
1610		Earnings profile of gold-collar workers in an ICT company: an Indian case study <i>Ashish Malik &amp; Paresha Sinha</i>	A self-study of teaching reform in a university management information course: "... it all went wrong ..." <i>Mark Williams</i>	Beyond the global production networks: a case of further upgrading of Taiwan's information technology industry <i>Teresa Shuk-ching Poon</i>	Stories ARE Leaders <i>Hans Hansen &amp; Ken Parry</i>		The role of industry turbulence, industry membership and monopoly position on the adoption of internet enabled business practices in large Australian organisations <i>Patrick Foley* &amp; Danny Sampson</i>	Resolving problems of tacitness and absorptive capacity in international knowledge management <i>Peter Massingham</i>
1630		Cultural correlates and determinants of executives' work motivation <i>Santanu Sarkar</i>						Innovation diffusion through strategy and a COP approach – an Australian construction case study <i>Derek Walker &amp; Vacha Peansupap</i>
1650								Measuring intellectual capital within social networks accessed by small – medium sized enterprises <i>Michelle Burns &amp; John Van Beveren*</i>
1710	Close of Conference							

## Workshops / Symposia

### ANZAM Doctoral Workshop

A feature of recent ANZAM Conferences has been the pre-conference doctoral workshop. Supported by ANZAM, the aim has been to provide a learning experience for PhD students to share research issues and access the guidance of visiting keynotes and ANZAM research fellows.

The workshop, held on Monday and Tuesday, provided participants with an opportunity to present and talk about their own research and participate in seminars led by ANZAM research fellows and visiting speakers.

This workshop was sponsored by ANZAM.

#### WORKSHOP 1:

##### **Indigenous Management and Business Development: Ten Business Cases**

##### FACILITATORS:

Robert Giberson

(University of Regina, Canada)

Bob Kayseas

(First Nations University of Canada)

This workshop will be about a teaching case research/writing project being conducted this year. The presenters will briefly describe the project including the rationale for it and what they feel to be its relevance in the New Zealand/Australia context. They will then discuss the results. The presenters will share selected teaching cases with the audience as well as their 'best practice findings'. The workshop will be interactive and copies of the cases and other materials will be provided.

#### WORKSHOP 2:

##### **New Zealand Management Research in the Era of Performance Based Research Funding**

##### FACILITATORS:

Professor Kerr Inkson

(College of Business, Massey University, NZ)

Professor Gael McDonald

(Faculty of Business, UNITEC, NZ)

PBRF (Performance Based Research Funding) is the new funding programme which will determine New Zealand Government funding of tertiary-based research from 2004. During 2003 NZ researchers submitted for

evaluation research portfolios covering the period 1997-2002. The emphasis in this Workshop will be on assisting participants to understand general lessons from the 2003 assessment exercise and to develop their, and their institutions', research activities for the next evaluation in 2006. Although the focus of this Workshop is on New Zealand research, all ANZAM delegates are welcome.

**Note:** The facilitators of this Workshop are members of the PBRF Business & Economics panel. Due to PBRF confidentiality requirements, the facilitators can entertain **no** discussion of individual portfolios or panel assessment activity. The TEC will conduct a review of these processes in 2004 at which input from the tertiary sector will be welcome. The focus in this Workshop will therefore be on overall research performance and on developing and publishing research likely to attract PBRF funding in the future.

#### WORKSHOP 3:

##### **A Competency Approach to Teaching Human Resource Management**

##### FACILITATOR:

Dr Glenn McEvoy

(College of Business, Utah State University, USA)

Management education has once again come under attack with respect to its relevance and practical impact. In response, this workshop will present a framework for the design and implementation of a competency-based curriculum for graduate human resource management education, including its implementation to date at Utah State University. Specific elements of curriculum redesign (including student orientation, student development, and student assessment) will be presented. After an overview of the program at USU, including the issues identified above, the presenter will open the floor for discussion with the audience and comparison with other competency approaches taken at different institutions. The goal will be to determine if competency-based approaches have the potential to address the concerns and criticisms currently directed at management education.



**WORKSHOP 4:  
Future Directions for Services Management  
Research and Education at Australian and New  
Zealand Universities**

**FACILITATORS:**

Dr Tadayuki Miyamoto

Dr Alan Nankervis

Dr Richard Grainger

*(School of Management, Curtin University, WA)*

Over the last two decades the economic dominance of the services sector has become increasingly evident. Although this rise of new economy in the region has been calling for service-focused management research and education, in contrast to the conventional manufacturing-focused, at Australian and New Zealand universities which serve students in the region, the region-wide market need has not been served appropriately.

This proposed workshop is designed to be a forum where participants are invited to discuss challenges to and opportunities of services management research and education, and to be part of an exercise to build a consensus about a future direction of services management research and education at Australia and New Zealand universities.

**WORKSHOP 5:  
Case Writing Workshop**

**FACILITATOR:**

Associate Professor Graham Elkin

*(Department of Management, University of Otago, NZ)*

Those attending will bring completed (or partially completed) but unpublished cases for collegial and mutual review. Joint development of the cases and teaching notes will lead to possible submission to the New Zealand Journal of Business Case Research (2004). Graham Elkin has recently edited the special refereed case edition of JANZAM. He has offered two previous case workshops. He is Director of the New Zealand Business Case Research Centre and an active case writer.

\*\* Having completed unpublished work to review at the workshop will be a pre-requisite for attending.

**WORKSHOP 7:  
AACSB and EQUIS Accreditation Symposium**

**FACILITATOR:**

Professor Greg Bamber *(Griffith University, QLD)*

Until relatively recently, no universities in Australia or New Zealand had sought international accreditation for their management-related programmes. There was

a widely held view that such Accreditation was not necessary since most universities themselves reviewed their programmes and departments in association with other academics, practitioners and professional associations. However, in the last couple of years, several universities in Australia and New Zealand have sought and a few have gained such accreditation from either the AACSB, EQUIS or AMBA. This session includes senior representatives from universities that have either gained such accreditation or are in the process of doing so. They will discuss their experiences and views about accreditation. The session aims to be critical in the scholarly sense and will include discussion of pros and cons; it should not be an advocacy session for one or more universities or particular approaches to accreditation. There will also be a round-table discussion about accreditation and so on.

Introduction: Greg Bamber, Griffith University, Queensland

- Michael Wood, Curtin University, Perth
- Jone Pearce, University of California, Irvine, USA
- Garry Clayton, Auckland University, NZ
- Art Shulman, University of Queensland, Brisbane
- Round-table discussion

**WORKSHOP 8:  
DBAs and Professional Doctorates Symposium:  
Current Debates on Key Issues**

**FACILITATOR:**

Professor Ronel Erwee

*(University of Southern Queensland)*

This workshop is for all academics who are interested in the current issues that are emerging for universities that are involved in the delivery of professional doctorates and DBAs. More broadly this workshop will also benefit those academics, Deans, and Heads of School, who are involved in developing the structure of professional doctorates and DBAs or responsible for the administration of such higher degree courses.

The aim of this workshop is capture the lively debate surrounding professional doctorates and DBAs as well as develop common benchmarks and a model of best practice.



## General Information

### Location of Sessions

Conference Sessions will be held in the Esplanade Hotel, in the rooms shown on the program pages.

The Exhibition and Poster Displays are located in the Sirius Ballroom in the Convention Centre. Morning and afternoon teas will be served amongst the exhibition and in the Atrium foyer area. Lunches will be served in the Atrium Restaurant.

### Dress Code

Business or smart casual is suggested for all Conference sessions.

### Messages

A notice board will be in the registration area for messages to delegates. Urgent messages may be telephoned to the registration desk on 9432 4000.

### Mobile Telephones

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

### 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. Delegates not wearing badges may not be admitted to social functions, lunches or conference sessions.

Lost badges will be replaced at a cost of \$3.

### Conference Proceedings on CD

Additional copies of the proceedings on CD may be purchased from the registration desk during the conference for \$22.00 (inclusive GST).

### Parking

Discount parking vouchers are available from the registration desk offering parking @ \$5.00 per day in the Collie Street Car Park.

### Registration Desk

The registration desk is located in the Atrium Foyer and will be serviced from 8.30am - 3.30pm each day of the conference. Major credit cards will be accepted at the registration desk.

### Transport

Trains depart from the Fremantle Station, a short walk from the Esplanade Hotel approximately every 15 minutes. Bus and timetable information can be obtained by telephoning 13 2213.



Bus Stop Locations (Free CAT Service)

- |  |   |
|--|---|
| 1 Fremantle Train Station                      | 11 Cappuccino Strip                       |
| 2 Queen Street Shopping Precinct               | 12 Fremantle Hospital                     |
| 3 High Street Kings Square                     | 13 South Terrace Fisheries Department     |
| 4 High Street CBC Fremantle                    | 14 Marine Terrace Free Parking            |
| 5 Ord Street Fremantle Park                    | 15 Marine Terrace Free Parking            |
| 6 Fremantle Arts & Leisure Centre              | 16 Esplanade Hotel                        |
| 7 Beach Street James Street                    | 17 Maritime Museum & Fishing Boat Harbour |
| 8 Cheviot Hotel                                | 18 Phillimore Street Victoria Quay        |
| 9 Cantonment Street Woolstores Shopping Centre |   |

Map prepared by iPromaco Geodraft, 2003

### Taxis

Swan Taxis 13 1330

### Tours and Ticket Vouchers

To avoid mishaps, partners and delegates taking tours must check their ticket/voucher supplied for the correct departure times and locations. Times suggested in this book are a guide only.

**Thomson Learning** are pleased to announce the release of

Waddell, Cummings and Worley's  
**Organisation Development and Change**  
Pacific Rim Second Edition

We invite you to join us for the launch of this exciting new text:

**Date:** Thursday December 4

**Time:** Afternoon tea break at 3.10pm

**Where:** Exhibition Area - ANZAM Conference

The Second Edition has been adapted by Di Waddell from the highly regarded text by Thomas G Cummings and Christopher G Worley. This new edition focuses on the use of organisation development to help organisations achieve greater effectiveness. Di Waddell is Associate Professor and Director of Graduate Management Programs at Edith Cowan University, Perth.



## Social Program



### TUESDAY 2 DECEMBER 2003

#### Opening Ceremony & Welcome Reception - 6.00pm Fremantle Maritime Museum, Victoria Quay

A special opening ceremony will be held at the Fremantle Maritime Museum to set the Conference off on the right footing. The opening will be followed by a reception. Included for full delegates.

Additional tickets A\$33 (incl GST).

### WEDNESDAY 3 DECEMBER 2003

Free evening

### THURSDAY 4 DECEMBER 2003

#### Conference Dinner - 7.00pm Fremantle Esplanade Hotel

After a full day of conference work, you can relax or put your spinal discs at risk and dance the night away at the Conference Dinner.

Included for full delegates.

Additional tickets A\$88 (incl GST).

### THURSDAY 4 DECEMBER 2003

#### Ferry Boat and Forest Train

Travel south by coach for a scenic cruise on the Mandurah waterways, rich in bird and marine life, lunch at a delightful riverside restaurant and a wonderful ride along the Etmilyn Forest Tramway through the magnificent jarrah forest aboard a vintage timber train. Departs 8:30am from Perth, returning to Perth approx. 5.30pm. Code T108

Cost: A\$115 per person ex Perth

#### Perth Sights and Aussie Fun Day

Departs Perth 8:30am. Travel to the Swan Valley and visit The Chocolate Factory and Aboriginal Gallery with time to shop, throw a boomerang and play the didgeridoo. Meet with cuddly little kangaroos, wallabies and other native marsupials. Visit a winery before an Aussie BBQ lunch in a beautiful bush park, then head for the beach stopping at a fruit stall or Strawberry Farm in season. Have time to swim or shop before travelling down the coast for a coffee or icecream. Enjoy spectacular views of the Swan River and Kings Park on the return to Perth approx 4:30pm. Code T555

Cost: A\$99 per person ex Perth

### FRIDAY 5 DECEMBER 2003

#### Chocolate, Chardonnay and Koalas

Departs Perth 9:45am. Relax to the informative commentary of the Captain on a one hour cruise up the majestic Swan River to the fertile Swan Valley Winery Region. A short coach trip from historic Tranby House takes us to a one hour Wildlife Park guided tour. Koalas, kangaroos and emus at the park will be delighted for you to feed them. Have your senses stirred at the Chocolate Factory in the Swan Valley, then on to the splendid Bells Estate, where our sumptuous buffet luncheon will be served. You can indulge in samples of premium wines from Pemberton's Gloucester Ridge winery and enjoy live entertainers. Visit Western Australia's oldest vineyard and underground cellar Olive Farm for a final wine tasting before we drive back to Perth. Code T557

Cost: A\$79 per person ex Perth

#### Swan Valley River and Vineyard Cruises

Departs Perth 9.45am. Taste Swan Valley wines at the historic Houghton Winery and Sandalford Vineyard, then cruise into the heart of the Swan Valley for a sumptuous buffet lunch, bottled wine and live entertainment overlooking the Swan River at Bells Estate. Taste Gloucester Ridge premium wines before enjoying wine and cheese, onboard entertainment and informative commentary down the Swan back to Perth returns 4.45pm. Code T3

Cost: A\$99 per person ex Perth

## Accompanying Persons Tours

Please note all tours depart from Perth, unless indicated.  
Transfer from Fremantle to Perth approx 20 min by train.

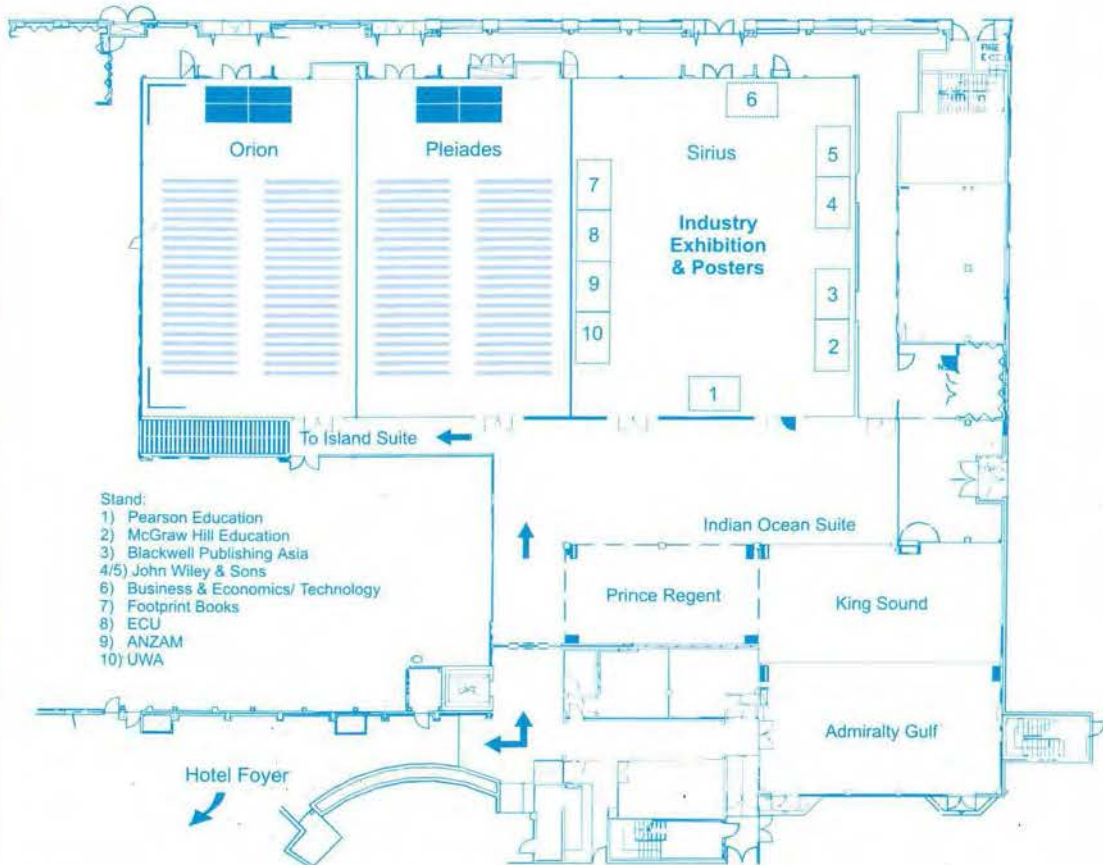
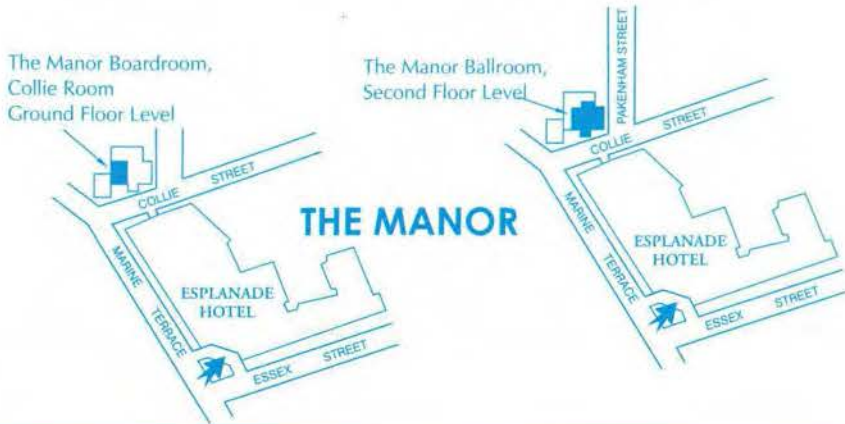
### WEDNESDAY 3 DECEMBER 2003

#### Rottnest Explorer Day

Departs 9:45am from Fremantle. Ferry cruise to Rottnest, Western Australia's world renown island holiday playground, and enjoy a delicious 3 course luncheon at the historic Rottnest Hotel overlooking magnificent Thompson Bay and a fascinating 2 hour coach tour visiting all the Island's attractions. There is also free time to explore on your own and to meet a Quokka, the very cute marsupial that is unique to Rottnest, before returning approx 5.30pm. Code T142

Cost: A\$84 per person ex Fremantle

# FINDING YOUR WAY AROUND THE ESPLANADE HOTEL



## CONVENTION CENTRE



## The Exhibitors



**Pearson Education Australia** **Stand 1**

Higher Education Division  
Locked Bag 507  
FRENCHS FOREST NSW 2086  
Tel: 02 9454 2257 Fax: 02 9453 0073  
Email: [daria.jozic@pearsoned.com.au](mailto:daria.jozic@pearsoned.com.au)  
Contact person: Daria Jozic,  
Snr Marketing Co-ordinator

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Contact person: Shileen Gerchow

**Thomson Learning Australia** **Stand 6**

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Higher Education  
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SOUTHBANK VIC 3006  
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Mobile: 0407 879 390  
Email: [amandarice@thomsonlearning.com.au](mailto:amandarice@thomsonlearning.com.au)  
Contact person: Amanda Rice  
Product Manager, Business &  
Economics/Information  
Technology

**Footprint Books Pty Ltd** **Stand 7**

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Website: [www.footprint.com.au](http://www.footprint.com.au)  
Contact person: Kate O'Reilly  
Sales & Marketing Director

**Edith Cowan University** **Stand 8**

**ANZAM** **Stand 9**

**University of Western Australia  
Business School** **Stand 10**



## Post Conference Tours

All tours depart from Perth, unless indicated. Trains from Fremantle to Perth at additional cost depart at 20 minute intervals

### DAY TOURS



#### Margaret River, Eagles, Caves and Wine

Full day tour. Explore this famous Australian wine region in a day. Visit two local wineries, Eagles Heritage and Raptor Wildlife Centre, enjoy scenic touring through vineyard county. Tour surfers point and coastal lookout at Prevelly Park, explore Mammoth Cave and visit Margaret River township, before an afternoon tea stop. Tour returns to Perth approx 8.30pm. Departs daily. Code: T36  
Cost: A\$133 adult/A\$77 child U14 (includes GST)



#### Rottne Explorer Day

The best way for visitors to get to know Western Australia's world renown island holiday playground is on a full day all inclusive Explorer Day package. This all in one package includes return ferry cruise from Fremantle to Rottne, delicious 3 course luncheon at the historic Rottne Hotel overlooking magnificent Thompson Bay and a fascinating 2 hour coach tour visiting all the Island's attractions. There is also free time to explore on your own and to meet a Quokka, the very cute marsupial that is unique to Rottne. Departs Fremantle daily. Code: T142  
Cost: \$84 adult/A\$39 child 4-12 (includes GST)



#### Pinnacles Sand Dunes, Wildflowers, Koalas 4WD Safari and Coach Tour

Full day tour. Travel north in a comfortable purpose built 4WD vehicle along the coast to Yanchep National Park, home to a family of koalas, before continuing along coastal tracks, over beaches and huge white sand dunes. Try sandboarding, visit the rock lobster fishing village of Cervantes and travel through the Nambung National Park and the mystical Pinnacles Desert with plenty of time to explore. Transfer to the coach for the return journey to Perth. View the excellent display of wildflowers and stop at a wildflower drying operation. Spot for wild kangaroos and emus as the sun sinks slowly in the west. Tour returns approx 7.30pm. Departs daily. Code: T34  
Cost: A\$139 adult/A\$80 child U16 (includes GST)

#### Wave Rock, Wildflowers and Aboriginal Cave Paintings

Full day tour. Travel through the Darling Ranges and jarrah forests to the historic town of York in the Avon Valley. Enjoy a picnic lunch at Wave Rock, a unique and natural granite rock formation followed by a visit to a wildlife park and viewing of Aboriginal hand paintings at Mulka's Cave. Departs daily. Code: T35  
Cost: A\$139 adult/A\$80 child U16 (includes GST)



### EXTENDED TOURS

Western Australia is home to an extensive variety of landscapes and activities and a varied climate from north to south whatever the time of year. From the hot, red northern areas to the cool, green south, there is an extended tour, from two days to two weeks for everyone. Two of the most popular options are detailed below.

#### Albany, Pemberton and Treetop Walk - 3 days (2 nights)

Luxury coach tour to Albany, enjoying breathtaking views of the Stirling Ranges along the way. View the coastal scenery near Frenchman's Bay, visit the 'Valley of the Giants', the 'TreeTop Walk' and view local arts and crafts in Pemberton and Walpole. Tour Lake Cave near Augusta, and enjoy the local wineries and chocolate factory in Margaret River before the trip back to Perth. Hotel accommodation. Departs Fridays. Code: T160  
Cost: A\$335 (includes GST)



#### Self Drive Explorer

Enjoy the freedom of the open road and explore the countryside at your own pace. Explorer kit includes fold-out maps, detailed itineraries and instructions. See Margaret River and Pemberton including car (Toyota Echo) and accommodation costs for two people from A\$284 (includes GST) per person. Departs every day.



For more ideas and information about other tours, see the Discover West website located at: [www.discoverwest.com.au](http://www.discoverwest.com.au). Bookings can be made through Promaco Conventions.

# Notes





## Notes

## **KEYNOTE ABSTRACTS**





## **Organization for Innovation**

*Professor Andrew Pettigrew  
Dean, School of Management  
University of Bath  
Bath. BA2 7AY  
Tel: (01225) 383052 Fax: (01225) 386861  
Email: a.m.pettigrew@bath.ac.uk*

This presentation reports findings of a multi method and multi country study of innovative forms of organizing and company performance. The sample was made up of large and medium sized firms in Europe, Japan and the USA. Trends in innovative forms were measured by examining changes in organization structures, processes and boundaries. The main generic finding across the 3 dimensions of change and the three regions is of a common direction of change, but from different starting points and with considerable variation of pace of change. The performance analysis indicated that the adoption of a full set of changes (in structures, processes and boundaries) increases the probability of improving corporate performance. However, the adoption of partial systems of changes is likely to reduce performance. These econometric results were complemented by longitudinal case study findings which explored the what, why and how of the relationship between organizational innovations and company performance."

## **Leadership and Change: Wading Through the Waves**

*Keith Grint  
Saïd Business School, Oxford  
Email: keith.grint@templeton.ox.ac.uk*

Change is often said to arrive and dissipate as a wave, but what kind of wave is involved and what role does leadership play in Raising, Riding and Resisting such waves? This session suggests that we need to think creatively about the idea of the wave as a metaphor for change because the symbolic content and the implicit meaning for leaders and followers can be radically different.





## The Effectiveness of Personal Relationships as Substitutes for Rule of Law

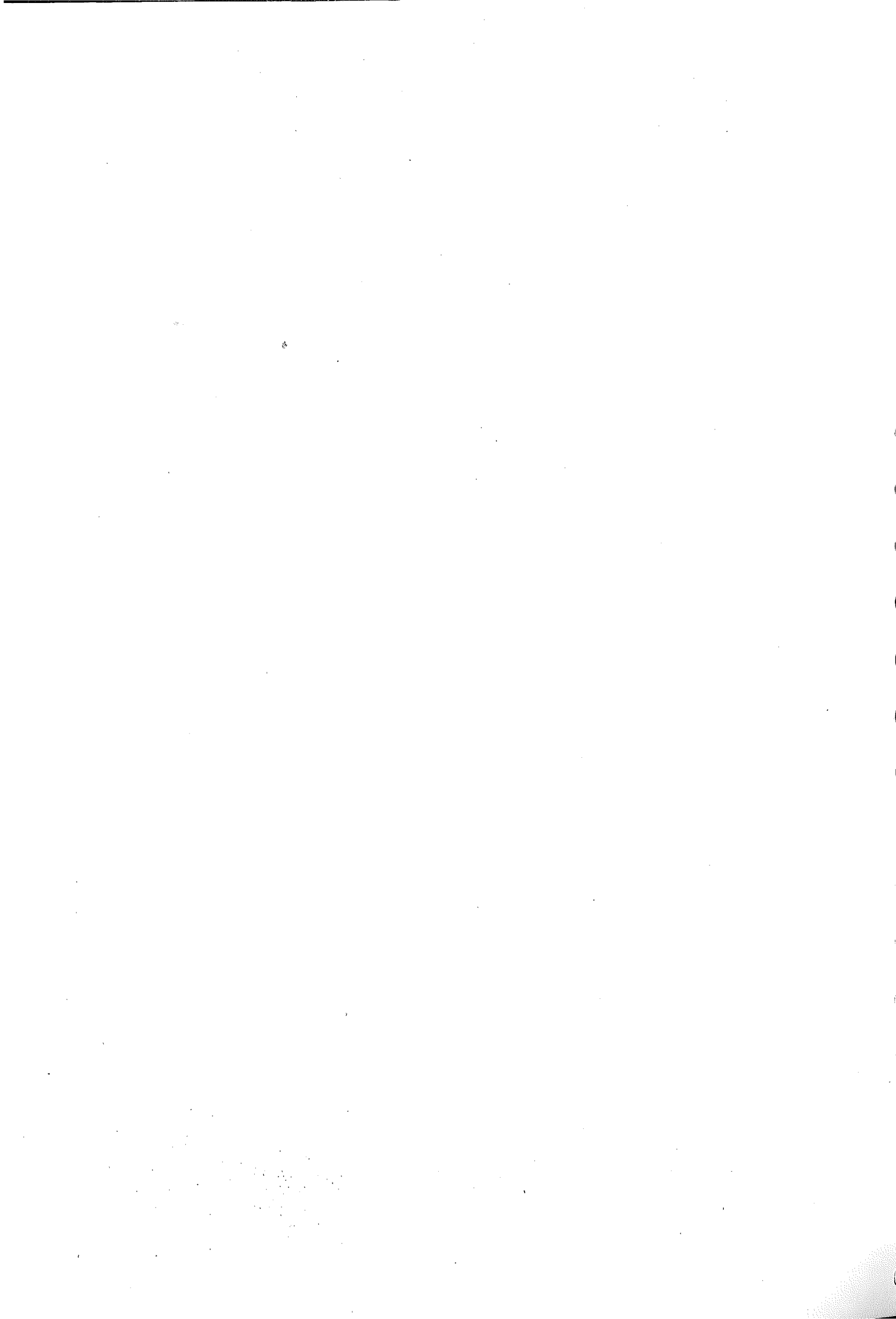
Jone L. Pearce  
Past-President, Academy of Management  
Professor and Interim Dean  
Graduate School of Management  
University of California, Irvine  
Irvine, CA 92697-3125 USA  
phone (+1) 949.824.8470 fax (+1) 949.725.2839  
Email: [jlpearce@uci.edu](mailto:jlpearce@uci.edu)

There is substantial evidence that rule of law is associated with a country's wealth, yet why this should be so has been more a matter of speculation than empirical research. In this presentation, I will draw on my program of research that has been seeking to test ideas regarding the organizational, managerial and employee practices under weak rule of law that undermine organizational growth and efficiency, and so wealth. The concept of governmental facilitation of independent organization is introduced and then used to make the case that the less facilitative are governments, the more those doing organizational work must depend on their personal relationships. There is a growing body of empirical research to support this claim. Further, increasing numbers of studies have documented how dependence on personal relationships fosters lower trust of business associates (Rao & Pearce, 2003) and co-workers (Pearce, 2001; Pearce, Branyiczki & Bigley, 2000), the cultivation of relationships for protection rather than to grow the organization or improve its efficiency (Pearce, Rao & Xin, 2003; Xin & Pearce, 1996). In addition, participants are more wary of one another and withhold more information from their associates (Pearce et al., 2003) and co-workers (Pearce, 2001). Thus, organizations remain small, restricting themselves to lines of business that can be supported by their existing relationships and are extremely resistant to certain kinds of changes (Pearce, 2001). I hope to conclude with a broader discussion of the role of culture vs. governments and whether encouraging more facilitative governments is the most effective way to build wealth.

### References

- Pearce, J. L. 2001. *Organization and management in the embrace of government*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Pearce, J. L., Branyiczki, I & Bigley, G.A. 2000. Insufficient bureaucracy: Trust and commitment in particularistic organizations. *Organization Science*, 11: 148-162.
- Pearce, J. L., Rao, A. N. 2003. *Governments, reciprocal exchange and trust among business associates*. Graduate School of Management, University of California, Irvine Working Paper.
- Pearce, J. L., Rao, A. N. Xin, K. 2003. The effectiveness of personal relationships as substitutes for government facilitation.
- Xin. K. & Pearce, J.L. 1996. Guanxi: Connections as substitutes for formal institutional support, *Academy of Management Journal*, 39: 1641-1658.





## **REFEREED PAPERS**

Abstracts of the refereed papers are included in alphabetical order of the corresponding author. A full author index is included at the back of this volume.





## Who is driving the increased interest in work/life benefits?

*Jacqui Abbott*

*Department of Management, Monash University, Caulfield, Australia.  
[jacqueline.abbott@buseco.monash.edu.au](mailto:jacqueline.abbott@buseco.monash.edu.au)*

*Helen De Cieri*

*Department of Management, Monash University, Caulfield, Australia.  
[helen.decier@buseco.monash.edu.au](mailto:helen.decier@buseco.monash.edu.au)*

*Marilyn Fenwick*

*Department of Management, Monash University, Caulfield, Australia.  
[marilyn.fenwick@buseco.monash.edu.au](mailto:marilyn.fenwick@buseco.monash.edu.au)*

Globalization and increasing competition have resulted in changing business demands on management and employees. In this context, the area of work/life benefits has become increasingly important as part of a strategic approach to the management of intellectual capital and employee retention. The focus of this research project is on investigating who is driving work/life benefits: management, employees, or both? Using a mixed methodology involving focus groups, surveys and interviews, longitudinal case studies were conducted in the Australian subsidiaries of two large multinational companies. Our findings indicate that both management and employees demonstrate increased interest in work/life benefits, albeit for differing reasons.

**Keywords:** Work/life benefits, retention, intellectual capital

## Management by public- private partnerships the Australian experience

*Associate Professor Julian Teicher*

*Department of Management, Monash University  
[Julian.teicher@buseco.monash.edu.au](mailto:Julian.teicher@buseco.monash.edu.au)*

*Dr Quamrul Alam*

*Department of Management, Monash University  
[Quamrul.alam@buseco.monash.edu.au](mailto:Quamrul.alam@buseco.monash.edu.au)*

Governments in Australia are increasingly relying on private sector service providers to increase efficiency in public services delivery and entering into various business partnerships with those providers. This paper examines the effectiveness of public-private partnership models used in delivering public services and suggests that partnership initiatives have increased efficiency at the micro management level but have not been able to establish trust among the partners as public servants determine the performance criteria and the means of control and accountability. Community participation in policy formulation and in building trust among the clients and the providers has not been given due emphasis as an important factor for developing a sustainable partnership model. The concept of public value has not been used as a useful way of setting out public service goals. This tentative conclusion rests on an examination of two cases where partnerships have affected operating and management practices.

**Keywords:** Public-private partnerships, Australia



## **Export capability of small and medium enterprises (SMEs) a study of north-central Victoria**

*Dr Quamrul Alam  
Department of Management  
Monash University, Caulfield Campus  
Email: Quamrul.Alam@bueseco.monash.edu.au*

This paper explores factors in the capability of exporting firms in regional Victoria. Starting from the premise that the globalization of business will require many more Australian firms to engage with the challenges and opportunities presented by overseas markets, the author first look briefly at the reasons for the changes in the pattern of Australia's overseas trade, and some of the particular implications for regional business. The results of a broad survey of export circumstances and practice are presented in an investigation which covers reasons for exporting, organisation of export activities, level of competency, market entry strategies, skills, information gathering, government support, and location. The study finds that most regional exporters are not aware of the full range of export opportunities open to them, and for a complex set of reasons cannot fully exploit those opportunities of which they are aware.

**Keywords:** Export strategy, international business, export performance of small and medium businesses.

## **The impact of 360 feedback on affective well-being at work**

*Dr Simon Albrecht  
School of Psychology, Curtin University of Technology, Western Australia  
Email: [s.albrecht@curtin.edu.au](mailto:s.albrecht@curtin.edu.au)*

*Dr Ron Cacioppe  
Graduate School of Management, University of Western Australia  
Email: [rcacioppe@aimwa.com](mailto:rcacioppe@aimwa.com)*

The research was focused on determining the psychological reactions of 175 managers to 360 degree feedback. The primary research aims centred on establishing whether employee reactions to 360 feedback influenced employee well-being, defined in terms of enthusiasm, anxiety, depression and contentment. Comparisons were made between employee self-reports of work-related well-being 3 to 4 weeks before receipt of 360 feedback, and self-reported well-being three to four weeks after receipt of 360 feedback. MANOVA analyses showed that employee anxiety reduced from Time 1 to Time 2. No significant changes in employee job-related enthusiasm, depression or contentment were evidenced over time. Furthermore, individual differences in negative affectivity and whether or not 360 feedback was better or worse than expected had no effect on the results. Implications for research and the practice of 360 feedback processes are discussed.

**Keywords:** 360 Feedback, work-related well-being

## **Indigenous land claims and economic development: the Canadian experience**

*Robert B Anderson*  
*Faculty of Administration, University of Regina*  
*[Robert.anderson@uregina.ca](mailto:Robert.anderson@uregina.ca)*

*Robert Kayseas*  
*First Nations University of Canada*

*Leo Paul Dana*  
*Canterbury University*

*Kevin Hindle*  
*Swinburne University of Technology*

This paper examines the role that Indigenous people's rights to land and resources play in business and economic development in Canada and elsewhere. It does this in four parts. The first provides background information about the socioeconomic circumstances of Aboriginal people in Canada, and about their response and the response of the Canadian government to these circumstances. The second is a brief discussion of development theory. The third looks at the impact of a particular Aboriginal land claims settlement on the economic development activities of the Aboriginal people involved. The final section presents some concluding comments about the experience of Indigenous people in Canada and the relevance of this experience elsewhere in the world.

**Keywords:** Indigenous people, Indigenous rights, economic development, entrepreneurship, business development.

## **The social process of confidence building: case studies from the creative industries**

*Constantine Andriopoulos*  
*Department of Management Studies, University of Aberdeen Business School,*  
*Dunbar Street, Old Aberdeen AB24 3QY, Scotland, UK*  
*Email: [c.andriopoulos@abdn.ac.uk](mailto:c.andriopoulos@abdn.ac.uk)*

*Manto Gotsi*  
*Department of Management Studies, University of Aberdeen Business School,*  
*Dunbar Street, Old Aberdeen AB24 3QY, Scotland, UK*  
*Email: [m.gotsi@abdn.ac.uk](mailto:m.gotsi@abdn.ac.uk)*

Although the concept of 'confidence building' within organisational settings is receiving increasing attention in the academic literature, there is a clear shortage of research exploring the processes through which employees build their confidence in project-based environments. This study sheds light into this gap in the literature by exploring how employees in three clearly successful, creative organisations build confidence in their skills and abilities. Our preliminary analysis indicates that four key processes facilitate 'confidence building' in the three organisations studied: *authenticating, credentialising, updating and switching-off*.

**Keywords:** Creativity, Innovation, Confidence Building, Creative Industries



## **Diversity, communication openness, reaction to conflict and group consequences**

*Oluremi B. Ayoko*  
*UQ Business School*  
*University of Queensland QLD 4072*  
*r.ayoko@business.uq.edu.au*

This paper presents a quantitative examination of the relationship between conflict, communication openness and groups' task and psychological consequences. In particular, the paper argues that communication openness is antecedent to productive and destructive reactions to conflict events, which, in turn, impact task performance, morale and job satisfaction in culturally diverse workgroups. Data for this present research were collected from 660 respondents from 122 workgroups in 7 public sector organizations. Support was provided for the predictive links between communication openness, reactions to conflict, and group outcomes. Specifically, groups with high levels of productive reaction to conflict were linked with higher levels of task performance while groups with high levels of communication openness were associated with higher levels of task conflict and group morale. Implications of the results are discussed.

**Keywords:** Diversity, communication and conflict.

## **Critical success factors for projects**

*David Baccarini \**  
*Faculty of the Built Environment, Art and Design*  
*Curtin University of Technology,*  
*GPO Box U1987, Perth, WA 6845, Australia*  
*D.Baccarini@curtin.edu.au*

*Adam Collins,*  
*Broad Construction Services,*  
*82 Royal Street, East Perth, WA 6004, Australia*

More and more organisations are recognising that translating corporate strategies into actions requires projects. Consequently, it is vital that projects are successful. Critical success factors are important influences that contribute to project success. This paper reports the outcome of a survey on critical success factors derived from the responses of 150 members of the Australian Institute of Project Management. A synthesis of the responses discerned fifteen critical success factors, of which two were predominant - project understanding and competent project team.

**Keywords:** critical success factors, project success,

## Support for organisational change: scale construction and validation

Laura E Baker

*School of Business, University of Queensland, Brisbane, Australia*

*Email: [l.baker@business.uq.edu.au](mailto:l.baker@business.uq.edu.au)*

The focus of this study is the construction and validation of a scale that measures employee support for organisational change. The original scale had four components measuring cognitive and behavioural responses to planned change. Two cognitive responses, recognition of the need for organisational change and recognition of the individual's capacity to change, were developed. Two behavioural responses, willingness to participate in organisational change and advocacy and promotion of organisational change were also developed. Study 1 included conducting interviews to generate the initial items. Study 2 and 3 included data collections to first explore and then confirm the factor structure of the scale. Study 3 also assessed convergent and discriminant validity. Overall, three components of the support for organisational change scale were confirmed.

**Keywords:** organisational change, employee responses, scale construction

## Is there convergence or divergence? Employment relations in Australian and internationally-owned enterprises in fast food

*Cameron Allan, Greg J Bamber and Nils Timo*

*Griffith University, Queensland, Australia*

*Tel: (07) 3875 6497; Fax: (07) 3875 3900*

*Email: [g.bamber@griffith.edu.au](mailto:g.bamber@griffith.edu.au)*

The issue of convergence or divergence of human resource management (HRM) and industrial relations (IR) practices and institutions between countries has been an enduring theme in employment-relations research. The role of multi-national corporations (MNCs) as a force for convergence of employment practices between countries has been an increasing focus of research interest. American fast-food MNCs have aimed to globalise their strategies and operations. Using data from a survey of employees' perceptions of HRM and IR practices in the fast-food industry, we find relatively few differences between employee perceptions and experiences in MNC and domestic fast-food firms. We conclude that there is both a process of convergence and divergence occurring, with MNCs adapting to local labour regulatory and IR arrangements, while Australian-owned employers appear to be emulating MNC production and HRM practices.

**Keywords:** fast-food, industrial relations, human resources, multi-national corporations, convergence.



## **A model of overseas expansion for businesses from small economies**

*Dr Neil Barnwell  
School of Management  
University of Technology, Sydney  
neil.barnwell@uts.edu.au*

Using core periphery theory as a framework, this paper examines the internationalisation process of businesses domiciled in peripheral economies. The paper proposes that a number of popular theories of internationalisation are based upon resource availability which is only likely to be found in continental sized economies. The theories fail to explain the strategic options available to firms in peripheral economies. This paper proposes a model which identifies four stages of expansion which are likely to be experienced by firms domiciled a small economy. It starts with domestic focus and moves though early expansion, full engagement and finally the last stage of loss of national identity. The characteristics of each stage are identified and the relevance of core periphery theory for multinational location is discussed.

## **Procedural justice, trust, and decision-making style: a study of collective enterprises in the context of China's reform**

*Dr Yuan Wang  
School of Management  
University of Technology, Sydney  
City Campus, Haymarket  
PO Box 123 Broadway  
NSW 2007 Australia  
Email: karen.yuan.wang@uts.edu.au  
Telephone: 61-2-95143577  
Fax: 61-2-9553 6218*

*Dr Neil Barnwell  
School of Management  
University of Technology, Sydney  
City Campus, Haymarket  
PO Box 123 Broadway  
NSW 2007 Australia  
Email: neil.barnwell@uts.edu.au  
Telephone: 61-2-95143612  
Fax: 61-2-9514 3602*

*Dr John Crawford  
School of Management  
University of Technology, Sydney  
City Campus, Haymarket  
PO Box 123 Broadway  
NSW 2007 Australia  
Email: john.crawford@uts.edu.au  
Telephone: 61-2-95143621  
Fax: 61-2-9514 3602*

Collective Owned Enterprises (COEs) are a common form of enterprise in China which employ a substantial part of the rural and non urban workforce. They are primarily owned by collectives or local governments. Most research on management of enterprises in China has concentrated on urban industrial establishments, particularly those which are joint ventures with foreign firms. This study concentrates on trust, procedural justice and employee participation in COEs. A validated questionnaire measuring these three variables was administered to 83 managers employed by COEs in Hubei province in China. The findings of the study suggest that trust in dependability and procedural justice have a positive effect on participation in decision making within the Chinese collective enterprises. Commitment to procedural justice was also found to be positively related to participation in decision making. However trust in good faith was found to be unrelated to participation in decision making.

## **Triple bottom line reporting and the entrepreneurial organisation: an analysis of small listed Australian companies**

*Meropy Barut*

*School of Business, Swinburne University of Technology, Melbourne, Australia  
Email: mbarut@swin.edu.au*

*Mary Dunkley*

*School of Business, Swinburne University of Technology, Melbourne, Australia  
Email: med@swin.edu.au*

*Peter Greilach*

*Hydro Tasmania, Melbourne, Australia  
Email: peter.greilach@hydro.com.au*

The links between entrepreneurship and triple bottom line (TBL) reporting are examined through a study of small companies listed on the Australian Stock Exchange. The study focuses on establishing ranking criteria for the entrepreneurial company and ranking criteria for environmental and social disclosures and examining these links where apparent. The results show a weak link between entrepreneurship and some aspect of TBL reporting, but in general the companies in this study placed a lower priority to the area of TBL reporting.

## **Limited use of human resource information systems**

*Penny Bassett and Raquel Licciardi*

*School of Management, Victoria University, Melbourne, Australia  
Email: [penny.bassett@vu.edu.au](mailto:penny.bassett@vu.edu.au); [raquel.licciardi@vu.edu.au](mailto:raquel.licciardi@vu.edu.au)*

This article presents a review of the literature on the uses of HRIS from administrative to strategic purposes. It focuses on the fact that these systems are largely restricted to administrative use and this is exemplified through two case studies.

**Keywords:** Human resource information systems, human resource management

## **Corporate governance: a minimal set of operational rules**

*Hanoku Bathula*

*International Business Programmes, Auckland Institute of Studies, Auckland, New Zealand*

*Email: [hanokub@ais.ac.nz](mailto:hanokub@ais.ac.nz)*

*Brett Collins*

*Faculty of Business, Auckland University of Technology, Auckland, New Zealand*

*Email: [brett.collins@aut.ac.nz](mailto:brett.collins@aut.ac.nz)*

Corporate governance covers a wide gamut of issues like board architecture and its fiduciary responsibility, the protection of shareholders and investors, accounting standards and procedures, business ethics and social responsibility, and moralistic issues covering areas such as environmental concerns and social justice. Due to this complexity, firms experience problems in translating corporate governance issues into operational decisions that impact directly on performance. This paper identifies critical issues relating to corporate governance, separates them from the general moralistic issues, and presents them as a set of operational rules. It is suggested that these operational rules form a minimal universal set, which can be used as a basis for studying the relationship between corporate governance and firm performance.

**Keywords:** corporate governance, board, directors, CEO duality, and performance

## **Is a quality system worthwhile if it doesn't improve customer satisfaction? A case study examining the value of implementing an IT-based business management system**

*Megan Seen*

*School of Computer Science and Software Engineering, Monash University*

*Nicholas Beaumont*

*Department of Management, Monash University*

*PO Box 197 Caulfield East VIC 3145 Australia*

*Ph: 9903 2371 Fax: 9903 2718*

*[Nicholas.Beaumont@buseco.monash.edu.au](mailto:Nicholas.Beaumont@buseco.monash.edu.au)*

*Christine Miggins*

*School of Computer Science and Software Engineering, Monash University*

This paper reports on the experiences of an Australian software development firm that implemented an information technology (IT)-supported business management system (BMS) to gain ISO 9001 certification. Data was gathered before and after implementation to measure the changes brought about by the BMS. The results indicate that a BMS may ostensibly have little effect on customer satisfaction levels for suppliers that have already implemented effective work practices. However, in these circumstances, a BMS can be implemented and certification obtained at low cost, and other benefits may be realised. Consideration of these and other factors will help managers evaluate the potential value of a BMS to an organisation.

**Keywords:** quality, business management system, customer satisfaction



## **Human resource management goals and roles: a New Zealand and South African comparison for the first decade of the new millennium**

*B Beaver*

*School of Management and  
Entrepreneurship  
Faculty of Business  
Private Bag 9205  
UNITEC Institute of Technology  
Auckland, New Zealand  
email: bbeaver@unitec.ac.nz*

*Prof P S Nel*

*Head: School of Management and  
Entrepreneurship  
Faculty of Business  
Private Bag 9205  
UNITEC Institute of Technology  
Auckland, New Zealand  
email: pnel@unitec.ac.nz*

*Dr A J du Plessis*

*School of Management and  
Entrepreneurship  
Faculty of Business  
Private Bag 9205  
UNITEC Institute of Technology  
Auckland, New Zealand  
email: aduplessis@unitec.ac.nz*

There has been little research to compare the approaches of human resource professionals in New Zealand and South Africa to present and future issues. Empirical research concerning present and future practices and trends was undertaken in New Zealand and South Africa, in which questionnaires were distributed to registered personnel practitioners in each country. The results of the survey revealed the respondents' perceptions regarding the goals and roles of human resources required both in terms of the current position and that desired in 2010.

This survey indicates that, to remain competitive in the global context, organisations need to link human resources goals to business strategy, attract and retain highly skilled staff, and enhance productivity, quality and customer satisfaction.

## **Trust in partner and distrust in technology in inter-organisational relationships**

*Eric C Beck*

*School of Business University of Ballarat, Mt. Helen, Australia  
Email: e.beck@ballarat.edu.au*

*John A Van Beveren*

*School of Business University of Ballarat, Mt. Helen, Australia  
Email: j.vanbeveren@ballarat.edu.au*

In this paper we present a conceptual model that provides a relationship between distrust in Internet technology, trust in a partner organization and the willingness to transact or communicate online with a partner organization. We have adopted the thesis by Lewicki, *et al.* (1998) in which they assert that trust and distrust are separate but related concepts. We believe that individuals and organisations can not have trust in technologies but rather distrust, and that trust can only be placed in individuals within organisations who amend negative circumstances resultant of technology.

**Keywords:** Trust, Distrust, Inter-organisational, relationships, Internet, technology

## Corporate "volunteerism" - the Australian scene

*Dr Lynne Bennington*

*Graduate School of Management, LaTrobe University, Melbourne, Australia  
l.bennington@latrobe.edu.au*

*Dr Vijayalakshmi Muralidharan*

*Graduate School of Management, LaTrobe University, Melbourne, Australia  
v.muralidharan@latrobe.edu.au*

This paper briefly reviews corporate, or employee, volunteerism before providing the results of a preliminary exploratory study of corporate volunteerism in the top 100 organisations operating in Australia. About 50 per cent of organisations indicated that they provide some support for corporate volunteerism (CV), but the use of the term differed markedly across organisations. Many organisations indicated that they support and encourage CV but lack formal written policies. In cases where written policies do exist there was a notable absence of a rationale for such activities. Very little is known about CV so a research agenda to address this deficit is suggested.

**Keywords:** Corporate volunteerism, Employee volunteerism, Corporate social responsibility, Australia

## Managing the needs and expectations of international students: a marketing perspective

*Carol Sherry*

*UNITEC Institute of Technology, Auckland, New Zealand  
csherry@unitec.ac.nz*

*Ravi Bhat*

*UNITEC Institute of Technology, Auckland, New Zealand  
rbhat@unitec.ac.nz*

*Bob Beaver*

*UNITEC Institute of Technology, Auckland, New Zealand  
bbeaver@unitec.ac.nz*

*Anthony Ling*

*UNITEC Institute of Technology, Auckland, New Zealand  
aling@unitec.ac.nz*

This study assesses students perceptions of services experienced at UNITEC, Auckland New Zealand. The questionnaire used in the survey at UNITEC was based on the SERVQUAL scale that contains 20 service attributes, grouped together into five dimensions, Tangibles, Reliability, Responsiveness, Assurance and Empathy. The study found a significant difference between students expectations of what an "Excellent tertiary institution" should offer in the way of services and the students perceptions of the services being offered at UNITEC. A significant difference was also found between the perceptions of Diploma students and Bachelor of Business students in all five dimensions with the Diploma student's expectations of services being lower than the Bachelor of Business students.

**Keywords:** Needs, Expectations, International students

## Subjects-in-community: a new economy ‘relational management’ model

*Dr Ngaire Bissett  
Graduate School of Management  
Griffith University  
Queensland, Australia  
n.bissett@griffith.edu.au*

A dominant marker of contemporary organisational life is workforce diversity, represented by gender, race, ethnicity, social class, physical capacity, sexual orientation, religion and age characteristics. Meeting the needs of such a hybrid mix of people produces an array of challenges and opportunities for managers. An emerging paradigm, Diversity Management (MD) is considered capable of addressing this issue, benefitting both the organisation and its varied inhabitants. I argue this conception, as presently implemented, is unlikely to meet these mutualist objectives. This is related to a modernist instrumentalist legacy expressed in the ‘containment’ discourse of a range of stakeholders. I posit an alternative; collegial, working model aligned to the postmodern inclination to celebrate diversity. I name this embodied approach Relational Management (RM).

**Keywords:** hybridity, grounding poststructuralism, organisational communities, diversity

## Data infrastructure for evidence-based local government policy analysis

*Dr Betsy Blunsdon  
Deakin Business School, Deakin University, Victoria, Australia  
email: [betsyb@deakin.edu.au](mailto:betsyb@deakin.edu.au)*

*Ms Nicola McNeil  
Bowater School of Management & Marketing, Deakin University, Victoria, Australia  
email: [mcneil@deakin.edu.au](mailto:mcneil@deakin.edu.au)*

*Dr Ken Reed  
Deakin Business School, Deakin University, Victoria, Australia  
email: [kreed@deakin.edu.au](mailto:kreed@deakin.edu.au)*

*Dr Steven McEachern  
University of Ballarat, Victoria, Australia  
email: [s.mceachern@ballarat.edu.au](mailto:s.mceachern@ballarat.edu.au)*

This paper outlines an approach for collecting and integrating data useful for evidence based planning and decision making in the not-for-profit sector, in particular for local government policy and planning. Given the methodological advances in multi-level analysis and the nature of rigorous policy analysis, leading academics and practitioners are advocating that policy driven research to be undertaken at a number of levels of analysis. Recent years have brought an explosion of public domain data in many aspects of social, economic and cultural aspects of society (cites and examples) and with this comes the opportunity, as outlined here, to integrate relevant public domain data in order to construct community profiles for local government areas in Victoria.

**Keywords:** local government; evidence based planning; decision-making; strategy



## **Managing the global employment ‘surfers’: making sense of hotel employee turnover**

*Bronwyn Boon*

*Department of Management, University of Otago, Dunedin, New Zealand*

*email: [bboon@business.otago.ac.nz](mailto:bboon@business.otago.ac.nz)*

Employee turnover presents as a significant human resource management issue in the hospitality industry. While considerable attention has been paid to this issue in the hotel and hospitality literature, an explicit consideration of place-identity does not feature. Using the account of *Ben* a bar attendant working in a tourist accommodation hotel in Queenstown, this paper will introduce the relationship between place identity and employment practice. In so doing, this paper will argue that a consideration of place-identity offers a valuable contribution to the explanation of employee turnover.

**Keywords:** Hotel, turnover, place-identity, skiing

## **Value-drivers and strategic management in the knowledge economy**

*Sanjoy Bose\**

*Graduate School of Management*

*La Trobe University*

*telephone: +61 3 9479 3115; fax: +61 3 9479 3144]*

*[s.bose@latrobe.edu.au](mailto:s.bose@latrobe.edu.au)*

*K B Oh*

*Graduate School of Management*

*La Trobe University*

This paper provides a precursor to a more profound understanding of the value management process in the knowledge economy. The prominent value-drivers in three intellectual capital-intensive sectors in Australia are identified, specified and extrapolated to provide implications for the strategic management of value in a knowledge-based firm. The perceived value-drivers are identified from case studies consisting of firms in the biotechnology, information technology and energy and environment protection sectors. The value-drivers that pervade the equity capital of knowledge-based firms are identified, analysed and the management implications for strategic value management are discussed and explained.

## **Organizational slack and innovation: some evidences from the French Hospital sector**

*Dr Laurent Bourgeon*  
*ESSEC Business School, Cergy-Pontoise, France*  
*email: bourgeon@essec.fr*

*Pr Benoît Demil*  
*University of Lille III, Lille, France*  
*email: [benoit.demil@wanadoo.fr](mailto:benoit.demil@wanadoo.fr)*

This research aims to highlight the link between, on the one hand, the relative level of organizational slack endowed by the organizations and, on the other hand, the capability of these organizations to innovate as well in the technological field as organisational.

Through an empirical study relating to 203 French public hospitals over the period 1989-1997, this research establishes a link, firstly, between the organisational slack and the innovativity (relative capability of innovation of organizations), secondly, a relation between the nature of the organisational slack (absorbed - human and technical resources vs unabsorbed - financial resources -) and the innovativity; and finally, between the organisational slack and the type of innovations (technological vs organisational) implemented by the hospitals.

**Keywords:** Innovation, Organizational Slack, Hospital

## **Managing large scale and complex change: the view through a processual framework lens**

*Maree V Boyle*  
*School of Management and Marketing, Griffith University, Queensland, Australia*  
*[m.boyle@griffith.edu.au](mailto:m.boyle@griffith.edu.au)*

*Patricia A Rowe*  
*UQ Business School, University of Queensland, Brisbane, Australia*  
*[p.rowe@business.uq.edu.au](mailto:p.rowe@business.uq.edu.au)*

This paper discusses the preliminary findings of a longitudinal study on organisational change within a large Australian public mental health facility in terms of Pettigrew's (1985) processual framework. The organisation in question attempted to execute large-scale change through a shift from an institutional to a consumer-focused model of service delivery. This study indicates that the linear and rational change management process adopted by the organisation was limited in its capacity to execute a successful outcome. Rather, application of a contextual and processual approach to change management may have averted some of the problems that arose, especially during the early planning stages.

**Keywords:** Change management; mental health; organisational theory

## **Belonging to the organization matters: perceptions of internal versus external applicants in selection decisions**

*Dr Lisa Bradley  
School of Management  
Queensland University of Technology, Brisbane, Queensland  
email: [lm.bradley@qut.edu.au](mailto:lm.bradley@qut.edu.au)*

An experimental design was utilised to investigate the perceptions non-participants had of the justice of a personnel selection decision. Vignettes provided information about an internal job candidate and an external job candidate, and information about who was selected for the position. Previous performance information and job history were matched for each candidate. Two hundred ninety-seven participants read the vignettes from the perspective of co-workers, and filled in a qualitative and quantitative questionnaire which examined their perceptions of justice in relation to the decision. Results showed that participants believed there was greater justice when the internal candidate was offered the position. This was due to the perception that previous employment in the position was something positive that needed to be considered in the decision making process.

**Keywords:** selection, justice, contract employment

## **Applying TQM: organismic or mechanistic?**

*Brad Moore  
Edith Cowan University  
[b.moore@ecu.edu.au](mailto:b.moore@ecu.edu.au)*

*Alan Brown  
Edith Cowan University  
[alan.brown@ecu.edu.au](mailto:alan.brown@ecu.edu.au)*

The application of Total Quality Management (TQM) is examined in five organisations in light of the assumption that its implementation is an ongoing negotiated order rather than an objective reality as often accepted by the literature. Guided by a theoretical framework identified by Spencer (1994) and a qualitative methodology, the perceptions of a cross section of managers and employees in these organisations are used to establish the nature of applied TQM in terms of mechanistic and organismic 'mental models' of organisation. The findings indicate that TQM in three of the organisations is being applied in generally organismic ways although in two organisations, strong influences of the mechanistic model were detected. In many cases, elements of both mechanistic and organismic approaches can be found in the same organisation.

**Keywords:** TQM, application, mechanistic, organismic



## **Approaches to adopting quality and the impact on quality practices and performance**

*Dr Daniel I Prajogo*

*Bowater School of Management & Marketing, Deakin University, Australia*

*Email: [dprajogo@deakin.edu.au](mailto:dprajogo@deakin.edu.au)*

*Professor Alan Brown*

*School of Management, Edith Cowan University, Australia*

*Email: [alan.brown@ecu.edu.au](mailto:alan.brown@ecu.edu.au)*

Do different approaches to adopting quality impact on performance? Focusing on ISO 9000 and TQM, this paper investigates whether embarking on more clearly specified approaches to quality like ISO 9000 first or alternatively, TQM makes a difference to quality practices and performance. Data from an empirical survey was analysed and suggests that broader approaches to quality such as TQM produce better quality outcomes.

**Keywords:** TQM, ISO 9000, quality approaches, performance outcomes

## **Applying quality in SMEs: an exploratory study**

*Jim Latham*

*School of Management, RMIT, Australia*

*Email: [j.latham@rmit.edu.au](mailto:j.latham@rmit.edu.au)*

*Alan Brown*

*School of Management, Edith Cowan University, Australia*

*Email: [alan.brown@ecu.edu.au](mailto:alan.brown@ecu.edu.au)*

Smaller enterprises tend to approach quality in informal ways when compared to larger organisations. A sample of eleven small organisations was randomly selected from a business association database with the aim of administering a questionnaire and to carry out semi-structured interviews on their application of quality. All organisations were strongly customer focussed and relied on customer feedback to drive their product and service delivery. Some of the organisations were either formally accredited to ISO 9000 or were in the process of becoming certified. Others had more informal systems in which they applied, monitored and controlled quality in their organisations. This paper presents some of the methods used to manage quality, finding similarities and diversity.

## Strategic re-conceptualisations of the costs of labour turnover

*Kyle Bruce  
Bristol Business School,  
University of the West of England  
Coldharbour Lane  
BRISTOL BS16 1QY UK  
kyle.bruce@uwe.ac.uk*

This paper takes up the workaday, managerial concern with the costs of labour turnover on firm performance and re-conceptualises and reassesses the issue from a strategic management perspective. The ultimate message conveyed is that high labour turnover, though allegedly indicative of some stylised notion of labour market and so, broader aggregate economic efficiency, is not all that sound in the context of profitable business practice. Turnover is a strategic problem because it imposes extensive costs on both individuals and organisations. For the firm, these costs can assume the guise of transaction costs, the loss of returns on human asset-specific investments in training and education, problems with asset 'replaceability', and harmful effects on organisational learning and social capital.

**Keywords:** Labour Turnover; Transaction Costs; Asset Specificity; Asset Replaceability; Organisational Learning; Social Capital

## An exploration of the impact of length of employment contracts and self-efficacy on organisational commitment in the engineering profession

*Cong Bui  
Graduate School of Business - Curtin Graduate School of Business - Perth WA  
email: [congbui@westnet.com.au](mailto:congbui@westnet.com.au)*

*Dr V Marshall  
Graduate School of Business - Curtin Graduate School of Business - Perth WA  
email: [marshally@gsb.curtin.edu.au](mailto:marshally@gsb.curtin.edu.au)*

*Assoc Prof M Quaddus  
Graduate School of Business - Curtin Graduate School of Business - Perth WA  
email: [quaddusm@gsb.curtin.edu.au](mailto:quaddusm@gsb.curtin.edu.au)*

The relationships between length of employment contract, self-efficacy and organisational commitment are examined using data collected through questionnaire survey from a sample of 350 engineers registered with the Institution of Engineers Australia. Structural equation modelling (EQS) is used to conduct confirmatory factor analysis of the constructs and the relationships between them. Results of the analysis indicate that length of employment contract is positively, and significantly related to affective and normative commitment. Specific self-efficacy is positively, and significantly related to affective commitment. General self-efficacy is negatively, and significantly related to affective, continuance and normative commitment.

**Keywords:** organisational commitment, self-efficacy, length of employment contract, structural equation modelling

## **Organisational stability and change: manifestations in culture**

*R Noel Burchell  
School of Management and Entrepreneurship  
Faculty of Business  
UNITEC Institute of Technology  
Auckland, New Zealand  
Email: nburchell@unitec.ac.nz*

The management literature frequently emphasises the need for organisational change, but often neglects the role played by stability. Yet, stability and change are interdependent and complementary dimensions of organisations whose interactions are necessary for sustainable organisational continuity. Over time, patterns of stability and change are likely to become embedded in the organisational culture. Stability and change are also recognised as two key dimensions of culture, and cultural elements can be analysed and profiled from the viewpoint of being associated with stability and change. Understanding these patterns of stability and change inherent in the culture provides a means for better managing organisational development and strategic initiatives.

**Keywords:** organisation, stability, change, culture, organisational development

## **Strategic solutions to conflict and stress: the case of Debney Meadows Primary School**

*Dr Rosaria Burchielli  
School of Business  
La Trobe University  
Bundoora, Australia, 3086  
email: [r.burchielli@latrobe.edu.au](mailto:r.burchielli@latrobe.edu.au)*

*Dr Timothy Bartram  
School of Business  
La Trobe University  
Bundoora, Australia, 3086  
email: [t.bartam@latrobe.edu.au](mailto:t.bartam@latrobe.edu.au)*

This paper presents a case study of DMPS, a culturally diverse school, located on a government housing estate. The school represents a microcosm of unique characteristics which, together present numerous challenges for staff. There is evidence of professional bureaucratic conflict at the school and high levels of stress are reported by the teachers. At the same time, the school demonstrates the use of a series of positive, pro-active responses and a fortunate blend of individual qualities, which work synergistically to produce a unique configuration of responses to mitigate a complex and difficult environment. The research relies on several qualitative techniques, including semi-structured interviews, observations, a focus group and document analysis, which were subsequently analysed using Nvivo. The findings thus emerged inductively from the data. The case study indicates that the use of a range of successful strategies can mitigate what would initially appear to be a complex and difficult environment. Further strategies to reduce teacher stress are also identified by the researchers, such as proactive leadership at DMPS, partnership between management and teachers, social support networks and team-teaching. This may have implications for many different types of schools and teachers.



## **Perceptions of procedural justice in the public sector: unmasking the relationship between gender and organisational status**

*Renu Burr*

*Graduate School of Management, University of Western Australia, Nedlands, Australia  
email: rburr@ecel.uwa.edu.au*

*Antonia Girardi*

*Murdoch Business School, Murdoch University, Murdoch, Australia  
email: A.Girardi@murdoch.edu.au*

Emerging research highlights the need to take into account individual and role based differences in perceptions of procedural justice. Two studies were undertaken to examine gender and organisational status differences in perceptions of procedural justice in the public sector. In both studies, men reported higher levels of procedural justice compared to women, and a negative relationship between organizational status and perceptions of justice was evident. A combined effect of gender and organisational status on justice perceptions was also found. The negative relationship between status and perceptions of procedural justice was more pronounced for men than women. However, there were no gender differences in justice perceptions at higher organisational status levels. Implications for diversity management and organizational effectiveness are discussed.

**Keywords:** gender, procedural justice, organisational status, interaction effect

## **Waiting for service: does social regard make a difference?**

*Dr Ken Butcher*

*School of Marketing and Management, Charles Sturt University, Bathurst, Australia  
email: kbutcher@csu.edu.au*

Customers generally hate to wait for service. Consequently researchers are keen to investigate the specific aspects of waiting that can be tailored to effect better outcomes for business. In this paper, the wait literature is briefly reviewed and the mixed results from several studies highlighted. Hence the notion of social regard is introduced as a possible concept to provide further explanatory power. Social regard is defined as making the customer feel valued in the social interaction. A small pilot study was conducted to assist in the development of three propositions aimed at testing social regard in the wait situation. The results of the pilot study indicated social regard was evident in many wait situations and plays a key role when waits are of equal length. Alternatively when social regard is high longer wait scenarios can be designed.

**Keywords:** Waiting, queues, service, social regard

## **Effects of organisational change on doctors' identities: an example from Victorian Public Health**

*Georgina Caillard*  
*School of Management, RMIT Business*  
*RMIT University, GPO Box 2476V, Melbourne VIC 3001, AUSTRALIA*  
*email: georgina.caillard@rmit.edu.au*

*Julie Wolfram Cox*  
*School of Management, RMIT Business*  
*RMIT University, GPO Box 2476V, Melbourne VIC 3001, AUSTRALIA*  
*email: julie.wolfram-cox@rmit.edu.au*

Being a doctor in the Victorian public health care system is not what it used to be. Many structural changes have occurred, requiring those in the system to undertake different duties and responsibilities. In this paper we present a case study in which we examine potentials for conflict between doctors' professional and organisational identities, and how organisational change impacts upon this conflict. The strength of doctors' commitment to different elements of identity is discussed, together with the meaning and value that attributed to identification as a doctor. It is suggested that fragmentation of doctors' identities has important implications for the profession, both now and in the future.

**Keywords:** Identity salience, Identity conflict, Professional careers

## **Business angels in WA – their motivations, decision making processes and behaviours**

*Matthew Callahan*  
*University of Western Australia, Perth, Australia*  
*email: matt.callahan@qpsx.com*

*Dr Tim Mazzarol*  
*Centre for Entrepreneurial Management and Innovation*  
*Graduate School of Management, University of Western Australia*  
*35 Stirling Highway, Crawley, WA 6009*  
*Tel: 618 9380-3981 Fax: 618 9380-1072*  
*Email: [mazzarol@gsm.uwa.edu.au](mailto:mazzarol@gsm.uwa.edu.au)*

This paper examines the motivations, decision making processes and behaviours of business angels in Western Australia. Drawing on the findings from a series of in-depth interviews conducted with business angels who invest in early stage start-up companies, particularly in the technology sector, the paper compares the international profile of business angels with the reality of business angels in WA. Findings suggest that the Western Australian angel community differs in important ways from other angels found around the world. In particular, Western Australia lacks a depth of experienced technology entrepreneurs who have the time and capability to assist early stage companies to grow and penetrate international markets with their technologies.

## **Letting in the outsider: non-family managers in Western Australian family business**

*Donella Caspersz*

The aim of this paper is to describe research undertaken in WA (Western Australia) on the role of non-family managers in family business. While significant in economy and society, there is little Australian based research on family business. This paper is one contribution in this direction. The research highlights a number of challenges which family business has to address to effectively integrate non-family managers into the business. It is argued that until effective integration is achieved, family businesses will be unable to maximize the organizational capability of their human resources (HR) and non-family managers for the benefit of their business.

**Keywords:** family business, human resources, non family managers

### **Notes on a certain discourse of violence**

*Bevan Catley*

*Department of Management University of Otago, Dunedin, New Zealand*

*email: bcatley@business.otago.ac.nz*

For many writers, discussions of workplace violence rely on a 'self-evident' or 'obvious' representation of violence that risks evacuating, normalising or marginalising other understandings of workplace violence. This paper attempts to provide substance to this claim by considering workplace violence as a discourse. An analysis of a sample of 87 workplace violence texts suggests that violence is represented as a set of deviant behaviours committed primarily by employees. However, weary of grounding workplace violence exclusively in these terms, this paper moves to sketch out some critical lines that are erased through falling back on a 'self-evident' representation of workplace violence.

**Keywords:** Discourse, Workplace Violence, Representations



## **Overlaying traditional and virtual business collaboration teams: group performance in the Confucian culture environment**

*Zoo-Hyun Chae*  
*Michigan State University*  
*Dept. of Telecommunication*  
*442 Comm Arts Bldg., East Lansing, MI 48824*  
*Tel: 517.432.9855 Fax: 517.355.1292*  
*chaezoo@msu.edu*

Virtual environments such as the Internet offer a new type of communication channel through which members of a group can interact and cooperate. In the past, numerous studies dealt with the efficiency issues of such computer-mediated media for users not much different from each other in terms of culture. However, there have been only a handful of studies that examined the effectiveness of multicultural virtual groups, especially with members from Confucian cultures. This paper proposes effectiveness of the application of these technologies in virtual organizations with East Asian members having Confucian backgrounds.

**Keywords:** Organizational behavior, Computer-mediated communication, Virtual organization (virtual team), Cultural Studies, Confucianism

## **Spiritual intelligence and leadership effectiveness**

*Stacie Chappell*  
*Graduate School of Management, University of Western Australia, Nedlands, Australia*  
*email: schappel@ecel.uwa.edu.au*

*Renu Burr*  
*Graduate School of Management, University of Western Australia, Nedlands, Australia*  
*email: rburr@ecel.uwa.edu.au*

*Geoffrey Soutar*  
*Graduate School of Management, University of Western Australia, Nedlands, Australia*  
*email: gsoutar@ecel.uwa.edu.au*

Demands on business, such as triple bottom line and sustainable development, highlight the need for multiple intelligences for leadership effectiveness. Logic and emotional savvy are no longer enough. Abilities relating to facets of spiritual intelligence (SQ) such as mindfulness, a rich inner life, a sense of the interconnectedness of all things and a strong sense of meaning and purpose may be the missing piece in the jigsaw in terms of ensuring leaders' ability to act towards a greater good as opposed to self-interest. This paper outlines why the relationship between SQ and leadership needs to be researched more closely and proposes a methodology for doing this. It will also describe implications for practice.

**Keywords:** Spiritual intelligence, leadership effectiveness, multiple intelligences

## Defining core employees: an exploration of human resource architecture

Janet Chew

Murdoch Business School, Murdoch University, Perth, Western Australia

email: [jchew@central.murdoch.edu.au](mailto:jchew@central.murdoch.edu.au)

As the primary labour market, core employees are the glue that holds an organisation together and their knowledge, experience and commitment are critical to its success. Essentially, organisational human resource systems are designed to support and manage this valued human capital. This paper draws from some of the results of a three-phase empirical study, investigating the influence of human resource factors on the retention of core employees of Australian organisations. It seeks to a) identify the characteristics of these core employees, b) determine their needs as compared to non-core employees and c) distinguish factors that impact on the Human Resource Architecture in an Australian business environment.

**Keywords:** core employees, contingent workers, human resource architecture, job security, contractors, tacit knowledge

## The impacts of team factors on team effectiveness - an example on ERP implementation team

Hsuan-Wei Chu<sup>a</sup>, Huey-Wen Chou<sup>b</sup>, Ying-Jung Yeh<sup>c</sup>

<sup>ab</sup>Department of Information Management National Central University

<sup>c</sup>Department of Business Administration, National Central University

No. 300, Jung-da Rd., Jung-li City, Taoyuan, Taiwan 320, R.O.C.

Email: <sup>a</sup>[BBFIGHTER@ms4.url.com.tw](mailto:BBFIGHTER@ms4.url.com.tw), <sup>b</sup>[hwchou@mgt.ncu.edu.tw](mailto:hwchou@mgt.ncu.edu.tw); <sup>c</sup>[yyeh@cc.ncu.edu.tw](mailto:yyeh@cc.ncu.edu.tw)

In the present study, the effects of team factors on ERP project team performance were empirically tested and confirmed. It was found that leaders with charismatic and intellectual stimulation behaviors would improve ERP team members' satisfaction with their leader and ERP teamwork quality. In addition, the positive relationships between members' satisfaction with ERP project leader, teamwork quality and team performance were statistically significant. Further implications conclude the paper.

**Keywords:** ERP, leadership style, member satisfaction, teamwork quality, team performance

## **Governance disclosures in response to high profile company failures**

*Lisa Cullen*

*School of Accounting, Finance, and Economics, Edith Cowan University, Perth, WA, 6018*

*Theo Christopher*

*School of Accounting, Finance, and Economics, Edith Cowan University, Perth, WA, 6018*

*Email: [t.christopher@ecu.edu.au](mailto:t.christopher@ecu.edu.au)*

This study examined the changes in governance disclosures for board membership, remuneration and ethics in the annual reports of a sample of 100 listed Australian companies for the period 1997 - 2002. The general proposition of this study was that as a consequence of the magnitude of the scandals and adverse media publicity associated with a number of company failures, governance disclosure practices would increase during this period. With the exception of disclosure items relating to nomination committees, the majority of board membership, remuneration and ethics disclosures increased. Despite the increase in disclosure, overall disclosure for the three areas examined was considered low and this suggests more stringent regulation to increase disclosure.

**Keywords:** Australia, board memberships, ethics, governance disclosure, remuneration.

## **Surfing the downsizing wave: loss and retention of key employees in downsizing organisations**

*Dr Allen Clabaugh*

*School of Management Edith Cowan University, Perth, Western Australia*

This paper examines the downsizing strategies and employee selection processes that are associated with loss or retention of key employees in downsizing organisations. Following on from previous research that shows that organisational performance is associated with loss or retention of key workers and managers, this study concludes that strategies affecting employee loss or retention include delayering, voluntary and involuntary redundancy, and the closure of specific plant sites.

**Keywords:** downsizing, organisational restructuring, strategic planning



## **E-business adoption in New Zealand: comparative empirical results for 2001 and 2002**

*Professor Delwyn Clark*

*Waikato Management School, University of Waikato, Hamilton, New Zealand  
email: dnclark@mngt.waikato.ac.nz*

*Dr Stephen Bowden*

*Waikato Management School, University of Waikato, Hamilton, New Zealand  
email: sbowden@mngt.waikato.ac.nz*

*Dr Patricia Corner*

*Waikato Management School, University of Waikato, Hamilton, New Zealand  
email: pcorner@mngt.waikato.ac.nz*

A large scale, multi-industry empirical survey was conducted to collect evidence of E-Business practices in New Zealand-based organisations in 2001 and 2002. This paper presents selected comparative results on E-Business adoption from over 1000 executives in both surveys. Major findings show that adoption of E-Business is influenced by organisational size. Significant differences were also found in perspectives and priorities for the companies that were engaging in E-Business activities (e.g. have adopted websites) and those that were still watching/observing the emerging technologies from the sidelines (non-website companies). These findings are particularly significant for the implementation of the Government's e-commerce strategy, and future policy making for SMEs.

**Keywords:** E-business adoption, empirical survey, New Zealand

## **Seeking the Pot of Gold: the role of the financial incentive in the voluntary redundancy decision**

*Marilyn Clarke*

*School of Accounting and Information Systems  
University of South Australia  
Adelaide, South Australia  
email: [marilyn.clarke@unisa.edu.au](mailto:marilyn.clarke@unisa.edu.au)*

This paper discusses the role of the financial incentive in the voluntary redundancy decision. It reports on a study of 31 people who had taken voluntary redundancy and explores the ways in which the financial incentive influenced turnover decisions. It concludes that voluntary redundancy tends to both encourage and discourage turnover. In this study those who were not thinking of leaving reconsidered when offered a severance package whereas those who were thinking of leaving tended to delay departure in the hope that they might be offered redundancy. However, the opportunity to receive a severance payment was not the only reason for accepting voluntary redundancy. Lack of alternatives, and diminishing career options within downsizing organisations were also major contributors.

**Keywords:** voluntary redundancy, financial incentive, downsizing

## Does job satisfaction influence the voluntary redundancy decision?

*Marilyn Clarke*

*School of Accounting and Information Systems*

*University of South Australia*

*Adelaide, South Australia*

*email: [marilyn.clarke@unisa.edu.au](mailto:marilyn.clarke@unisa.edu.au)*

Traditionally, job satisfaction has been identified as a key variable in the decision to voluntarily leave an organisation. This paper explores the link between job satisfaction and the decision to terminate the employment contract through acceptance of voluntary redundancy. It reports on a study of 31 people who had taken voluntary redundancy from a range of organisations over a two year period. The study found that ongoing downsizing and restructuring impacted significantly on job satisfaction but more in terms of contextual factors than job content. It concluded that decreased job satisfaction contributed to changing attitudes towards the job and the organization and was thus an important variable in the turnover decision.

**Keywords:** voluntary redundancy, job satisfaction, downsizing

## Revisiting Elliot Jaques: maybe the sceptics were right

*David Clark-Murphy*

*College of Business*

*University of Notre Dame, Fremantle, Australia*

*email: [dmurphy@nd.edu.au](mailto:dmurphy@nd.edu.au)*

Jaques' (1989) Stratified Systems Theory argues that people's best work is achieved within the most complex situation they can cope with. Jaques' idea is that people make their best decisions when they are optimally challenged by their environments and thus are operating at the most cognitively complex level they can. Further, Jaques argues that people of lower cognitive capability generally perform better within environments of lower complexity, and those of higher cognitive capability perform better in situations of higher complexity. Jaques' views about organisational design state that people have broadly fixed limitations to their natural cognitive capabilities, so that a hierarchical structure of work with clearly segmented levels of decision-making and accountability are required.

Trinca's (2003) recent review of Elliot Jaques's work and its impact on management thinking, reports that he was misunderstood. Unions accuse him of being anti-union and management have frequently found his ideas intriguing but hard to adopt.

The validity and reliability of Jaques' ideas are significant because some government departments are structured according to his ideas and recent criticisms in the press (Breusch, 2000; Hepworth, 1999) suggest that the capacity of public sector managers to make good decisions may be impeded by their increasingly complex working environments, a product of public sector reform (Wood, 1997; Clark, 1997).

This study compares people's decision-making performance at work with their cognitive capability. Results generally support Jaques' view that peoples' cognitive capability is related to their decision-making performance overall. However, closer examination of decision-making performance within different levels of work complexity, produces inconsistent results that challenge Jaques' radical ideas, and many of his detractors. The results provide some direction for future research to improve organisational design.

**Keywords:** decision-making, Jaques, biological determinism

## **Private managers in public places? A dilemma for public sector management**

*David Clark-Murphy*  
*College of Business*  
*University of Notre Dame, Fremantle, Australia*  
*email: [dmurphy@nd.edu.au](mailto:dmurphy@nd.edu.au)*

Recent criticisms of public sector managers suggest that their capacity to make good decisions may be impeded by an increasingly complex working environment, a product of public sector reform. This study investigates relationships between the information processing capacity and critical thinking ability of public sector managers and their decision-making performance in complex situations. Information processing was measured using a computerised co-ordinate grid "Circumgrids", critical thinking ability was measured using WGCTA, and decision-making performance was measured within a computer-simulated organisation of manipulable environmental complexity. Although their critical thinking ability scores were similar, results showed that the information processing capacity and decision-making performance of Public Sector managers was significantly lower than Private Sector Managers from earlier studies.

**Keywords:** decision-making, public-sector, simulation, cognitive-complexity, critical-thinking.

## **Measuring training effectiveness: a field experiment in the Australian Red Cross Blood Service**

*Ms Barbara Clendinen*  
*School of Management, Queensland University of Technology, Brisbane, Australia*  
*email: [b.cleindinen@student.qut.edu.au](mailto:b.cleindinen@student.qut.edu.au)*

*Dr Kerry Brown*  
*School of Management, Queensland University of Technology, Brisbane, Australia*  
*email: [ka.brown@qut.edu.au](mailto:ka.brown@qut.edu.au)*

*Dr Naomi Maierhofer*  
*School of Management, Queensland University of Technology, Brisbane, Australia*  
*email: [n.maierhofer@qut.edu.au](mailto:n.maierhofer@qut.edu.au)*

As customer satisfaction becomes increasingly important to the survival of service industries the use of training to develop a customer orientation in service staff has received much attention. Training medical personnel to develop the communication skills and service orientation that this new perspective requires is increasingly important for organizations who rely on the satisfaction of their customers to maintain their service. This paper examines and reports on the findings of a study into the effectiveness of a training program based on developing communication and customer orientation skills on customer retention in the Australian Red Cross Blood Service.

**Keywords:** Training, Customer Service, Service Encounter, Nonprofits



## The effects of managers on employees' work-related learning in small manufacturing firms

*Alan Coetzer*

*Department of Management and Enterprise Development,  
Massey University, Wellington,  
New Zealand  
A.J.Coetzer@massey.ac.nz*

Despite the importance of small business sectors to national economies, and wide recognition of the need to leverage learning for competitive advantage, field research on learning in small firms has not been forthcoming. This exploratory qualitative study used content analysis of data, collected through semi-structured interviews, to examine the effects of managers on employees' work-related learning in ten small manufacturing firms. Findings of this study offer preliminary evidence that managers do, either intentionally or unintentionally, have significant effects on employees' work-related learning. The effects of managers on salient elements of the firm's work environment that have the potential to influence employee learning are reported here. The ways in which the findings are suggestive for research and management practice are discussed.

**Keywords:** small business, workplace learning, manager, manufacturing

## Quality in higher education: what next?

*Trudi Cooper*

*School of International Cultural and Community Studies,  
Edith Cowan University, Joondalup Dr, Joondalup, Western Australia, 6027  
email: [t.cooper@ecu.edu.au](mailto:t.cooper@ecu.edu.au)*

Commercial quality management methods have been applied in Australian higher education since the mid 1990's. It has been assumed without question that methods designed for commercial contexts can be applied unproblematically in an educational setting. This paper summarises research findings indicating that this is not so, and suggests possible ways forward. This issue is important beyond universities because since the 1990's commercial quality management methods have been applied in many public service and non-commercial contexts. Some of the problems raised in the context of higher education are likely to emerge elsewhere. The paper concludes by suggesting how more appropriate approaches to quality management might be developed in higher education and identifies implications for the non-commercial sector.

**Keywords:** Quality Management, Higher Education, Customers, Stakeholders

## Capability development and its impact on operations strategy

*Lawrence M. Corbett*  
*Victoria Management School, Wellington, New Zealand*  
*email: Lawrie.Corbett@vuw.ac.nz*

The New Zealand economy underwent massive deregulation in 1984. This paper looks at the issue of capability development and its impact on operations strategies. It compares and contrasts the operations strategies of a group of firms that existed prior to 1984, and have survived, with a group of firms that have started up or done most of their growing since 1984. Another criteria was that the firms are all successful exporters, and typically derive more than 75% of their sales from global markets.

**Keywords:** operations strategy, capabilities, operations management, New Zealand,

## Integrity and leadership in organisations

*John Cordery*  
*School of Economics & Commerce, University of Western Australia, Perth, Australia*  
*email: jcordery@ecel.uwa.edu.au*

*Michael Levine*  
*School of Humanities, University of Western Australia, Perth, Australia*  
*email: mlevine@arts.uwa.edu.au*

*Kevin Lowe*  
*Bryan School of Business & Economics, University of North Carolina-Greensboro, Greensboro, USA*  
*email: [kblowe@uncg.edu](mailto:kblowe@uncg.edu)*

*David Morrison*  
*School of Psychology, University of Western Australia, Perth, Australia*  
*email: davidm@psy.uwa.edu.au*

In this paper we discuss the concept of integrity as it has been typically applied to leadership within organisational settings. We review both the recent organisational and philosophical literatures dealing with integrity, and conclude that there is little consensus as to its precise meaning, and few empirical studies of its implications for behaviour in organizations. We suggest that integrity may be best thought of as a multifaceted and dynamic aspect of a leader's overall character, something more than just honesty, consistency and moral rectitude. The implications of such a perspective for future research into leader integrity are then discussed.

**Keywords:** Integrity, Leadership

## **Barriers to effective human resource measurement in New Zealand organisations**

*Beth Mackie*

*Department of Human Resource Management, Massey University,  
Palmerston North, New Zealand  
email: B.L.Mackie@massey.ac.nz*

*Allana Coulon*

*Department of Human Resource Management, Massey University,  
Palmerston North, New Zealand  
email: A.Coulon@massey.ac.nz*

*Dr Sally Rigby*

*Department of Human Resource Management, Massey University  
Palmerston North  
email: [S.M.Rigby@massey.ac.nz](mailto:S.M.Rigby@massey.ac.nz)*

This paper places, within a conceptual framework, barriers to effective human resource measurement in New Zealand organisations, with a view to determining what barriers exist and how they might be overcome. In depth case study analysis was undertaken with six organisations that were at varying stages in the development and implementation of human resource measurement.

The findings suggest barriers can be categorised as either environmental or process orientated and that the ability of an organisation to progress human resource measurement initiatives, largely depended on whether the barriers were environmentally or process driven. Commitment of the organisation, particularly at senior levels, to the concept of measuring human capability resulted in an energy and desire to overcome process barriers.

**Keywords:** Human Resource Measurement; Human Resource Management; Barriers; Case Study; Valuing Human Resources

## **Identifying the construct of organizational identity – a qualitative approach**

*Kym Cowley*

*Newcastle Business School, University of Newcastle, Australia.*

The notion of organizational identity is derived from early research work in the social sciences that identified and defined individual identity. Organizational identity is usually portrayed as that which is core, distinctive and enduring about the character of an organization, however, it also appears to be adaptive in organizations when challenged by environmental change. Given the apparent explanatory power of the concept of organizational identity, there is still relatively little empirical research on the topic. Using multiple in depth interviews, a model of organizational identity is proposed that consists of four dimensions; organizational objectives, internal marketing processes, vision and adaptability.

**Keywords:** Organizational identity; competitive advantage; in-depth interviews.



## **Managerial qualities for the operational performance of Australian local government sports and leisure centres**

*Gary Crilley<sup>1</sup>*

*<sup>1</sup>University of South Australia  
[gary.crilley@unisa.edu.au](mailto:gary.crilley@unisa.edu.au)*

*Dr Colin Sharp<sup>2</sup>*

*<sup>2</sup>Flinders University of South Australia  
[Colin.Sharp@flinders.edu.au](mailto:Colin.Sharp@flinders.edu.au)*

Researchers are increasingly agreeing on the need for managerial competence to be contingent upon task (or job demand), situation (organisational environment), as well as individual qualities relating to managerial performance. Despite numerous studies of managers however, a major aspect missing from current management research is the identification of managerial qualities required for the Australian local government sports and leisure sector. This study reviews an exploratory eight-factor model of the managerial qualities necessary for the operational performance of Australian local government sports and leisure centres, and assesses its applicability for this sub sector.

**Keywords:** managerial qualities, operational performance, leisure centres.

## **Role and satisfaction in performance appraisal systems**

*Jill Cook*

*Defence Science and Technology Laboratory, Salisbury, UK*

*Alf Crossman*

*School of Management, University of Surrey, Guildford, Surrey, UK  
email: [a.crossman@surrey.ac.uk](mailto:a.crossman@surrey.ac.uk)*

In this study we examine the inter-relationship between a person's role as appraisee and/or appraiser in a performance appraisal system and level of satisfaction expressed with the system. It builds on earlier US studies where it was found that being an appraiser and, therefore, also an appraisee increased a person's satisfaction level compared with those who were appraisees only. Data were gathered from 382 respondents to examine three aspects of organisational justice which are known to influence satisfaction with performance appraisal systems. The results indicate no intrinsic difference in satisfaction level linked to role in administering a performance appraisal system and that the source of satisfaction and/or dissatisfaction with the PAS was not equally attributable to all aspects of organisational justice.

**Keywords:** Performance Appraisal, Satisfaction, Organisational Justice.

## What stimulates the “Gusher”? Explaining how and why organisations face extreme sales growth

*Urs Daellenbach*  
*Victoria Management School, Victoria University of Wellington*  
*PO Box 600, Wellington, NEW ZEALAND*  
*Tel. +64 4 463 5732 (tel) Fax +64 4 463 5253 (fax)*  
*email: [urs.daellenbach@vuw.ac.nz](mailto:urs.daellenbach@vuw.ac.nz)*

Gushers, dramatic and rapid increases in sales, are examined in a sample of exemplar New Zealand small-to-medium sized enterprises. In particular, the study contrasts the factors associated with firms that courted a gusher with firms that stumbled on to one or actively avoided them by carefully managing growth. In all cases, a combination of external factors and management decisions (rather than a single trigger) provided the stimulus the extreme sales growth.

**Keywords:** extreme sales growth, management

## Proximity and knowledge acquisition preferences in SMEs

*Dr Sally Davenport*  
*Victoria School of Management, Victoria University of Wellington, Wellington, New Zealand*  
*email: [sally.davenport@vuw.ac.nz](mailto:sally.davenport@vuw.ac.nz)*

The knowledge acquisition activities of small and medium-sized enterprises (SMEs) are assumed to benefit from geographic proximity to similar firms and centres of research excellence. The sharing of tacit knowledge and the mobilisation of complementary resources is facilitated by co-location in ‘clusters’. This paper will report on some evidence of ‘contra-clustering’ activity, at least with regards to the search for complementary research knowledge, on the part of some New Zealand SMEs. Three local innovation environment factors, namely cluster infrastructure, rapid internationalisation and product customisation, are discussed in relation to this ‘contra-clustering’ behaviour. For these firms, a growth path of rapid internationalisation appeared to preclude the ‘natural’ emergence of local knowledge-based agglomerations of firms.

**Keywords:** clusters, SMEs, knowledge acquisition

## Organisational configuration for innovation: the case of palliative care

Graydon Davison

School of Management, University of Western Sydney, Australia

email: [g.davison@uws.edu.au](mailto:g.davison@uws.edu.au)

This paper reports the development and testing of an organisational configuration to support the management and delivery of innovative patient care practices in multidisciplinary palliative care teams in Australia. This is part of an ongoing research project seeking to understand how palliative care organisations, a complex and dynamic environment, manage multidisciplinary patient care teams to enable produce innovative responses to changing patient requirements. Results reported here describe the development of a theoretical configuration for these organisations, based in a range of literature, that is tested at interview in three palliative care organisations. Previous results of the research are then presented in discussion to demonstrate their relationship to configuration. It is suggested that understanding configuration is a first step in understanding these innovative organisations.

**Keywords:** Innovation, Healthcare

### Telling tales: authoring narratives of organizational change

*Patrick Dawson*

*University of Aberdeen*

*Department of Management Studies*

*Edward Wright Building*

*Dunbar Street*

*Aberdeen, AB24 3QY, Scotland*

*Tel: + 44 (0) 1224 272712*

*Fax: + 44 (0) 1224 273843*

*[p.dawson@abdn.ac.uk](mailto:p.dawson@abdn.ac.uk)*

*David Buchanan*

*De Montfort University*

*Department of Human Resource Management*

*Bosworth House*

*The Gateway*

*Leicester, LE1 9BH, England*

*Tel: + 44 (0) 116 257 7208*

*Fax: + 44 (0) 116 2571 7548*

*[d.buchanan@dmu.ac.uk](mailto:d.buchanan@dmu.ac.uk)*

The aim of this paper is to explore the challenges of authoring case study narratives of organizational change in a processual perspective. Most theoretical and managerial accounts of change are narrative-based. They tend to begin with a problem period, then describe interventions, and end with an assessment of outcomes and 'lessons'. However, in the construction of coherent and credible narratives, the voices of competing accounts of change may be silenced. Evidence suggests that accounts of change compete on at least four dimensions, concerning assessments, interpretations, facts, and audiences. The framework developed by Deetz (1996) is used to illustrate how narratives can be authored through normative, interpretive, critical and dialogic research orientations. The author of the organizational change narratives faces challenges concerning research methods, inclusivity, exposure of aberrant narratives, and ethical principles. The main challenge, however, concerns the discourse within which to frame narrative accounts, a choice which influences audience receptivity and academic credibility.



## Public sector governance: action, measurement and the community

*Peter Demediuk*

*School of Accounting and Finance, Victoria University, Melbourne, Australia*

*email: [peter.demediuk@vu.edu.au](mailto:peter.demediuk@vu.edu.au)*

The Best Value performance management framework for Victorian local government provides a major challenge to conventional management practice by requiring a three-way linkage between institutional action, performance measurement, and community needs. This paper investigates the implications of Best Value for performance measurement systems, considers progress in ten Victorian local governments, and provides a point of departure for future research into how public sector management reforms may be used in practice to promote effective community governance.

**Keywords:** new public management; governance; community; performance measurement

## The changing nature of entrepreneurial intention

*Dr Elizabeth Walker*

*School of Management,*

*Faculty of Business & Public Management*

*Edith Cowan University, Perth WA*

*email: [elizabeth.walker@ecu.edu.au](mailto:elizabeth.walker@ecu.edu.au)*

*Jennifer Devine*

*School of Management*

*Faculty of Business & Public Management*

*Edith Cowan University, Perth WA*

*email: [j.devine@ecu.edu.au](mailto:j.devine@ecu.edu.au)*

Entrepreneurial activity is often associated with risk and previous studies have shown that women are more conservative than men in their overall approach to business and decision making. As today's world of work changes there is a continuous rise in the number of people choosing to start their own businesses. Of interest is whether entrepreneurial activity in relation to becoming self-employed is mirroring these external changes and also how significant are variables such as gender and family background in determining entrepreneurial intention. The findings of this study show some gender differences in entrepreneurial intention and that having a family business background is still a good indicator of future business ownership.

**Keywords:** Entrepreneurial intention; self-employment; small business; entrepreneurship, gender

## **Continuous improvement activity: are there any differences between firms?**

*Dr Paul W Hyland*

*Associate Professor, School of Management, Faculty of Business and Law  
Central Queensland University, Australia  
email: [p.hyland@cqu.edu.au](mailto:p.hyland@cqu.edu.au)*

*Dr Lee Di Milia*

*School of Management, Faculty of Business and Law  
Central Queensland University  
email: [v.dimilia@cqu.edu.au](mailto:v.dimilia@cqu.edu.au)*

Continuous improvement has proved to be a useful way of business investing in people-centred low cost, high return improvements in firms both large and small. An important area of research has examined the adoption and use of tools and techniques to support and enhance continuous improvement (CI). Bessant and Caffyn (1997) have put forward a CI maturity index that maintains that firms vary in their CI maturity and high maturity firms will use more sophisticated tools and techniques than less mature firms. While this model is widely accepted it has not been widely tested empirically. This paper presents an initial analysis of CI maturity in Queensland manufacturing firms.

**Keywords:** continuous improvement, maturity, tools, techniques

## **Contrasting the decision-making behaviour of public and private sector executives**

*Dr Stuart Dillon*

*University of Waikato Management School, Hamilton, New Zealand  
email: [stuart@waikato.ac.nz](mailto:stuart@waikato.ac.nz)*

*Dr John Buchanan*

*Dr James Corner*

*University of Waikato Management School, Hamilton, New Zealand*

This paper reports on a study undertaken to evaluate and contrast the unaided decision-making behaviour of executives operating within the public and private sectors. Sixteen executives representing a variety of public and private sector organisations described the manner by which they typically make non-trivial decisions and offered suggestions as to why they behaved as they did. This, coupled with the author's observation of the executives led it to be recognised that significant differences exist in the decision-making behaviour of individuals in the two sectors. Decision-making in the public sector is typically bottom-up, unforeseen and reactive, whereas the private sector can be characterised as being top-down, foreseen and proactive. Contrasting models of public and private sector decision-making are presented.

**Keywords:** Executive Decision-Making, Descriptive Problem Structuring

## **Realism can provide more than people think**

*Philip J Dobson*

*School of MIS, Edith Cowan University  
Churchlands, Western Australia 6018*

*Telephone: 61 (08) 9273 8197 Fax: 61 (08) 9273 8332*

*email: [p.dobson@ecu.edu.au](mailto:p.dobson@ecu.edu.au)*

Traditional or naïve realism is seen as the foundation philosophy for positivist enquiry. This paper argues that such a perspective wrongly categorizes and tarnishes modern realist approaches. It argues that a modern contemporary realist philosophy called critical realism provides an opportunity for a fresh outlook on traditional realist enquiry. It presents the basic reasoning underlying the philosophy and discusses the fundamental under-labouring role that it argues for.

## **Career stage, organisational commitment and organisational citizenship behaviour**

*Trisha Pettit*

*Department of Management, Monash University, Caulfield, Australia.  
[trisha.pettit@buseco.monash.edu.au](mailto:trisha.pettit@buseco.monash.edu.au)*

*Ross Donohue*

*Department of Management, Monash University, Caulfield, Australia.  
[ross.donohue@buseco.monash.edu.au](mailto:ross.donohue@buseco.monash.edu.au)*

*Helen De Cieri*

*Department of Management, Monash University, Caulfield, Australia.  
[helen.decier@buseco.monash.edu.au](mailto:helen.decier@buseco.monash.edu.au)*

Changing workforce demographics and an increasingly competitive environment for employee retention has resulted in increased interest in careers and organisational behaviour. The current study explores the affects of both age and tenure upon organisational commitment and Organisational Citizenship Behaviours (OCB). Using a sample of 220 Monash University Alumni it was found that age does not significantly affect organisational commitment. However, age does influence the amount an employee will engage in OCB. No significant relationship was found between tenure and organisational commitment or OCB. It is proposed that new career theories (ie boundaryless and protean) may explain these results.

**Keywords:** Organisational Commitment, Organisational Citizenship Behaviour, Career/Life Stage

## **A South African perspective of the human resources' role in culture, change and organisational development in relation to New Zealand**

*Dr A J du Plessis*  
*School of Management and Entrepreneurship*  
*Faculty of Business*  
*Private Bag 9205*  
*UNITEC Institute of Technology*  
*Auckland, New Zealand*  
*Tel.: 00 64 9 815 4321 ext 8923 (work) Cel : 00 64 21 1757 225*  
*Fax: 00 64 9 815 4374*  
*email: aduplessis@unitec.ac.nz*

Unicultural groups are no longer the norm in workplaces. A “world culture” is now evolving. Change is a big challenge facing managers now and more so in the future. Change, such as cultural diversity, needs to be managed.

Empirical research was undertaken in 2002 whereby 1640 questionnaires were distributed and 207 useable responses were received from registered personnel practitioners in South Africa. New Zealand undertook a similar study in 2000. The results, amongst others, revealed the culture and change aspects in organisations in terms of the current position (2002) and what would be required in 2010.

In conclusion, culture plays an important role, globally, to manage organisations. It is dependant on how change and organisation development is approached and managed.

**Keywords:** *Culture, diversity, change, organisational development*



## Exploring backlash against work-family benefits: the bark is bigger than the bite

*Dr Jarrod M. Haar*

*Aotearoa Business School, Te Wananga O  
Aotearoa, PO Box 24, Hamilton, New Zealand  
email: [Jarrod.Haar@twoa.ac.nz](mailto:Jarrod.Haar@twoa.ac.nz)  
and Aotearoa Centre for Research Limited,  
PO Box 19313, Hamilton, New Zealand*

*Assistant Professor Chester S Spell*

*School of Business-Camden, Rutgers University,  
227 Penn Street, Camden, NJ 08102, USA*

*Dr Suzette Dyer*

*Waikato Management School,  
University of Waikato, Private Bag 3105,  
Hamilton, New Zealand*

*Professor Michael P O'Driscoll*

*Department of Psychology,  
University of Waikato, Private Bag 3105,  
Hamilton, New Zealand*

Using a sample of 194 government workers, this study examined the phenomenon of work-family backlash by comparing attitudes between employees who have used and not used an organization's work-family benefits. Exploring this phenomenon is important because organizations do not want to offer benefits that create negative reactions by those excluded from using them, or those choosing not to use them. Findings indicated no significant differences in attitudes between users and non-users towards turnover intention, affective, continuance, and normative commitment, recruitment and retention benefits, work-family fairness, and attitudes towards male and female users of work-family benefits. Non-users were more likely to be younger and without children, indicating they might have little use for work-family benefits. The findings suggest work-family backlash might be more a case of media hype, and provides support for a needs-based allocation perspective being used by non-users of work-family benefits.

**Keywords:** work-family backlash, organizational justice theories, turnover intention, organizational commitment, work-family benefits

## Comparing career stories

*Suzette Dyer*

*Department of Strategic Management and Leadership  
University of Waikato  
PO Box 3105, Hamilton New Zealand  
[Sdyer@waikato.ac.nz](mailto:Sdyer@waikato.ac.nz)*

A variety of metaphors have been used by contemporary career management and development writers to help describe new career patterns that have emerged during the 1980s and 1990s. Many career theorists have incorporated these career descriptions in to prescriptive career planning models that if followed, ought to result in personally fulfilling careers. I have used some of the career metaphors to help describe the patterns of work my two elder brothers and I have taken over the last two decades, the time frame corresponding to the structural changes that have been linked to new forms of career. I conclude that while our working lives indeed reflect several of these career metaphors, the metaphors are not reflective of our life narratives. This is problematic given that contemporary career theorists implore us to view career as comprising all aspects of our lives, yet the models they offer divert attention away from the less optimistic outcomes associated with structural change that has occurred in the last twenty years.

## **The role of HR in building trust in strategic alliances**

*Peter Carswell*

*School of Management and Entrepreneurship, UNITEC, Auckland, New Zealand  
email:pcarswell@unitec.ac.nz*

*Shelley Eden*

*School of Management and Entrepreneurship, UNITEC, Auckland, New Zealand  
email:seden@unitec.ac.nz*

A model of the antecedents to trust is considered in the context of the formation of strategic alliances, and the implications for HR professionals examined. Several antecedents are considered alongside the literature supporting their importance. Various strategies are suggested for ensuring strategic alliance partners have compatible values, good communication, that an appropriate power paradigm is observed, and that mutual goals are shared. The conclusion is that the model provides a useful tool for practitioners to complete a review of their organisation and ensure that the precursors to trust forming with the strategic alliance partner are present.

**Keywords:** trust, strategic alliances, human resources

## **Human resource management practice: the employees' perspective**

*Dr Fiona Edgar*

*Department of Management, University of Otago, PO Box 56, DUNEDIN, NEW ZEALAND  
Tel:0064 3 479 7387 Fax: 0064 3 479 8173  
fedgar@business.otago.ac.nz*

Empirical research on Human Resource (HR) Management practice has mainly assessed and evaluated the activity from an employer's perspective. Concern has been expressed about the lack of empirical analysis conducted from the employees' perspective. This exploratory study begins to fill this gap in the literature by examining the current views that 626 New Zealand employees have about HR Management in their organisations.

This study found that, from an employees' perspective, training and development is becoming an increasingly important issue. Employees considered EEO practices, especially those that are designed to benefit specific groups, to be of little importance. These results provide some useful insights for academics and practitioners to use as they seek to develop new policies and practices that are aimed at maximising the potential of the workforce.

## **The integration between marketing and public relations: an evolutionary perspective**

*Dr Lené Ehlers*

*Department of Marketing and Communication Management, University of Pretoria,  
Pretoria, South Africa  
email:lehlers@hakuna.up.ac.za*

Marketing activities have changed over the years from focusing only on the internal processes of the organisation to recognising the social responsibility of the organisation in terms of its marketing practices. Public relations also evolved from being merely a publicity function to a more strategic approach where the focus is on creating mutual understanding between an organisation and its various stakeholders through effective communication strategy planning. The evolution of these two functions also highlights the importance of integration that can, if recognised and managed, increase the effectiveness of managed communication.

The purpose of this paper is to investigate the relationship between marketing and public relations from an evolutionary perspective in order to provide more insight into the reason why the integration between these two functions is inevitable.

**Keywords:** Marketing, Public Relations, Integration, Evolution

## **Developing leaders as cultural change agents: the case of the Experiential Leadership Development Program**

*Professor Brian Hansford*

*School of Learning and Professional Studies, Faculty of Education,  
Queensland University of Technology, Kelvin Grove, Australia*

*Dr Lisa Catherine Ehrich*

*School of Learning and Professional Studies, Faculty of Education,  
Queensland University of Technology, Kelvin Grove, Australia*

*Mr John Robinson,*

*Principal Consultant, Office of the Public Service Merit and Equity,  
Brisbane, Australia*

In the 1990s in Queensland, leadership development programs became an important vehicle for preparing public sector managers to operate in a new and restructured work environment. By 1997, almost all Queensland public sector agencies had offered development programs for their senior managers. In this paper we investigate the impact of one of these programs on a group of senior public sector managers. The paper reports on findings from semi-structured interviews carried out with 15 participants in 1999 and a follow up focus group interview conducted in 2003 with seven of the original 15 participants. The findings suggest that the impact of the program on the personal development and management practices of the participants is as great in 2003 as it was in 1999.

**Keywords:** Public sector, management education, transformation, change

## Understanding learning in small business: engagement and support

*Dr Lisa Catherine Ehrich*  
*School of Learning & Professional Studies, QUT,*  
*Kelvin Grove, Australia*  
*email: [l.ehrich@qut.edu.au](mailto:l.ehrich@qut.edu.au)*

*Dr Stephen Billett*  
*School of Vocational, Technology and Arts Education, Griffith University*  
*Mt Gravatt, Australia*  
*email: [S.Billett@mailbox.gu.edu.au](mailto:S.Billett@mailbox.gu.edu.au)*

*Ms Bernie Hernon-Tinning*  
*School of Vocational Technical and Arts Education, Griffith University*  
*Mt Gravatt, Australia*  
*email: [B.Hernon-Tinning@mailbox.gu.edu.au](mailto:B.Hernon-Tinning@mailbox.gu.edu.au)*

This paper reports on findings of a study that investigated how learning best proceeds in small business. The recent implementation of the Goods and Service Tax (GST) presented an opportunity for understanding how small business operatives learnt how to implement a new practice. Semi-structured interviews with thirty small businesses were conducted and case studies written for each. The small business operatives that appeared to learn the most about the GST were those who (i) were highly engaged in learning about the GST and (ii) accessed high levels of support from particular sources. A typology comprising dimensions of support needed and engagement by small business operatives was synthesised from the findings.

**Keywords:** Small businesses, learning, GST, Engagement, Support

## Consumer ethnocentrism and country-of-origin effects in a less developed country

*Hamin*  
*Christian University of Duta Wacana*

*Greg Elliott*  
*Macquarie Graduate School of Management, Macquarie University*  
*[Greg.Elliott@mq.edu.au](mailto:Greg.Elliott@mq.edu.au)*

This paper discusses the concepts of “consumer ethnocentrism” and its impact on “country of origin” effects specifically in the context of a less developed country (Indonesia). An empirical study of some 547 Indonesian consumers found that the level of consumer ethnocentrism was relatively high compared with previously published international studies. The study also found that the relationship between consumer ethnocentrism and perceived quality, perceived price, perceived value, purchases intentions and actual purchases towards locally made products were all positive and statistically significant, with the exception of the link to actual purchases which, while positive, was not significant.

**Keywords:** County of Origin; Consumer Ethnocentrism; Indonesia



## Different types of psychological contract in a Defence Organisation

*David Evered and Ronel Erwee*  
*Faculty of Business, University of Southern Queensland*  
*Toowoomba Australia*  
*erwee@usq.edu.au*

In this study, two distinct types of psychological contract (relational and transactional) were identifiable in employee's responses in a Defence organisation. The two types of psychological contract are inversely correlated and this result confirms that these contractual orientations are at opposite ends of a continuum. It was found that those in professional or managerial positions were also more relational in orientation than staff in non-executive and clerical grade jobs. Results indicate that employees with permanent employment contracts were more relational in their orientation to the organisation, while those with short-term employment contracts were more transactional in their orientation.

**Keywords:** psychological contract

## Broader rationalities and alternative forms of organisation: what does it mean for managers?

*Denise Faifua*  
*School of Management*  
*University of Tasmania*  
*GPO Box 252-16, Tasmania, 7001, Australia*  
*email: [Denise.Faifua@utas.edu.au](mailto:Denise.Faifua@utas.edu.au)*

*Sandra Harding*  
*Faculty of Business*  
*Queensland University of Technology*  
*GPO Box 2434, Brisbane, Queensland, 4001, Australia*  
*email: [Sandra.Harding@qut.edu.au](mailto:Sandra.Harding@qut.edu.au)*

Rational organisation is an important concept in the management literature. In this context, 'rational' is usually used in its narrowest sense: the singular pursuit of positive economic outcomes by an organisation. There is little in the management literature about concepts of broader rationality, reflecting a concern for social, political and economic outcomes, the relevance of these concepts to contemporary organisations, or the implications of such approaches for management practice in general. One way in which to encourage a theoretical understanding of broader ways of organising business is to look to case examples of Australian business organisation in a variety of settings. Insights to be gained include a grounded understanding of the motivations of senior managers to adopt broader rationalities, the day-to-day operation of collective approaches to organisation and, how managers in these business settings deal with the distribution of profit. Managers and employees stand to gain not only economic but also social benefits that extend beyond the scope of instrumental rationalities and conventional business forms. An understanding of the more broadly rational approaches of contemporary managers provides for a richer set of possibilities for management and organisation action.

**Keywords:** broader rationality, alternative forms of organisation.

## **The impact of push/pull factors in information technology-facilitated knowledge transfer**

*Vijaya Gururajan*

*School of Management Information Systems, Edith Cowan University, Perth, Australia  
email: v.gururajan@ecu.edu.au*

*Dr Dieter Fink*

*School of Management Information Systems, Edith Cowan University, Perth, Australia  
email: d.fink@ecu.edu.au*

Among the many Knowledge Management issues, the transfer of knowledge is one of the least researched. Its importance is easily recognised since it provides for an expansion of the organisation's knowledge base. Effective transfer of knowledge depends on finding the balance between Information Technology, techniques in facilitating the process and the behaviour of people. This occurs when there is a balance between the "push" and the "pull" processes. There are several factors such as motivation, absorptive capacity, richness of transmission, retention and regeneration, causal ambiguity, trust, and culture that influence the effective transfer of knowledge and hence the equilibrium between "push" and "pull" in the transfer of knowledge. The paper proposes research questions and a model to address this challenge.

**Keywords:** Knowledge Management, Knowledge Transfer, Information Technology

## **Organisational behaviour across cultures: A multi-level framework**

*Ronald Fischer*

*School of Psychology, Victoria University of Wellington, Wellington, New Zealand  
email: [Ronald.Fischer@vuw.ac.nz](mailto:Ronald.Fischer@vuw.ac.nz)*

This theoretical paper describes the development of a multi-level framework incorporating variables at an individual, organizational and societal level. The goal is to explain cross-national differences in extra-role behaviour, organizational commitment and perceptions of organizational justice. The framework is formulated using recent recommendations for the development of multi-level models. Previous research relevant for the present purposes is reviewed. The framework proposes that socio-cultural variables at a national level influence organizational practices, which in turn influence work behaviour, attitudes and perceptions of employees at an individual level, therefore, organizational practices are considered as mediating variables between socio-cultural variables and individual work behaviour.

## **From the WEF to the WSF: globalisation discourse and the rise of counter Hegemonic Institutions**

*Scott Fitzgerald*

*Organisational and Labour Studies, UWA Business School,  
University of Western Australia  
email: [sfitzger@ecel.uwa.edu.au](mailto:sfitzger@ecel.uwa.edu.au)*

*Dr Michael Gillan*

*Organisational and Labour Studies, UWA Business School,  
University of Western Australia  
email: [mgillan@ecel.uwa.edu.au](mailto:mgillan@ecel.uwa.edu.au)*

Globalisation discourses have their own internal dynamics, yet they are not autonomous from structural shifts within global political economy and internal institutional developments. As this paper will attempt to briefly delineate, globalisation as a discourse, whether popular, corporate or institutional, has shifted markedly over the past four years as a result of the emergence of new social movements which have sought to contest the hegemony of neo-liberal ideology and the 'Washington consensus'. Notably, the World Social Forum (WSF) has emerged as an institutional rival to the World Economic Forum (WEF). This paper will argue that the WSF will not only function as an organisational body for various social movements, but also, as the most embodied source of resistance to the neo-liberal paradigm, that it is likely to assume an increasingly crucial role in shaping globalisation as a generalised discourse.

**Keywords:** globalisation, institutions, social movements, corporate discourse

## **Indigenous entrepreneurs: Native Hawaii. A case study analysis**

*Dennis Foley*

*Oodgeroo Unit, University of Technology,  
Victoria Park Road, KELVIN GROVE QLD 4059, AUSTRALIA  
Phone +61 (0) 7 3864 3575 Fax +61 (0) 7 3864 3982  
email [d.foley@gut.edu.au](mailto:d.foley@gut.edu.au)*

Entrepreneurship offers an escape route from poverty and welfare dependence for dispossessed Indigenous minorities. Few studies have examined the barriers to Indigenous entrepreneurship.

This paper examines the Indigenous Hawaiian entrepreneurs attributes, their strengths and possible weaknesses. The research question considers whether traditional values remain when Indigenous Hawaiians are successful entrepreneurs in contemporary American society. The discussion examines the results of 25 semi-constructed case studies based in grounded theory from an Indigenous standpoint.

**Keywords:** Native Hawaiian Entrepreneurs, Positivity, Importance of Education or Industry Experience, Hawaiian Networking, Wider Family, Kanaka Makua.

## **The role of industry turbulence, industry membership and monopoly position on the adoption of internet enabled business practices in large Australian organisations**

*Mr Patrick Foley*

*School of Management, Victoria University, Australia*

*email: [Patrick.Foley@vu.edu.au](mailto:Patrick.Foley@vu.edu.au)*

*Professor Danny Samson*

*Department of Management, University of Melbourne, Melbourne Australia*

*email: [d.samson@unimelb.edu.au](mailto:d.samson@unimelb.edu.au)*

The study aims to address the lack of empirical research into how industry factors influence the adoption of internet-enabled business practices (IBP) in large organizations. Using 2002 data from 281 Australian firms approximately 21.9% could be classified as ‘brick and mortar’ and while the rest could be classified as ‘click and mortar’ organisations only 4.9% were high users of IBP’s. Only 6% of the variation in internet-enabled business practices is explained by industry membership at the ANZSIC industry division level though at the sub-division level this rose to 14%. A firm’s size, monopoly position and industry turbulence explained 14% (13% adjusted) of IBP adoption variation. The findings suggested that the adoption of Internet-enabled business practices is more likely to occur in industries where there is a perception by senior management of competitive turbulence.

**Keywords:** Industry Membership, Industry Turbulence, Internet Usage

## **The challenges and implications of ‘learning outcomes based education’ for teaching organisational behaviour to MBA students**

*Sandra Kiffin-Petersen*

*Graduate School of Management, University of Western Australia, Australia*

*email: [skiffin@ecel.uwa.edu.au](mailto:skiffin@ecel.uwa.edu.au)*

*Nick Forster*

*Graduate School of Management, University of Western Australia, Australia*

*email: [nforster@ecel.uwa.edu.au](mailto:nforster@ecel.uwa.edu.au)*

Australian Universities have started to make the transition from lecturer centred teaching to student centred learning. A significant component of this paradigm shift is the introduction of Learning Outcomes Based Education (LOBE). While the basic principles of LOBE are quite simple, their application at the postgraduate management level is likely to prove a greater challenge. This exploratory paper has three objectives. First, to describe some general challenges in contemporary postgraduate management education. Second, to discuss the general effects of LOBE principles on MBA course design and delivery, and to reflect on its introduction to the Organisational Behaviour course of an MBA program. Finally, to summarise what was learnt from these experiences and their broader implications for postgraduate management educators.

**Keywords:** learning outcomes, management, education, organisational behaviour



## Using multiple methods to explore change receptivity

Ms Jennifer Frahm

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: j.frahm@qut.edu.au*

Ms Renae Jones

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: ra.jones@qut.edu.au*

Change receptivity is an emerging construct that encompasses the change readiness and resistance literature. This paper explores the understanding of change receptivity as both a state and a process. The importance of change receptivity is highlighted within a continuous change context. A case study methodology is employed, which uses questionnaires, document analysis, focus groups, and participant observation to explore change receptivity. Previous research indicates that highly change ready employees may equate with effective implementation (Armenakis, Harris, & Mossholder, 1993; Eby, Adams, Russell, & Gaby, 2000). Contrary to existing literature, our results show that a high level of change receptivity amongst the organisational members becomes a barrier to change success, as it increases their expectations of the change process. Our results further highlight the importance of multiple methods in case research, and integrates the early understandings of change receptivity as both a state and a process (Huy, 1999).

**Keywords:** continuous change, change receptivity, multiple methods

## Cultural change implications of the dual function of communication: case studies from the public sector

Ms Jennifer Frahm

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: j.frahm@qut.edu.au*

Ms Jennifer Waterhouse

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: j.waterhouse@student.qut.edu.au*

The importance of culture and the supporting function of communication are explored in two case studies of public sector organisations undergoing change. We investigate how management can use Aula's (1999) dual functions of communication to achieve cultural change. Case study methodology is used with primary data collection methods being the use of focus groups. The first case study initially illustrates high integrative/low dissipative type of communication and a corresponding monolithic culture. The second case study presents a low integrative/low dissipative type of communication resulting in a vacuum of cultures. The results indicate that the first case study leadership utilised integrative communication to encourage and channel dissipative communication among organisational members, resulting in an 'anarchist culture'. This result provides guidance to the second case study.

**Keywords:** organisational change, culture, communication, qualitative research

## **The dilemma of human resource measurement**

*Trish Franklin*

*Department of Human Resource Management, Massey University,  
Palmerston North, New Zealand  
Email: P.H.Franklin@massey.ac.nz*

*Beth Mackie*

*Department of Human Resource Management, Massey University  
Palmerston North, New Zealand  
Email: B.L.Mackie@massey.ac.nz*

This paper uses Dilemma Theory to compare the different approaches of two New Zealand organisations actively involved in human resource measurement. The interaction of industry sector, organisational structure and perception of measurement were identified as significant, but did not fully account for the differences between the organisations.

It is proposed that building more robust measurement systems can be facilitated by exposing each organisation to the challenges and thinking of the other. The value of this research is that it seeks to identify and name the dilemmas apparent in each organisation, and in doing so provide a framework for constructive conversation.

**Keywords:** Dilemma Theory, Human Resource Measurement, Human Capital.

## **The development of self-report measures of IS Developer expertise**

*Dr Steven G Fraser*

*School of Business and Information Management  
Faculty of Economics and Commerce  
Australian National University, Australia  
Email: Steven.Fraser@anu.edu.au*

Much of the recent social science literature such as auditing and information systems research requires well-constructed measures of expertise. However, the existing measures are associated with theoretical and practical problems mitigating their effectiveness. With this in mind, this study identifies and develops instruments for two generic types of expertise, namely task specific expertise and general domain expertise. These constructs are operationalised using self-rating instruments in an IS developer environment, each comprising a small number of items to allow their inclusion in questionnaires. Further, instruments for both measures exhibit excellent reliability and validity.

**Keywords:** General Domain Expertise, Task Specific Expertise, Information Systems (IS) Development

## **Equity management strategies in the Australian private sector**

*Erica French*  
*Queensland University of Technology*  
*School of Management*  
*GPO BOX 2434, Brisbane, Australia 4000*  
*Tel: +61 7 3864 2938 Fax: +61 7 3864 1313*  
*email: e.french@qut.edu.au*

*Glenda Maconachie*  
*Queensland University of Technology*  
*School of Management*  
*GPO BOX 2434, Brisbane, Australia 4000*  
*Tel: +61 7 3864 4266 Fax: +61 7 3864 1313*  
*email: g.maconachie@qut.edu.au*

This paper outlines the methods and outcomes of a study into equity management strategies in Australian private sector organisations reporting to the Equal Opportunity for Women in the Workplace Agency. Reports from 1976 organisations indicate eleven key factors characterising equity management in Australia. The study highlights differences within previously identified social structural policies, temperamental and opportunity policies and identifies a further policy type, categorised as “support policies”. Differences have also been identified in relation to distribution structures, suggesting that gender is not the sole consideration in determining equity management strategies. The principle of distribution also figures strongly in equity management implementation.

**Keywords:** Equal employment opportunity; equity management; gender.

## **Exploring the relationship between resources and firm success**

*Jeremy Galbreath*  
*Graduate School of Business: Curtin University of Technology, Perth, Western Australia*  
*galbreathj@cbs.curtin.edu.au*

The resource-based view of the firm (RBV) has emerged as one of the most important areas of research content within the field of strategic management. The RBV posits that a firm’s success is largely driven from resources that possess certain special characteristics. Thus, the RBV is prescriptive. To explore the RBV’s main prescription, this paper presents results from a small pilot study, conducted in Australia, which investigated the relative contribution levels of a variety of intangible and tangible resources on firm success. In the main, the results are supportive of the RBV’s main prescription.

**Keywords:** Resource-based view of the firm, intangible resources, tangible resources, firm success

## The case for network rivalry: a theoretical explanation

*Peter Galvin*  
Graduate School of Business  
Curtin University of Technology  
GPO Box U1987  
Perth WA 6845  
Email: galvinp@gsb.curtin.edu.au

*Jennifer Davies*  
School of Management  
Queensland University of Technology  
GPO Box 2434  
Brisbane QLD 4001  
Email: ja.davies@qut.edu.au

As interorganisational networks within industries become more common, we suggest that it may occasionally be necessary to conceptualise rivalry at a network level as opposed to a firm level, where networks of firms compete with rival networks. Theoretical and empirical work in this area remains scarce and thus we use this paper to develop a multi-disciplined theoretical framework endorsing network rivalry and outlining some of the key theoretical arguments to explain why network rivalry occurs. In doing so, we cover theory from sociological, political, resource dependency, resource-based, transaction-cost and ecological perspectives to posit that the primary motivations for competition occurring at the network level can be explained via autonomy, control, information and cognition, consensual domains, resources, rents and environment arguments.

**Keywords:** Networks, Rivalry, Competition

## Rivalry in the US auto industry: a test of the utility of strategic groups and blocks

*Peter Galvin*  
Graduate School of Business  
Curtin University of Technology  
GPO Box U1987  
Perth WA 6845  
Email: galvinp@gsb.curtin.edu.au

*Jennifer Davies*  
School of Management  
Queensland University of Technology  
GPO Box 2434  
Brisbane QLD 4001  
Email: ja.davies@qut.edu.au

Strategic groups and strategic blocks offer alternative approaches to understanding patterns of intraindustry rivalry. Strategic groups have traditionally been conceptualised in terms of scope and resource commitments, whereas strategic block theory clusters firms together on the basis of the density of interorganisational linkages. This paper empirically tests the relative utility of the concepts of strategic groups and strategic blocks in the interpretation of patterns of rivalry across different market segments of the US auto industry. The findings suggest that while both conceptual tools have some merit, the concept of strategic blocks served as the better predictor of the degree of rivalry.

**Keywords:** rivalry, strategic groups, strategic blocks

## **“A case study: the importance of training and development (T&D) during the downsizing of the Australian banking industry”**

*Dr Franco Gandolfi  
Adjunct Senior Lecturer  
Faculty of Business & Law  
Central Queensland University  
Sydney International Campus  
333 Kent Street, Sydney, NSW, 2000, Australia  
f.gandolfi@syd.cqu.edu.au*

Organizational downsizing is widely expected to yield positive benefits. Empirical and anecdotal evidence suggest, however, that the overall consequences of downsizing are overwhelmingly negative – economically, organisationally, and socially. This case study examined the perceived role of Training and Development (T&D) practices and programs during the downsizing of Australia’s six largest banks. The research reveals that Australia’s banks were inadequately prepared for strategic downsizing and had failed to actively implement T&D in an effective manner during the last downsizing. The study suggests that Australian banks anticipating further rounds of downsizing ought to adopt proactive approaches to T&D and should ensure the adequate provision of Personal Development & Growth (PeDG) in the area of change.

**Keywords:** Downsizing, Training and Development, Personal Development & Growth

## **Leadership the key to a learning environment approach to quality management**

*Dr Rod Gapp  
Lecturer in Management, School of Marketing & Management,  
Griffith University Gold Coast  
PMB 50 Gold Coast Mail Centre 4217 QLD Australia  
Ph: +61 755 528 767 Fax: +61 755 528 085  
Email: R.Gapp@Griffith.edu.au*

This study investigated an organisation with strong quality credentials that extended its quality focus through a learning organisation approach based on the system of profound knowledge (Deming 1994a&b). The new approach had at its core an emphasis on the concepts of trust, communication, double loop learning, cooperation, support and mutual respect. This type of transformation is complex requiring the complete involvement of all organisational members. It was clear that the coordination/supervisory level was the most critical in the transformation process. Aligning learned theory and application ‘the espoused and end use concepts’ of Argyris (1982) was essential so the coordination team could demonstrate and deliver the activities of developing, facilitating and guiding the transformation. To this end the organisation needs to be understood in terms of its conscious and unconscious dimensions, reference is given to the work of Allen & Kraft (1982), Argyris (1982) and McGregor (1960). The three key aspects requiring development at coordination level were the knowledge and application of subtle aspects of leadership, individual learning styles, and personal preference. The changing leadership styles were measured over the three-year study and are linked to improved understanding and use of quality tools and processes within the learning environment.

**Keywords:** Quality Management, organisational learning, leadership, teams, system of profound knowledge, individual difference.



## Exploring the idea of the ‘International’ University in the globalisation of higher education

*Dr Michael Gillan*  
*Organisational and Labour Studies,*  
*UWA Business School, University of Western Australia, Perth, Australia*  
*Email: mgillan@ecel.uwa.edu.au*

*Prof John McGuire*  
*South Asia Research Unit, Division of Humanities,*  
*Curtin University of Technology, Perth, Australia*  
*Email: J.Mcguire@curtin.edu.au*

The ‘idea’ of a university appears to have given way the idea of the “international university”. The ‘international university’ is symbolic of an export-oriented approach to higher education, an institution that defines itself by its competitive market position, its claims to international ‘best practice’, and the global dimensions of its activities. Perhaps the most notable feature of internationalisation has been the tremendous growth in international higher education (fee paying foreign students). This paper will argue, however, that many of the more problematic questions arising from the redefinition of education as an ‘export’ commodity and the social implications of international institutional activity appear to be largely absent from policy discourse.

**Keywords:** international education, university, globalisation, institutions, ethics

## A matter of size: does organisational culture predict job satisfaction in small organisations?

*Dr Judy H. Gray*  
*Department of Management, Monash University, Melbourne*  
*Email: judy.gray@buseco.monash.edu.au*

*Dr Iain L. Densten*  
*School of Economics and Management, UNSW, ADFA, Canberra*  
*Email: i.densten@adfa.edu.au*

*Professor James C. Sarros*  
*Department of Management, Monash University, Melbourne*  
*Email: james.sarros@buseco.monash.edu.au*

This paper examines executive perceptions of organisational culture and job satisfaction in small organisations (<100 employees, N=655). Despite extensive research on corporate culture, very little empirical research has examined the culture of small organizations. An updated version of the Organizational Culture Profile (OCP, O'Reilly, Chatman and Caldwell, 1991) and a single measure of job satisfaction were used in an Australia-wide survey. (N=1918). The results of hierarchical regression analysis indicate that innovation, stability, and emphasis on rewards predict job satisfaction in small organizations. Suggestions for future research are discussed.

**Keywords:** organisational culture, job satisfaction, small organisations

## Stakeholder engagement as social (ir)responsibility

*Michelle R. Greenwood*

*Department of Management, Monash University, Australia*

*[Michelle.Greenwood@buseco.monash.edu.au](mailto:Michelle.Greenwood@buseco.monash.edu.au)*

The assumption of a direct and positive relationship between engagement of stakeholders and responsibility towards stakeholders within both practitioner and academic literature is a dilemma. There is an apparent soundness of logic to the assumption that the more an organisation engages with its stakeholders the more responsible and accountable the organisation is likely to be towards these stakeholders. This concurrence could exist, and perhaps we believe should exist, but to assume it necessarily does exist is highly problematic. It is problematic not just because it may be inaccurate but, more importantly, because it may be misleading. I intend to make this case by firstly illustrating that this assumption exists in the literature though it is rarely made explicit. Next I will make a case for why it may not necessarily hold. I will show why it is essential to consider that the relationship between stakeholder engagement and responsibility may be a neutral relationship or, even more importantly, a negative relationship. Finally I will argue that, by erroneously assuming convergence, thus disallowing separation, the writer or practitioner is at risk of, intentionally or unintentionally, deceiving their audience.

**Keywords:** Stakeholder engagement, social responsibility, social irresponsibility, stakeholder theory, social reporting

## Management in the non-profit sector: the effectiveness of planning dimensions

*Harvey Griggs PhD*

*School of Management*

*Central Queensland University*

*Bruce Highway, Rockhampton Qld 4702, Australia*

*[h.griggs@cqu.edu.au](mailto:h.griggs@cqu.edu.au)*

This study aimed to explore the effectiveness of planning dimensions in the Non-profit sector. Exploratory factor analysis identified a two factor structure representing the effectiveness and planning distinction. Further correlation analysis confirmed this and suggested that planning dimensions are associated with several effectiveness measures in the Non-profit sector.

**Keywords:** Effectiveness, planning, non-profit

## **Management development does pay off in non-profit organisations, but they don't see financial management as a priority**

*Dr Harvey Griggs  
School of Management  
Central Queensland University  
Bruce Highway, Rockhampton Qld 4702, Australia  
h.griggs@cqu.edu.au*

In for-profit organisations, management development has been shown to be effective in improving performance, both for the individual and ultimately the organisation. In contrast, little is known of the effectiveness or otherwise of management development in the Non-profit sector. Nevertheless, organisations in this sector have many of the characteristics of small business, so organisations in the disability sector in Queensland were surveyed to see whether 'for-profit' management development had any beneficial effects on performance. As might be expected, the research found that management development enhances performance in that it is related to higher job satisfaction, higher interest in jobs, greater organisational effectiveness, and greater organisational goal attainment. Unexpectedly, financial management was not considered to be a high priority by many Non-profit organisations in the disability sector. If left unremedied, this financial blind-spot is likely to prove a serious impediment to the sound operation of such organisations.

**Keywords:** Management development, performance, non-profit

## **Psychological contracts: an exploratory investigation of MBA students at the University of Tasmania**

*Martin Grimmer  
School of Management, University of Tasmania, Hobart, Australia  
Email: Martin.Grimmer@utas.edu.au*

*Matthew Oddy  
School of Management, University of Tasmania, Hobart, Australia*

The nature of employees' psychological contracts has gained relevance in the last decade due to changes in the employment relationship. However, little research has been conducted in Australia. The present study examined the psychological contracts of MBA students at the University of Tasmania, as well as the effects of contract violation on indices of organisational behaviour. Survey batteries, consisting of the Psychological Contract Scale, measures of commitment and trust and of perceptions of contract violation, were administered to 48 MBA students. Findings indicated that the perception of contract violation leads to lower organisational commitment and trust. Significantly, a 'relational' type of contract was found to account for more variance in the indices of organisational behaviour than a 'transactional' contract.

**Keywords:** Psychological Contract

## **International students' expectations of service quality excellence from tertiary education providers in New Zealand**

*K. Asoka Gunaratne*

*School of Management and Entrepreneurship, UNITEC Institute of Technology Private Bag 92025,  
Auckland, New Zealand.*

*Email: kgunaratne@unitec.ac.nz*

In today's educational environment the quality of the service offered by academic institutions determines their market share, profits, and future growth. In order to develop quality improvements it is vital for tertiary institutions to identify the dimensions of the elusive service quality construct that are important to international students and to achieve excellence in them. This study examined the responses of 203 international students studying at tertiary institutes in New Zealand. It measured the students' perceptions on 36 variables related to service quality developed from the focus group discussions held with 26 students. A factor analysis conducted discovered the five underlying factors related to overall service quality. A step-wise regression analysis used subsequently identified the relationships between the five factors and the overall students' satisfaction.

**Keywords:** Tertiary education, service quality, customer satisfaction

## **Sustainable structures in volunteer organisations in the public safety sector**

*Associate Professor Bruce Gurd\**

*International Graduate School of Management, University of South Australia  
GPO Box 2471 Adelaide 5000*

*Email: bruce.gurd@unisa.edu.au*

*Anthony Wiedeman*

*School of Nursing, University of South Australia*

*Dr Paul Arbon*

*School of Nursing, University of South Australia*

The structures that underpin the operation of volunteer organisations in the public safety sector are varied and seem to have arisen in response to the internal and external pressures facing these organisations. This paper focuses on understanding management structures as a first step toward improving strategic management and management processes within the volunteer public safety organisations.

**Keywords:** third sector, structures, public safety, volunteers

## **Nurse burnout: a case of swimming to shore rather than drowning?**

*Liz Hall*

*Lecturer In Human Resource Management  
Department Of Management  
School Of Business, University Of Otago, Dunedin  
New Zealand*

This article presents key findings from a data analysis of 84 articles from the last ten years' publications specifically about nurse burnout. It provides evidence demonstrating that despite data showing that occupational stress levels are rising in nursing, and given that nursing is an endemically stressful profession, there does not seem to be a concomitant increase in reported levels of burnout. Instead, many instances of low, decreasing and in some cases, virtually nonexistent levels of burnout were found. Possible reasons for this are discussed.

**Keywords:** burnout, job stress, nurses, health care environment, MBI

## **The edge of chaos: a simulation of a Kanban System**

*Dr Tim Haslett*

*Department of Management, Monash University, Victoria, Australia  
Email: [Tim.Haslett@Buseco.monash.edu.au](mailto:Tim.Haslett@Buseco.monash.edu.au)*

A widely discussed notion in the field of non-linear theory is that of the Edge of Chaos where systems, and in particular organisations, are presumed to be at their most creative. This paper presents evidence from a simulation model of a Kanban system that improved its performance as the system became less predictable and less stable. The results from spectral analysis indicate that the system moves towards a chaotic regime under certain input conditions while at the same time improving performance on one of the key performance measures of a Kanban system. This paper suggests that movement towards a chaotic regime is accompanied by improvement performance.

**Keywords:** Edge of chaos, local rules, simulation



## **Rethinking retrospective research: some positions on the past and possibilities for analysis**

*John Hassard*  
*Manchester School of Management*  
*UMIST*  
*PO Box 88, Manchester M60 1QD*  
*UNITED KINGDOM*  
*Email: [John.Hassard@umist.ac.uk](mailto:John.Hassard@umist.ac.uk)*

*Julie Wolfram Cox*  
*School of Management*  
*RMIT Business*  
*RMIT University*  
*GPO Box 2476V, Melbourne VIC 3001*  
*AUSTRALIA*  
*Email: [julie.wolfram-cox@rmit.edu.au](mailto:julie.wolfram-cox@rmit.edu.au)*

This paper compares and contrasts four positions on the organisation and treatment of the past in retrospective social research: Controlling the Past, in which attempts are made to maximise accurate recall or to reveal potential sources of error or bias; Interpreting the Past, in which understanding of the present is informed by the construction of past reality; Reconstructing or Revising the Past, in which causal explanations link the past and the present; and Representing the Past, which involves the problematisation of time and research on time. Implications for the analysis and practice of retrospective research are discussed, and it is argued that the taking-for-granted of retrospect as marginal has stifled discussion of a fruitful site for analysis.

**Keywords:** Retrospective research methods; Bias; Sensemaking; Attribution; Time.

## **The adjustment of international and local students into an Australian University**

*Pamela M Hedges*  
*Lecturer, School of Management,*  
*Curtin University of Technology,*  
*Western Australia.*  
*Email: [hedgesp@cbs.curtin.edu.au](mailto:hedgesp@cbs.curtin.edu.au)*

*Geoffrey N Soutar*  
*Director, Graduate School of Management*  
*University of Western Australia,*  
*Western Australia.*  
*Email: [g.soutar@kroner.ecel.uwa.edu.au](mailto:g.soutar@kroner.ecel.uwa.edu.au)*

Adjustment has been seen as an important contributor to expatriate employee success and researched widely. It has also been suggested to contribute to international student success. However, not only international students need to adjust; local students also move into a new environment, often geographically, if their previous education was in regional areas. This paper compared adjustment of international students from several countries and metropolitan and country local students of a large Australian university to explore any adjustment differences. An examination of means and a discriminant analysis suggested that different countries' students adjusted differently, but that none were as well-adjusted as local students. Non-local Australian students also adjusted less well. It seems important that induction programs be available to help international and non-local Australian students.

**Keywords:** (adjustment, international students, expatriates)

## **Moving towards customer experience: the need to change satisfaction measurement**

*drs Martijn Hesselink*

*Rotterdam School of Economics, Erasmus University Rotterdam, The Netherlands*

*Email: [hesselink@few.eur.nl](mailto:hesselink@few.eur.nl)*

*dr ir Ton van der Wiele*

*Rotterdam School of Economics, Erasmus University Rotterdam, The Netherlands*

*Email: [vanderwiele@few.eur.nl](mailto:vanderwiele@few.eur.nl)*

To reach service excellence through a focus on the customer demands more than just measuring customer satisfaction by making use of questionnaire surveys. Service excellence can be defined as the next level of quality maturity and has to be built on solid foundations of Total Quality Management. It is not enough anymore to have service excellence in your services, your processes and your relationships. This is the time to create excellence in customer experiences as the only way to create competitive advantage in your market. Organisational change should than be driven by a broader focus on customers expectations and multiple ways of measuring customer satisfaction.

**Keywords:** Service Excellence, Customer satisfaction, Mystery Shopping

## **Foundations of diversity**

*Dr Christine D. Ho*

*School of Commerce*

*University of Adelaide, Australia*

*Email: [christine.ho@adelaide.edu.au](mailto:christine.ho@adelaide.edu.au)*

This paper outlines a framework for the foundations explaining an individual's behaviour in diversity contexts. The premise of ten popular theories and concepts, frequently applied to diversity research, are briefly reviewed. These include social theories, interaction frameworks, and heuristics. Further, three themes fundamental to these foundations recur. These are salience, the self-concept, and positive social identity. While each theory or concept aids in explaining part of the behaviour relating to diversity, individually they represent an incomplete perspective of the cognitive processes individual use. However in combination, they reinforce and complement each other to provide a more comprehensive understanding of an individual's response to the differences posed by diversity.

**Keywords:** Diversity, Social identity, Stereotyping, Salience

## Learning organisations: a challenge for higher educational managers

*Janice V Holden*

*Faculty of Business, UNITEC Institute of Technology, New Zealand*

*[jholden@unitec.ac.nz](mailto:jholden@unitec.ac.nz)*

Much literature has been published since the 1970s on the concept of organisational learning. The related but separate notion of a learning organisation was popularised by Senge in the 1990s, but remains ill-defined because of little empirical evidence, particularly in the field of education. This paper discusses the findings of case studies of two departments in a New Zealand institute of technology and their capacity for organisational learning. Findings reveal that each department demonstrates developmental stages of organisational learning, but neither functions well at the advanced stage of organisational development, which is required of a learning organisation. My conclusions are that specific management initiatives are required to establish a culture of a learning organisation - they do not evolve naturally.

**Keywords:** Organisational learning, learning organisations, leadership

## Industrial relations on ageing greenfield sites: an emerging issue

*Dr Peter Holland*

*Department of Management, Monash University, Australia*

*Email: [Peter.Holland@buseco.monash.edu.au](mailto:Peter.Holland@buseco.monash.edu.au)*

*Ms Amanda Pyman*

*Department of Management, Monash University, Australia*

*Email: [Amanda.Pyman@buseco.monash.edu.au](mailto:Amanda.Pyman@buseco.monash.edu.au)*

*Associate Professor Julian Teicher*

*Department of Management, Monash University, Australia*

*Email: [Julian.Teicher@buseco.monash.edu.au](mailto:Julian.Teicher@buseco.monash.edu.au)*

Greenfield sites have emerged as major employment sites in recent years. (The essence of the term 'Greenfield' is a geographical location where there are no pre-existing buildings. There are at least three main types of Greenfields: company, replacement and expansion (Preece, 1993:102). This case is based upon a **Company Greenfield**; whereby a new company is established and begins operations for the first time on the site.) Underpinned by human resource management practices and policies which focus on close relations with the workforce, they have the potential to negate the role of trade unions. This forces unions to 'rethink' their strategies in dealing with these new work sites which are often over-represented by young predominantly female workers: the lowest unionised sector of Australian workforce. However, as these Greenfield sites age, the issues pertaining to managing industrial relations can increasingly become an issue, as the excitement of working in a new environment settles and industrial issues emerge. This case study explores this issue from both a management and a union perspective, within the context of an industrial dispute in the largest Greenfield employer in Victoria. The findings illustrate the key lessons that emerged from the industrial dispute for both parties.

**Keywords:** Greenfield sites, Human Resource Management, Industrial relations, Employment Relationship, Unions and union effectiveness

## **Funny business: implications for management and leadership of a culture of humour**

*Dave Hornblow*

*Senior Lecturer, School of Management, The Open Polytechnic of New Zealand*

*Email: dave.hornblow@openpolytechnic.ac.nz*

The overt display of cartoons, posters, graffiti and other forms of humour in the business unit of a tertiary education institution provided the initial research data for this paper. Consideration is first given to how the culture of humour evolved, what influence it had on behaviour and interrelationships both within and beyond the group, and its implications for management and leadership. Then – in response to a recent physical restructuring of the business unit's space - the researcher takes the opportunity to review aspects of behaviour, interrelationships and implications. The relevance of the findings to a variety of organisations in different contexts – both educational and business – is discussed. A “Grounded Theory” on cultures of humour in the workplace is evolving.

**Keywords:** humour, overt, culture, workplace, management, leadership

## **Applying the 'happy-productive worker thesis' to Australian managers**

*Dr Peter Hosie*

*Learning Development Services Centre, Edith Cowan University*

*p.hosie@ecu.edu.au*

*Professor Nick Forster*

*The Graduate School of Management, The University of Western Australia*

*Dr Peter Sevastos*

*School of Psychology, Curtin University of Technology*

This paper examines the 'happy-productive worker' thesis, by investigating the impact of job-related affective well-being and intrinsic job satisfaction on Australian managers' performance. Decades of research have been unable to establish a strong link between intrinsic job satisfaction and performance. Despite mixed empirical evidence, there is support in the literature to suggest that a relationship exists between affective well-being and managers' performance. This research established which indicators of managers' affective well-being and intrinsic job satisfaction predict dimensions of their contextual and task performance. Self-report data were used to measure affective well-being and intrinsic job satisfaction, while supervisor-ratings provided an evaluation of managers' contextual and task performance. An empirical methodology (N=1,552 Australian managers) was used to test the research questions and to suggest *A Partial Model of Managers' Affective Well-being, Intrinsic Job Satisfaction and Performance*.

**Keywords:** Managers, happy-productive worker, job-related effective well-being, Intrinsic job satisfaction, job performance.

## **Implementing and appropriating component-based development from the aspect of cross-functional collaboration**

*Jimmy Huang*

*Nottingham University Business School,  
Jubilee Campus, Nottingham NG8 1BB, UK  
Email: [jimmy.huang@nottingham.ac.uk](mailto:jimmy.huang@nottingham.ac.uk)*

*Sue Newell*

*Bentley College and Royal Holloway,  
University of London, 175 Forest Street,  
Waltham, MA, 0242-4705, USA.  
Email: [snewell@bentley.edu](mailto:snewell@bentley.edu)*

*Robert D. Galliers*

*Bentley College and London School of  
Economics, 175 Forest Street, Waltham,  
MA, 0242-4705, USA.  
Email: [rgalliers@bentley.edu](mailto:rgalliers@bentley.edu)*

*Peter Love*

*School of Management Information Systems,  
Edith Cowan University,  
Pearson Street, Churchlands, Australia WA 6018  
Email: [p.love@ecu.edu.au](mailto:p.love@ecu.edu.au)*

In this article we argue that to maximize the potential of component-based software development (CBD) requires cross-functional collaboration between various stakeholder groups. Fostering such collaboration depends upon the penetration of boundaries that are formed based on the geographical dispersion of organizational units, subcultural differences between organizational communities and the context dependent nature of functionally specific knowledge. It is reported that the introduction and appropriation of CBD is not merely an intellectual activity, but also an emotional one. Also, to unlock the potential of CBD, penetrating the three types of boundaries is crucial. From the intellectual aspect, it was crucial to manage paradigmatic differences to achieve shared understanding between different stakeholder groups. From the emotional aspect, it was clear that organizational members were required to achieve emotional attachment as a means of developing trust between different stakeholder groups. Three interrelated factors that influence the process of boundary penetrating, notably mutual learning, perspective taking and trust are discussed.

## **Church leaders as team players: the impact of a participative leadership style on attender commitment to congregational vision**

*Bronwyn Hughes*

*Director, Mission Research and Development, Bible Society in Australia  
email: [bronwyn@bible.org.au](mailto:bronwyn@bible.org.au)*

*Professor Elizabeth More*

*Deputy Vice-Chancellor, University of Canberra ACT 2601  
email: [elizabeth.more@canberra.edu.au](mailto:elizabeth.more@canberra.edu.au)*

One relatively under researched leadership context in the volunteer sector is that of church congregations. This paper argues that when church leaders have the skills to foster shared attender commitment to congregational vision, they are enabling these congregations to deal with an increasingly complex and turbulent environment. In the light of sometimes conflicting views about the contribution of a participative leadership style to organisational commitment, we review the relationship between an open, participative leadership style, and strong attender commitment to congregational vision. Research results conclude that in order to create a cohesive sense of ownership of the congregation's vision and direction, church leaders must abandon a traditionally hierarchical and directive style and promote participative decision-making within a team environment.



## Discovering strategic lessons for ‘surfing’ the outsourcing wave and avoiding the ‘wipe-outs’

*James D. Hunter*

*New England Business School, University of New England, Armidale, Australia  
Email: jhunter@une.edu.au*

*Ray W. Cooksey*

*New England Business School, University of New England, Armidale, Australia  
Email: rcooksey@pobox.une.edu.au*

The last two decades have seen an unprecedented growth in the use of outsourcing interventions in diverse organisational contexts, as a means of ‘unbundling’ the vertically integrated activities of organisations driven by evolving strategic ‘wisdoms’ that focus upon value-creating activities that underpin sustainable competitive advantage. This paper explores the delicate balance between more conventional strategic motives and the more complex, emergent and interconnected behavioural impacts and considerations in the context of an outsourcing decision in a specific case study organisation. By drawing upon the idiosyncratic experiences reported by particular groups of individuals involved in, or affected by, an outsourcing decision, we note some important lessons that may inform the pursuit of such decisions in the future.

**Keywords:** Strategy; Complexity; Outsourcing; Communication; Organisational Culture

## Is the franchisee an efficient agent? Re- evaluation of reason to franchise

*Dr Chutarat Inma*

*Murdoch University*

*Email: chutarati@hotmail.com*

The concept of franchising has become well developed and is a popular business strategy in many nations. Despite the rapid adoption of the franchising concept, there is still a lack of understanding and a consensus on the theoretical determinant and creation of this business strategy. For the past four decades, agency theory has been popularly used to explain the foundation of franchising. However, there are many opposing views. This raises the issue of whether the agency theory can be effectively used as the key development theory of franchising. Using the test statistics, 25 franchisee samples were testing against 25 matching company-owned managers from the same firms in four major areas: satisfaction, financial performance, goal congruence and control. Results were partially supported. The paper concludes that there is a limitation in using the agency theory to explain the fundamental of franchising. Franchising phenomenon is not a simple array. The complete understanding of franchising practice may require an explanation involving more than just one theory.

**Keywords:** Franchising Theory

## **The influence of information sharing and media choice on franchise financial performance**

*Dr Chutarat Inma*  
Murdoch University, Australia  
Email: [chutarati@hotmail.com](mailto:chutarati@hotmail.com)

*Dr Shelda Debowski*  
University of Western Australia, Australia

Franchise organisation is claimed to be a signpost in the information society (Barlow and Burke 1998). Franchisor and franchisee define their franchise relationship based on an effective handling of information between the two parties. This paper investigates the impact dyadic information sharing and media application have on franchise financial performance. The results from 206 Australian franchises display a positive impact on the traditional media channel and franchise performance. Although the latest channel of communication, computer-mediated media, is frequently used in franchise organisations, it did not show any effect on franchise financial performance.

**Keywords:** Communication and Information Sharing

## **The influence of politics on the relationship between budgetary control and managerial roles: an empirical study**

*Atique Islam*  
School of Accounting, Finance and economics  
Edith Cowan University  
Churchlands WA 6018 Australia  
Phone 61 8 9273 8724 Fax: 61-8 9273 8121  
Email: [a.islam@ecu.edu.au](mailto:a.islam@ecu.edu.au)

*Akhmad Syakhroza*  
School of Accounting, Faculty of Economics  
University of Indonesia  
Kampus Baru UI, Depok 16424  
Jawa Barat, Indonesia  
Phone: 62 -21- 3908966, 3917274 Fax: 62-21- 3908967  
Email: [a\\_syakhroza@yahoo.com](mailto:a_syakhroza@yahoo.com)

A number of studies have investigated the relationship between budget related behaviour and managerial roles. Some have found a significant relationship, others have found a relationship only under conditions of low task uncertainty, still others have found no relationship at all. Politics and power plays an important role in the budget process, This study investigates the moderating effect of politics in the relationship between budgetary control and managerial roles. Based on an analysis of the literature a number of hypotheses are generated and tested based on data collected from the Indonesian state owned enterprises. Results of the moderated regression analysis suggest that politics play a significant moderating role in the relationship between budgetary control and managerial roles.

**Keywords:** Budgetary control. Managerial roles, Politics.

## Enter stage right: the dramatic genre in leadership research

*Bradley G. Jackson*

*Director*

*Centre for the Study of Leadership*

*Victoria University of Wellington*

*PO Box 600, Wellington, New Zealand*

*Tel: +64+463-5700 Fax: +64-463-5253*

*Email: [brad.jackson@vuw.ac.nz](mailto:brad.jackson@vuw.ac.nz)*

*Paresha N Sinha*

*Centre for the Study of Leadership*

*Victoria University of Wellington*

*Ken W Parry*

*Graduate School of Management*

*Griffith University*

This paper responds to Gardner & Avolio's (1998) invitation to bring the dramaturgical perspective to bear on the analysis of charismatic leadership. Taking this paper as our lead, we argue that leadership researchers have much to gain by considering dramaturgical analysis as a research method that can yield novel insights into the general field of leadership studies. An inclusive and up-to-date roadmap of this fascinating genre is provided which includes a description of the four most influential sub-genres of dramatism: Burke's system of dramatism; Goffman's dramaturgy; Turner's social drama analysis and Bormann's fantasy theme analysis. The paper describes the relevance that each of these four sub-genres has for leadership research and it explores how each genre could be applied in empirical studies.

**Keywords:** Leader, followers-audience, organizational theatre, dramaturgical analysis, leadership research

## A resource based view of Palliative Care Teams

*Roger Jenkins*

*Faculty of Business  
University of Technology,  
Sydney  
[roger.jenkins@uts.edu.au](mailto:roger.jenkins@uts.edu.au)*

*Graydon Davison*

*College of Law and Business  
School of Management  
University of Western Sydney  
[g.davison@uws.edu.au](mailto:g.davison@uws.edu.au)*

*Paul Hyland*

*Faculty of Law and Business  
Central Queensland University  
[p.hyland@cqu.edu.au](mailto:p.hyland@cqu.edu.au)*

Much has been written on the practice of managing operations in the manufacturing sector and, increasingly, in the service sector. The focus of much of this work is still however on those organizations motivated by the need to compete and generate a profit. The existing literature on the strategic management of operations may well have failed to influence many managers in the field. This paper attempts to look at the role of managing operations in what may be an even more difficult field, the area of palliative care in not-for-profit organizations. It is possible to think of the organization as a productive function, and this may ground one approach to strategizing within the operations function. An alternative perspective conceptualises the organisation as a governance structure, and in this form, the process of strategizing within the operations function is problematic. This paper reviews the role of managing operations, based heavily on the resource based view of the organisation, and uses material based on the experiences in palliative care organisations to illustrate aspects of strategizing within the operations function.

**Keywords:** Operations, RBV, Healthcare

## **The theoretical and practical challenges of strategic management in public sector environments: rationality and the new machiavellianism?**

*Dr Judy Johnston*

*School of Management, University of Technology, Sydney, Australia*

*Email: judy.johnston@uts.edu.au*

Quinn (1980) Mintzberg (1987; 1989; 1994) and Bryson (1990) suggest that the theoretical and conceptual understanding of strategic management may be enhanced by analysis, which explores patterns of organizational strategic action. Therefore, unidentified, emergent patterns of strategic management may be as important as those defined through formal and rational-normative strategic planning models. Using an empirical study undertaken during the 1990s (Johnston, 2002) on governments and public sector organizations in Canada and Australia, this paper attempts to determine whether analysis of political patterns of strategic management, beyond and including rational-normative interpretation, does provide deeper knowledge about theory and practice than currently exists.

**Keywords:** Public sector management, strategic management

## **Work stress: do employee empowerment and social support matter?**

*Dr Therese A. Joiner*

*School of Business*

*La Trobe University*

*Bundoora, Australia, 3086*

*Email: t.joiner@latrobe.edu.au*

*Dr Timothy Bartram*

*School of Business*

*La Trobe University*

*Bundoora, Australia, 3086*

*Email: t.bartam@latrobe.edu.au*

In this study, we surveyed 157 nurses at a private hospital in Melbourne to examine the role of social support and empowerment in the reduction of work stress among Australian nurses. Our findings reveal that social support, derived from either the supervisor or work colleagues, is negatively associated with the main work stressors, such as role conflict, role ambiguity, work overload and resource inadequacy. Empowerment, too, is negatively associated with the main work stressors, apart from work overload. Finally, we discuss the contributions of this study and implications for research and practice in health sector management.

**Keywords:** Empowerment, social support, work stress, nurses.

## Using critical stakeholder analysis to unpack complexity: the case of globalisation

*Dr Marc T. Jones*  
*Department of Business*  
*Macquarie University*  
*Sydney NSW 2109 Australia*  
*61-2-9850-8453(ph) 61-2-9850-8586(fx)*  
*'marc.jones@efs.mq.edu.au'*

'Globalisation' is a ubiquitous yet highly elusive term. The debate on the content and meaning of globalisation is still waged largely in binary terms – e.g., globalisation is understood *either* as increasing standardisation *or* as increasing difference. The argument presented here is that the effects of globalisation are best understood in terms of three sets of simultaneous contradictions: convergence *and* divergence, inclusion *and* exclusion, and centralisation *and* decentralisation. These contradictions can be fruitfully 'unpacked' and examined through *critical stakeholder analysis*, a technique which focuses on structural (vs. transient) commonalities and differences among key stakeholder groups. Such an approach yields an increased level of understanding necessary for effective strategy formulation for organisational actors in corporate, governmental, and other sectors. This increased understanding can then promote more open communication between these groups in order to address some of the distributional inequities associated with globalisation.

## Graduates' perceptions of university study and it's contribution toward the development of workplace competence

*Alan Richardson,*  
*School of Management,*  
*Queensland University of Technology,*  
*Brisbane, Australia*  
*[a.richardson@qut.edu.au](mailto:a.richardson@qut.edu.au)*

*Boris Kabanoff*  
*School of Management,*  
*Queensland University of Technology,*  
*Brisbane, Australia*  
*[b.kabanoff@qut.edu.au](mailto:b.kabanoff@qut.edu.au)*

A high level of personal capacity and relevant professional competence and skills is essential for a graduate's successful transition into the workplace. The extent to which graduates attribute the success of this transition to their university study can be gauged from feedback they give regarding their university experience and their employment outcomes. This research outlines the development of a new scale based on an analysis of graduates' responses to the open-ended questions of the Course Experience Questionnaire (CEQ). The new, seven-item Workplace Skills Development scale when added to the CEQ and used to survey graduates from three Australian universities proved to be a reliable measure of a graduates' perception of the relevance of their studies to the skill demands of their workplace. This scale provides a unique graduate survey instrument that contributes to benchmarking and quality assurance processes for any educational institution. An analysis of management graduates compared to graduates from all disciplines supports its relevance for both groups and also shows a strong correlation with graduate satisfaction.

**Keywords:** University graduates, workplace skills, course satisfaction



## Knowledge communication in the client consultant relationship

*Matthew Groves*  
*UQ Business School, University of Queensland*

*Dr Jessica Kennedy*  
*(School of Management, Central Queensland University,*  
*[j.kennedy@cqu.edu.au](mailto:j.kennedy@cqu.edu.au)*

The ability to communicate knowledge across organisational boundaries is considered a significant determinant of organizational success. Using an individual level of analysis, this empirical study analyses the effects of shared codes and language, two-way communication, frequency of communication, absorptive capacity and knowledge complexity on the knowledge flow between consultants and clients. Queensland based geological consultants completed a questionnaire reporting on their experiences with clients. The hypotheses were tested using multiple regression. The results indicate that two-way communication, frequency of communication and shared codes and knowledge are related to communication success.

**Keywords:** Knowledge, Communication, Consulting

This paper focuses on successfully capturing the benefits of external knowledge sourcing by examining aspects of communication that facilitate knowledge flow between client and consultant. This paper breaks from the more traditional qualitative research paradigm within this field (Spender & Grant, 1996) by using a quantitative approach. It adopts an individual level of analysis, consistent with the view that the primary role of the firm is to provide an environment conducive to the development of individual specialist knowledge and to develop mechanisms to integrate the knowledge of these individual specialists (Becerra-Fernandez & Sabherwal, 2001; Grant, 1996b, 1996a, 1997; Holtshouse, 1998; McConnell, 1989).

## Predicting selling behaviour profiling using soft computing agents

*Dr Rajiv Khosla*  
*School of Business*  
*La Trobe University*  
*Melbourne, Victoria 3086 Australia*  
*Email: [R.Khosla@latrobe.edu.au](mailto:R.Khosla@latrobe.edu.au)*

*Tharanga Goonesekera*  
*School of Business*  
*La Trobe University*  
*Melbourne, Victoria 3086 Australia*  
*Email: [T.Goonesequera@latrobe.edu.au](mailto:T.Goonesequera@latrobe.edu.au)*

Salesperson recruitment is a critical task for most organizations. Existing approaches for salesperson recruitment primarily rely on interviews. Some organizations also include personality testing based on psychometric techniques. The high turnover of salesperson in the industry suggests limited success of these procedures. Additionally, existing approaches lack benchmarking methods and do not adapt well to cultural changes across different industries and countries. In this paper we describe an Adaptive Salesperson Recruitment System (ASRS) based on intelligent soft computing agents for predicting selling behaviour category. The ASRS has the ability to benchmark as well as learn selling behaviour patterns in different types of industries and countries.

**Keywords:** recruitment, behaviour profiling, salesperson, intelligence, soft computing, fuzzy-k-means

## Helping business students find their way: the *Q Manual* as a transitional tool

*Glenda Crosling*

CeLTS, Faculty of Business and Economics, Monash University

*Nell Kimberley*

Department of Management, Faculty of Business and Economics, Monash University

Email: [Glenda.Crosling@buseco.monash.edu.au](mailto:Glenda.Crosling@buseco.monash.edu.au); [Nell.Kimberley@buseco.monash.edu.au](mailto:Nell.Kimberley@buseco.monash.edu.au)

*Assoc. Prof Ian Ward*

Department of Economics, Faculty of Business and Economics, Monash University

Email: [Ian.Ward@buseco.monash.edu.au](mailto:Ian.Ward@buseco.monash.edu.au)

There is much awareness in the Australian higher education community that the student cohort has substantially altered over the last decade. In response to these changes a study skills manual, the *Q Manual*, has been developed by the Faculty of Business and Economics at Monash University and made available since 1993. On recognition that the needs of students may have altered, an extensive evaluation of the manual has recently been completed. This was achieved through a survey of 1499 students across five campuses. In presenting the results of this evaluation in this paper, current information on students' academic needs in their studies is provided, including those of international and post-graduate students. We provide suggestions for those wishing to develop a similar transitional tool.

**Keywords:** student diversity, learning, transition tools

## An exploratory study of the manufacturing strategy process in practice

*Senevi Kiridena*

School of Management, University of Western Sydney, Australia

Email: [s.kiridena@uws.edu.au](mailto:s.kiridena@uws.edu.au)

*Dr Maruf Hasan*

School of Mechanical & Manufacturing Engineering, University of New South Wales, Australia

Email: [m.hasan@unsw.edu.au](mailto:m.hasan@unsw.edu.au)

This paper reports the findings of two pilot case studies undertaken as part of a qualitative inquiry into the manufacturing strategy process in practice. A conceptual process model of manufacturing strategy was used as the theoretical basis for pre-structured case research. The field study explored strategy formation in two organizations with a view to gaining an improved understanding of the process parameters. While acknowledging the complexity of the manufacturing strategy process in practice as uncovered through some recent research, the study provided important new insights towards operationalizing available concepts. Constructs of the conceptual model were clearly present within the decision processes studied and the influence of contextual factors on the strategy process was confirmed.

**Keywords:** manufacturing strategy, process model, qualitative inquiry

## 2001 – an odyssey through organizational change

*Dr Christina Kirsch*

*Department of Management University of Wollongong, Wollongong, Australia*

*Email: [nkirsch@uow.edu.au](mailto:nkirsch@uow.edu.au)*

An increasingly competitive globalized market has forced companies to improve their productivity. Organizational change has become routine to organizations on the quest for continuous improvement. Yet, there is little empirical evidence of what changes are actually instilled by those projects and how sustainable these are over time. This project is a longitudinal quantitative study of the changes in work design and social relations during a large-scale organizational change project over a period of two years. The results show that although the work design in most departments changed only slowly, the organisational change project had a major effect on social relations at work. The increased quality of collaboration between workers provides a good basis for future changes in work design.

**Keywords:** Organizational Change, Evaluation, Work Design

## Application of strategic frameworks: investigation of a key strategy process

*Dr Paul Knott*

*Department of Management, University of Canterbury, Christchurch, New Zealand*

*Email: [paul.knott@canterbury.ac.nz](mailto:paul.knott@canterbury.ac.nz)*

This paper develops the proposal that the process by which a strategy framework is enacted is as significant to the final outcome as the content validity of the framework itself. It highlights how frameworks can constrain thinking, and how they may be interpreted in detrimental ways. It explains these problems in terms of the need for complex interpretation to fit frameworks to problems, and relates the consequences of failed adoption to a life-cycle of management frameworks.

The paper reports on a small empirical study whose results support the notion that users typically have distinct preferences, or areas of strength and weaknesses, in relation to framework interpretation. From this a putative set of dimensions and profiles are developed for use in analysis of the interpretation process.

**Keywords:** strategy, practice, framework, interpretation, enactment, lifecycle

## **Electronic and face to face learning: differences in the academic achievement of post graduate business students**

*Dr Richard K. Ladyshevsky*

*Graduate School of Business, Curtin University of Technology, Perth, Australia)*

*Email: ladysher@gsb.curtin.edu.au*

The use of information technology in higher education has increased significantly over the years. There is a paucity of controlled research which examines differences in electronic learning (EL) and face to face (F2F) learning. This study examined student (n = 1401) performance (final grade) in nine units offered in both F2F and EL mode over the course of two years. The effect of age and gender was also considered. Students, on average, did better in the EL mode although at the individual unit level there were minimal if any significant differences. Age and gender did not appear to moderate performance in any way except for those students under 33 who did better, on average, in the EL mode. The implications for teaching and learning in virtual mediums are discussed.

**Keywords:** Elearning, Online Learning, Computer Mediated Instruction, Management Education

## **Meeting the challenge of teaching and learning: professional academic developers v. practicing facilitator?**

*Dr Irene Tempone*

*Swinburne University of Technology, Melbourne, Australia, 3122*

*itempone@swin.edu.au*

*Dr Barbara Lasky*

*Swinburne University of Technology, Melbourne, Australia, 3122*

*blasky@swin.edu.au*

Changing funding requirements at the national and local university level, coupled with a university restructure, created a challenge for academic managers. One response by a School of Business in a small, traditionally teaching based university was, among other strategies, to create the position of Educational Development Facilitator/Coordinator (EDF/EDC). This paper tracks the development of the role of the EDF/EDC and its adaptation to the changing needs of academics both in the fields of research and teaching, and considers this development within the literature on academic development as the EDF/EDC is a practicing academic, not a professional academic developer. This EDF/EDC leads by example, bringing current educational research and personal teaching insights to the role, in an effort to assist academics in the School to face the challenge of enhancing learning and teaching and managing different funding models. Utilizing action learning techniques, where the researchers are also the researched, the authors, one of whom is the EDF/EDC in question, reflect on the role as it has developed over the last four years, identifying both positive outcomes and negative issues, and highlighting areas of future research.

**Keywords:** educational/academic development, action research

## **The perceived usefulness of performance information in Australian public sector**

*Dr Janet Lee*

*School of Business and Information Management,  
The Australian National University, Canberra, Australia  
Email: Janet.Lee@anu.edu.au*

*Mr Gregory B Fisher*

*School of Business and Information Management,  
The Australian National University, Canberra, Australia  
Email: Greg.Fisher@anu.edu.au*

This paper presents the results of an empirical study of the opinions of senior managers in public sector entities in Australia regarding the usefulness of performance information indicators to their decision making. Specifically we explore the role of financial, efficiency, service standard, effectiveness, output and outcome measures in facilitating program evaluation, determining resource allocation, improving efficiency of service delivery and improving quality of service delivery. Effectiveness and output measures were considered highly useful for most decisions. Despite the emphasis on outcome in government policy, this measure was not consistently seen as useful by the managers surveyed. Policy implications and suggestions for further research are discussed.

**Keywords:** Accountability, performance indicators, public sector, outcome

## **The decision to participate in study abroad programmes: the importance of attitudinal factors and cultural background**

*Dr Therese A Joiner*

*School of Business, La Trobe University, Bundoora, Australia, 3086  
T.Joiner@latrobe.edu.au*

*Lynne Leveson*

*School of Business, La Trobe University, Bundoora, Australia, 3086  
L.Leveson@latrobe.edu.au*

The increasing trend for the globalization of business has highlighted the need for a better understanding of the factors that influence levels of intercultural awareness within organizations. Within the higher education sector, one initiative that aims to address this issue is the tertiary student exchange program. This paper reports on a study that investigates factors that influence students' propensity to engage in these programs. It identified certain personality and cultural background characteristics that are associated with such a propensity. The implications of this for education in the business and international management field are discussed.

**Keywords:** management education; exchange programs; intercultural awareness.



## **Human resource management, plant closure and unexpected outcomes: Evidence from an Australian case study**

*John Lewer*

*Newcastle Business School, University of Newcastle, Callaghan, Australia*

*Email: mgjl@alinga.newcastle.edu.au*

Using a case study methodology, this paper analyses the 1999 closure of Broken Hill Propriety Limited's (BHP) integrated steelworks at Newcastle on Australia's eastern seaboard. The closure followed two decades of technological and workplace restructuring which had dramatically reduced the workforce from 12,000 to less than 4,000 and almost tripled labour productivity. After the closure announcement, the highly unionised workforce sustained not only pre-existing efforts, but also often remarkably broke many production, quality and human resource management key performance indicator records. Evidence from the literature suggests that an explanation of this unexpected phenomenon is yet to be found. The paper argues that, in this case, much of the improved performance turned on the extensive management interventions used by the company in the wind-down period to closure.

**Keywords:** human resource management, steel industry case study, close-down effect

## **Managerial work roles, influence tactics, and commitment -a study on organizations in Western Japan**

*Dr Lrong Lim*

*Department of Business Administration, Kagawa University, Japan*

*Email: lrong@ec.kagawa-u.ac.jp*

*Dr Hiroaki Itakura*

*Department of Business Administration, Kagawa University, Japan*

*Email: itakura@ec.kagawa-u.ac.jp*

We examine the relationships between managerial work roles and influence tactics, and between influence tactics and organizational commitment. Results revealed that the four work roles (vision setter, motivator, analyzer, and taskmaster) used all the four types of influence tactics specific to the Japanese context (firm's authority, role model, personal development, and open communication and socialization). Upon closer scrutiny, all work roles rely primarily on firm's authority, followed by role model. Firm's authority has significant relationship with affective commitment while role model has significant relationships with affective, continuance, and normative commitment. No significant relationship exists between commitment and personal development, and open communication and socialization.

**Keywords:** managerial work roles, influence tactics, organizational commitment, Japan

## **Investigating the relationship of the opportunity formulation process and Japanese Venture Capitalist Performance**

*Noel J Lindsay  
Centre for the Development of Entrepreneurs  
University of South Australia*

This exploratory research examines the relationship between the opportunity formulation process of Japanese venture capitalists and performance. The underlying dimensions of opportunity formulation are opportunity identification or search, perceived alertness to opportunities, underlying causes of opportunities, and opportunity evaluation. Venture capital performance was related to opportunity causes but not identification, perceived alertness, or opportunity evaluation. As such, the results suggest that venture capitalists need to focus on understanding the fundamental attributes of opportunity causes so that they are in a better position to recognise opportunities. The research makes a contribution by extending current theory to an eastern business environment. Most entrepreneurship research focuses on western countries.

## **Challenges and solutions for culturally diverse work teams**

*Shannon L. Lloyd  
Department of Management Monash University, Melbourne, Australia  
Email: shannon.lloyd@buseco.monash.edu.au*

*Debra P. Panipucci  
Department of Management Monash University, Melbourne, Australia  
Email: debra.panipucci@buseco.monash.edu.au*

*Charmine E. J. Härtel  
Department of Management Monash University, Melbourne, Australia  
Email: charmine.Härtel@buseco.monash.edu.au*

Within culturally diverse teams, resources are often under-utilised due to the attraction of team members to individuals they perceive to be similar to themselves which causes group segregation and the subsequent exclusion of dissimilar individuals from task and/or social exchanges. This paper contributes to the management literature by showing how cultural diversity can affect work teams and by identifying some of the key intercultural competencies required to achieve team inclusion and effectiveness. Namely cognitive complexity, dissimilarity openness and intercultural communication competence and cultural knowledge and understanding.

**Keywords:** Diversity, Intercultural Competencies, Perceived Dissimilarity, Intrateam Process, Work Teams, Exclusion.

## The right people to reshape an industry

*Dr Beverley Lloyd-Walker*

*School of Management, Victoria University, Melbourne, Australia*

*Email: [Beverley.Lloydwalker@vu.edu.au](mailto:Beverley.Lloydwalker@vu.edu.au)*

The Australian construction industry employs a large number of people within both large firms and small, owner-operated businesses. The industry confronts challenges as it increases its move into Asia and other parts of the world. Government-supported WasteWise Construction and Construction and the Environment programs highlight the need for new ways of working. The highly successful strategic alliance formed to build the National Museum in Canberra points to new work structures.

Innovation diffusion in the Australian construction industry is currently being viewed as a priority. To support initiatives coming out of research in this area, it has been identified that the industry will need to consider the quality and type of employees required to reshape the industry. Attracting, motivating and retaining quality staff at management, professional and tradesperson level will be required. This paper considers the challenges confronting the industry into the future.

## How can the resource based view help ICT research investigate performance differences in firms?

*Karyn Long*

*University of Waikato Management School, Hamilton, New Zealand*

*Email: [karyn@waikato.ac.nz](mailto:karyn@waikato.ac.nz)*

*Dr Jim Corner*

*Dr Stephen Bowden*

*University of Waikato Management School, Hamilton, New Zealand*

Significant levels of interest and spending on ICT resources have triggered debate as to whether these investments pay off. This paper presents a call for work examining the effects of such investments. We recommend a resource based study of ICT investments which would allow specific sources of value to be identified along with the examination of how these valuable resources were created. We suggest a RBV study of ICT investments which utilizes aspects of the three streams of RBV research that exist today. These aspects coupled with recent advances in RBV empirical work provides a new way to examine ICT investments, and a new way of understanding how firms generate competitive advantages from their ICT investments.

**Keywords:** Competitive Advantage, Resource Based View, Information and Communication Technologies

## **Life cycle benchmarking of rework in construction projects**

*Professor Peter E.D. Love*

*We-B Centre, School of Management Information Systems, Edith Cowan University,  
Joondulap WA 6027, Australia,  
Email: [p.love@ecu.edu.au](mailto:p.love@ecu.edu.au)*

There have been several calls from the Australian government to improve the performance of the construction industry. A lack of available benchmark metrics has made it difficult, if not impossible, for organizations to identify areas to target for process improvement. A significant factor that has been found to contribute to poor organizational and project performance is rework. In addressing this issue, this paper proposes a generic framework for benchmarking rework at the interfaces of a project's life cycle is proposed.

**Keywords:** Construction, interface, learning, life cycle, rework

## **Influence of project characteristics and project management practices on rework in construction projects: a multivariate analysis**

*Professor Peter E.D. Love*

*We-B Centre, School of Management Information Systems, Edith Cowan University,  
Joondulap WA 6027, Australia,  
Email: [p.love@ecu.edu.au](mailto:p.love@ecu.edu.au)*

*Professor Amrik Sohal*

*School of Management, Faculty of Business and Economics, Monash University  
Caulfield, VIC 30  
Email: [amrik.sohal@buseco.monash.edu.au](mailto:amrik.sohal@buseco.monash.edu.au)*

Rework has become an endemic feature of construction projects and yet factors that influence its occurrence remain an enigma. Using a structured questionnaire survey, the causes and costs of rework in 161 Australian construction projects were identified. Respondents were invited to indicate direct and indirect rework costs that would be subsequently combined to produce a total rework cost figure. Stepwise linear multiple regression analysis was then used to determine those significant variables that contributed or lead to a reduction in total rework costs for the projects sampled. Client initiated changes and ineffective use of information technology by the design professionals were identified as being significant variables contributing to rework occurrence. Contrary to a priori presupposition, design scope freezing was also identified as being a significant factor that can contribute to rework.

**Keywords:** Australia, multiple linear regression, rework, direct and indirect costs

## **The ethical perceptions of a Malaysia public university student: a factorial analysis of academic performance and ethical perceptions**

*Low Hock Heng*

*Faculty of Management and Human Resource Development,  
Universiti Teknologi Malaysia, Skudai, Malaysia  
Email: h2low@utm.my*

*Lekha Laxman*

*Faculty of Management and Human Resource Development,  
Universiti Teknologi Malaysia, Skudai, Malaysia  
Email: lekha@utm.my*

*Maisarah Saat*

*Faculty of Management and Human Resource Development,  
Universiti Teknologi Malaysia, Skudai, Malaysia  
Email: maihakim@utm.my*

The objective of this study is to determine the ethical perceptions of Malaysian public university students. It also aims to determine the factors related to students' ethical perception and the relationship between these factors and their academic ability. The final year students from a Malaysian public university were chosen in this study. Instruments obtained from the Ethics Resource Center were adopted and modified for this study. Findings indicated that students' academic performance has an impact on their ethical perceptions.

**Keywords:** Ethical Perceptions, Ethics, Codes of Practice, Education, Malaysia

## **Convergence and divergence in the impact of transformational and transactional leadership on employee perceptions of justice and organizational commitment in the Peoples Republic of China and the USA**

*Kevin B. Lowe  
Bryan School of Business and  
Economics, University of North  
Carolina – Greensboro, USA  
kblowe@uncg.edu*

*Bradley L. Kirkman  
Dupree College of  
Management, Georgia Institute  
of Technology, USA  
brad.kirkman@mgt.gatech.edu*

*George Z. X. Chen (何志祥)  
School of Business,  
Hong Kong Baptist University,  
Hong Kong  
georgezx@hkbu.edu.hk*

The purpose of the present study is to investigate an input-process-outcome (McGrath, 1984) model with transformational and transactional leadership behavior as input, procedural and distributive justice as intermediary process, and normative and affective organizational commitment as outcomes in the Peoples Republic of China (N=309) and the United States (N=368). Following prior research (Moorman, Blakely, and Niehoff, 1998) we test for organizational support as a mediator of the justice to outcome relationship. Finally, given the importance of individualism/collectivism for understanding cross-cultural research (Earley & Gibson, 1998) we also test for the mediating effects of Co-Worker Support.

**Keywords:** Leadership, Cross Cultural, International, Justice, Commitment

## Gurus, knowledge, self and organization

*Dr Sid Lowe*  
*Reader,*  
*Kingston Business School,*  
*Kingston University*  
*Kingston Hill,*  
*Kingston upon Thames*  
*Surrey KT2 7LB*  
*S.Lowe@kingston.ac.uk*

*Dr Adrian N. Carr*  
*Principal Research Fellow,*  
*School of Applied Social and*  
*Human Sciences,*  
*University of Western Sydney,*  
*AUSTRALIA*  
*a.carr@uws.edu.au*

*Dr Lorraine Watkins-Mathys*  
*Head of School,*  
*Business Strategy & Operations*  
*Faculty of Business*  
*Kingston University*  
*Kingston Hill,*  
*Kingston upon Thames*  
*Surrey KT2 7LB*  
*L.Watkins@kingston.ac.uk*

In tracing the development of the hermeneutics of the technologies of self, Foucault (1988) maintained that each type of technology, knowledge or truth game is associated with a certain kind of domination and management. In this paper, we argue that, some re-emergence of the importance of 'taking care of yourself' is evident and desirable. It is proposed that the potential for 'being/well' through wisdom can be further promoted, for individuals and organizations, through Eastern philosophies such as Buddhism rather than Gurus and consultants. Buddhism is seen as enabling the transcending rather than rejecting of self. Gurus and consultants by contrast are seen as playwrights and stage directors in the power-drama of the production of the meaning of management.

**Keywords:** Gurus, knowledge, self, organizations, metaphors, postmodernism

## Are Australian knowledge workers prepared to go the 'extra mile'? OCB in an Australian context

*Elvira Luca*  
*Department of Management*  
*Faculty of Business and Economics*  
*PO Box 197, Caulfield East, Victoria 3145 Australia*  
*Phone: +61 3 9903 2046 Fax: +61 3 9903 2718*

This paper examines Organizational Citizenship Behavior (OCB) among knowledge workers in an Australian public sector environment. Little research has examined the applicability of OCB in countries other than the US. The contribution of this paper to management literature addresses this gap. The OCB scale developed by Podsakoff, McKenzie, Moorman, and Fetter (1990) was used to survey 31 managers who reported on the OCB of 108 employees. The results indicate that the discretionary contribution of knowledge workers to organizational performance remains unclear. Theoretical and practical implications and suggestions for future research are discussed.



## **Managerial competencies and organizational capabilities in striving for continuous innovation**

*Dr Paul W. Hyland*  
Associate Professor,  
School of Management,  
Faculty of Business and Law  
Central Queensland University,  
Australia  
[p.hyland@cqu.edu.au](mailto:p.hyland@cqu.edu.au)

*Dr Paolo Boccardelli*  
Assistant Professor,  
Department of Management  
Luiss Guido Carli University,  
Italy  
[pboccard@luiss.it](mailto:pboccard@luiss.it)

*Dr Mats G. Magnusson*  
Associate Professor,  
Department of Innovation  
Engineering and Management  
Chalmers University of  
Technology, Sweden  
[matmag@mot.chalmers.se](mailto:matmag@mot.chalmers.se)

Organisations are being told they need to improve their dynamic capabilities and increase their capacity to grow in an increasingly dynamic environment. Knowledge-based industries are increasingly competing on the basis of their knowledge resources. R&D and new product development activities are dependent on knowledge-based resources. This paper draws together work on learning behaviours, capabilities and capacities and shows how these can be linked to a competitive position for knowledge-based activities. Using empirical data collected for a European-Australian study on continuous innovation in new product development, this research demonstrates how bundles of learning behaviours create organisational capabilities.

## **A comparison between New Zealand and South Africa of current human resources capabilities including priorities for 2010**

*Prof P.S. Nel*  
School of Management and  
Entrepreneurship  
UNITEC Institute of Technology  
Private Bag 92025, Auckland,  
New Zealand  
Tel: 64 9 815 4321 ext 7026  
Cel: 00 64 21 649 414  
Fax: 64 9 815 4374  
[pnel@unitec.ac.nz](mailto:pnel@unitec.ac.nz)

*Mr R. Noel Burchell*  
School of Management and  
Entrepreneurship  
UNITEC Institute of Technology  
Private Bag 92025, Auckland,  
New Zealand  
Tel.: 64 9 815 4321 ext 7014  
Fax: 64 9 815 4374  
[nburchell@unitec.ac.nz](mailto:nburchell@unitec.ac.nz)

*Prof A.E. Marx*  
Department of Business  
Management  
Faculty of Economic and  
Management Sciences  
University of Pretoria, Pretoria,  
South Africa  
Tel.: 012 420 3392 (work)  
Cel: 083 337 0784  
Fax: 012 362 5198  
[Aemarx@hakuna.up.ac.za](mailto:Aemarx@hakuna.up.ac.za)

The high level of global business competition necessitates that human resources staff possess relevant capabilities in order to maximise the bottom line. Human resources staff capabilities required for 2010 are compared via an empirical study amongst members of the New Zealand and South African Institutes concerning human resources. The study was conducted to determine similarities and differences between the two countries based on surveys undertaken in 2000 and 2002 respectively. From the analysis of the results it is clear that computer literacy and anticipating internal and external changes are top capabilities required in both countries for the next decade.

**Keywords:** Human resources capabilities, New Zealand, South Africa, empirical

## Resolving problems of tacitness and absorptive capacity in international knowledge management

*Dr Peter Massingham*

*School of Management, Marketing and Employment Relations, University of Wollongong,  
Wollongong, Australia*

*Email: peter\_massingham@uow.edu.au*

One of the major challenges facing firms involved in international business is knowledge management. Increasingly, the way knowledge is transferred across geographic boundaries is seen as a source of competitive advantage. This paper explores key factors creating problems in international knowledge transfer: tacitness and absorptive capacity. Both of these factors are discussed separately and then integrated into a conceptual framework to explain how to manage effective knowledge transfer in an international context. A set of managerial implications, based on a qualitative assessment derived from a case study analysis, is also discussed. It is framed as the managerial practices necessary to establish effective knowledge transfer in international business. Conclusions are drawn about the complexity of international knowledge transfer.

**Keywords:** knowledge management, tacitness, absorptive capacity

## Developing competitive advantage through e-recruitment: evidence from Australia and New Zealand

*Dr Susan Mayson*

*Department of Management  
Monash University*

*susan.mayson@buseco.monash.edu.au*

*Adrian Storen*

*Department of Management  
Monash University*

*adrian.storen@buseco.monash.edu.au*

Sourcing and attracting high quality job candidates has been identified in the HR literature as an area of strategic importance in developing and sustaining competitive advantage. Technologically sophisticated recruitment systems based on Internet technologies potentially enhance firms' ability to increase the effectiveness of their recruitment activities by lowering costs and increasing the size and quality of the applicant pool. This paper outlines the findings of an exploratory study that aimed to find out the extent to which Australian and New Zealand recruitment consultants' use Internet-based recruitment methods (e-recruitment), their reasons for doing so and their perceptions of the advantages and disadvantages of these practices. The evidence suggests that consultants' use of e-recruitment methods focuses on time and cost savings rather than a more strategic approach of developing sophisticated integrated and effective recruitment systems.

**Keywords:** Strategic HRM, Virtual HRM, E-recruitment

## **Strategic networking among small high technology firms: evidence from the Western Australian ICT sector**

*Dr Tim Mazzarol*

*Centre for Entrepreneurial Management and Innovation  
Graduate School of Management, University of Western Australia  
35 Stirling Highway, Crawley, WA 6009  
Tel: 618 9380-3981 Fax: 618 9380-1072  
Email: [mazzarol@gsm.uwa.edu.au](mailto:mazzarol@gsm.uwa.edu.au)*

Strategic networks are a potentially valuable source of competitive advantage for firms, offering access to resources that might not be otherwise available within the organization. Such networks have also been found to enhance the flow of ideas between firms and thereby increase the level of innovation within industry. Small firms can fill resource gaps and leverage market opportunities through collaboration. This paper examines the strategic networking behaviour of small firms in the information and communications technology (ICT) sector of Western Australia. It highlights the importance of developing strong alliances with lead customers and key suppliers, as well as resource network partners. The need for inter-personal communication and social relationships as a means of driving innovation diffusion is highlighted.

**Keywords:** Strategic Networks, Small Firms, Innovation, and Information Technology.

## **What stakeholders value in corporate reputations: an exploratory study in the Australian Mineral and Resources Sectors**

*Annabel Mazzella*

*School of Marketing, Tourism and Leisure, Edith Cowan University, Australia  
Email: [riverhouse@optusnet.com.au](mailto:riverhouse@optusnet.com.au)*

*Dr Xueli (Charles) Huang*

*School of Management, Edith Cowan University, Australia  
Email: [x.huang@cowan.edu.au](mailto:x.huang@cowan.edu.au)*

Developing ways to enhance corporate reputation across diverse stakeholder groups is a major challenge for management and marketing professionals. As such, this exploratory study identifies what stakeholders value in corporate reputations in Western Australia's substantial mineral and resources sectors. Based on the study findings, the paper also proposes a values-based conceptual model to aid the corporate reputation management process. Furthermore, through the focus group and in-depth interview sessions, an extra dimension of corporate reputation is discovered - a normative value - 'doing it by the book'. This research answers a call in the literature to investigate the interrelationships between reputation and its referents. It also has important implications for the future study and practice of corporate reputation management.

**Keywords:** Reputation management, Corporate values, Stakeholder communication.

## The measurement of trust in inter-organisational networks: a conceptual framework and research design

*Dr Ken Reed*

*Deakin Business School, Deakin University,  
Victoria, Australia  
Email: [kreed@deakin.edu.au](mailto:kreed@deakin.edu.au)*

*Dr Betsy Blunsdon*

*Deakin Business School, Deakin University,  
Victoria, Australia  
Email: [betsyb@deakin.edu.au](mailto:betsyb@deakin.edu.au)*

*Dr Steven McEachern*

*University of Ballarat, Victoria, Australia  
Email: [s.mceachern@ballarat.edu.au](mailto:s.mceachern@ballarat.edu.au)*

*Ms Nicola McNeil*

*Bowater School of Management & Marketing,  
Deakin University, Victoria, Australia  
Email: [mcneil@deakin.edu.au](mailto:mcneil@deakin.edu.au)*

The aim of this paper is to outline a conceptual model and research design for measuring trust in inter-organisational networks which has the potential to be a ‘blueprint’ for a large-scale, multilevel study of trust in networks. Inter-organisational networks are increasingly recognised as a means to achieve economic and social exchange yet, how these networks operate is less widely understood. Trust is widely identified as being essential to the functioning of networks forms of organisation. In order to analyse trust in networks the Social Relations Model (Kenny 1994) of interpersonal perception is applied here. Insights from this model are used to specify relevant components of trust; and extended by incorporating measures of trust at the level of the work group.

**Keywords:** inter-organisational network; trust; multi-level theory; social relations model

## Information integration within the Australian tourism industry: a proposed approach

*Professor G. Michael McGrath*

*School of Information Systems, Victoria University, Melbourne, Australia  
Email: [michael.mcgrath@vu.edu.au](mailto:michael.mcgrath@vu.edu.au)*

*Professor Elizabeth More*

*Deputy Vice Chancellor, University of Canberra, ACT, Australia  
Email: [elizabeth.more@canberra.edu.au](mailto:elizabeth.more@canberra.edu.au)*

Tourism is vital to the economies of most countries worldwide (developed and less-developed). Advanced Destination Marketing Systems (DMS) are essential if a country’s tourism infrastructure, facilities and attractions are to receive maximum exposure. A necessary prerequisite here is that relevant data must be captured, ‘cleansed’, organized, integrated and made available to key industry parties (e.g. travel agents and inbound tour operators). In this paper, we outline research-in-progress aimed at detecting critical issues associated with information capture and integration within the context of the Australian tourism industry. We identify the ‘Semantic Web’ (and associated initiatives) as a key enabling technology but focus on the need for a holistic approach, encompassing processes, organizational structure and people-related issues in addition to technology.

**Keywords:** Information integration, Semantic Web, tourism industry

## **The KMOLI Spiral (No, it's not a type of pasta)**

*Jeffrey J. McLean*

*Department of Management, Monash University, Caulfield, Australia  
Jeff.McLean@BusEco.monash.edu.au*

*Liam F. Page*

*Win-Win-Group.com, Caulfield East, Australia  
mail@liampage.com*

The challenges facing today's managers are many and varied but largely consist of coping with an increasingly changeable and turbulent business environment at both the macro and micro levels. Suggested solutions to these challenges are also varied but often relate to developing strategies around the concepts of knowledge management, organisational learning, and innovation. The paper briefly examines these vital concepts and the links between them and proposes that they can be usefully integrated into one systemic meta-process (The KMOLI Spiral ©). It is suggested that this integrated meta-process is at the very heart of an organisation's core functions and capabilities. The paper also explores links between a range of current information technologies and their impact on various stages of the integrated meta-process.

**Keywords:** Knowledge Management, Organisational Learning, Innovation, Technology,

## **Complexity, strategic thinking and organisational change**

*Dr Elizabeth McMillan*

*Faculty of Technology, Open University, Milton Keynes, United Kingdom  
Email: m.e.mcmillan@open.ac.uk*

*Dr Ysanne Carlisle*

*School of Management, Open University, Milton Keynes, United Kingdom  
y.m.carlisle@open.ac.uk*

Comparative considerations of strategy from complexity paradigm and Newtonian paradigm perspectives are discussed in the light of three ideological dispositions towards the future. We term them defensive, opportunist, and goal oriented. Over the years, the strategy literature has identified a number of strategic archetypes (e.g. Miller and Freisen, 1978). What is interesting from our point of view is the patterns of reasoning that underpin them. The study of ideology has identified qualitative patterns of reasoning which underpin different types of strategic decision in both the fields of politics and strategic management. This paper considers three patterns of reasoning and considers how they relate to the complexity and Newtonian paradigms.

**Keywords:** Complexity, strategic archetypes, strategic thought patterns.

## **Work-related assessment: creating working knowledge**

*Cathi McMullen*  
*School of Marketing and Management*  
*Charles Sturt University, Bathurst, Australia*  
*Email: cmcmullen@csu.edu.au*

*Ian Braithwaite*  
*School of Marketing and Management*  
*Charles Sturt University, Bathurst, Australia*  
*Email: ibraithwaite@csu.edu.au*

Workplace learning and workplace generated knowledge are increasingly achieving greater legitimacy (Usher 2000) and wider discussion. Barnett (2000) argues that we are seeing a fundamental shift from knowledge in terms of what one knows, to knowledge in terms of what one can do.

This paper focuses on work-related assessment tasks in postgraduate marketing subjects. We argue that well designed authentic assessment tasks encourage students to apply relevant disciplinary knowledge in a familiar context, develop and enhance their generic skills and generate workplace specific knowledge.

Our discussion draws on Bloom's taxonomy to illustrate various levels of learning outcomes. Finally, we examine two postgraduate marketing subjects in light of claims made about working knowledge.

**Keywords:** Working knowledge, assessment, marketing education, postgraduate education, knowledge generation

## **Understanding the factors that are related to women's participation in international assignments: an international assignee perspective**

*Jane L. Menzies*  
*Department of Management, Monash University*  
*PO Box 197 Caulfield East Victoria 3145 AUSTRALIA*  
*Tel. (+613) 9903.1530. Fax (+613) 9903.2718.*  
*Email: jane.menzies@buseco.monash.edu.au*

This paper reports on a qualitative study that was conducted in 2001, on women international assignees. The study asked what are the factors that are related to the participation of women in international assignments. The major factors that were related to the participation of women in international assignments were informal selection processes, male dominated organisations, performance, Human Resources support, career development reasons they have limited family barriers, and they experience fear of the unknown.

**Keywords:** Women, International Assignments, Representation, Selection Processes



## **Women's reports of gender discrimination: an unlikely case of victim mentality**

*Dr Isabel Metz*  
*Department of Management*  
*The University of Melbourne*  
*Level 5, Babel Building Melbourne Victoria 3010 Australia*  
*Tel: (61) (3) 9817 3804 Fax: (61) (3) 9639 4343*  
*email: isabelmetz@netspace.net.au*

Advancement in organisations can be limited by a variety of internal and external factors. Attribution theory suggests that people are more likely to attribute failure experiences to external than internal factors. This tendency can lead to a "victim mentality", particularly in women, who have been traditionally under-represented in management. A victim mentality can be problematic because it would hinder women's efforts to address the individual factors, if these were the true barriers. Over 1000 employees in one large multinational organisation were surveyed. The results do not provide evidence of a victim mentality, because the women in this sample are strikingly similar to men in terms of work factors, including management aspirations, but report higher levels of sex discrimination and stereotypes.

**Keywords:** Women, managerial advancement, discrimination, victim mentality.

## **The structure of teleworker self-efficacy beliefs: report on a first-step analysis**

*Neville Meyers*  
*Faculty of Information Technology*  
*Queensland University of Technology*  
*GPO Box 2434 Brisbane Q4001*  
*n.meyers@qut.edu.au*  
**Phone: 61 7 3864 1926**

*Robert Thompson*  
*Faculty of Business*  
*Queensland University of Technology*  
*r.thompson@qut.edu.au*

Predicting teleworker performance is an increasingly important managerial issue. Teleworkers must be able to operate remotely from the supervisory, organisational and social support that other workers take for granted. Self-efficacy beliefs are important predictors of performance (Bandura, 1986). However, the structure of teleworker self-efficacy beliefs requires clarification. This study was designed to identify the structure of teleworker self efficacy beliefs as a first step in a program of research on teleworker effectiveness. To this end a 32-item teleworker self-efficacy scale was developed. The scale was administered to one hundred and fifty-five teleworkers. A seven factor solution accounted for almost 64% of the variance. The paper explicates the factors, provides recommendations for future research and develops implications of the study for managers.

**Keywords:** Telework, Self Efficacy

## **Employee surveillance in the electronic workplace: current issues for HR professionals**

*Neville Meyers*  
*Faculty of Information Technology*  
*Queensland University of Technology*  
*GPO Box 2434 Brisbane Q4001*  
*n.meyers@qut.edu.au*  
**Phone: 61 7 3864 1926**

Today's managers – drawing on the expertise of their IT professionals – can use technology for both effective monitoring of employee output and achieving unprecedented degrees of control of their workers. On the other hand Australian workers reportedly spend 3.6 hours per week using the Internet for personal reasons. Top Fortune 500 U.S companies have also reported losing billions of dollars because of 'cyber-loafing'. Yet workplace surveillance – taken to extremes - may impact negatively on perceived levels of trust within the organisation, contribute to employees' increased stress and decreased job dissatisfaction, and affect productivity. Highlighted are current trends in workplace privacy, key communication and control issues, the current legal climate, and ethical issues. A self-administered questionnaire for HR professionals to assess their own attitudes and values to workplace surveillance is included.

**Keywords:** Employee monitoring and surveillance , Employee privacy – Ethics

## **Management student perceptions of professional career development education**

*Dr Stephanie Miller*  
*School of Management, Victoria University, Melbourne, Australia*  
*Email: Stephanie.miller@vu.edu.au*

*Raquel Licciardi*  
*School of Management, Victoria University, Melbourne, Australia*  
*Email: Raquel.licciardi@vu.edu.au*

Universities can provide necessary assistance to young graduates about to embark upon their careers by helping them to identify employable skills and enhance their understanding of contemporary career management practices. Responding to the relatively poor employment outcomes of university graduates Victoria University in Melbourne, Australia has embarked upon a strategy of investment in career development for all students. One part of this strategy is to implement a career development subject as an elective for all students. Evaluation results show that management students perceive the subject to be extremely valuable to their career prospects. They also report benefits accruing from self-reflection and long term planning, giving them a deeper understanding of themselves and their motivations, and an enhanced understanding of their aspirations within the contemporary workplace.

**Keywords:** career development, strategic career planning, graduate employment

## **An examination of methods to create knowledge in an organisation**

*Helen Mitchell*

*School of Management and Entrepreneurship,  
UNITEC Institute of Technology, Auckland, New Zealand  
hmitchell@unitec.ac.nz*

The purpose of this paper is to explore methods in which knowledge is gained by organisations to encourage the generation of new knowledge. Words and phrases used in the literature are examined to identify whether they mean what they say, or infer actions that do not in fact occur. For organisations there is considerable value to be gained from the knowledge of their employees, no matter what words are used to describe the process.

In a research project questions asked about increasing knowledge and the sharing of knowledge. Responses of participants are given in the paper. As an observer, brief comments are made about knowledge within the merger process.

**Keywords:** Knowledge sharing, knowledge flow, knowledge exchange, communities of practice, knowledge creation

## **Antecedents to students' importance rankings of the course experience questionnaire elements**

*Ms Ann Mitsis*

*School of Management, Victoria University, Australia  
Email: [annmitsis@optusnet.com.au](mailto:annmitsis@optusnet.com.au)*

*Mr Patrick Foley*

*School of Management, Victoria University, Australia  
Email: [Patrick.Foley@vu.edu.au](mailto:Patrick.Foley@vu.edu.au)*

This study empirically examined the interrelationship between the cultural orientation of higher education business students, their learning styles, and their perception of teaching quality. A total of 364 higher education business students (54 International students), from Victoria University were sampled. Though many students saw most elements as 'extremely/very important', there was also variation between students. This variation was explained by Australian citizenship status, gender, language of instruction at the secondary level, whether the student held traditional masculine values and most importantly the degree to which they had a reflective learning style. The Reflector learning dimension was also the only learning style to directly link into the Good Teaching elements.

**Keywords:** Management Education; Quality; Business Students; Culture; Learning Styles

## **Australian corporate mission statements: prevalence and sector-specificity**

*Dr Tadayuki Miyamoto*

*School of Management, Curtin University of Technology, Perth, Australia  
MiyamotoY@cbs.curtin.edu.au.*

*Dr Alan Nankervis*

*School of Management, Curtin University of Technology, Perth, Australia  
NankervisA@cbs.curtin.edu.au.*

*Dr Richard Grainger*

*School of Management, Curtin University of Technology, Perth, Australia  
GraingerR@cbs.curtin.edu.au.*

A mission statement is one of the most widely accepted management tools. It defines a company's purpose, direction and ambition, and constitutes the foundation of strategic and operational management. Although the subject has been empirically studied progressively over the last two decades, still not much is known about an Australian companies' practice of the subject. Furthermore, despite diverse management contexts across industry sectors, the existing literature offers no knowledge on any sector-specificity of the practice. This study aims to shed some light to these unanswered questions by analysing availability of a mission statement on the website of Australia's leading 251 public companies drawn from the BRW1000 list. While generating valuable information for the research questions, study findings indicated diverse natures of businesses classified under the service sector, urging for more research on service companies for a better understanding of their management.

## **Relationship of organizational citizenship behaviour to developmental experiences: moderating role of job definitions**

*Unnikammu Moideenkutty*

*Sultan Qaboos University  
PO Box 20, Postal Code 123  
Al Khod, Sultanate of Oman  
umoideen@squ.edu.om*

Data from approximately 143 supervisor-subordinate dyads indicated that Organizational Citizenship Behavior (OCB) was positively related to developmental experiences. Results also indicated that when supervisors had broad definitions of the employee's job, the relationship between OCB and developmental experiences was non-significant. On the other hand, when the supervisor's definition of the employee's job was narrow, there was a significant positive relationship between OCB and developmental experiences reported by employees.

## The Clare Valley Screw Cap Initiative

*Brian K. Marks, School of Business and Law, Victoria University of Technology, PO Box 14428, Melbourne City MC, Victoria, 8001, Australia, +61 3 9688 4101, [Brian.Marks@vu.edu.au](mailto:Brian.Marks@vu.edu.au)*

*Wayne J. Mortensen, School of Business and Law, Victoria University of Technology, PO Box 14428, Melbourne City MC, Victoria, 8001, Australia, +61 3 9688 4526, [Wayne.Mortensen@vu.edu.au](mailto:Wayne.Mortensen@vu.edu.au)*

*Patrick Foley, School of Business and Law, Victoria University of Technology, PO Box 14428, Melbourne City MC, Victoria, 8001, Australia, +61 3 9688 4077, [Patrick.Foley@vu.edu.au](mailto:Patrick.Foley@vu.edu.au)*

This paper examines the threat to cork manufacturers of the screw cap wine seal. Launched in Australia in the 1970s, the screw cap was largely considered a failure. We examine why in 2000 a group of wine makers in the Clare Valley took on the same challenge to convert wine consumers to the screw cap. The case study provides an analysis of the key players and the reasons why today there is a growing acceptance of the screw cap wine seal.

Section one provides the background to the development of the screw cap wine seal and its failed launch in Australia. The second section outlines explanatory innovation diffusion literature. The third section presents a case study of the Clare Valley screw cap initiative. The final section is a summary of the findings and implications for management.

Keywords: innovation diffusion, wine industry, marketing, Australia

## Recognizing the strategic role of management accounting in tertiary institutions

*Anil Narayan*

*Faculty of Business, UNITEC Institute of Technology, Auckland, New Zealand*

*Email: [anarayan@gw.unitec.ac.nz](mailto:anarayan@gw.unitec.ac.nz)*

The environment in which tertiary institutions operate today has become highly dynamic and increasingly competitive. To survive and prosper, tertiary institutions have been challenged to adopt strategies and rearrange resources that are responsive to the needs of a dynamic and competitive environment. Strategic management in tertiary institutions has assumed greater importance and with it the need for a comprehensive, flexible and responsive management accounting system.

This paper argues that sole reliance cannot be placed on traditional accounting practices. Tertiary institutions need to recognize the strategic role of management accounting that will assist in creating value for a long-term sustainable growth in a dynamic, competitive education environment. This paper concludes that to fulfill the strategic role of management accounting, management accountants will require different skill sets to that of a traditional accountant.

Keywords: Dynamic environment, strategic management, management accounting system.

## **The value of voice: an attributional model of voice outcomes**

*Matthew Neale*

*School of Management, Queensland University of Technology, Brisbane, Australia  
Email: [m.neale@qut.edu.au](mailto:m.neale@qut.edu.au)*

*Kerrie L. Unsworth*

*School of Management, Queensland University of Technology, Brisbane, Australia  
Email: [k.unsworth@qut.edu.au](mailto:k.unsworth@qut.edu.au)*

An experimental study was conducted to examine the effects of voice, defined as constructive challenges to the status quo, on perceived organisational climate. Previous studies have suggested that voice can be damaging to the social climate within organisations. We hypothesised that voice would be damaging when it was attributed to self-interested motives, but that positive effects could be found when it was attributed to a genuine desire to benefit the organisation. To test this hypothesis under controlled conditions, 69 management students took the role of a new recruit in a set of organisational vignettes. Co-worker voice behaviour (present / absent) and participant attributions for the behaviour (self-interested / altruistic) were manipulated, and measures of climate and morale were taken. As expected, voice behaviour and attribution interacted, with climate outcomes being negative only when self-interested attributions were made for voice behaviour. Results suggest that voice may not always be harmful for organisations, and that when correctly managed, voice behaviour can bring substantial benefits.

**Keywords:** Voice, Attribution, Climate, Morale, Extra-role

## **Cynicism as a barrier to organisational change based on scenarios**

*Paul Nicol, B.A., MA (Futures Studies)*

*Graduate School of Business, Curtin University of Technology, Perth, Western Australia  
Email: [nicolp@gsb.curtin.edu.au](mailto:nicolp@gsb.curtin.edu.au)*

In a research project on scenario planning as an organisational change agent, approximately half the participants, without prompting, identified cynicism as a barrier to organisational change in their organisation. Although analysis of the data revealed that their views were mostly in alignment with existing literature, two concepts of interest emerged: some individuals displayed a conjunction of cynicism and loyalty to the organisation; and the cynical adaptation of attempted organisational and cultural change to existing practice, rather than the intended converse. This paper explores the phenomenon of cynicism in an organisational context and models the effect of cynicism on organisational change in the context of the case studied.

**Keywords:** cynicism; scenario planning; organisational change



## Public private partnerships: the management challenges

*Dr Gary Noble*

*School of Management, Marketing and Employment Relations  
University of Wollongong  
Wollongong, Australia  
Email: gnoble@uow.edu.au*

*Professor Robert Jones*

*School of Business  
Swinburne University of Technology  
Hawthorn, Australia  
Email: rjones@groupwise.swin.edu.au*

Despite increasing academic interest in public-private partnerships (PPPs) there appears to be little empirical research into their internal management. This paper addresses this gap in the literature by reporting on the key findings of a grounded theory study that aims to gain a clearer picture of the key management issues associated with PPPs and how they might progress through a series of managerial stages.

The study's findings suggest that PPP projects move through four distinct and sequential stages. Each stage is characterised by its own set of management challenges. In addition, this study suggests that the nature of PPPs can lead managers to adopt a particular management style. This style is distinguished by the emphasis that managers place on the use of psychological contracts and the existence of strong emotional bonds to gain the cooperation of managers from partner organisations.

**Keywords:** public-private partnerships, cooperation, grounded theory

## Corporate sustainability: an Austrian study finds a national approach to an international dilemma

*Professor Margaret Nowak*

*Graduate School of Business Curtin University of Technology, Perth Campus Western Australia  
Email: NowakM@gsb.curtin.edu.au*

*Dr Maureen Bickley*

*Graduate School of Business Curtin University of Technology, Perth Campus Western Australia  
Email: bickleym@gsb.curtin.edu.au*

Since recent spectacular corporate failures (Enron in USA, HIH in Australia), government, media and the wider community have been asking whether increased corporate regulation or enhanced personal standards of director-conduct would have averted these collapses. In responding to these failures Australian may benefit from looking beyond the traditional Anglo-USA model, increasingly regarded as the universalist corporate governance model, to European models. This paper reports on a qualitative study of Austrian directors' views about the Austrian approach to corporate governance. It identifies the unique national origins of the structures and processes used by Austrian boards. The impact of global capital markets on national approaches is considered. Theoretical models of agency and stewardship theory, which foster alternative accountability approaches to sustainability, are considered.

**Keywords:** corporate sustainability, stakeholder theory, agency theory

## Work related commitment, job performance and citizenship behaviour

*Christine O'Connor and Anita Lal*  
*University of Ballarat*

Previous research into relationships among work commitment and job performance has been dominated by studies examining one commitment variable and one facet of job performance. This study was based on the approach that relationships among different forms of work related commitment and job performance are influenced by the type of commitment and the facet of performance being examined. The sample consisted of 37 males and 50 females from a financial services company. As expected, job commitment (Van Der Vegt, Emans, & Van De Vliert, 2000; Lefkowitz, Somers & Wienberg, 1984) was positively related to citizenship behaviour. However career commitment (Somers, & Birnbaum, 2000; Blau, 1989) was not related to task proficiency and continuance commitment to the organisation (Meyer & Allen, 1984) was unrelated to job performance. Unexpectedly, affective organisational commitment (Meyer & Allen, 1984) was negatively related to citizenship behaviour. Research and practical implications of the study findings are discussed.

### **New product development action programmes in SMEs**

*Charles Edward O'Mara*  
*InCITe Research Group,*  
*School of Management,*  
*University of Western Sydney*  
*Campbelltown Campus, Sydney Australia*  
*Email: e.omara@uws.edu.au*

*Dr Ross L. Chapman*  
*InCITe Research Group,*  
*School of Management,*  
*University of Western Sydney*  
*Campbelltown Campus, Sydney Australia*  
*Email: r.chapman@uws.edu.au*

The development of new products is essential for long-term sustainability in most organisations. Why, because customers' expectations increase, and competitors' performance change and improve over time. As well, innovation and increasingly rapid technological change soon make today's products and services uncompetitive, unfashionable, or obsolete. SMEs face different challenges than large organisations when trying to improve their innovation and NPD processes. To begin with, large organisations often cover all phases of the NPD process from product conception, through development, manufacture, and marketing, whereas SMEs generally participate in only a few activities that new products pass through in their journey from concept to marketable product. NPD performance measurement and improvement also receives far more attention in larger organisations. However in many countries SMEs represent the largest group of organisations, both numerically and often by total output. This is especially true in smaller countries such as Australia, so greater research into NPD activities in this sector is warranted. The research reported on in this paper describes a methodology, and some preliminary research findings, for evaluating NPD performance in SMEs.

**Keywords:** new product development, action programs, Australia, SMEs

## **The recruitment and selection of Vice-Chancellors for Australian Universities: an overview**

*Dr Bernard O'Meara*  
*School of Business, University of Ballarat*  
*Email: [b.omeara@ballarat.edu.au](mailto:b.omeara@ballarat.edu.au)*

*Dr Stanley Petzall*  
*Deakin Business School, Deakin University*  
*Email: [petzall@deakin.edu.au](mailto:petzall@deakin.edu.au)*

This paper is based on recent Ph.D research. Recruitment and selection practices for appointing Vice Chancellors (VC's) of Australian Universities were examined.

The methodology employed involved the use of a survey instrument administered to present and former VC's, Chancellors and members of selection panels, supplemented by interviews. Public domain material was also extensively used.

Some key results of the research are reported, including the importance of informal processes such as networking in the selection of VC's, the key role played by Chancellors, and the continued practice of appointing VC's from within academia rather than the private sector. This is in spite of evidence that the role of the VC has changed to one of strategic planner and business manager rather than the more traditional role, in the context of a rapidly changing external environment.

**Keywords:** Recruitment, Selection, Vice Chancellors, Higher Education.

## **DBA transitional issues: candidate and supervisor perspectives**

*Grant O'Neill*  
*School of Marketing and Management,*  
*Charles Sturt University, Bathurst, Australia*  
*Email: [goneill@csu.edu.au](mailto:goneill@csu.edu.au)*

*Cathi McMullen*  
*School of Marketing and Management,*  
*Charles Sturt University, Bathurst, Australia*  
*Email: [cmcmullen@csu.edu.au](mailto:cmcmullen@csu.edu.au)*

Altered demands from industry, government and clients have seen the DBA emerge as a significant growth area for business and commerce faculties. There are numerous challenges associated with the DBA, challenges for candidates, academics and universities.

This paper focuses on issues associated with the transition from MBA graduate to DBA researcher. Our discussion draws on existing research on DBAs and professional doctorates, a review of CSU DBA applications, and preliminary findings from a multi-stage research project involving DBA candidates and supervisors.

We address three areas that are critical to effective DBA candidate transition. These are: (1) research knowledge and capability; (2) understanding DBA program expectations; and, (3) making the contribution to professional practice. Strategies for effective transition management are discussed.

**Keywords:** DBA; professional doctorates; postgraduate research training; transition management; and, professional practice.

## Qualitative insights into internal and external stakeholder roles in contemporary strategy process from the top down

*Tim O'Shannassy*  
Lecturer and Deputy MBA Coordinator  
School of Management  
Faculty of Business, RMIT University  
16/239 Bourke Street, Melbourne Victoria  
Australia 3000  
Telephone: +61 3 9925 5951 Facsimile: +61 3 9925 5960  
Email: [tim.oshannassy@rmit.edu.au](mailto:tim.oshannassy@rmit.edu.au)

This paper makes a contribution to learning and professional practice in three ways. Firstly the paper provides a theoretical insight into the contrasting roles of internal and external stakeholders in *traditional* and *contemporary* strategy process. Secondly qualitative excerpts from semi-structured interviews provide “real world” insight into these internal and external stakeholder roles at various levels inside and outside the organization. The empirical results are especially insightful to the efficient use of human resources at all organizational levels. These empirical insights are rarely discussed in the strategy literature. Finally the paper critically contrasts the theory discussion with practice. The empirical findings give strong insight into putting theoretical developments in strategy process to practice.

**Keywords:** strategy process, internal stakeholders, external stakeholders, traditional roles, contemporary roles

## Call Centres: from an essentialist to a contextualist approach

*Jodie Benveniste*  
Graduate School of  
Management,  
Macquarie University,  
Sydney. Australia 2109  
[hotlaksa@spin.net.au](mailto:hotlaksa@spin.net.au)

*Richard Dunford*  
Graduate School of  
Management,  
Macquarie University,  
Sydney. Australia 2109  
[Richard.Dunford@gsm.mq.edu.au](mailto:Richard.Dunford@gsm.mq.edu.au)

*Ian Palmer*  
School of Management,  
University of Technology,  
Sydney  
PO Box 123 Broadway,  
NSW Australia 2007  
[I.Palmer@uts.edu.au](mailto:I.Palmer@uts.edu.au)

Some portray call centres as “the new sweatshops”; others argue that employee resistance makes managerial control far from perfect. However, both are essentialist positions which attribute outcomes to innate features of call centres *per se*. We argue against this in favour of a contextualist position which recognizes different types of call centres and different types of “outcomes” due to the interactive effect of call centre features and their context. We found that ING Direct call centre operators recognize monitoring of their work but overwhelmingly describe their work as ‘fun’. We analyse the contextual elements which contribute to this position including the limited financial products, the inbound nature of calls and the wider culture, hr and reward systems which prevail.

**Keywords:** Call centres, essentialist, contextualist, ING Direct

## Gender balance in the workplace: implications for leadership

*Ken W Parry*

*Graduate School of Management, Griffith University, Brisbane, Australia  
Email: k.parry@griffith.edu.au*

*Ron Fischer*

*School of Psychology, Victoria University of Wellington, New Zealand  
Email: Ronald.Fischer@vuw.ac.nz*

Leadership processes were surveyed in New Zealand workplaces nationwide. Leadership processes seem to be displayed less frequently in male-dominated industries. However, within these traditionally male-dominated industries, an increasing representation of men in the workplace is associated with greater manifestation of leadership processes, whereas in other industries increasing representation of women is associated with more leadership. The major implication of this research is that although the gender balance of the workplace does not affect leadership processes overall, there appear to be important industry-specific interactions that warrant further research. There was also a tendency for women to report more leadership in their workplaces, irrespective of the gender balance of the workplace, and irrespective of their management level.

**Keywords:** leadership; gender balance

## Outsourcing HRM in Singapore MNCs

*Margaret Patrickson*

*International Graduate School of Management  
University of South Australia  
City West Campus, North Terrace, Adelaide 5000 Australia  
Tel 61 8 83020433 Fax 61 8 83020709  
Email [Margaret.Patrickson@unisa.edu.au](mailto:Margaret.Patrickson@unisa.edu.au)*

*Elizabeth Martin-Chua*

*University of South Australia*

Outsourcing, defined as having a third party service provider perform an activity that would otherwise be undertaken in-house (Fitz-enz, 2000), has become a popular practice in the last decade as organizations strive to focus on their core business activities. This paper reports on outsourcing of HR activities in Singapore. Data were collected from two parallel surveys, the first of locally based CEOs of MNCs in the electronic business, the second of their HR managers. Results indicate that HR activities outsourced activities included traditional administrative and transactional practices such as selection and staffing, compensation and benefits, payroll, HR information systems and continuous education. CEOs believed that outsourcing these tasks could be closely monitored. Those deemed unsuitable included management development, change agent, listening and performance management, as it was believed that these were critical to strategic direction. There were no significant differences found between support for outsourcing and the location of company headquarters, nor the size of organization, though it appeared that younger CEOs, and older HR managers were marginally more likely to support outsourcing than their counterparts.

**Keywords:** outsourcing, Singapore, HRM practice

## Choices facing older workers: aspiration, inspiration or desperation?

*Margaret Patrickson and Rob Ranzijn*  
*International Graduate School of Management*  
*University of South Australia*  
*City West Campus, North Terrace, Adelaide 5000*  
*Tel 61 8 83020433 Fax 61 8 83020709*  
*Email Margaret.patrickson@unisa.edu.au*

It is now well established that Australia, together with most other developed and developing countries, faces a difficult demographic pattern in the twenty-first century, due to a low and declining fertility rate and an ageing population. The weight of opinion seems to be that this period, though far removed from a crisis, is one where employers and governments will have to make some hard decisions about the size and nature of policies and services with respect to older people and older people in turn will need to make decisions about their choice of lifestyle and workforce participation. One such decision by government is what further steps, if any, they could initiate to persuade more people to remain in the labour force beyond the now median retiring age of fifty five. In turn employers will need to consider the degree to which they are prepared to reverse present attitudes toward employment of older staff and employees need to resolve whether they need or desire to keep working and under what conditions. These boundaries and their resolution form the content of this paper. The paper concludes that managing intergenerational differences when employing older workers will be inevitable as the supply of younger workers begins to fall and offers suggestions for employers toward more effective utilisation of their older staff and more effective integration of all staff.

## Discovering a culture of authenticity through conversational research

*Dr Patricia Morigan*  
*School of Management Edith Cowan University, Perth, Australia*  
*Email: p.morigan@ecu.edu.au*

*Megan Paull*  
*School of Management Edith Cowan University, Perth, Australia*  
*Email: m.paull@ecu.edu.au*

This paper outlines a research project using conversational research as a methodology to examine values and value congruence as a part of stakeholder engagement at The Body Shop Australia (TBS). The research developed grounded hypotheses about the extent to which customers take their values shopping, about the level of value congruence between TBS and its customer stakeholders, and in the process discovered a corporate “culture of authenticity” where TBS revealed itself to be an organisation where the people ‘are who they say they are’.

**Keywords:** Corporate social responsibility, Social audit, “New Economics”, stakeholder engagement, conversational research



## **The potential legal liability of Local Government Authorities**

*Barry Phillips. LLM (Melb) LLM (ANU).  
School of Management and Technology.  
La Trobe University, Bendigo.  
Email: [B.Phillips@bendigo.latrobe.edu.au](mailto:B.Phillips@bendigo.latrobe.edu.au).*

Historically, local government authorities were concerned only with water, waste, gutters, roads and wharves. The law provided a measure of protection from civil liability by means of distinguishing between the non-feasance and misfeasance rule.

However, over time, the responsibilities of municipal councils have increased greatly. This has been accompanied first, by the development of the law of negligence, including the High Court's decision in *Shaddock and Associates Pty Ltd v The City of Parramatta*, and, secondly, by an increase in the demand for public authorities to be held legally accountable to the same extent as private individuals. In particular, the principle of non-feasance, the traditional defence of local authorities, is being challenged.

One of the difficulties facing local government authorities is that they have a limited revenue raising capacity.

This Paper discusses some of the areas of responsibilities which give rise to claims against local governments, the financial resources available to meet those claims and the approaches of the courts to these claims.

## **Incorrigibility within, and incompatibility between, financial and management accounting practices**

*Robyn Pilcher  
School of Accounting, Charles Sturt University, Bathurst, Australia  
[rpilcher@csu.edu.au](mailto:rpilcher@csu.edu.au)*

It would appear that the gap between management and financial accounting practices is expanding, especially with respect to asset valuations and subsequent depreciation and maintenance charges. Two factors influencing this appear to be, firstly, the need to comply with legislative requirements and, secondly, stakeholder pressure to receive a return on investment. This return may be in the form of interest, shares or merely adequate performance by a government body. The following paper provides a synthesis of literature over the past thirty years reviewing perceptions of arbitrariness, incorrigibility within, and incompatibility between, financial and management accounting practices. Future research will include applying these ideas to the reporting practices of local councils – a theme referred to on occasions within this paper.

## **Exploring management and masculinity in an Australian agricultural organisation**

*Barbara Pini*  
*Post-doctoral Researcher*  
*School of Management*  
*Faculty of Business*  
*Queensland University of Technology*  
*GPO Box 2434 BRISBANE QLD 4000*  
*AUSTRALIA*  
*Ph: 07 3864 9262 Fax: 07 3864 1766*  
*Email: [b.pini@qut.edu.au](mailto:b.pini@qut.edu.au)*

This paper examines the gendered identity work undertaken by managerial men in the agri-political group CANEGROWERS. It is argued that the most common form of managerial masculinity practised by men in the organisation is that of paternalism. When this style of leadership is ineffective, male managers deploy a more authoritarian form of managerial masculinity. A range of illustrations of the way these gendered masculine identities manifest themselves in the practice of leadership in CANEGROWERS are provided in the paper. The final section of the paper considers why paternalism and to a lesser extent, authoritarianism, are privileged in CANEGROWERS when the literature reports these configurations of managerial masculinity have largely been replaced by other forms of forms of managerial masculinity in contemporary organisations.

## **Stability's role in a model of change**

*Emily Pollack*  
*International Centre for Management and Organisational Effectiveness*  
*School of Accounting and Information Systems University of South Australia, Adelaide, Australia*  
*Email: [emily.pollack@unisa.edu.au](mailto:emily.pollack@unisa.edu.au)*

The purpose of the Stability ↔ Pursuance Model is threefold. The first is to organize the vast array of empirical and theoretical work into a useful form. This model shows how different topics are linked to different phases of a change program. The second purpose is to highlight the importance of stability, and identify why an organization should strive for existence in a stable state, at least temporarily. The third purpose of the model is to identify gaps in the literature that must be addressed before any model of change can be used as a comprehensive tool.

**Keywords:** organization change model

## **Stage theories of small business entrepreneurship: a critical review and recommendations for research**

*Mr Arthur Poropat*

*School of Management, Griffith University, Brisbane, Australia*

*Email: arthur.poropat@griffith.edu.au*

Entrepreneurship is a significant area of social and economic development, as well as being an important field of study. Innovation is seen as being the central feature of entrepreneurship, yet the development of entrepreneurial enterprises is significantly more complex than individual innovations, and so models of innovation cannot be easily applied to entrepreneurship. A range of models, which attempt to describe and explain the development of entrepreneurial organisations, are presented and critiqued in this article, particularly with respect to confounding of organisational size with development, and ignoring the variety of developmental patterns displayed by entrepreneurial enterprises. Recommendations for future research are presented, including more rigorous approaches to case-studies, and statistically controlling for confounding variables in survey research.

**Keywords:** Entrepreneurship, Stage Theories, Development, Case-Study Research

## **The role of new technology and alliances in supply chain management**

*Dr Damien Power*

*Department of Management, Faculty of Economics and Commerce,*

*The University of Melbourne, Parkville, Victoria, Australia*

*Email: Damien@unimelb.edu.au*

The results of a survey conducted in Australian organisations indicate that there is a strong relationship between the contribution to business performance of cooperative arrangements with both suppliers and customers, and that derived from use of the Internet. Although extent of involvement in partnerships appear to be complementary, it is less apparent that extent of use of the Internet supports them. The results also show that the use of multiple stakeholders for the development of Internet strategy is the dominant driver of both implementation and performance. The findings therefore indicate that focus on involvement of multiple stakeholders in formulation of strategies will be more likely to yield better outcomes, rather than a focus on the technologies per se.

**Keywords:** Supply chain management, partnerships, Internet

## **Progress in quality management practices in Australian manufacturing firms – a comparative study using survey data from 1994 and 2001**

*Dr Daniel I. Prajogo*

*Bowater School of Management & Marketing, Deakin University, Australia*

*Email: [dprajogo@deakin.edu.au](mailto:dprajogo@deakin.edu.au)*

*Dr Damien J. Power*

*Department of Management, University of Melbourne, Australia*

*Email: [damien@unimelb.edu.au](mailto:damien@unimelb.edu.au)*

This paper presents a comparative study of quality management practices among Australian manufacturing firms using two sets of survey data which were collected in 1994 and 2001, and a number of significant differences are noted. In particular, firms are investing less in training and development of employees, and see themselves as needing to provide greater levels of leadership in pursuing best practice. At the same time, employee satisfaction does not occupy the same position of importance as an organisational performance metric that it did in the early 1990's. Perhaps most significantly, the development of supplier relationships for joint problem solving is counted to be far more important in 2001 than it was in 1994.

**Keywords:** organisational practices, organisational performance, Australia

## **Decision making, rationality and the adoption of online learning technologies in Australian Higher Education**

*Jonathan Pratt*

*School of Management, University of Technology, Sydney, Australia*

*Email: [Jonathan.G.Pratt@uts.edu.au](mailto:Jonathan.G.Pratt@uts.edu.au)*

Why did so many Australian universities embrace online learning technologies during the 1990s when there was little research or evaluation evidence to support such adoption? This paper will examine this research, drawing on four popular higher education discourses within a meta-framework of decision-making theory. It is proposed that this paper will be helpful in directing further empirical research in the field, in the spirit of Allison's (1971) multiple explanations for the Cuban Missile Crisis.

## Exploring the impact of transformational leadership at different hierarchical levels

*Alannah E. Rafferty*  
*School of Management*  
*Queensland University of Technology*  
*GPO Box 2434 Brisbane QLD*  
*Australia 4001*  
*Email: [a.rafferty@qut.edu.au](mailto:a.rafferty@qut.edu.au)*

*Mark A. Griffin*  
*School of Management*  
*Queensland University of Technology*  
*GPO Box 2434 Brisbane QLD*  
*Australia 4001*  
*Email: [m.griffin@qut.edu.au](mailto:m.griffin@qut.edu.au)*

This paper examines the effects of vision and intellectual stimulation at two hierarchical levels, the work group and strategic level, on satisfaction, loyalty, and turnover intentions. In addition, we investigated the frequency with which vision and intellectual stimulation are reported to occur at the work unit and strategic level. A survey was administered in an Australian public sector organisation, and results indicated that both work unit vision and senior vision displayed unique relationships with job satisfaction and organisational loyalty. In contrast, only work unit vision displayed a unique negative relationship with turnover intentions. Work unit intellectual stimulation and strategic intellectual stimulation displayed unique relationships with satisfaction, turnover intentions, and organisational loyalty. Finally, employees reported that work group leaders articulate a vision and engage in intellectual stimulation more frequently than strategic leaders.

**Keywords:** Transformational leadership, hierarchical level

## Factors influencing the success of organisational change efforts: the mediating role of individuals' change perceptions

*Alannah Rafferty*  
*School of Management*  
*Queensland University of Technology*  
*Brisbane, Australia*  
*[a.rafferty@qut.edu.au](mailto:a.rafferty@qut.edu.au)*

*Dr Roland H Simons*  
*School of Management*  
*Queensland University of Technology*  
*Brisbane, Australia*  
*[r.simons@qut.edu.au](mailto:r.simons@qut.edu.au)*

Authors have argued that individuals play a key role in organisational change processes. We conducted a longitudinal examination of this issue. In particular, we examined whether individuals' perceptions of the degree of change occurring in their workplace mediated relationships between readiness for change, organisational justice, and the implementation method used to introduce change and performance as assessed by supervisors' ratings. Results suggested that the degree of change partially mediated relationships between the method of implementing change, procedural justice, and change readiness and performance. These findings suggest that individuals' perceptions of change are an important influence on the success of change efforts in the workplace.

**Keywords:** Change perceptions, Readiness for change, Performance

## **Internal governance mechanisms and performance of Malaysian listed companies**

*Rashidah Abdul Rahman*  
*Consultancy Coordinator*  
*Bureau of Research & Consultancy*  
*Universiti Teknologi MARA*  
*40450 Shah Alam*  
*Selangor, Malaysia*  
*Email: shidah@salam.uitm.edu.my*

*Roszaini Haniffa*  
*University of Exeter, UK*

This paper analyses the relationship between two internal governance mechanisms viz. board composition and concentrated outside ownership and corporate performance of Malaysian listed companies based on market return and accounting return. Results show no significant relationship between board composition and both measures of performance, implying that non-executive directors may not be an effective governance mechanism in mitigating agency problems. Accounting return performance measure indicates positive significant relationship with a large outside shareholding as predicted but in the direction opposite to prediction based on market return performance measure. This seems to suggest that a large outside shareholding is an effective mechanism in monitoring performance as suggested by agency theory although the market perceives otherwise. The results have important policy implications.

**Keywords:** board composition, outside ownership, corporate performance

## **Leadership and innovation in small to medium enterprises in Indonesia**

*Diwanggoro A. Ratam, MBA*  
*Graduate School of Management*  
*University of Western Australia*  
*Email: [dikoart@yahoo.com](mailto:dikoart@yahoo.com)*

*Dr Tim Mazzarol*  
*Centre for Entrepreneurial Management and*  
*Innovation*  
*Graduate School of Management,*  
*University of Western Australia*  
*35 Stirling Highway, Crawley, WA 6009*  
*Tel: 618 9380-3981 Fax: 618 9380-1072*  
*Email: [mazzarol@gsm.uwa.edu.au](mailto:mazzarol@gsm.uwa.edu.au)*

This study examined the relationship between leadership style and the innovative behaviour of small-to-medium enterprises (SMEs) in Indonesia. 170 SMEs from various industries participated in the survey that was conducted during 2001 – 2002 period. Factors, influencing innovativeness, were determined by using several quantitative data analysis methods. Companies with high levels of innovation were found to have horizontal organisational charts, long-term focus, and available resources and rewards for innovative activities. High commitment to innovation, long-term vision for the future, good acceptance of change, and a transformational style of leadership were identified as positive traits among the SME owner-managers. Transactional leadership styles may be required among Indonesian owner-managers in order to cope with a poorly educated workforce and the need to encourage greater employee loyalty.

**Keywords:** Small Business, Entrepreneurship, Innovation, Asian Management



## Managing the cross-cultural classroom: real life experiences for undergraduate students

*Dr Irene Tempone*

Swinburne University of Technology, Melbourne, Australia, 3122  
[itempone@swin.edu.au](mailto:itempone@swin.edu.au)

*Ms Antoinette Richardson*

Swinburne University of Technology, Melbourne, Australia, 3122  
[arichardson@swin.edu.au](mailto:arichardson@swin.edu.au)

Replicating the global and national business environment within the classroom presents a challenge to educators. Students' learning outcomes in accounting subjects of auditing and taxation appear to suffer considerably when practical experience is lacking in the curricula. Studies have shown that practical experience provides the opportunity to integrate theory with practice and so enhance learning outcomes. Academics in an Australian School of Business have implemented a program of introducing selected current affairs articles, with defined discussion questions, as an exercise in creating a surrogate for practical experience so as to create a link between theory and practice for the undergraduate student without access to actual practical experience. In this context, this study examines whether students from a Non English Speaking Background (NESB) achieve similar learning outcomes as students from English Speaking Background (ESB). The Biggs 3P Model of Teaching and Learning provides the framework for the study.

**Keywords:** cross-cultural differences/learning outcomes/international students

## Work intensification: a new perspective on an old enemy?

*Niall Richardson*

*School of Management, Edith Cowan University, Perth, Western Australia*

*Alan Brown*

*School of Management, Edith Cowan University, Perth, Western Australia*  
*Email: [alan.brown@ecu.edu.au](mailto:alan.brown@ecu.edu.au)*

*Joy Hocking*

*School of Management, Edith Cowan University, Perth, Western Australia*  
*Email: [j.hocking@ecu.edu.au](mailto:j.hocking@ecu.edu.au)*

This paper examines the existence of work intensification amongst school teachers by using a multidimensional survey comprising psychological and physical dimensions. Findings suggest a perception that intensification, as measured by variables such as hours worked, effort, work pace, duties and responsibility, has increased. Analysis found differences between gender, age, teaching level and other workplace characteristics. Overall, male teachers aged over forty experienced the highest work intensification.

**Keywords:** Teachers, work intensification

## **Glocalization matters: contemporary views and trends in global branding**

*Giuseppe Mario Ripepi*

*Principal, Acumen Enterprises – Organisational and Public Policy Consultants, Perth, Australia*

*Email: joer@hotlinks.net.au*

Globalization has since the mid-twentieth century, served as the dominant business strategy for corporations pursuing an increased international presence and the expansion into largely untapped markets, encouraged by technological innovation and supported by a dismantling of physical, political, and cultural barriers.

Most successful corporations, in fulfilling their global marketing and branding strategies have, hereunto relied upon standardization of operations and brand homogeneity. Increasingly however, corporations are applying localization and the accommodation of home country cultural nuances as the basis for building truly global brands.

**Keywords:** globalization, branding, localization, cultural, nuances.

## **The impact of restructuring on middle management decision making in the Australian Taxation Office**

*Ms Marian Robinson*  
*PhD research fellow,*  
*La Trobe University*  
*Bendigo, VIC 3550*  
*Phone: (02) 6027 1596*  
*Mob: 0439 459 866*  
[robinsonm@tpgi.com.au](mailto:robinsonm@tpgi.com.au)

*Dr Quamrul Alam*  
*Lecturer, Department of*  
*Management, Monash University,*  
*Caulfield Campus, VIC 3145*  
*Phone: (03) 9903 1030*  
[Quamrul.Alam@buseco.monash.edu.au](mailto:Quamrul.Alam@buseco.monash.edu.au)

*Dr John Pacher*  
*Senior Lecturer, La Trobe*  
*University,*  
*Bendigo, VIC 3550*  
*Phone: (03) 5444 7204*  
[J.Pacher@bendigo.latrobe.edu.au](mailto:J.Pacher@bendigo.latrobe.edu.au)

Organisational restructuring, a common phenomenon in the Australian public sector, aims at making public administration more adaptable and efficient in a competitive global environment. It promises improved communication, organisational flexibility and efficiency that strengthens relationships and leads to better management decision making. An empirical study, using focus group and survey data, investigated how structural change in the Australian Taxation Office altered formal and informal power coalitions that affected relationships between middle level managers and their leaders. The paper concludes that the journey from centralisation through decentralisation to regionalisation and recentralisation damaged corporate unity and reduced cohesion between management levels. Many middle level managers were left disempowered, cynical but pragmatic as they “lined up with the new team” for another restructure.

**Key Words:** Public management. Decision quality. Organisational change

## Constraints to learning during transformational change

*Patricia A. Rowe*

*UQ Business School, University of Queensland, Brisbane, Australia*

*Email: p.rowe@business.uq.edu.au*

*Maree V. Boyle*

*School of Marketing and Management, Griffith University, Queensland, Australia*

*Email: m.boyle@gu.edu.au*

This paper explains what happened from an organizational learning perspective during a three years long qualitative study at a mental health services organization. The study focused on differences between espoused theory and theory in use during the implementation of a new service delivery model. This major organizational change occurred in a national policy environment of major health budget cutbacks. Primarily as a result of poor resourcing and an organizational culture that was not change ready, there were major constraints to bringing about the desired policy changes whereby the implementation of service delivery is underpinned philosophies of normalisation and practices of least restrictive alternatives. A number of constraints to learning contributed to the difficulties in implementing the new service delivery model.

**Keywords:** Organizational learning; change management; mental health

## The relevance of succession marketing in small and medium sized enterprises – evidence from an analogy to firm jubilees

*Britta Boyd*

*International Institute of Management, University of Flensburg, Flensburg, Germany*

*Email: boyd@uni-flensburg.de*

*PD Dr Susanne Royer*

*International Institute of Management, University of Flensburg, Flensburg, Germany*

*Email: royer@uni-flensburg.de*

*Dr Roland Simons*

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: r.simons@qut.edu.au*

Business succession is known to be a major problem for European small and medium sized enterprises. This study intends to demonstrate that succession can also be seen as an opportunity for strategic change, marketing and communication. With an analogy to jubilees and a range of cases from different European countries, instruments for succession marketing are discussed.

**Keywords:** Firm jubilee, succession, analogy, marketing, Austrian, German and Danish businesses' potential, small and medium sized firms

## **Management education and development in New Zealand: towards a conceptual basis for enquiry**

*Dr Damian Ruth*

*Department of Management and Enterprise Development  
Massey University, Wellington  
d.w.ruth@massey.ac.nz*

This paper considers issues involved in developing a conceptual framework for an enquiry into management learning, education and development in New Zealand. It examines the problems of definition, questions the value of dominant frameworks, and questions assumptions about the relationship between education and management practice. In an age of globalisation, corporate power, corporate crises, postmodern social discourse, environmental crises and so on, to what extent can and should the conceptual framework for a research project today differ from those of the Foundation Reports, Porter and McKibbin, Handy, Constable-McCormick, the CEML and others?

There is an arguable assumption that small but developed economies such as New Zealand's are distinctive. Is this so and what are the implications for management education and development in New Zealand? There are also claims that New Zealand has a distinctive bi-cultural character. Should national characters play a part in management education and development?

**Keywords:** management education, development, learning, critical reflection, New Zealand, small economies

## **Learning, researching and writing about leadership: self, talk and theories**

*Sharon Saunders – PhD Student  
Graduate School of Management  
Nathan Campus Griffith University  
Brisbane Queensland 4111 AUSTRALIA  
[s.saunders@griffith.edu.au](mailto:s.saunders@griffith.edu.au)*

This paper relates to an empirical and theoretical study I am undertaking for a PhD thesis on leadership. I argue that the study of leadership should be viewed as a cultural and symbolic phenomenon which in turn demands a qualitative, interpretative methodological approach. I also argue that it is more useful to conceptualise leadership, not as a static, reductionist, one dimensional formula, but in terms of an emerging, working definition which will vary depending on selected definitions which are also subject to ongoing change. Throughout this paper, I am engaged in a process of reflexive dialogical practice to question the process by which I am learning, researching and writing about leadership.

**Keywords:** Leadership; Development; Change; Culture; Communication; Reflexivity.

## **Towards a holistic approach to e-business management: development of a conceptual model of strategic fit of e-business**

*Vedrana Savic*

*Department of Management, Monash University, Australia*

*Email: Vedrana@gmx.net*

*Dr Andrea Kirk-Brown*

*Department of Management, Monash University, Australia*

*Email: andrea.kirk-brown@buseco.monash.edu.au*

With the emergence of e-business caused and driven by high growth of the Internet and other related information technologies, established organizations are increasingly facing challenges of e-business design, implementation and management. We argue that it is necessary to address the overall strategic fit of e-business with an organization's business strategy in order to fully realize the potential of e-business. In this paper we propose a conceptual model that facilitates the analysis of relationships between e-business adoption, implementation and strategic fit of e-business with business strategy. This model suggests that the level of strategic fit is dependent on organizational strategic type, response to e-business adoption (proactive versus reactive) and e-business perspective (strategic positioning versus operational effectiveness). The main contribution of this paper is the development of a conceptual model that may assist researchers to study e-business development within established organizations from a holistic perspective.

**Keywords:** e-business, strategic fit, alignment, business strategy.

## **Job satisfaction in retail bank call centres: a report on a large-scale research project**

*Janet Sayers*

*Department of Management and International Business, Massey University (Albany Campus),  
Auckland, New Zealand*

*Email: j.g.sayers@massey.ac.nz*

*Dr Carole Page*

*Department of Management and International Business, Massey University (Albany Campus),  
Auckland, New Zealand*

*Email: c.a.page@massey.ac.nz*

This paper provides an overview and reports on the findings of a three phased research project in retail bank call centres that has been undertaken in New Zealand. This project was first reported on at the 2001 ANZAM conference in Auckland, New Zealand, and we resolved then to report back to conference constituents about the progress of this ongoing comprehensive research project. We are now pleased to report on the findings of this project so far. The findings of our research have been explored through several different phases, and have been presented at a number of conferences, and in journals, enabling refinement of the modelling process, and the adaptation of the research into quite specific beneficial outcomes for the call centre industry. This paper provides an overview of a long-term research process, points out where to go for further information about this research, and highlights the major findings of the research with implications for call centre management.

**Keywords:** call centres, technology, banking industry, job satisfaction, empirical, survey

## **Improving leadership and organizational effectiveness by enhancing interpersonal understanding**

*Dr Fiona (Broadbent) Scott*

*Graduate School of Management, The University of Western Australia, Perth, Australia*  
[fscott@gsm.uwa.edu.au](mailto:fscott@gsm.uwa.edu.au)

Achieving organisational development and enhanced leadership effectiveness through greater personal and interpersonal understanding is an emerging theme in the management and business literatures. This paper outlines a case study of an action learning program in a lean production context which aimed to achieve personal, professional and organizational development through a design centred on a model grounded in social constructivist epistemology. The findings are that the program participants gained an understanding of the role of the Self in performance that generated more effective interpersonal relationships. In turn, these improved relationships enabled collaborative double-looping of systemic factory problems.

**Keywords:** Self, Effectiveness, Interpersonal Understanding, Organizational Development

## **The job or socialisation: does gender influence organisational commitment?**

*Brenda Scott-Ladd,*

*Murdoch Business School*

*Murdoch University*

*Western Australia*

*email: [b.scott-ladd@murdoch.edu.au](mailto:b.scott-ladd@murdoch.edu.au)*

*Corrinne Ai Lyn Seah*

*Murdoch Business School*

The increasing numbers of women in the Australian workplace raise questions about the influence of gender differences on work behaviours and outcomes. Existing literature allocates differences in gender organisational commitment, to either a gender model or job model. The gender model claims that socialisation and women's role as a homemaker explain differences in commitment, whereas the job model claims differences are the result of work experiences. This paper reports a study that examines whether gender differences can be explained by either phenomenon. Substantial differences in job satisfaction and work experiences by the genders lends support for the job model being the more influential in explaining differences in commitment.

**Keywords:** Gender, affective commitment, continuance commitment, job model, socialisation, job satisfaction.



## **An exploratory study of servant leadership**

*Sen Sendjaya*

*Department of Management, Monash University  
PO Box 197, Caulfield East, Vic 3145, Australia  
Email: sen.sendjaya@buseco.monash.edu.au  
Phone: (61 3) 9903 2046; Fax: (61 3) 9903 2718*

*Professor James C. Sarros*

*Department of Management, Monash University  
PO Box 197, Caulfield East, Vic 3145, Australia  
Email: james.sarros@buseco.monash.edu.au  
Phone: (61 3) 9903 1432; Fax: (61 3) 9903 2718*

This study identifies the conceptual dimensions of servant leadership. Recurring themes and concepts pertinent to servant leadership were identified through a literature review and interviews with Australian leaders in for-profit and not-for-profit organisations. The outcome of this exploratory study will be used in the development of a multidimensional rating scale of servant leadership.

**Keywords:** Servant leadership

## **Home-based businesses: a study of key business attributes and performance**

*Bishnu Sharma*

*Lecturer in Management  
Faculty of Business,  
University of the Sunshine Coast  
Maroochydore DC QLD 4558  
Phone: 617 5430 2854, Fax: 617 5430 1210  
Email. bsharma@usc.edu.au*

*Andy Hede*

*Professor of Management  
Faculty of Business,  
University of the Sunshine Coast  
Maroochydore DC QLD 4558  
Phone: 617 5430 1220, Fax: 617 5430 1210  
Email. hede@usc.edu.au*

This study investigates the business practices and performance of home-based and non-home-based businesses of the Sunshine Coast region of Queensland, Australia. A social survey was conducted with 489 respondents including 190 from home-based businesses. The results suggest that non-home-based businesses tend to put higher emphasis on teamwork compared with home-based businesses but this may be due to the larger number of employees. Importantly, no significant differences were observed in other business attributes measured, namely, organisational culture, articulating vision, innovation, presence of role model, organisational learning, creating change, vision, and customer focus. In terms of business performance, home-based businesses showed significantly higher sales growth over non-home-based business units. However, no evidence of difference was found in return on investment. Non-home-based businesses are generally bigger in size both in terms of investment in assets and number of employees than home-based business units. Overall, home-based units appear no less sound in business terms than non-home-based units.

**Key words:** Home-based businesses, Business attributes, Performance

## The determinants of alliance formation

*Dr Roland H Simons*

*School of Management, Queensland University of Technology, Brisbane, Australia  
[r.simons@qut.edu.au](mailto:r.simons@qut.edu.au)*

*PD Dr Susanne Royer*

*International Institute of Management, University of Flensburg, Flensburg, Germany  
[royer@uni-flensburg.de](mailto:royer@uni-flensburg.de)*

Much of the research into strategic alliance formation has been based on theoretical studies or case studies. Such studies have progressed the field substantially but have also been subject to a number of limitations and limited generalisability. The purpose of this study was to build on previous game theoretic research (Royer, Simons, & Waldersee, 2003) into the relationship between the self/partner reputation using “Real-World” competitors. This study included considerably more complex considerations than has been hitherto seen, including motivation for alliance, number of potential partners available, resource wealth of potential partners, and past history with potential partners. Representatives from 50 Australian engineering organisations were involved in the study. The findings carry considerable weight for theoretical propositions relating to alliance formation and game theory and the design demonstrates methodological development relevant to the field.

**Keywords:** Strategic Alliances, Alliance Formation, Game Theory

## Spirituality, transformational leadership and emotional intelligence: an exploratory study

*Ms Niti Singh*

*XavierLabour Relation Institute, Jamshedpur, India  
Email: [nitis.03@astra.xlri.ac.in](mailto:nitis.03@astra.xlri.ac.in)  
[singhniti@hotmail.com](mailto:singhniti@hotmail.com)*

*Dr E. S. Srinivas*

*XavierLabour Relation Institute, Jamshedpur, India  
Email: [srinivas@xlri.ac.in](mailto:srinivas@xlri.ac.in)*

Number of studies relating spirituality to the field of management have come up in the recent past and despite being a well-researched topic it still does not have a clear, universally accepted definition. This paper attempts to provide an understanding of spirituality by identifying themes based on a survey of theoretical and empirical literature. An empirical study was conducted using three different scales measuring spirituality and representing the three broad themes that emerged. The study also examined the relationship between spirituality, transformational leadership and emotional intelligence. Data was collected from 121 executives and results indicate positive significant correlation between spirituality, transformational leadership and emotional intelligence. The practical implications of these findings are discussed.

**Keywords:** (Spirituality, Transformational Leadership, Emotional Intelligence)

## Relationship of trust and culture with tacit and explicit knowledge transfer

*Tripti Singh*

*Xavier Labour Relations Institute, India*

*Email: tripti.02@astra.xlri.ac.in*

*R. K. Premarajan*

*Xavier Labour Relations Institute, India*

*Email: prem@xlri.ac.in*

Knowledge transfer is becoming increasingly important in organizations today since organizations have realized that leveraging the power of knowledge is critical to achieving competitive differentiation. The present study attempts to find out the relationship of factors like trust and culture on tacit and explicit knowledge transfer. A multiple regression analysis of primary data collected from 125 knowledge workers from 11 Indian software organizations suggests that sharing and adaptation trustworthiness and sharing and adaptation culture are positively related to both tacit and explicit knowledge transfer.

## Creative idea, creative person and charisma: a social constructionist exploration

*Paresha N Sinha*

*PhD candidate*

*Centre for the Study of Leadership*

*Victoria University of Wellington*

*PO Box 600, Wellington, New Zealand*

*Tel: +64+463-6968 Fax: +64-463-6967*

*Email: Paresha.Sinha@vuw.ac.nz*

*Ken W Parry*

*Graduate School of Management*

*Griffith University*

*Bradley G. Jackson*

*Centre for the Study of Leadership*

*Victoria University of Wellington*

In this paper we examine and interpret underlying assumptions in the creativity leadership area. We illustrate the objectivist objectifying practices as utilized by researchers in the area and argue that the objectivist epistemology fails to capture the multiple realities and paradoxes within the phenomena. As we interpret their work we describe how the researchers have succeeded in constructing an objective reality around creativity leadership. Then we proceed to discuss the implication of this reality on follower creativity. It is argued that creativity like charisma is an attributable phenomenon and hence is a subjective judgement that cannot be measured independent of the social construction processes within the organization.

**Key words:** Creativity, charisma, followers, formal leaders, and multiple realities

## Detecting and managing behaviours that compromise the organisational mission: a memetic concept paper

*Dr Richard Pech*  
Graduate School of  
Management  
La Trobe University,  
Melbourne, Australia  
[r.pech@latrobe.edu.au](mailto:r.pech@latrobe.edu.au)

*Mr Bret Slade*  
Graduate School of  
Management  
La Trobe University,  
Melbourne, Australia  
[b.slade@latrobe.edu.au](mailto:b.slade@latrobe.edu.au)

*Mr Keith Thomas*  
Graduate School of  
Management  
La Trobe University,  
Melbourne, Australia  
[keith.thomas@latrobe.edu.au](mailto:keith.thomas@latrobe.edu.au)

This paper explores memes and the emerging concept of memetic engineering, drawing lessons for management from current and topical examples of operating memes, particularly within the military. Of particular interest is the effect memes may have upon organisational culture and the execution of mission. Using a process of mapping memes, their fidelity, the susceptibility of potential hosts and the level of resonance within them, managers may develop a heuristic for measurement of the meme. Potentially, using such a yardstick, managers may be able to calculate both fit and effect of the meme against existing organisational culture and mission.

**Keywords:** meme, leadership, imitation, behaviour, management, military

## Emotions and organisational justice in times of organisational change

*Roy Smollan and Jonathan Matheny*  
Management and Employment Relations, Auckland University of Technology,  
Auckland, New Zealand  
Email: [roy.smollan@aut.ac.nz](mailto:roy.smollan@aut.ac.nz)

Organisational change triggers a range of emotional reactions. Perceptions of organisational justice and personal outcomes can modify affective responses. This paper classifies an inclusive set of emotions in a matrix of perceived outcomes and perceptions of justice. In so doing, it highlights emotional intelligence as an important course of further study regarding organisational change. Specifically, it provides a series of propositions about the likely emotions arising from the combination of perceived outcomes and justice and the individual differences in these responses to change.

**Keywords:** Emotions, change, organisational justice, emotional intelligence

## Strategy Evolution at LAFARGE

*Ashok Som*  
*Assistant Professor*  
*Strategy and Management Area*  
*ESSEC Business School, Paris*  
*Avenue Bernard Hirsch - B.P. 105*  
*95021 Cergy-Pontoise Cedex France*  
*Tel: + 33 (0)1 34 43 30 73 / 3309 (O) Fax: + 33 1 34 43 30 01*  
*Mail: [SOM@essec.fr](mailto:SOM@essec.fr); [ashoksom@hotmail.com](mailto:ashoksom@hotmail.com)*

Lafarge is a French company that has become the largest building and construction material company in the world. The case describes Lafarge's policy of "growth and profitable growth" by successful acquisitions and post-merger integration. The case deals with both the issues of internal restructuring of Lafarge to fuel its external strategy of growth and the logic and process of internationalization in a commodity business and the selection of markets to enter. The case also examines the basis for globalization of what many would think of as a very local business. It presents an opportunity to examine the logic of global competitive moves.

**Keywords:** Globalization, Change, Restructuring, Integration, Building construction industry, France

## The internet: a management tool, toy or threat for Western Australian Travel Agents?

*Werner Soontiens*  
*School of Management, Curtin University, Perth, Australia*  
*Email: [soontiew@cbs.curtin.edu.au](mailto:soontiew@cbs.curtin.edu.au)*

*Gerry Shortland-Webb*  
*School of Management, Curtin University, Perth, Australia*  
*Email: [shortlag@cbs.curtin.edu.au](mailto:shortlag@cbs.curtin.edu.au)*

The availability and flow of information determines the success of travel agents in their role as intermediaries in the travel and tourism industry. The Internet has not only changed the working environment of travel agents but also challenged their traditional role. This paper points at the potential competitive and partnership role of the Internet for travel agents and reflects on a Western Australian perceptions of the impact of the Internet on the functions of travel agents.

**Keywords:** Intermediaries, Internet, Information Technology, Tourism Management

## From napkins to spreadsheets: operationalizing the systems equilibrium model

*Dr Jeffrey G. Soper*  
*Senior Research Fellow, Human Resource Institute*  
*Associate Professor of Management*  
*John H. Sykes College of Business, University of Tampa, Tampa, Florida, USA*  
*Email: jsoper@ut.edu*

*Peter H. Diebel*  
*Graduate Assistant*  
*John H. Sykes College of Business, University of Tampa, Tampa, Florida, USA*  
*Email: pdiebel@ut.edu*

In the article *On the Back of a Napkin: Exploring and Explaining the Systems Equilibrium Model*, Williams and Sherman (unpublished) describe the use of a simple, descriptive model for helping managers understand organizational change efforts. The Systems Equilibrium Model provides a conceptual framework for the interaction of three organizational systems: the management system, the technological system and the cultural system. This paper explores modifications to the systems in order to transform the SEM into a performance-oriented model appropriate for multicultural application. Additionally, this paper explores operationalizing the model by incorporating the Kirton adaption-innovation theory in assessing the cultural system component.

**Keywords:** Performance, Leadership, Complexity, Culture, Systems Equilibrium, Kirton Adaption-Innovation Inventory (KAI)

## Our people are our best asset: the promise of HRM in public healthcare facilities

*Dr Pauline Stanton*  
*Senior Lecturer*  
*Graduate School of*  
*Management*  
*School of Business*  
*La Trobe University*  
[p.stanton@latrobe.edu.au](mailto:p.stanton@latrobe.edu.au)  
9479 3106

*Dr Timothy Bartram*  
*Lecturer*  
*Department of Accounting and*  
*Management*  
*School of Business*  
*La Trobe University*  
[t.bartram@latrobe.edu.au](mailto:t.bartram@latrobe.edu.au)  
9479 5837

*Professor Raymond Harbridge*  
*Head of School*  
*Graduate School of*  
*Management*  
*School of Business*  
*La Trobe University*  
[r.harbridge@latrobe.edu.au](mailto:r.harbridge@latrobe.edu.au)  
9479 3106

The paper focuses on the experience of the Victorian public health sector and explores the views of three main actors, the Department of Human Services (DHS), employers and health unions, in relation to the opportunities and constraints of the practice of HRM in the industry. We argue that there is a convergence of views in relation to three main areas; the focus of HRM at the workplace, the importance of greater investment in HRM, and the role of government. However, despite evidence of convergence it is also clear that each party has a different definition of the character of HRM and views HRM as a way to perpetuate their own interests, particularly in the area of centralisation/decentralisation of employment conditions and processes. Implications are then drawn for further research.

## **Differences in the start-up goals and later satisfaction of women small business proprietors in western australia: a comparison across years**

*Leonie V. Still*  
Graduate School of  
Management  
University of Western Australia,  
35 Stirling Highway  
Crawley WA 6009  
[lstill@gsm.uwa.edu.au](mailto:lstill@gsm.uwa.edu.au)

*Geoffrey N. Soutar*  
Graduate School of  
Management  
University of Western Australia  
35 Stirling Highway  
Crawley WA 6009  
[gsoutar@gsm.uwa.edu.au](mailto:gsoutar@gsm.uwa.edu.au)

*Elizabeth Walker,*  
Small & Medium Enterprise  
Research Centre  
Faculty of Business and  
Business Management  
Edith Cowan University  
100 Joondalup Drive  
Joondalup WA 6027  
[elizabeth.walker@ecu.edu.au](mailto:elizabeth.walker@ecu.edu.au)

This paper examines the start-up goals of a sample of women small business proprietors from Western Australia and their later satisfaction with the achievement of these goals across two time periods, using samples obtained in 1996 and 2003. The changes in both start-up objectives and satisfaction across time are examined in a variety of ways and the implications of the changes found are discussed. There has been little examination of such factors over time and the results suggest that, while there has been little change in start-up objectives, there has been a significant shift in satisfaction.

**Keywords:** Women small business proprietors, start-up goals,

## **Gender perceptions of organisational culture: a partial test of a process**

*Leonie V. Still*  
Graduate School of Management,  
University of Western Australia,  
35 Stirling Highway  
Crawley, W.A. 6009  
[lstill@gsm.uwa.edu.au](mailto:lstill@gsm.uwa.edu.au)

*Roberta Mead,*  
Roberta Mead & Associates Pty. Ltd  
2/99 Forrest Street  
Cottesloe, W.A. 6011  
[rmead@graduate.uwa.edu.au](mailto:rmead@graduate.uwa.edu.au)

Organisational culture is said to pose a barrier to both the career development and advancement of women into senior management. Myerson and Fletcher (2000a) and Myerson and Kolb (2000b) suggest a diagnostic process to assist organisations to determine if their culture and operating systems are embedded with systemic biases resulting in gender inequity. This paper reports a study of the organisational culture of an Australian organisation using the first two stages of the Myerson and Fletcher approach. The results reveal that the approach has validity and is able to uncover issues of concern to women managers that are impeding both their retention and career development.

**Keywords:** Gender, gender equity, organisational culture, cultural norms



## **Gender equity in the Australian retail sector: an overview**

*John Burgess\*, Anne Sullivan\* and Glenda Strachan\*\**

*\*Faculty of Business and Law, The University of Newcastle and*

*\*\*School of Management, Griffith University*

The retailing sector is the major employer of women. This paper examines the contours of gender stratification in retailing sector employment. Through a process of comparison between equal employment opportunity (EEO) reports and workplace agreements we identify how large retailing companies have attempted to accommodate the aspirations of women workers and develop policies that address EEO issues. The analysis looks at a selection of large retailing organisations and only considers data in the public domain.

**Keywords:** Equal opportunity; women and work; retail industry

## **B2E portal framework for strategic workforce**

*Dr Ly Fie Sugianto*

*School of Business Systems, Monash University, Victoria, Australia*

*Email: lyfie.sugianto@infotech.monash.edu.au*

The objective of this paper is to explore and analyse B2E portal solutions as technology support tool for today's strategic workforce. The paper outlines the driving factors and benefits of B2E portals. Further, it examines the characteristics of a portal solution and presents a proposed framework. The paper also identifies some barriers in portal adoption and provides an analysis on the portal market, including identifying the trend towards mobile portal.

**Keywords:** B2E portal, Enterprise Information Portal, Enabling Technology, Portal Framework, Business Intelligence

## **A conceptualisation of interactive service quality**

*Associate Professor/Head Göran Svensson  
School of Business and Engineering, Halmstad University, Sweden  
Email: goran.svensson@ehv.vxu.se*

Generally, the article provides a fundament beyond the state-of-the-art construct of service quality. In particular, the content is dedicated to the construct of interactive service quality in service encounters. Interactive service quality in a service encounter requires the simultaneous consideration of the service provider's and service receiver's perspectives. Furthermore, it also demands the consideration of both the service provider's and the service receiver's expectations and perceptions in a service encounter. The theoretical contribution is a generic conceptual framework of interactive service quality in service encounters consisting of the service continuum, the service cycle, and an interactivity model. The managerial contribution is a model of the invisibility dilemma of a service offer, the features of interactive service quality and an application model of interactive service quality in service encounters. Suggestions for further research are also proposed.

## **State of art of logistics and supply chain management in Hungary (Results of a questionnaire survey)**

*Zoltan SZEGEDI<sup>1</sup> - Csaba B. ILLES<sup>2</sup>*

*<sup>1</sup> Associate Professor,  
Szent Istvan University, Godollo, Hungary  
H-2103 Godollo, Pater Karoly street 1., Email: [zoltan.szegedi@ameropa.hu](mailto:zoltan.szegedi@ameropa.hu)*

*<sup>2</sup> Associate Professor, Head of Department, Vice Dean  
Szent Istvan University, Godollo, Hungary  
H-2103 Godollo, Pater Karoly street 1., Email: [ILLES@GTK-F1.GAU.HU](mailto:ILLES@GTK-F1.GAU.HU)*

This paper is the result of a survey conducted earlier this year, consisting of over forty in-depth-interview questions, the purpose being to survey the logistics and supply chain situation in Hungary. Most of the 117 companies surveyed were mid-sized manufacturing, service and commercial firms. When possible, top managers/business owners, logistics managers or logistics employees were the respondents. We have realized that the earlier surveys were usually focussing on big firms (among them the subsidiaries of multinationals) but less attention is paid to medium sized ones.

## **Ownership concentration and CEO-Chairman Duality - evidence from the top 150 listed firms in Malaysia**

*Monica Guo-Sze Tan*  
*Department of Management,*  
*Monash University,*  
*Business and Economics Postgraduate Research Centre*  
*Unipath Building, 840 Dandenong Road,*  
*Caulfield, VIC 3145, Australia.*  
*Phone: (61)(3) 9903 1530 Fax: (61)(3) 9903 2718*  
*Email: [monica.tan@buseco.monash.edu.au](mailto:monica.tan@buseco.monash.edu.au)*

Corporate control offers important implications on corporate governance. The rationales and effectiveness of different controlling strategy varies according to ownership type. This paper examines and explains the different controlling mechanisms employed by various ownership types. Empirical evidence is drawn from the top 150 listed firms on the Kuala Lumpur Stock Exchange in Malaysia. Four major ownership types are found: state, foreign, trust fund and individual/family. The results show that even though individual/family shareholders are the leading ownership type in Malaysia, their shareholding concentration is lowest among others. However, they are associated with the strongest Chairman-CEO duality. Board representation enhances control as a result of ownership concentration in firms hold by individual/family shareholders, but inducing higher monitoring costs and lower efficiency in firms owned by other ownership types.

**Keywords:** CEO-Chairman duality, ownership concentration, ownership types.

## **Competitive advantage is not firm performance: conceptual ambiguities**

*Caroline Tan Swee Lin, BBus Com (Hons)*  
*Doctoral Candidate*  
*School of Marketing RMIT University,*  
*Melbourne, Australia*  
*Email: [caroline.tan@rmit.edu.au](mailto:caroline.tan@rmit.edu.au)*

*Kosmas X. Smyrnios, PhD MAPS*  
*Professor & Director of research*  
*School of Marketing RMIT University,*  
*Melbourne, Australia*  
*Email: [kosmas.smyrnios@rmit.edu.au](mailto:kosmas.smyrnios@rmit.edu.au)*

Competitive advantage is a widely used term in strategic management, marketing, and economics. Despite its common application, a review of the literature suggests there are problems associated with the operationalization of this construct. Competitive advantage culminates in superior customer value, which in turn leads to superior firm performance. However, an analysis of theoretical and empirical studies reveals that customer value is rarely measured and erroneously, firm performance is equated with competitive advantage. This conceptual paper discusses the misconceptions inherent in research relating to this topic.

**Keywords:** competitive advantage, customer value, firm performance, ambiguity

## Turnaround strategies: Australian Listed Companies

*Mr Kim Tee Teng*  
*Doctor of Business Administration Research Student, 2003 Academic Year,*  
*Graduate School of Management,*  
*University of Western Australia*  
*email: [tengcb@student.ecel.uwa.edu.au](mailto:tengcb@student.ecel.uwa.edu.au); [tengcb@hotmail.com](mailto:tengcb@hotmail.com)*

*Professor Gary J. Stockport*  
*Professor in Management and Director of Executive MBA,*  
*Graduate School of Management,*  
*University of Western Australia*  
*email: [gstockpo@ecel.uwa.edu.au](mailto:gstockpo@ecel.uwa.edu.au)*

This paper investigates turnaround strategies of Australian listed companies. Over 1,250 Australian listed companies were investigated over a 12-year period between 1990-2001 in order to identify a decline and subsequent turnaround sample. A final total of 156 turnaround companies were identified.

The paper groups the decline situations into 4 distinct stages, encompassing the complete spectrum of performance decline. These four decline stages, categorized in their order of increasing vulnerability to insolvency, are classified as (a) stagnation, (b) deterioration, (c) alert and (d) crisis. This study also identified four distinct turnaround strategies as (a) entrepreneurial, (b) efficiency, (c) cost and (d) cash.

This research generally supported the hypotheses that there is a relationship between stages of decline and appropriate turnaround strategies.

**Keywords:** Turnaround, Strategies, Decline, Australian Listed Companies.

## Exploring the trends in graduate selection in Australia

*Ms Katrina Moriarty*  
*PricewaterhouseCoopers, Sydney, Australia*  
*Email: [katrina.moriarty@au.pwcglobal.com](mailto:katrina.moriarty@au.pwcglobal.com)*

*Dr Stephen T.T. Teo\*\**  
*School of Management, University of Technology, Sydney, Australia*  
*Email: [stephen.teo@uts.edu.au](mailto:stephen.teo@uts.edu.au)*

The top four most important graduate selection methods in Australia were pre-screening via application form and resume, structured interviews with 2 or more interviewers, structured interviews with one interviewer, and assessment centres. The top four methods in terms of usefulness in predicting performance are structured interviews with 2 or more interviewers, structured interviews with 1 interviewer, bio-data, and assessment centres. There was a significant gap between perceived importance and usefulness for pre-screening of application form/resume, structured interviews with 2 or more interviewers, and reference checks. Organisational fit had the greatest impact on choice of methods. The quality of graduates selected, attraction and retention, the professionalism of graduate recruiters, and the administration of graduate recruitment and selection program were important success indicators.

**Keywords:** Australia, Graduate Selection, Reasons for Choice, Success Measures, Perceptual differences

## **A critical examination of research methods applied in accounting education research**

*Dr Len Therry*

*School of Accounting, Finance, and Economics  
Faculty of Business and Public Management  
Edith Cowan University, Joondalup, Western Australia 6027  
Email: l.therry@ecu.edu.au*

*Professor Greg Tower*

*School of Accounting  
Curtin Business School  
Curtin University of Technology, Bentley, Western Australia 6102  
Email: TowerG@cbs.curtin.edu.au*

This study examines research methods applied in accounting education research as published in the leading accounting education and accounting journals for the period 1989 to 1998 using the important Williams et al (1988) framework as a template. In total 883 articles were found to have addressed a range of issues associated with accounting education. Despite strident calls for change, there was no evidence of increasing trends towards empirical methods. Empirical research methods were least applied in the major topic of 'Educational Process' compared to other accounting education topics. No evidence was found of the adoption of qualitative approaches despite a rich tradition and support for qualitative research methods in the education literature.

**Keywords:** accounting education, accounting education research

## **Management and leadership challenges: a family business perspective**

*Jill Thomas, PhD*

*Adelaide Graduate School of Business  
University of Adelaide  
North Terrace Adelaide SA 5005  
Australia*

*Tele: 61 8 8303 4911 Fax: 61 8 8223 4782*

*Email: [jill.thomas@adelaide.edu.au](mailto:jill.thomas@adelaide.edu.au)*

The management and leadership challenges resulting from the overlap of the family and business systems of the family business are explored in this paper. Some of the family specific issues that arise for family business leaders in relation to broad management (ie planning and budgeting, organising and staffing, controlling and problem solving), and leadership (ie establishing direction, aligning people, and motivating and inspiring) responsibilities are discussed. This was done to highlight some of the unique challenges that family business leaders need to deal with compared with challenges and responsibilities identified in the leadership literature generally. These challenges indicate clear additional responsibilities for family business leaders.

**Keywords:** Family business; leadership; small to medium enterprise sector (SME); qualitative research

## **Leadership development: to what end, by what means?**

*Keith Thomas*

*Graduate School of Management, La Trobe University, BUNDOORA, VIC 3083*

*Email: [Keith.Thomas@latrobe.edu.au](mailto:Keith.Thomas@latrobe.edu.au)*

Leadership is a critical driver of organisational performance. This paper, based on a case study of the Australian Defence Force Academy, highlights the implication of the changed context for leadership development. Noting the requirement is for a multi-dimensional capability, this paper argues the capability requirement goes beyond skills provided through training. The paper explores learning and development theory and presents some considerations and challenges for current leadership development for the military within the broad questions: to what end and by what means?

**Keywords:** Leadership, leadership development, learning, change

## **Employers, employability skills and vocational education and training policy in Australia**

*Louise Thornthwaite*

*Sydney Graduate School of Management, UWS, Sydney, Australia*

*Peter Sheldon*

*School of Industrial Relations and Organisational Behaviour,  
University of New South Wales, Sydney, Australia*

This paper examines the current demands of employers and their associations for further change to Australia's vocational education and training system, with a particular focus on their proposals in regard to 'employability skills'. We argue that employers and their associations have not substantiated adequately their calls for broader and higher skill levels, or for their inclusion of employees' values, attitudes, personality and other personal qualities as skill needs. While evidence suggests that there are critical skill shortages, these are in part due to managers' own strategies and, in particular, the widespread decline in commitment to employee training and employment tenure. In adopting the concept of employability skills, employer associations have signalled a further decline in employers' responsibility for VET, while nonetheless expecting to retain a dominant influence on its content, delivery and assessment through publicly-funded schemes.

**Keywords:** Employers; employability skills; training and development

## Re-shaping performance disclosures in New Zealand school annual reports

*Dr Stuart Tooley*  
*School of Accountancy, Massey University, Palmerston North*  
*New Zealand*  
*Email: [S.Tooley@massey.ac.nz](mailto:S.Tooley@massey.ac.nz)*

*Professor James Guthrie*  
*Macquarie Graduate School of Management, Macquarie University*  
*Australia*

The 1989 transformation of the NZ compulsory school sector instituted fundamental structural changes in administrative and financial arrangements. Importantly, the decentralisation of educational administration emphasised a new accountability framework. An aim of these changes was to demonstrate that educational investments yielded educational payoffs, including a demand that educational institutions provide evidence of their performance in terms of efficiency and effectiveness. This was in part discharged through the provision of performance information in the school annual report. To assess the quality of that performance communication, a disclosure index was applied to the annual reports of 18 secondary schools. This paper compares the resulting scores for the extent and quality of each index item. The results indicate a significant gap between 'official' expectations of the type of items required to be reported and actual performance reporting practice. Key areas of school performance were found not to have been reported on.

**Keywords:** Disclosure, Annual Reports, School Sector, New Zealand

## Designing fair workplace grievance procedures

*Dr Bernadine Van Gramberg*  
*School of Management, Victoria University, Australia*  
*Email: [Bernadine.VanGramberg@edu.au](mailto:Bernadine.VanGramberg@edu.au)*

Workplace grievance procedures aim to resolve conflict within the workplace and are a mandatory inclusion in federal awards and agreements. This article examines the level of innovation in 2000 Australian grievance procedures and argues that workplaces have an opportunity to develop participative grievance procedures and specifically meet the workplace justice goals of procedural, distributive and interactional fairness. Three internal grievance resolution techniques are examined: peer review, internal ombudsman and the consultative committee. It is argued that customised grievance resolution clauses together with the requisite training, can deliver workplace justice and cut the costs of grievance resolution.

**Keywords:** alternative grievance resolution, workplace justice, conflict, participation, peer review



## State-of-the-art of e-technology related business and management research

*Ton van der Wiele*  
Erasmus University Rotterdam,  
Rotterdam School of Economics,  
PO Box 1738, 3000 DR Rotterdam,  
The Netherlands  
[vanderwiele@few.eur.nl](mailto:vanderwiele@few.eur.nl)

*Jos van Iwaarden*  
Erasmus University Rotterdam,  
Rotterdam School of Economics,  
PO Box 1738, 3000 DR Rotterdam,  
The Netherlands  
[vaniwaarden@few.eur.nl](mailto:vaniwaarden@few.eur.nl)

*Menno Verboom*  
Erasmus University Rotterdam,  
Rotterdam School of Economics,  
PO Box 1738, 3000 DR Rotterdam,  
The Netherlands  
[mverboom@few.eur.nl](mailto:mverboom@few.eur.nl)

*Roger Williams*  
Erasmus University Rotterdam,  
Rotterdam School of Economics,  
PO Box 1738, 3000 DR Rotterdam,  
The Netherlands  
[williams@few.eur.nl](mailto:williams@few.eur.nl)

*Barrie Dale*  
University of Manchester Institute of Science and Technology [UMIST],  
PO Box 88, Manchester M60 1QD, United Kingdom  
[Barrie.dale@umist.ac.uk](mailto:Barrie.dale@umist.ac.uk)

A questionnaire survey has been undertaken amongst the members of the e-Business Research Network [eBRN] to investigate the topics that are researched on in relation to e-business. The eBRN has been initiated by Erasmus University Rotterdam and UMIST Manchester in 2001 and now has more than 200 members. It is shown that research interest of academic researchers who are eBRN members is highest for specific aspects of e-business related research in the area of business and management, e.g. B2B, B2C and e-business models. Topics like personal/workspace portals, client server infrastructures, TTP, operating systems architecture and multidimensional databases get the least attention.

The responses to the membership questionnaire have been analysed to study the influence that e-technology is perceived to have on aspects of business and management. The biggest influence is perceived on aspects like virtual organisations, networks and communities, globalisation, sharing of information, and customer relationship marketing. There is a very strong and significant correlation between the extent to which an aspect is part of one's job and the perceived influence of e-technology. No major relationship has been found between academic discipline and the perceived influence of e-technology.

**Keywords:** e-business, e-technology, eBRN, survey research

## **Three strategic dimensions of information security in ecommerce: a literature review based conceptual model**

*Lucian Vasiliu, Matthew Warren and David Mackay  
Deakin University  
email: {lvasi, mwarren, mackay}@deakin.edu.au*

Important eCommerce requirements are a robust and secure technical infrastructure, and the ability to ensuring the security of information, and to satisfying certain related legal requirements. In this paper, based on a literature review, we present a high-level conceptual model of information security in eCommerce, consisting of three strategic dimensions: protecting organizations' information, satisfying certain legal requirements, and enabling trusted and secure electronic transactions.

Our conceptual model can be used by eCommerce managers as a tool in the strategic planning and management process, to better understand and communicate the inter-dependencies between business and legal requirements. The model can also be used for devising the goals and objectives relevant to their specific organization, for designing the policies that are needed, and deciding how technology will be managed and what training is required.

**Keywords:** Information security, Conceptual model, eCommerce, Management.

## **Critical upward feedback in organisations: how management behaviour distorts organisational behaviour**

*Naheed Vatcha*  
*Aberdeen Business School*  
*The Robert Gordon University*  
*Garthdee Road*  
*Aberdeen AB10 7QE*  
*Email: naheedennis@hotmail.com*

*Professor Dennis Tourish*  
*Aberdeen Business School*  
*The Robert Gordon University*  
*Garthdee Road*  
*Aberdeen AB10 7QE*  
*Email: D.J.Tourish@rgu.ac.uk*

Given that staff-management relationships are a core concern for organisational behaviour, *upward feedback* is emerging as a significant theme. However, it is most often associated with upward appraisal. This study looks at upward feedback in a more general sense. 146 staff within a health care organisation were surveyed, using a depth-Communication Audit instrument. 15 staff were also interviewed, while 6 focus groups were also convened. Results indicated that informal upward feedback was mostly absent; that where it occurred the feedback was *inaccurately positive*; that senior managers were unaware of such distortions and unwilling to contemplate the possibility that they did indeed exist; and that they *unawarely discouraged* the transmission of critical feedback. As always, case study research makes it difficult to conclude whether and/ or to what extent the findings can be generalised to the wider population of all organisations, and whether cross-cultural variations would militate the effects discussed. Nevertheless, within the constraints of an exploratory study, some implications for the field are considered.

## **The relationship between self-managed work teams and the learning organisation**

*Joe Power and Di Waddell*  
*Edith Cowan University*  
*Churchlands Campus,*  
*Perth, Western Australia 6018*

Given today's increasingly turbulent and competitive global environment, organizations have turned to a variety of new management techniques and alternate ways of structuring to obtain a competitive advantage. Two of these work designs are the self-managed work team and the learning organization. The widespread use of self-managed work teams has been reported in the United States, Europe and in Australia. Accordingly, assessing the relationship between self-managed work teams and performance has been a popular topic. This study uses a survey method design to empirically examine the relationships between self-managed work teams, the learning organization and performance. A random sample of 200 Australian organizations were chosen to participate in the study. The three main aims of this study are to assess the relationship between self-managed work teams and performance, the learning organization and performance, and self-managed work teams and the learning organization.

**Keywords:** Learning Organisations, Self-managed Work Teams, Australia

## Changing corporate identity with mergers and acquisitions

*Emma O'Hoy and Di Waddell  
Edith Cowan University  
Churchlands campus,  
Perth Western Australia 6018*

As many companies would testify, not all mergers and acquisitions are a success. The reasons for failure are many and varied but often involve a lack of consideration by the companies involved in the process, as to what happens following the completion of the deal. The authors investigate the importance of the role played by corporate identity in the success of merger and acquisition activity. The basis for their findings are grounded in the assumption that if corporate identity is not carefully managed then the likely success of a merger or an acquisition will be significantly undermined. This study empirically investigates whether a relationship exists between corporate identity and the performance of Australian public listed companies or subsidiaries which had undergone either a merger or an acquisition between 1996 and 2002. Furthermore, investigation was conducted into which particular element of corporate identity (communication and visual identity, behaviour, corporate culture or market conditions), best predicted a company's performance following a merger or an acquisition. Data was collected from 39 organisations that completed a detailed questionnaire which was subsequently analysed using a variety of multivariate techniques.

**Keywords:** Corporate Identity, Mergers, Acquisitions

## Entrepreneurs, creativity, anxiety and attachment style

*Paul Waight  
School of Marketing and Management, Griffith University, Gold Coast, Australia  
Email: [p.waight@griffith.edu.au](mailto:p.waight@griffith.edu.au)*

This paper explores the relationship between entrepreneurship, creativity, anxiety and attachment style. It is argued that entrepreneurship is a special case of creativity, and as such, exists on a continuum of entrepreneurial propensity. Entrepreneurial propensity is affected by genetic, social, psychological and environmental factors that encourage or inhibit entrepreneurial behaviour. Bowlby's attachment theory may explain some of the observed psychological characteristics shared by creative and entrepreneurial people. Early childhood experiences influence attachment style and associated levels of anxiety. Attachment theory suggests that the initial relationship developed between infant and primary care-giver, and the resulting attachment style (secure or anxious), has an enduring effect on personality. It is argued that adult attachment styles may predict entrepreneurial propensity, the type of organisation created, and outcomes achieved.

## **Innovation diffusion through strategy and a COP approach – an Australian construction case study**

*Professor Derek H. T. Walker and Vachara Peansupap,  
Cooperative Research Centre in Construction Innovation,  
RMIT University, Faculty of Business, Melbourne, Australia*

There has been strong support for a community of practice (COP) approach for enabling knowledge transfer about how to use and adopt innovation. One of the most powerful tools for innovation diffusion is word-of-mouth wisdom from committed individuals who mentor and support each other. A strategic COPs initiative can achieve this, however, it may lack the organic energy levels associated with a grass roots COPs.

This paper presents a case study from the construction industry in which a major innovative building company has experimented with the concept of a ‘technology cell’ for diffusing information and communication technologies (ICT) innovations. We found that their approach to ICT diffusion provides some useful lessons on how to engage support for ICT diffusion.

**Keywords:** *Communities of Practice, Knowledge Management, Innovation Diffusion, ICT*

## **Usage and management of business assistance by small business: time for a rethink?**

*Elizabeth A. Walker  
Small & Medium Enterprise Research Centre  
Faculty of Business and Public Management  
Edith Cowan University  
100 Joondalup Drive  
Joondalup, W.A. 6027  
Email: elizabeth.walker@ecu.edu.au*

*Leonie V. Still  
Graduate School of Management,  
University of Western Australia,  
35 Stirling Highway  
Crawley, W.A. 6009  
email: lstill@gsm.uwa.edu.au*

This study compared the use of business assistance by women at start-up and current point in time, with the finding that the use of government sponsored agencies falls off once a business is established, however the usage of accountants and lawyers goes up as businesses become established. This indicates a preparedness on the part of business operators to pay for advice services. Also highlighted is the gap in the market for business assistance on an on-going basis, especially for women, as they have less well developed business networks to use for informal business assistance.

**Keywords:** *Women, small business, assistance, accountants, government*

## Strategic decision success: effects of intuition and rationality

*Bernadette Walsh*

*Graduate School of Management Griffith University, Gold Coast, Australia*

*Email: [bernadette.walsh@griffith.edu.au](mailto:bernadette.walsh@griffith.edu.au)*

*Dr Ingrid Bonn*

*Graduate School of Management Griffith University, Gold Coast, Australia*

*Email: [i.bonn@griffith.edu.au](mailto:i.bonn@griffith.edu.au)*

*Dr Peter Jordan*

*School of Management Griffith University, Nathan, Australia*

*Email: [peter.jordan@griffith.edu.au](mailto:peter.jordan@griffith.edu.au)*

Despite the importance of intuition and rationality in strategic decision making, there is a lack of knowledge about their relationship and how they impact on outcomes such as decision success. In this paper we present a theoretical model that aims to address this gap in the literature. We develop a number of propositions regarding the linkage between the use of intuition, rationality and strategic decision success and examine the impact of decision specific characteristics. In essence, we argue that strategic decisions based on the use of rationality in combination with intuition are more likely to be successful than those relying on the use of intuition alone.

**Keywords:** Strategic decision success, intuition, rationality

## Towards a transaction cost theory of international subcontracting

*Dr Yue Wang*

*School of International Business*

*University of New South Wales*

*Sydney 2052 Australia*

*Email: [yue.w@unsw.edu.au](mailto:yue.w@unsw.edu.au)*

Research on international subcontracting has been policy-oriented and industry-focused. There is a lack of understanding of the phenomenon from management and organization perspectives. This paper conceptualises international subcontracting as a type of relational contract. It builds a transaction cost model for studying the choice of international subcontracting and for examining the complex nature of subcontracting relationships.

**Keywords:** international subcontracting, relational contract, transaction cost

## Assessing Price and Ridgeway's use innovativeness scale

*Dr Tonia Girardi*  
Murdoch Business School  
Murdoch University  
Telephone: (08) 9360 6980  
Facsimile (08) 9310 5004

*Professor Geoffrey N. Soutar*  
Graduate School of Management  
University of Western Australia  
Telephone: (08) 9380-7885  
Facsimile: (08) 9380-1072  
email: [gsoutar@ecel.uwa.edu.au](mailto:gsoutar@ecel.uwa.edu.au)

*Dr Steven Ward*  
Murdoch Business School  
Murdoch University,  
Murdoch, Perth  
Western Australia 6150  
Telephone (08) 9360 6027  
Facsimile (08) 9310 5004  
Email: [sward@murdoch.edu.au](mailto:sward@murdoch.edu.au)

Evidence for a unidimensional measure of use innovativeness is provided by structural equation modelling. The 9 item measure has fewer items than the original 44 item measure developed by Price and Ridgeway (1983) and consists of the items of multiple use and creative reuse.

## The impact of coworkers' neuroticism on perceptions of organisational climate

*Jackie M. Wellen*  
School of Management  
Queensland University of  
Technology  
Brisbane, Australia  
Email: [j.wellen@qut.edu.au](mailto:j.wellen@qut.edu.au)

*Naomi I. Maierhofer*  
School of Management  
Queensland University of  
Technology  
Brisbane, Australia

*Mark A. Griffin*  
School of Management  
Queensland University of  
Technology  
Brisbane, Australia

This research examined the impact of the average level of neuroticism amongst coworkers in a workgroup on individuals' perceptions of organisational climate. Due to social influence processes operating in workgroups, individuals' experiences within the organisation should be influenced by coworkers' neurotic styles, particularly for high commitment employees. Members of a large government organisation (N = 316) served as participants. After controlling for potentially influential variables (e.g., own neuroticism, gender, tenure, workgroup size), significant interactive effects of average coworker neuroticism and commitment on two organisational climate measures (i.e., workload and work distress) were found. In line with expectations, higher levels of coworker neuroticism were associated with less favourable climate perceptions amongst strongly committed employees, but not for those low in commitment.

**Keywords:** coworker neuroticism, social influence, organisational climate



## **Do they understand the implications? The strategic role of cognitive positions in downsizing**

*Rob Welsh*

*School of Management, Edith Cowan University  
Email: [r.welsh@ecu.edu.au](mailto:r.welsh@ecu.edu.au)*

*Richard McKenna*

*School of Management, Edith Cowan University  
Email: [r.mckenna@ecu.edu.au](mailto:r.mckenna@ecu.edu.au)*

The cognitive position of leaders when they formulate and implement strategy is unclear. The cognitive school posits that inputs are filtered to form a map that can be modelled and constructed. However, complexity theory posits that the processes are self organising patterns of the individual's concomitant public and private communications and power relationships. Answers may lie within a player's cognitive position in seeking to raise asset productivity. The resulting paradox can be explored using downsizing as an exemplar strategy. Success may itself link with organisational (complex responsive) processes during downsizing. This paper examines relationships between the cognitive school, complexity theory, leadership theory and restructuring. It will also explore actor behavioural responses in terms of unexpected consequences of purposive action.

**Keywords:** Complex responsive processes, downsizing, leadership, restructuring.

## **Managerial discourse: learning the boundary**

*Dr James Latham*

*School of Management, RMIT University, Melbourne, Australia.  
Email: [james.latham@rmit.edu.au](mailto:james.latham@rmit.edu.au)*

*Professor Alma Whiteley*

*Graduate School of Business, Curtin University, Perth, Australia  
[A.Whiteley@cbs.curtin.edu.au](mailto:A.Whiteley@cbs.curtin.edu.au)*

Organizational discourse is an important aspect of facticity of organizational life. It is arguably not an area that is much publicised in management theory, yet communication is seen as a key element of hierarchical arrangements such as bosses and employees. This paper reports on an empirical study focussed on gaining a better understanding of the discourse or conversational relationship between 'boss' and 'subordinate'. An attempt was made to step outside of the reporting conventions of modernist discourse by taking a postmodern discursive turn and by using metaphor to analyse and interpret findings. An interpretive study first generated constructs through a 'complete this sentence' method, followed by in-depth and comprehensive interviews with bosses and subordinates. A model of the discourse relationship was iteratively constructed using the 'bonding' metaphor. The findings showed that the more formal and codified the relationship, the weaker the discourse bond and so less chance of connectivity. The more spontaneous and undecidable the relationship is, the stronger the discourse bond and so more chance of connectivity.

**Keywords:** Communication – Organizational Discourse — Discourse Boundary — Language and metalanguage – Complexity.

## Social capital and knowledge transfer

*Jay Whittaker*

*University of Ballarat, Victoria, Australia*

*jay\_whittaker@hotmail.com*

*John Van Beveren*

*University of Ballarat, Victoria, Australia*

*j.vanbeveren@ballarat.edu.au*

This paper aims to develop a conceptual framework of how social capital influences knowledge transfer. The three dimensions of social capital are found to influence key knowledge transfer criteria. Therefore, social capital developed through informal social networks is vital to the knowledge transfer capabilities of an organisation.

**Keywords:** social capital, knowledge management, knowledge transfer

## The type of change is important for understanding readiness for change: a comparison of IT change and organisation restructure

*Mr Karl Wiener*

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: k.wiener@qut.edu.au*

*Prof. Mark Griffin*

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: m.griffin@qut.edu.au*

Readiness for change is an important concept to understand the change process in organisations. Readiness for change encapsulates both perceptions of employee's readiness and the perception of the organisation's readiness to perform the change. This study proposes that multiple readiness drivers impact on readiness for change and that these drivers need to be selected specifically for each change context. Results from this study show that for IT change, appropriateness of the change and change efficacy are predictive of intention to support the change. In contrast, appropriateness and understanding of the change are predictive in the organisational restructure context.

**Keywords:** IT change, organisational restructure, efficacy, readiness, appropriateness, understanding, principal support

## **A conceptual model integrating individual leadership competencies with organisational outcomes**

*Dr Lesley Willcoxson*

*Faculty of Business, University of the Sunshine Coast, Maroochydore, Queensland*

*Email: [Lesley.Willcoxson@bigpond.com](mailto:Lesley.Willcoxson@bigpond.com)*

This paper presents a conceptual model of leadership competencies that relates competencies to organisational outcomes yet also has the flexibility to encapsulate the responsibilities of leadership in an organisation where leadership authority and responsibility is diffused. Applied practically to the development of a leadership competencies instrument, it permits specification of the relationship between organisational outcomes and specific competencies and indicators, without presupposition of specific organisational functions or leadership roles.

**Keywords:** Leadership, leadership development, universities

## **The influence of multi-modal systems thinking on a self-study action research of teaching reform in a university information systems course**

*Mark C. Williams*

*Faculty of Business and Public Management*

*School of Management Information Systems, Edith Cowan University.*

*Email: [m.williams@cowan.edu.au](mailto:m.williams@cowan.edu.au) Phone: (08) 9273 8523 Fax: (08) 9273 8754*

From 1991 to 1993 I conducted a qualitative investigation of the influence of open discourse on technicism in a University Business Computing Course. I discontinued the research on realising, through a reflective self-study, that I had acted unethically. To address this breach of ethics, I conducted an heuristic inquiry, from 1993 to 1996, to delve deeply, using phenomenological reflection, into the nature, and possible healing, of the causes of my research short-comings. The change in research approach and direction was influenced by my reading of the multi-modal thinking of the Amsterdam School. I note that this approach has recently been incorporated into systems thinking in the work of J. R. D. de Raadt, whose university informatics teaching reform, informed by the 'way of the prophet', resonates with my reforms.

**Keywords:** multi-modal systems thinking, teaching reform

## Using Heuristic self-study to research university teaching reform

Mark C. Williams

*Faculty of Business and Public Management*

*School of Management Information Systems, Edith Cowan University.*

*Email: m.williams@cowan.edu.au Phone: (08) 9273 8523 Fax: (08) 9273 8754*

From 1991 to 1993 I conducted a qualitative investigation of the influence of open discourse on technicism in a University Business Computing Course. I discontinued the research on realising, through a reflective self-study, that Mark had acted unethically. To address this breach of ethics, I conducted a psychology-oriented inquiry, from 1993 to 1996, to delve deeply, using heuristic reflection, into the nature, and possible healing, of the causes of my research short-comings both in theory and practice. The change in research approach and direction rested upon my growing awareness of the importance of the reflective practitioner approach. In this paper, I discuss issues of writing in the form of a dialogue to enact the message of the paper.

**Keywords:** Research, writing, rich pictures, university teaching reform

## Communicative action for reforming university education: comments from a Sri Lankan case study

*Mark Campbell Williams and Sunil R. Gunatunge*

*School of Management Information Systems*

*E.C.U, Perth, Western Australia*

*email: m.williams@cowan.edu.au*

There is an urgent need for a new wave of learning, transforming university education through communicative action. Open discourse, by concentrating on values, feelings, fears, and hopes, enables a trusting foundation for critical and problem-and-solution discussions. Dominated by an instrumental type of rationality, the existing dominant paradigm of university education is becoming progressively coercive and destructive of student and collegial life-worlds. Communicative action, through open discourse between universities, government, and business, could lead to increasing transnational openness. Can developed countries play a role in this process without dominating and destroying university lifeworlds in developing countries?

**Keywords:** Instrumental rationality, critical social theory, communicative action, open discourse, balanced rationality, transnational

## **Managing change in regionally-based organisations – understanding the need for individual and organisational unlearning**

*Karen Windeknecht*

*School of Management Central Queensland University, Rockhampton, Australia*

*Email: [k.windeknecht@cqu.edu.au](mailto:k.windeknecht@cqu.edu.au)*

This paper examines three issues. Firstly, do those driving change understand the reasons for change and their role within this change? Secondly, is individual ability and readiness to learn and unlearn given sufficient consideration when implementing organisational change? Finally, do regionally-based organisations present additional challenges when implementing change and expecting individual learning, development and unlearning? Whilst there has been a great deal of research done on organisational change, and on adult learning, there is a need to draw these two concepts together and understand the interrelationships.

**Keywords:** Unlearning, Organisational change, Individual change, Human resource management, Regional organisations

## **Business planning and performance management systems: a case study of alignment, system supports and cultural attributes**

*Dr Jay Hays*

*Director, Synapsis, Florey, Canberra, Australia*

*Email: [jay@synapsis.com.au](mailto:jay@synapsis.com.au)*

*Dr Richard Winter*

*School of Business & Information Management, ANU, Canberra, Australia*

*Email: [richard.winter@anu.edu.au](mailto:richard.winter@anu.edu.au)*

This paper documents some of the problems facing an organisation trying to align its business planning and performance management systems. Existing planning and performance systems are described in some detail. The theoretical ideal of ‘cascading’ planning processes integrated with individual performance reviews is contrasted with the practice of system confusion and ‘one-way’ progress reviews. To support systems integration, the paper briefly reviews the strategic human resource management literature and proposes a number of support mechanisms for cultural adjustment. The paper concludes by restating the importance of larger, systemic and cultural changes to fully integrate business planning and performance management systems.

**Keywords:** Performance management, planning, case study, culture, strategic alignment

## How ‘strong’ is sustainability? Development of a framework for assessment and intervention

*Simon Jones*  
*Department of Management*  
*Monash University*  
*Melbourne, Australia*  
*Email: [simonjones@iprimus.com.au](mailto:simonjones@iprimus.com.au)*

*Julie Wolfram Cox*  
*School of Management*  
*RMIT Business*  
*RMIT University*  
*GPO Box 2476V, Melbourne VIC 3001*  
*Australia*  
*Email: [julie.wolfram-cox@rmit.edu.au](mailto:julie.wolfram-cox@rmit.edu.au)*

In this paper we refine consideration of the topic of ‘sustainability’ through an analysis of its ontological and epistemological assumptions. The concepts of ‘Strong’ and ‘Weak’ sustainability are defined, compared and contrasted in terms of their respective emphases on Complexity and Humanism, and on Reductionism and Rationalism. A model for assessment of these emphases is presented. It is suggested that this model will assist in the comparison, development and evaluation of sustainability strategy and policy initiatives, and may also serve as an intervention tool to assist in planners, strategists and policy makers in reflecting on and comparing their assumptions in the development of sustainable solutions.

**Keywords:** Sustainability, Policy Development, Rationalism, Reductionism, Humanism, Complexity

## A public sector scale for codes of ethics classification

*Associate Professor Göran Svensson*  
*School of Business and Engineering, Halmstad University, Halmstad Sweden*  
*[goran.svensson@ehv.vxu.se](mailto:goran.svensson@ehv.vxu.se)*

*Dr Greg Wood*  
*Bowater School of Management & Marketing, Deakin University Warrnambool Australia*  
*[gwood@deakin.edu.au](mailto:gwood@deakin.edu.au)*

This article examines the results of a study conducted of the top 100 public sector units in Sweden. These units comprise 40 entities of government, 40 municipalities, and 20 county councils. The aim of the study was to examine and describe the codes of ethics in these Swedish public sector units. This research reports on the responses of 27 public sector units that possessed a code of ethics. The principal contribution of this work is a customized PUBSEC-scale to measure and evaluate the content of codes of ethics artefacts in public sector units. The PUBSEC-scale differs to a large extent from the current private sector-scales (PRISEC-scales) in literature, due to the specific characteristics of the public sector.

**Keywords:** Public Sector Scale, Codes of Ethics, Sweden.

## **Team composition, learning behaviors and ERP implementation effectiveness**

*Dr Ying-Jung Yeh*

*Department of Business Administration*

*Nation Central University*

*No. 300, Jung-da Rd. Jung-li City, Taoyuan, 320, Taiwan.*

*Email: yyeh@cc.ncu.edu.tw*

*Dr Huey-Wen Chou*

*Department of Information Management*

*Nation Central University*

*No. 300, Jung-da Rd. Jung-li City, Taoyuan, 320, Taiwan.*

*Email: hwchou@mgt.ncu.edu.tw*

This study examines the effects of two types of team diversity (functional and positional diversity) and team learning behaviors on team performance. Enterprise resource planning (ERP) system implementation teams were investigated on the basis of data collected using the single-rater method. The results indicate that team learning behaviors had a significant and consistently positive effect on team performance. Functional diversity had a negative effect on team satisfaction, while the effect of positional diversity was positive. Task and relational conflicts were also found to be negatively associated with team performance, but the results did not confirm the hypothesized mediating and moderating effect. Recommendations have been provided to improve the effectiveness of ERP implementation.

**Keywords:** functional diversity, positional diversity, team learning, ERP

## **Labour without obligation: the implications for knowledge and the principles of the learning organisation**

*Nola G. Young*

*School of Applied Social and Human Sciences, University of Western Sydney, Australia*

*Email: [subarugt@bigpond.com](mailto:subarugt@bigpond.com)*

Contracting-out and outsourcing are often preferred to permanent employees in attempts to increase labour flexibility and reduce labour costs. Outsourcing and labour hire is challenging the organisational structure and challenges the principles of the learning organisation. This paper addresses five key problems identified in recent studies regarding outsourcing (Pearce, 1993, Gryst, 1999, Hall, 2000) and examines the implications that labour without obligation has for the workplace with respect to matching, mismatching or somehow connecting with the principles of the learning organisation. This qualitative research consisted of interviews with sixteen contractors/consultants. They provided thoughtful insights into how outsourcing and contract-work is affecting knowledge creation and knowledge sharing and how it is changing commitment, trust and loyalty to the organisation.

**Keywords:** Learning Organisation, outsourcing, labour-hire, knowledge, commitment, trust



## **The politics of human resource management in implementing process innovation**

*Dr Michael Zanko  
School of Management,  
Marketing and Employment  
Relations  
University of Wollongong  
Northfields Avenue  
Australia  
[mzanko@uow.edu.au](mailto:mzanko@uow.edu.au)*

*Professor Richard Badham  
School of Management,  
Marketing and Employment  
Relations  
University of Wollongong  
Northfields Avenue  
Australia  
[rbadham@uow.edu.au](mailto:rbadham@uow.edu.au)*

*Dr Maren Schubert  
Heidelberger Druckmaschinen AG  
Kurfursten-Anlage 52-60  
69115 Heidelberg  
Germany*

This paper analyses a longitudinal case study of organizational and human resource management (HRM) dimensions in the implementation of an approach to product development (concurrent engineering (CE)) in a multinational firm engaged in defence electronics. Most aspects of managing product development in CE are linked to people management. Yet in this case, other than project team structure, prescriptive HRM dimensions of CE received little attention in the implementation process. This failure to address the ‘formal’ prescribed HRM issues is explained by a multilayer analysis of the play of power and political lobbying among ‘stakeholders’ over time: the HRM function, key groups and individual managers. The implications of the failure to understand HRM issues in such new organizational techniques are addressed.

**Keywords:** Concurrent engineering, HRM, organizational change, politics

## **Recommendations for successful EMS adoption**

*Dr Ambika Zutshi  
Post Doctoral Fellow, School of Business & Economics, Monash University, Gippsland Campus,  
Churchill, Australia  
Email: [Ambika.Zutshi@BusEco.Monash.Edu.Au](mailto:Ambika.Zutshi@BusEco.Monash.Edu.Au)*

*Prof Amrik S. Sohal  
Associate Dean (Research Degrees), Department of Management, Monash University,  
Melbourne, Australia  
Email: [Amrik.Sohal@BusEco.Monash.Edu.Au](mailto:Amrik.Sohal@BusEco.Monash.Edu.Au)*

As the number of systems/standards required by organisations is increasing, valuable resources (time, dollar, human) are being used for their implementation, many-a-times resulting in systems/standard adoption and compliance becoming superficial in nature. A large research project exploring and identifying the role of stakeholders during Environmental Management System (EMS) adoption has recently been completed by the researchers that involved three phases of fieldwork. Based on the findings this paper presents recommendations for EMS adoption. It is anticipated that the implementation of these recommendations will assist organisations to achieve a faster, smoother, effective and sustainable EMS ultimately saving valuable resources.

**Keywords:** ISO 14001, EMS, Implementation, Case Study, Questionnaire, Australia.

## **NON-REFEREED PAPERS**

Abstracts of the non-refereed papers are included in alphabetical order of the corresponding author. A full author index is included at the back of this volume.



## **Business without borders: e-business and the international community**

*Catherine Henderson, Martin Edward Kelly, Nicholas Beaumont\**  
*Department of Management, Monash University*  
*PO Box 197 Caulfield East VIC 3145, Australia*  
*61 3 9903 2371 (Phone) 61 3 9903 2718 (fax)*  
*nicholas.beaumont@buseco.monash.edu.au*

Superficially, electronic business appears to be a simple way of rendering national borders irrelevant, reaching a vastly increased number of potential customers, and conducting transactions that are “frictionless” i.e. for which transaction costs such as those of identifying customers and the administrative procedures associated with a sale are an order of magnitude lower than those of conventional, “over-the-counter”, transactions. This is a misconception; there are many obstacles. Different national financial systems may hamper payment. A web advertisement that is perfectly acceptable in one culture may offend people of a different culture. Language differences and imperfect translations may cause offence or confusion. Nations regulate electronic business differently and have different attitudes to civil liberties; authoritarian countries may restrict and supervise their citizens’ web activities. The most serious impediment to business to consumer activity is fulfilment: Reliably delivering web-ordered goods to consumers is expensive and may be problematic in countries with unsophisticated infrastructures.

## **The motivation challenges and the smile solution**

*Prof Claudio Baccarani*  
*Full Professor of Management, University of Verona, Italy*  
*Email: [claudio.baccarani@univr.it](mailto:claudio.baccarani@univr.it)*

The key element for people motivation is organisation wellbeing, whose features are:

1. Shared values among organisation members
2. Participation in company planning, autonomy, responsibility and all-level entrepreneurship
3. Stimuli and support for professional growth
4. Proper remuneration, transparency and fairness in award schemes
5. Ability to deal with crises
6. Availability of time for thinking
7. Listening to and handling emotions
8. Aptitude to manage the unexpected and change.

Organisational wellbeing fosters a new management style, smile management. The smile manager believes that:

1. aim of work is the individual’s realisation
2. time is not money
3. professionals should work as amateurs
4. productivity and profit are not goals to be sought directly
5. you can only really see well with the heart
6. it is useful to wander around the company to listen to people and feel the emotional vibrations
7. “people are happy not because of what they do but because of the way that they do it ”
8. smile is important because “anyone who doesn’t smile can’t be a serious ”
9. one must be able to laugh at himself
10. innovation is important for people involvement

**Keywords:** organisation, motivation, wellbeing, management style

## How do HRM practices generate employee commitment?

*Mary Bambacas*

*International graduate School of Management University of SA, Adelaide, Australia*

*Email: mary.bambacas@unisa.edu.au*

(Organisations endeavour to engender employee commitment as this has been shown to translate into extra effort that may in turn convert to positive organisational outcomes (Lease, 1998); (Tjosvold, Sasaki et al., 1998). Although there is evidence that human resource management (HRM) practices deliver a committed workforce (Robertson, Iles et al., 1991); (Gaertner and Nollen, 1989), how the perception of these practices influences employee commitment to the organisation is minor (Meyer and Allen, 1997).

The focus of this paper is the link between HRM practices, levels of reported commitment and perceptions. HRM practices within two functional areas, performance appraisal and career development are analysed with perceptions of being supported, obligated to remain, costly to leave as well as the three forms of commitment: affective, normative and continuance. This study reports on interview data from a group of South Australian managers (14 male, 5 female) representing twelve industries.

**Keywords:** Performance appraisal. Career development. Organisational commitment

## Studying innovation in organizations: overview and future challenges

*Dr Boaz Bernstein*

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: b.bernstein@qut.edu.au*

*Dr Roland Simons*

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: r.simons@qut.edu.au*

Innovation has been recognised as one of the most important factors defining ongoing organizational competitive advantage, and yet the vast and diverse research in this area is still fragmented and inconsistent. The paper examines the multidimensional body of literature in the field by constructing a meaningful framework for researchers, providing a greater understanding of the key theories, and proposing direction for future research. A discussion of the literature is constructed under three categories. The three approaches are referred to as early studies, organizational approach, and integrated approach. As this paper attempts to synthesise previous work in the field, a research review of innovation research was conducted. The review of literature suggests that the field of innovation in organizations is far from being mature in understanding the complexity of innovation dynamics, process and context. The paper identifies priorities for future research.

**Keywords:** Innovation, Competitive Advantage, Research Integration, Literature Review

## **Climbing the career ladder: gender segregation and career progression**

*Kerry Brown*

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: [ka.brown@qut.edu.au](mailto:ka.brown@qut.edu.au)*

*Stacy Ridge*

*School of Management, Queensland University of Technology, Brisbane, Australia*

*Email: [s.ridge@qut.edu.au](mailto:s.ridge@qut.edu.au)*

Public sector equal employment opportunity (EEO) legislation was introduced to encourage greater participation of women, Indigenous Australians, people of non-English speaking background and people with disabilities throughout all areas of public sector employment. It has been noted that steady progress has been achieved with implementing legislated public sector EEO policies and programs to fulfil the aim of increasing the representation of EEO groups in public employment. However, despite the employment gains delivered through equity legislation and policies, there remain areas of significant gender differences in the public sector labour market. This research in the context of the West Australian public sector analyses equity outcomes along gender lines and examines career progression and performance where one gender is over-represented in employment. The research problem focuses on whether women making inroads into male dominated agencies have experienced different employment outcomes to males in female dominated agencies.

**Keywords:** Women, Gender, Public Sector, Government agencies

## **Comparing apples with pears: HRM themes emerging from New Zealand and South Africa**

*Vicky Browning*

*Department of Management, University of Otago, PO Box 56, DUNEDIN,  
NEW ZEALAND*

*Telephone 0064 3 479 8121 Fax 0064 3 479 8173*

*[vbrowning@business.otago.ac.nz](mailto:vbrowning@business.otago.ac.nz)*

*Dr Fiona Edgar*

*Department of Management, University of Otago, PO Box 56, DUNEDIN,  
NEW ZEALAND*

*Telephone 0064 3 479 7387 Fax 0064 3 479 8173*

*[fedgar@business.otago.ac.nz](mailto:fedgar@business.otago.ac.nz)*

This comparative study reports on employee perceptions of the HRM function. It highlights recurrent themes that have emerged from data collected from New Zealand and South African employees. Three important issues were identified. Firstly, training and development has become a key functional area of HRM for employees; secondly, the effectiveness of HRM practice, especially in the implementation phase, is likely to be influenced by employee perceptions of fairness surrounding the practice, as well as good communication processes prevailing in the organisation. Finally, employees expressed a desire to have an HR specialist working in their organisation. Thus, they appear to associate fair and effective HRM with the existence of an HR professional. This suggests a more effective partnership needs to be developed between line managers and HR professionals working within an organisation.

## **Measuring intellectual capital within social networks accessed by small – medium sized enterprises**

*Michele Burns*

*School of Business University of Ballarat  
Email: micbur@netconnect.com.au*

*John Van Beveren*

*School of Business University of Ballarat  
Email: j.vanbeveren@ballarat.edu.au*

This paper has reviewed some of the metrics for Intellectual Capital and has applied the concepts to measure the value of participating in social networks, which many small to medium sized enterprises access in order to gain knowledge to enhance and produce innovative products to compete in today's hyper-competitive markets. The purpose of this paper and its approach is to provide insights as to the important characteristics of social networks and the potential assets and liabilities of participating in them.

**Keywords:** Social networks, intellectual capital, SMEs, knowledge, knowledge management

## **Does culture affect leader's personality and group effectiveness?**

*Dr Bobbie Chan*

*School of Business & Administration, Open University of Hong Kong, Hong Kong  
Email: bbchan@ouhk.edu.hk*

Using the Chinese Personality Assessment Inventory (CPAI)\*, this paper examines how personality affects group processes at an educational institution in Hong Kong. The results are compared to those in Chan (2001), where a similar study was reported using the Myers-Briggs Type Indicator (MBTI). The results indicate that certain scales on the Chinese Tradition factor of the CPAI are significantly related to group effectiveness, and that the MBTI could not subsume all the CPAI scales. Future research with the CPAI should explore whether this Chinese Tradition factor is unique to the Chinese culture or whether it is also a universal domain useful in understanding key interpersonal aspects of personality but have been left out in Western personality inventories.

**Keywords:** personality, group effectiveness, Chinese culture



## **An integrated framework for building innovative capacity: focussing on the microlevel firm foundations**

*Merran Davis-Havill*

*Waikato Management School, University of Waikato, Hamilton, New Zealand*

*Email: [merrandh@waikato.ac.nz](mailto:merrandh@waikato.ac.nz)*

*Professor Delwyn Clark*

*Waikato Management School, University of Waikato, Hamilton, New Zealand*

*Email: [dnclark@mngt.waikato.ac.nz](mailto:dnclark@mngt.waikato.ac.nz)*

Innovative capacity is the potential to produce commercially relevant innovations. This paper provides a review of innovation systems and innovation process literature and proposes an integrated matrix framework for conceptualising innovative capacity building. The framework incorporates the learning based theory of the firm with key elements of national innovation and business systems approaches. With organisation, institutions and technology integrated into the model through learning, knowledge and innovation flows, the innovative capacity of a country can be plotted, and the general nature of current gap(s) evaluated. Although, the 'microlevel foundation' quadrant is the most difficult to research and characterise, further research in this area is recommended to develop successful innovation systems.

**Keywords:** Innovative capacity, Innovation systems, Microlevel capability

## **Comparing a realist and constructivist perspective on the diffusion of outsourcing**

*Philip J Dobson*

*Edith Cowan University*

*Churchlands, Western Australia 6018*

*Telephone: 61 (08) 9273 8197 Fax: 61 (08) 9273 8332*

*Email: [p.dobson@ecu.edu.au](mailto:p.dobson@ecu.edu.au)*

This article examines the decision making behind the move to outsourcing and discusses the usefulness of diffusion theory and critical realist examination as a means to explain the decision. Diffusion theory suggests that the adoption of an innovative practice (such as outsourcing) is largely a consequence of (perhaps distorted) communication between the respective players in the diffusion process. An example of this argument is presented in Newell, Swan and Galliers (2000) who examine the adoption of BPR within organisations, BPR being considered as innovative practice. They see innovation diffusion as 'a socially constructed process involving the development and implementation of new ideas' (Van de Ven, 1986). Such a perspective does not easily allow for the possibility of wider high level "real" structures and macro influences. It also tends to downplay the important and active role that agents play in the decision-making process by suggesting that managers will passively accept the false packaging of innovative technologies. This article suggests that a more contextualized examination is needed to examine real potential structures and mechanisms. Such an analysis provides a clearer conception of the complex decision environments in which managers operate.

**Keywords:** Outsourcing, diffusion theory, critical realism, structure, agency

## **Evaluating the export assistance given by the South African government to businesses / organisations**

*Prof Dr MB Ehlers*

*School of Business Management, University of South Africa, Pretoria, South Africa*

*E-mail: ehlermb@unisa.ac.za*

The aim of this research paper is to evaluate the export assistance given by the South African government to current as well as potential exporters. This is done against a theoretical background of what, according to international business, the areas are where government must play an assisting role with regards to international trade. If the South African government's assistance programs are evaluated against this criteria, it becomes clear that the government's export programs has the potential to deliver great assistance to the export segment but the question arises if these programs truly reach the intended target markets due to a lack of proper communication channels and promotion activities focussed on these programs. The paper concludes by having a theoretical look at a more appropriate structuring of export assistance programs with the hope of giving guidance to the future structuring of the South African export assistance programs.

## **Visualising the internationalisation of Universities and Business Schools**

*Associate Professor Graham Elkin*

*Department of Management, Otago University, Dunedin, New Zealand*

*Email: [gelkin@business.otago.ac.nz](mailto:gelkin@business.otago.ac.nz)*

*Faiyaz Devjee*

*Department of Management, Otago University, Dunedin, New Zealand*

*Email: [fdevjee@business.otago.ac.nz](mailto:fdevjee@business.otago.ac.nz)*

This paper suggest a way of looking at the phenomenum of internationalisation in universities and business schools. It provides a model from which to identify the desired levels of activities and the actual level of activity. Additionally it proposes a measure for investment in internationalisation.

## **Knowledge transfer in non-alliance based relationships: towards a theoretical model**

*Louis Geneste*  
*School of Management*  
*Curtin University of Technology*  
*GPO Box U1987*  
*Perth WA 6845*  
*Email: genestel@cbs.curtin.edu.au*

*Peter Galvin*  
*Graduate School of Business*  
*Curtin University of Technology*  
*GPO Box U1987*  
*Perth WA 6845*  
*Email: galvinp@gsb.curtin.edu.au*

The knowledge based view of the firm posits that knowledge is the key resource for developing and sustaining a competitive advantage. Knowledge transfer via strategic alliances has therefore become a popular research area. However, for smaller entrepreneurial firms, opportunities for alliances (with large firms) are scarce, with traditional arms' length contracts being more common. This paper develops a theoretical model of those factors that may affect the ability for knowledge transfer to occur in non-alliance based relationships, suggesting that the transfer process will be mediated by the absorptive capacity of the small firm, the level of trust and cooperation present, and the size and competency base of the large firm.

**Keywords:** knowledge transfer, entrepreneurship, absorptive capacity, trust

## **Stories ARE Leaders**

*Hans Hansen*  
*Victoria School of Management*  
*Victoria University of Wellington*  
*[Hans.Hansen@vuw.ac.nz](mailto:Hans.Hansen@vuw.ac.nz)*

*Ken Parry*  
*Graduate School of Management*  
*Griffith University*  
*[K.Parry@griffith.edu.au](mailto:K.Parry@griffith.edu.au)*

Visionary leaders are often noted for providing a compelling vision that inspires followers to act fulfilling the vision, often by telling stories. Discourse theory assumes that discourse creates reality, so we can say that leaders use stories to construct visions. Here, we begin a separation of the leader and the discourse he/she uses to construct a vision. We transcend the notion that visionary leaders tell stories, to the proposition that stories themselves are leaders. In discussing the characteristics that stories share with leadership, we explore the question: if we have great stories, do we need great leaders?

**Keywords:** Discourse theory, leadership, narrative

## **Employee self service: a public sector implementation**

*Paul Hawking*  
*School of Information Systems*  
*Victoria University*  
*MMC 14428, Victoria University of Technology*  
*Melbourne, 8001 Victoria, Australia*  
*Tel: 61 3 96884031*  
*Paul.Hawking@vu.edu.au*

*Andrew Stein*  
*School of Information Systems*  
*Victoria University*  
*MMC 14428, Victoria University of Technology*  
*Melbourne, 8001 Victoria, Australia*  
*Tel: 61 3 96884332*  
*Andrew.stein@vu.edu.au*

Companies around the world are exploring various Internet business models, mostly B2B & B2C, to evaluate their potential and business implications. A number of Australian companies have realised the relative quick gains with low associated risks that can be achieved through the business to employee (B2E) model. Employee Self Service (ESS) is a solution based on the B2E model that enables employees to access the corporate human resource information system. This paper adopts a case study approach to investigate the implementation of ESS in a public sector organisation.

**Keywords:** Employee Self Service, Human Resources, Enterprise Resource Planning Systems, Case Study, Australia

## **Problems with learning styles: Implications for management education**

*Andy Hede*  
*Faculty of Business, University of the Sunshine Coast*  
*Maroochydore 4558, Australia*  
*Email: hede@usc.edu.au*

Management educators are being encouraged to take account of learning styles in the design and delivery of courses. The vast literature on styles over more than 50 years is characterised by a myriad of models which can be broadly classified as based on either personality, cognition or instructional preference. In a recent review I identified 26 style models in addition to the 30 identified by previous researchers. Many of these 56 models fail to meet the established criteria for distinguishing styles from abilities. A detailed analysis is presented of three style models which have been studied extensively in relation to higher education. All are found to have serious problems as style measures. It is concluded that style models ultimately reduce to type classifications of individual differences which are treated as discrete (typically binary) categories when in reality they vary across continuous dimensions. The design of learning environments in terms of stereotyped styles will not serve all learners and may well disrupt the learning of those whose abilities and preferences do not fall at the extremes. It is only by using a wide variety of instructional media incorporating new instructional technologies that management educators can accommodate the needs of different learners.

**Keywords:** Learning style, cognitive style, individual differences

## **Factors affecting SMEs' owners/managers in adoption of Business-to-Business techniques: a Research framework**

*Sarut Jaidee*  
Department of Management,  
Monash University, Australia  
Phone: (03) 9903 2854  
[Sarut.Jaidee@BusEco.monash.edu.au](mailto:Sarut.Jaidee@BusEco.monash.edu.au)

*Dr Nicholas Beaumont*  
Department of Management,  
Monash University, Australia  
[Nicholas.Beaumont@BusEco.monash.edu.au](mailto:Nicholas.Beaumont@BusEco.monash.edu.au)

This paper uses innovation and diffusion theory and the technology acceptance model as its theoretical basis. The paper proposes a new theoretical model that emphasises on Small to Medium Enterprises' adopting Business to Business electronic commerce by identifying the individual factors, including perceived usefulness, perceived ease of use, innovativeness, attitude, and behaviour as the factors affecting owners/managers decision to the adoption. Because of individuals' uniqueness and the nature of B2B techniques, differences in education, organisational culture, past experience with technology, and the pressures from important business partners and suppliers are identified as possible moderators for the effects of individual factors.

**Keywords:** Small to Medium sized Enterprises, Owners/Managers, B2B adoption, Innovation and Diffusion Theory, Technology Acceptance Model

## **The examination of the relationship between environmental and financial performance for the Australian waste sector**

*Nadia Dimmock*  
Waste Service NSW  
[Nadia.Dimmock@wasteservice.nsw.gov.au](mailto:Nadia.Dimmock@wasteservice.nsw.gov.au)  
Ph.9934 7050

*Dr Grant Jones*  
Macquarie Graduate School of Management, Sydney, Australia  
[Grant.Jones@mq.edu.au](mailto:Grant.Jones@mq.edu.au)  
Ph 02 9850 9099

There has been mounting social, political and economic pressures on organisations to pay greater attention on social and environmental consequences as a result of corporate activities. Companies not only have to strive for better environmental performance but they also need to continue to improve their return to their shareholder/s. New corporate governance protocols require organizations to report annually on their environmental, occupational health and safety and financial performance.

The waste industry is one of the most environmentally contentious industries in Australia. Despite the use of new technologies for treating waste, some waste still needs to be sent to landfill. Using data from the National Pollutant Inventory and financial indicators from corporate entities managing waste in Australia, this paper provides the first empirical test for an Australian industry of the contentious proposition that greater environmental performance might lead to improved financial performance.

**Keywords:** National Pollutant Inventory (NPI); Environment; Financial performance.

## **Individuals and organisational culture during a merger – immovable objects or shifting sands**

*Marie Kavanagh*  
*University of Queensland,*  
*11 Salisbury Road, IPSWICH, QLD. 4305*  
*[m.kavanagh@business.uq.edu.au](mailto:m.kavanagh@business.uq.edu.au)*

This paper discusses the empirical findings of a longitudinal, multi-level quantitative study of three public sector organizations during a merger. It illustrates the importance of understanding the values of individuals who comprise each organisation, the culture of the organisations involved, and how these variables interact during a merger process. The extent and direction of change to individual values and organizational culture during the acculturation process that occurs as a merger unfolds is highlighted. The impact on individuals becomes evident particularly when dissonance occurs between what individuals value and the direction of changes they perceive in organisational culture. The method of acculturation which occurred between merging parties depended on the approach taken to manage the merger i.e. immediate, incremental, indifferent.

**Keywords:** Organisational culture; Individual Values; Acculturation

## **Governance not government: an understanding of governance issues in local government**

*Dr Robert Kelso and Doug Shepherd*  
*School of Management*  
*Faculty of Business & Law*  
*Central Queensland University.*

The understanding of good governance in the local government sector has not been documented in a uniform way across Australia. There have been initiatives such as codes and guides for good governance such as the Municipal Association of Victoria and the Codes required by the Queensland Public Sector Ethics Act. These codes have been evaluated and revised on several occasions since their inception to provide practical examples of best practice. The Queensland codes have focussed on regulatory statements and the translation of legislative requirements. Local Governments have generally complied with the *Public Sector Ethics Act* (1994) requirement of a Code of Conduct and it is possible that some of the responses in this research are a restatement of terms and words used in those Codes.

The research indicates that there are some agreed understandings of good governance in the Councils which were surveyed. The research also indicates that there are similarities in the Victorian *Code of Good Governance* and the understandings presented by council members and staff in Central Queensland. If this is indicative of understandings and attitudes of public sector workers across the state then the curriculum content of training programs has some well defined starting points. The next stage is whether the local government sector is prepared to devote the time and budget in the hope that a better informed and educated public official will not only know what is right and why it is right but will be inclined to act, that ultimately, is what good governance requires.

## **A contingency view of knowledge management**

*Pascal Krupka*  
*Rouen Management School, France*  
*Email: pascal.krupka@esc-rouen.fr*

This empirical study was done in a knowledge-intensive organisation which employs several thousand consultants. Following the advice of Strauss and Corbin (1990), the study used an iterative approach to data collection, coding and analysis. The current tendency for organisations is to coordinate, measure and manage the firm around a single model of knowledge management. Instead of this, organisations need to accommodate the diversity, and manage its components differently. Creating different models of knowledge management according to the driving factors of the various consulting teams permits the application of the leverage where it is needed. Ultimately, it seems that this contingency view of knowledge management strategies shows some important implications for their practice.

**Keywords:** knowledge management, teamwork, human capital, consulting

## **The added values of MBA studies in Malaysia**

*Lee Seng Kieong, David*  
*School of Business, Curtin University of Technology,*  
*Sarawak Campus, Malaysia*  
*Email: davidlksk@curtin.edu.my*

The goals of MBA programs are to add values to their graduates and make them better managers, through increased competencies and knowledge in the management of organisations. Acquiring MBA should also increase employability of the graduates and enhance career development, i.e. allows students the opportunity to undertake a journey specific to their needs, whether founding a small business, joining a consulting firm or moving up towards senior level management.

This paper is a literature review on the added values of MBA studies. It is also aim to establish a conceptual framework for an ideal MBA model to be used for subsequent quantitative research, especially in the Malaysian context.

**Keywords:** Master of Business Administration, MBA , Management, Education



## **Waves, tides and rocky places: crashes and governance**

*Malcolm Lewis*

*Department of Management Otago University, Dunedin, New Zealand*

*Email: [mlewis@business.otago.ac.nz](mailto:mlewis@business.otago.ac.nz)*

Corporate Governance has been blamed for many of the problems relating to company collapses. To deal with this numerous reports have been delivered proffering solutions usually in terms of best practice. It is argued that given the way in which the markets and corporate organisations have operated during and since the eighties they are unlikely to succeed. The New Zealand case is considered in some detail and an analysis of free market discourse is suggested for future research.

**Keywords:** Governance, Directors, CEOs, Compliance

## **Earnings profile of gold-collar workers in an ICT company: an Indian Case Study**

*Ashish Malik*

*School of Management, The Open Polytechnic Of New Zealand, New Zealand*

*Email: [ashish.malik@openpolytechnic.ac.nz](mailto:ashish.malik@openpolytechnic.ac.nz)*

*Paresha Sinha*

*Victoria Management School, Victoria University of Wellington, New Zealand*

*Email: [Paresha.sinha@vuw.ac.nz](mailto:Paresha.sinha@vuw.ac.nz)*

This article examines to what extent is the human capital theory useful in explaining the earnings profiles of top earners of a large Indian Information and Communication Technology (ICT) firm. Using data from the 2001 –2002 Annual Report as annexed to its Director's report, the paper analyses data of 290 top earners to explain the earnings function using regression analysis. The findings indicate that human capital theory or other wage theories do not adequately explain the variance in earnings. Rather it is a mix of qualification-level, experience and the core group type that together provides us with a better understanding of the earnings profile of these gold-collared workers.

**Keywords:** Human Capital, gold-collar workers, knowledge workers, ICT sector, earnings function.

## **Service profit chain implementation towards achieving competitive advantage**

*Alex Maritz*

*School of Management and Entrepreneurship, Unitec Institute of Technology  
Private Bag 92925, Auckland, New Zealand  
Email: amaritz@unitec.ac.nz*

This case study investigates Customer Service Levels to achieve Competitive Advantage in the Home Entertainment Rental Industry. All too often, marketers of homogenous products fail to identify their competitive advantage, resulting in dismal results. Similarly, SME participants find it difficult to identify such competitive advantages. The reason for this case is to facilitate competitive advantage within a Home Entertainment SME Franchise structure, enabling participants to successfully compete within the larger corporate environment. The outcome is to identify and implement Service Profit Chain (Heskett *et al*, 1997) initiatives, linking customer service to long-term profitability and growth.

**Keywords:** Service Profit Chain, Competitive Advantage.

## **Overcoming the tyranny of distance: building survey research infrastructure in Australian universities**

*Dr Ken Reed*

*Deakin Business School, Deakin University,  
Victoria, Australia  
Email: kreed@deakin.edu.au*

*Dr Betsy Blunsdon*

*Deakin Business School, Deakin University,  
Victoria, Australia  
Email: betsyb@deakin.edu.au*

*Dr Steven McEachern*

*School of Business, University of Ballarat,  
Ballarat, Victoria, Australia  
Email: s.mceachern@ballarat.edu.au*

*Ms Nicola McNeil*

*Faculty of Business and Law, Deakin University,  
Victoria, Australia  
Email: mcneil@deakin.edu.au*

This paper examines the current state of survey research centres in Australia. It begins by comparing the situation in Australia with the US and the UK and concludes that Australia faces some unique challenges that explain why the international pattern of large-scale research infrastructure has not been replicated here. It describes the progress to date on a pilot project designed to develop a national, integrated survey research facility within Australian universities. This project involves the establishment of a networked survey research facility that is able to achieve broad geographic coverage for national projects, while retaining local autonomy and knowledge for regional, smaller scale studies.

**Keywords:** social survey research; infrastructure; survey methodology; computer assisted techniques; CATI; research centres.

## **IPO exit strategies: lessons from the biotechnology sector**

*Dr Tom McKaskill*  
*Australian Graduate School of Entrepreneurship*  
*Swinburne University of Technology*  
*Hawthorn, Victoria Australia*  
[tmckaskill@swin.edu.au](mailto:tmckaskill@swin.edu.au)

Founders and private equity investors need to have an exit strategy to liquidate their shares in a new venture. Most often this is achieved through an outright sale to another corporation or through an initial listing on the stock exchange, an Initial Public Offering (IPO). Over the last few years, the biotechnology sector experienced a boom that resulted in many new companies being listed. However, with the collapse in the market, many of these have failed to provide the exit objectives of the investors and have failed to achieve the levels of funding needed for product research to bring new products to revenue generation. With tighter listing rules many of these companies would not have been able to list.

**Keywords:** exit strategies, IPO, exit ready, commercialisation, entrepreneurship

## **Advisory boards for new venture start-ups hints from the Silicon Valley Experience**

*André Morkel*  
*The Graduate School of Management,*  
*The University of Western Australia,*  
*Nedlands. WA. Australia*  
[amorkel@gsm.uwa.edu.au](mailto:amorkel@gsm.uwa.edu.au)

*Barry Posner*  
*Leavey School of Business*  
*Santa Clara University*  
*Santa Clara. CA. USA*

Advisory boards for new venture start-ups are rare in Australia but common in the US practice although rarely mentioned in the literature. Advisory boards can provide valuable advice and guidance to the new venture or be a complete waste of time. The willingness of the CEO to make good use of the advisory board is an important determinant of effectiveness. Advisory boards can function in a variety of ways, as a quasi-board, mentoring board, networking board, trophy board or a team of experts. Characteristics of effective and non-effective boards are explored, as are the implications for founders and CEOs, venture capitalists and angels, and advisory board members.

**Keywords:** Advisory boards, New venture start-ups, Mentoring

## **Developing pathways by aligning secondary school and tertiary institution curriculum**

*Lyn Murphy  
Manukau Business School  
Manukau Institute of Technology  
Auckland, New Zealand*

Within New Zealand there is a growing awareness of the need to develop pathways between secondary school and tertiary education. This process which has become known as curriculum alignment has been pioneered at Manukau Institute of Technology with funding from the Ministry of Education. This paper details the curriculum alignment process and identifies five models of application. A case study using the Manukau Business School is used to illustrate the process.

**Keywords:** Curriculum alignment, Secondary education, Tertiary education, Collaboration

## **Efficiency or exploitation? Work design in the Queensland Call Centre Industry**

*Jane Murray  
School of Management, Griffith University, Nathan, Australia  
[Jane.Murray@griffith.edu.au](mailto:Jane.Murray@griffith.edu.au)*

Call centres provide organisations with the ability to service customers cheaply and conveniently over the telephone. However, the way in which work is organised has generated considerable debate. While some researchers emphasize the efficiencies gained, others focus on the human costs. Despite the debate, call centre work is associated with low employee motivation. In this paper, we examine call centre work within the framework of Hackman and Oldham's Job Characteristics Model (JCM) to explore the issue of job design. The paper concludes by finding that a lack of skill variety and autonomy, as well as electronic monitoring, influences employee behaviour.

**Keywords:** Job design, feedback, working conditions

## **Performance feedback: Is it all in the timing?**

*John Nolan*

*Newcastle Business School*

*Faculty of Business and Law, University of Newcastle*

*Callaghan NSW 2308*

The paper sought to establish if employees require more than the formal performance feedback aligned with the performance appraisal review or if employees seek to have their efforts acknowledged on a more regular basis. Participants of the study expressed an overwhelming desire to have their efforts acknowledged on a more regular and informal basis than occurs now. They stated the benefits to be gained include more job satisfaction, more involvement and empowerment in their efforts to contribute to the achievement of the attainment of the organisation's goals.

**Keywords:** timing, performance feedback

## **Nascent entrepreneurs: A conceptual framework to examine the links between the individual and entrepreneurship.**

*Allan O'Connor*

*Australian Graduate School of Entrepreneurship, Melbourne, Australia*

*[aconnor@swin.edu.au](mailto:aconnor@swin.edu.au)*

*Shahid Yamin*

*Australian Graduate School of Entrepreneurship, Melbourne, Australia*

*[syamin@groupwise.swin.edu.au](mailto:syamin@groupwise.swin.edu.au)*

The field of entrepreneurship research in the past has followed a common thread focussed on the creation of new enterprise. What appears to be under represented are works that study the creation of new entrepreneurs. Perhaps this is because there is no universally agreed definition of entrepreneurship (Gartner, 2001, Hansemark, 1998, Lindsay & Hindle, 2002, Low & Macmillan, 1988). Without a clear definition, the actions required to develop entrepreneurs also remain subjective. This paper examines the theoretical antecedents to entrepreneurship in the context of the individual rather than new enterprise creation only. It explores factors and proposes a conceptual framework to examine the links between individuals and entrepreneurship. The implications for entrepreneurial development are discussed.

**Keywords:** Nascent Entrepreneur Entrepreneurship Development Influencing Factors

## Finding out about older workers

*Megan Paull*

*School of Management Edith Cowan University, Perth, Australia*

*Email: m.paull@ecu.edu.au*

The management literature on ageing workers has not yet examined some of the issues which might be associated with managing “older workers”. Volunteer involving organisations, however, have included older people in their “workforce” for many years. Statistics show that more than a third of the volunteer hours in formal organisations or groups in Australia are contributed by people aged 55 and older. Therefore we can learn about the relationship between the organisation and the “older worker” by looking at the experiences of volunteers and managers in volunteer-involving organisations. There is a need for in-depth research which examines the dilemma which arises for managers of volunteers when they believe that a volunteer is not performing to the standard required by the organisation. It is important for this research to examine the dilemma from the perspectives of the managers and the volunteers – thus inviting a qualitative interpretivist approach which will ensure that the various perspectives are examined.

**Keywords:** ageing workforce, older workers, volunteers, performance management

## The Employment Relations Act and the changing New Zealand Labour Market

*Dr Martin Perry*

*Department of Management and Enterprise Development, Massey University (Wellington Campus),  
Wellington, New Zealand*

*Email: m.perry@massey.ac.nz*

The Employment Relations Act 2000 seeks to foster a new productivity paradigm that focuses on employment relationships as the key to improving workplace productivity. Acting on good faith, redressing the inherent inequity of bargaining power, promoting collectivism and mediation form part of the package of measures designed to increase mutual trust and confidence between employees and employers. It reduces the freedom employers had under the Employment Contracts Act to impose the form of employment contract upon employees. This paper explores why despite the significance consequences for employment relations the Act has not brought substantial immediate changes for most New Zealand workplaces.

**Keywords:** Employment Relations Act - New Zealand - Evaluation

## **Paid Maternity Leave: a cause for concern or commitment?**

*Effie Polites*  
*Department of Management*  
*Monash University*  
[effiepolites@hotmail.com](mailto:effiepolites@hotmail.com)

*Dr Susan Mayson*  
*Department of Management*  
*Monash University*  
[susan.mayson@buseco.monash.edu.au](mailto:susan.mayson@buseco.monash.edu.au)

Current debates in Australia surrounding women's access to paid maternity leave and changes in demographics over the last three decades show that the role and importance of women in the workplace has altered. The increasing participation rate of women has placed a strong demand for national commitment to family-friendly programs such as Paid Maternity Leave (PML) (HREOC, 2002; ACTU, 2002). In Australia however, only 36% of working women have access to paid maternity leave (Goward, 2002). Women who do have access are usually well paid and highly valued workers. To date little research has been compiled in Australia concerning PML although it is a topic of growing interest for employees, managers and governments (Gray and Tudball, 2002, Baird, Brennan and Cutcher, 2002). Some business literature has focused on the bottom line organisational benefits of PML policies (Pilat, 1998, Carr, 1998). However, more needs to be known about work attitudes and behaviours linked to PML (Pocock, 2002, Gray and Tudball, 2002). This paper presents the findings of three qualitative case studies across the finance, retail and education sectors. The cases develop a picture of managers' and employees' attitudes towards, perceptions of and access to PML both with individual workplaces and across industry sectors. The findings from the study provide a timely and useful insight into the understanding of the management of PML in Australian organizations.

**Keywords:** Diversity, women and work life balance.

## **Beyond the global production networks: a case of further upgrading of Taiwan's Information Technology Industry**

*Dr Teresa Shuk-ching POON*  
*School of Business and Administration, the Open University of Hong Kong, Hong Kong Special Administrative Region, the People's Republic of China*  
*Email: [tpoon@ouhk.edu.hk](mailto:tpoon@ouhk.edu.hk)*

In the current literature on globalization and economic development, the Global Production Networks and Global Commodity/Value Chains perspectives highlight the importance of transnational *organizational* linkages as the conduit of technology transfer and knowledge diffusion, enabling manufacturers in the less developed economies to catch up by learning from lead firms in the more developed countries. The *institutional* perspective, however, ascribes great importance to the role of public and semi-government institutions in facilitating active technology leveraging and knowledge diffusion. This paper uses the development of the information technology (IT) industry in Taiwan as a case to examine the two perspectives discussed. Global production networks were found to have played a pivotal role in the initial stage of the development of the IT industry in Taiwan. With the changing structure of the IT industry and emerging threat from low-cost competitors, the role of the state and institutions were found to be increasingly important in overcoming barriers against the further upgrading of the industry concerned. It was concluded that the organizational and the institutional approaches to globalization and economic development are complementary to, rather than competing with, one another.

**Keywords:** Global Production Networks, Industrial Upgrading, Global Value Chains, Institutions, State Policies, Firm Strategies

## **Cultural correlates and determinants of executives' work motivation**

(A study with reference to the executives working in industrial organizations of central Indian province of Madhya Pradesh)

*Dr Santanu Sarkar*

*Lecturer, Dept. Of Social Work, Visva-Bharati, Po. Sriniketan, Dt. Birbhum,  
West Bengal 731 236 India,*

*Email: Santanu\_SI@Rediffmail.Com, [santanu.sarkar@indiatimes.com](mailto:santanu.sarkar@indiatimes.com)*

The study attempted to find out the extent to which cultural dimensions are correlated to motivational patterns of employees and whether the seven identified cultural dimensions (Hofstede, 1980 and Trompenaars, 1990) are determinants of employees' motivation (Six work motives as identified during study). Relatively, keeping extrinsic determinants of motivation constant, the motivators differ among group of culturally diverge employees. Findings based on correlation and multiple regression test elucidate that of the two determinants of behaviour, (i.e., innate predisposition and experience at work) the innate predisposition/collective mental programming', has less impact on motivation and its related outcomes like personality, which is because of the changing circumstances in today's business world that emphasizes on modifying mental programmes to align with organizational culture.

**Keywords:** Job Motives, Cultural Dimensions, Correlates, and Determinants.

## **The applicability of the balanced scorecard in small wineries**

*Peter Demediuk*

*School of Accounting and Finance, Victoria University, Melbourne, Australia*

*Email: [peter.demediuk@vu.edu.au](mailto:peter.demediuk@vu.edu.au)*

*Robert Sims*

*School of Accounting and Finance, Victoria University, Melbourne, Australia*

*Email: [peter.robert.sims@vu.edu.au](mailto:peter.robert.sims@vu.edu.au)*

*Rolf Solli*

*School of Public Administration, Goteborg University, Goteborg, Sweden*

*Email: [rolf.solli@spa.gu.se](mailto:rolf.solli@spa.gu.se)*

The Balanced Scorecard (BSC) is advocated as an approach to performance management that improves the articulation of strategy, and facilitate the translation of critical success factors into action. However the BSC literature typically concerns larger private and public sector entities, and there is minimal reference to BSC applicability and use in small enterprises, and no reported studies concerning spectacular growth area of small wineries. Using interviews at Victorian wineries, this exploratory research examines the application-potential of the BSC in the management of small wineries. It would appear that given the context of small wineries and the limited resources that can be committed to formal planning and evaluation instruments, the application of the typical, technically sophisticated scorecard may not be feasible or cost effective.

**Keywords:** Balance Scorecard, performance management, small wineries.



## **Critical review of emotional intelligence: an Indian perspective**

*Tripti Singh*

*Xavier Labour Relations Institute, India*

*Email: [tripti.02@astra.xlri.ac.in](mailto:tripti.02@astra.xlri.ac.in)*

Importance of emotional intelligence at workplace is well established. All business decisions have an element of 'emotional' information. Information that we can choose to ignore or work with it in its full richness in meaning to enhance one's career or for management development or team effectiveness. The paper aims at reviewing the literature on emotional intelligence and its concept and present a critique based on authors understanding of the concept in light of detached involvement concept of Indian philosophy. Reflecting upon the available measures of emotional intelligence small guideline is given in terms of items that can be included while developing detached-involvement measurement scale.

## **Etics and emics of transformational leadership: an Indian perspective**

*Ms Niti Singh*

*Xavier Labour Relation Institute, Jamshedpur, India*

*Email: [nitis.03@astra.xlri.ac.in](mailto:nitis.03@astra.xlri.ac.in); [singhniti@hotmail.com](mailto:singhniti@hotmail.com)*

Previous research on transformational leadership has taken strong roots in western context and may have limited applicability elsewhere in the world. This paper argues that though transformational leadership has a core, which is generic in characteristic, the behavioural manifestations of transformational leadership differs across cultures and a leader has to necessarily address the roots of the culture in order to be transformational. Using the example of India, this paper shows how culture facilitates or thwarts the emergence of a transformational leader. A few such specific attributes (father-like-figure, age/experience, social strata, simple-living, self-sacrificial behaviour, loyalty, and use of 'giving model of motivation') have been discussed in the paper.

**Keywords:** Transformational leadership, Cross-culture, Indian Culture

## Variability in intra-organisational echelons: a conceptual approach

*Associate Professor Göran Svensson  
School of Management and Economics, Växjö University, Sweden  
Email: [goran.svensson@ehv.vxu.se](mailto:goran.svensson@ehv.vxu.se)*

The paper discusses the construct of bullwhip effect in a non-traditional context. It is explored in intra-organisational echelons. It is argued that the bullwhip effect in a company's inventory management of inbound and outbound logistics flows depends in part upon the gap between the degree of speculation and postponement of business activities. It is also argued that the bullwhip effect is caused by the value adding of business activities in supply chains. A see-saw model of the bullwhip effect, and a typology of the bullwhip effect in intra-organisational echelons, are introduced. The term "reversed bullwhip effect" is also introduced.

## Staying ahead or behind in business ethics

*Associate Professor Göran Svensson  
School of Business and Engineering, Halmstad University, Sweden  
Email: [goran.svensson@ehv.vxu.se](mailto:goran.svensson@ehv.vxu.se)*

*Dr Greg Wood  
Bowater School of Management and Marketing, Deakin University, Australia  
Email: [gwood@deakin.edu.au](mailto:gwood@deakin.edu.au)*

This paper focuses on staying ahead of or behind business ethics performance in the marketplace. The internal perception of a corporation and the external perception of the same corporation are used as generic determinants of business ethics performance. The authors provide a generic conceptual framework of proactive and reactive business ethics performance. Case illustrations underpin the positives and negatives of proactive and reactive business ethics in the marketplace. The gap between the internal and external perceptions of a corporation's actions becomes crucial to achieve successful business ethics performance in the marketplace.

**Keywords:** business ethics, performance, proactive, reactive, case

## **Managing tensions or managing resistance: the complex path to transformation of a public professional bureaucracy**

*Robert Thompson*  
*School of Management, QUT,*  
*Brisbane, Australia*  
*Email: r.thompson@qut.edu.au*

*Professor Neal Ryan*  
*School of Management, QUT,*  
*Brisbane, Australia*  
*Email: n.ryan@qut.edu.au*

*Christine Flynn*  
*Department of Main Roads,*  
*Brisbane, Australia*  
*Email: christine.j.flynn@mainroads.qld.gov.au*

This paper investigates dynamics inhibiting culture change in a dispersed public professional bureaucracy. It is argued that research on such inhibitory dynamics is a necessary prerequisite to improving change management efficacy. Managers in the case organisation have achieved significant successes; however, there is also a danger that important outcomes will not be achieved. This danger is the focus of this paper. One undeveloped explanation of failure to produce organisational change is linked to perceptions of paradox and contradiction. Such tensions may stimulate or inhibit change, depending on how they are managed. This paper investigates the reactions of those responsible for implementing and institutionalising change as a way of identifying tensions that impact adversely on successful change management.

**Keywords:** Culture change, public sector, management

## **Perception of leader-member exchange quality: supervisor-subordinate discrepancy in a collectivist workforce**

*\* Herman H.M Tse*  
*UQ Business School*  
*The University of Queensland,*  
*Brisbane QLD 4072, Australia*  
*Email: h.tse@business.uq.edu.au*

*Warren C.K Chiu*  
*Department of Management*  
*The Hong Kong Polytechnic University,*  
*Hung Hom, Hong Kong*  
*Email: mschiuw@polyu.edu.hk*

*Philip L.H Yu*  
*Department of Statistics and Actuarial Science*  
*The University of Hong Kong*  
*Pokfulam, Hong Kong*  
*Email: plhyu@hku.hk*

*C Harry Hui*  
*Department of Psychology*  
*The University of Hong Kong*  
*Pokfulam, Hong Kong*  
*Email: huiharry@hku.hk*

This study examines a perceptual pattern in leader-member exchange relationship between supervisors and subordinates. We predict that leaders' assessment of the dyadic relationships is more favourable than that of the subordinates and this pattern should be more obvious in a collectivistic society than in an individualistic society. The proposed hypothesis was tested with 177 dyads of service employees and their supervisors working for a large retail organization in the People's Republic of China. Results confirm that supervisors rated the LMX relationship more favourably than subordinates did. Implications, limitations and future study direction for research are discussed

**Keywords:** Leader-member Exchange, Perceptual Difference, Supervisors and Subordinates

## Power and control in employment

*Linda Twiname*

*Department of Strategic Management and Leadership  
The University of Waikato, Hamilton, New Zealand  
Email: [lindat@waikato.ac.nz](mailto:lindat@waikato.ac.nz)*

*Associate Professor Maria Humphries*

*Department of Management Systems  
The University of Waikato, Hamilton, New Zealand  
Email: [Mariah@waikato.ac.nz](mailto:Mariah@waikato.ac.nz)*

Power and control in employment has take may forms. This paper examines Habermas's development of Arendt's concepts of power, and embraces Habermas's concepts of participation without force or deception through communicative action. It considers the impact of the division of labour upon society resulting in increased interdependence due to specialisation of work practices. Mutual interdependence within and between societies and within organisations has intensified as a result of specialisation; therefore in order to achieve social justice and to reduce the effects of colonisation, the power of agreement through pluralist pursuits, using communicative action is advocated.

**Keywords:** Habermas, power, agreement, control, participation

## The effects of increasing product choice and shortening product life cycles on quality management of firms

*Jos van Iwaarden MSc*

*PhD student at Erasmus Research Institute of  
Management (ERIM),  
Erasmus University Rotterdam, The Netherlands  
Email: [vaniwaarden@few.eur.nl](mailto:vaniwaarden@few.eur.nl)*

*Dr Ir Ton van der Wiele*

*Erasmus University Rotterdam, The Netherlands  
Email: [vanderwiele@few.eur.nl](mailto:vanderwiele@few.eur.nl)*

*Prof Dr Roger Williams*

*Erasmus University Rotterdam, The Netherlands  
Email: [williams@few.eur.nl](mailto:williams@few.eur.nl)*

*Prof Dr Barrie Dale*

*University of Manchester Institute of Science and  
Technology, United Kingdom  
Email: [barrie.dale@umist.ac.uk](mailto:barrie.dale@umist.ac.uk)*

Two important trends in current business climate are an increasing product choice for customers and shortening product life cycles. These two trends have a major impact on quality management. Currently used quality management systems of firms are based on assumptions that are challenged by the two trends. Therefore, it is questionable whether these quality management systems are still useful. Surveys show that the satisfaction of customers with the quality of products and services has been declining over the last decade in many business sectors, so there is a lot to be improved. One explanation for the decline in customer satisfaction with the offered quality may be the fact that existing quality management systems are becoming less effective under the current conditions, which are influenced by the two mentioned trends. This paper argues that quality management systems need to be changed drastically to cope with increasing product choice and shortening product life cycles. However, empirical research is needed to strengthen this argument.

**Keywords:** quality management, product choice, product life cycles

## Change management crisis: from despair to Hope

*Dianne van Rhyn*

*Murdoch Business School, Murdoch University, Murdoch, Australia*

*Email: [D.vanrhyn@murdoch.edu.au](mailto:D.vanrhyn@murdoch.edu.au)*

*David A. Holloway*

*Murdoch Business School, Murdoch University, Murdoch, Australia*

*Email: [D.Holloway@murdoch.edu.au](mailto:D.Holloway@murdoch.edu.au)*

Change management is a key function that managers/leaders are responsible for in contemporary organizations. The role of senior managers is often to be change agents and to manage the change process effectively. The paper critically examines this role and argues that the best approach to change management is one that actively involves all staff/employees. This approach allows full ownership of the process and outcomes and minimizes the need to *overcome* resistance to change so often prevalent in traditional change literature. Emancipatory action research is used as the informing theoretical framework from which the creation of a super University Academic Unit (SuperUAU) is analyzed with the conclusion that a participatory and empowered approach is more likely to deliver successful change outcome(s).

**Keywords:** Change management, Resistance to change, Psychological Ownership, Organizational Restructure, Public Sector change, Action Research

## Interpreting rich pictures symbolically?

*Mark C. Williams*

*Faculty of Business and Public Management*

*School of Management Information Systems*

*Edith Cowan University, Churchlands 6018, Western Australia*

*Phone: (08) 9273 8523 Fax: (08) 9273 8754*

*Email: [m.williams@cowan.edu.au](mailto:m.williams@cowan.edu.au)*

Using symbo-constructive techniques, clients' drawings of organisations and work can be interpreted symbolically to help reveal repressed or hidden problems and opportunities in organisational development. Can rich pictures be understood as symbo-constructive pictures? I present a symbo-constructive picture I used for a research project investigating teaching reform in a University Business Computing Course. Interpreting this picture symbo-constructively, from a psycho-dynamic framework, I explore whether rich pictures used in Soft Systems Methodology practice could be interpreted using a similar approach.

## **A self-study of teaching reform in a university management information course: ". . . it all went wrong . . ."**

*Mark Williams*

*Faculty of Business and Public Management*

*Edith Cowan University, Churchlands, Western Australia 6018*

*Phone: 08 9273 8523 Fax: 08 9273 8754 Email: [m.williams@cowan.edu.au](mailto:m.williams@cowan.edu.au)*

From 1991 to 1993 I conducted a qualitative investigation of the influence of open discourse on technicism in a University Business Computing Course. I discontinued the research on realising, through a reflective self-study, that I had acted unethically. To address this breach of ethics, I conducted a psychology-oriented inquiry inquiry, from 1993 to 1996, to delve deeply, using heuristic reflection, into the nature, and possible healing, of the causes of my research short-comings both in theory and practice. The change in research approach and direction rested upon my growing awareness of the importance of art, symbolic interpretation of experience, and spirituality. In this paper, I outline background theory and reflective heuristically on both the teaching reform and its failure.

**Keywords:** Open discourse, technicism, heuristic research, university teaching reform

## **The business of borderless education: implications for management**

*Ms Barb Wood*

*Graduate School of Management, University of Western Australia, Perth, WA*

*Email: [bwood@ecel.uwa.edu.au](mailto:bwood@ecel.uwa.edu.au)*

*Mrs Suellen Tapsall*

*Associate Executive Dean, Division of Arts, Murdoch University, Perth WA*

*Email: [s.tapsall@murdoch.edu.au](mailto:s.tapsall@murdoch.edu.au)*

*Prof Geoffrey Soutar*

*Graduate School of Management, University of Western Australia, Perth, WA*

*Email: [gsoutar@ecel.uwa.edu.au](mailto:gsoutar@ecel.uwa.edu.au)*

There is now competition within a global education marketplace, as can be seen in the growing numbers of higher educational providers. Significant changes to information and communication technologies (ICT) have also supported dramatic opportunities for distance and online education. This transformation, in combination with a growing demand for continuing professional education and strengthened demands by employers for tailored education and training, has caused significant shifts in higher education. Through a careful review of the literature, this paper provides background information on current higher education trends; specifically globalisation, virtualisation and borderlessness. The implications of these trends for curriculum, teaching and administration are considered and the potential for further Australian penetration of the international student market is briefly explored.

**Keywords:** Higher education, Globalisation, Internationalisation, Teaching, Curriculum

## **Virtual enterprises and actual customers may not mix: the risks of using the virtual enterprise to outsource customer service**

*Megan Woods*

*School of Management University of Tasmania, Hobart, Australia*

*Email: Megan.Woods@utas.edu.au*

Externalisation of customer service delivery through the use of the virtual enterprise form offers firms significant cost advantages and efficiencies. However, externalising customer service also presents several risks to the firm's relationships with its customers. Using recent examples from the Tasmanian and Indian call centre industries, the paper explores the risks of externalised customer service delivery to service quality, customer perceptions of their value to the firm, and the firm's position as a corporate citizen. The paper concludes that in light of these risks, cost considerations are an inappropriate basis on which to adopt the virtual enterprise form.

**Keywords:** Virtual enterprise, customer service, outsourcing, risks

## **Building climates of trust in organisations : an empirical exploration of the contributing factors**

*Rachid Zeffane PhD,*

*Newcastle Business School*

*The University Of Newcastle,*

*Callaghan, Newcastle, 2308, Australia.*

*Tel: Intl (+61 2) 49 215 014 Fax: Intl (+61 2) 49 126 911*

*Email: [Rachid.Zeffane@newcastle.edu.au](mailto:Rachid.Zeffane@newcastle.edu.au)*

In recent years, trust has emerged as an important concept in a number of disciplines. It has been lauded as an important factor in organisational success. Yet, despite an extensive literature detailing the implications of **trust climates** in organizational life, there has been little systematic research on its individual or organizational determinants. Trust is based on attitudes and beliefs, and affective responses to organizational factors. Arguably, the most important determinants of trust, may be found in the overall organizational climate established by working conditions; communication patterns; commitment to organisation values; the degree of faith in others and the prevailing workplace communication patterns. The paper develops and tests a hypothetical model of conditions that may impact on workplace trust climate. The model is explored on the basis of longitudinal data (1996,-2002) from 601 employees from a medium-size food processing company based in New South Wales (Australia). Factor analysis revealed that the concept of trust climate should be differentiated from the overall notion of faith in others. Regression analysis also revealed that faith together with the dominant communication climate bear a strong influence on the prevailing trust climate. In conclusion, the paper argues and shows that many employees today may come to work with guarded, suspicious attitudes and with little **faith** in organizational agents. The research demonstrates that behaviours fostered by such attitudes inevitably debilitate those who nurture them as well as the organizations they serve. Through experience in the organization, individuals accumulate data on organizational values, principles, and operating procedures. These experiences contribute to the judgments they make about the organization. The building of positive **trust climate** is a resource that can be drawn on to accomplish organizational purposes; the lack of positive trust climate is a loss of system power. Our study shows that today more and more employees demand more trustworthy behaviour. The rich longitudinal data we have been able to gather clearly reveals that more than ever before, today's employees want to evolve in organisational climate where they can trust co-workers &

superiors; and they prefer to work in environments that promote trust rather than ones that engender suspicion and distrust. This is not surprising, because trust provides a basis for security, confidence, and faith in the intentions and actions of supervisors, managers, and organizational leaders. The results of our study also provide some pointers on the kind of variables that managers need to account for in order to generate and promote trust climates. Implications for future research and management are also discussed. (includes Figures and Tables; some attached).





## **POSTERS**

Abstracts of the poster presentations are included in alphabetical order of the corresponding author. A full author index is included at the back of this volume.



## Changing the rules: the use of impression management to influence reactions to accommodation requests

*Hugh T.J. Bainbridge*  
*Department of Management*  
*University of Melbourne*  
*Melbourne, Australia*  
*Email: h.bainbridge@unimelb.edu.au*

People with disabilities often need workplace accommodations to succeed in their career (Braddock & Bachelder, 1994). Despite legislative requirements for accommodation, substantial questions now exist over the effectiveness of such legislation in enhancing the career outcomes of the disabled (Acemoglu & Angrist, 1998). With the onus on the disabled to 'request' accommodation, these requests are often restricted by the reluctance of the disabled to do so, even when it would be strongly advantageous to their career (Baldrige & Veiga, 2001). Considering these issues, this paper focuses on one such mechanism, outlining how the disabled may be able to influence workforce accommodation decisions of supervisors through the use of impression management behaviours.

**Keywords:** Disability, accommodation, justice, impression management, LMX

## Sensemaking for competitive advantage in the marketplace

*Ms Kym Cowley*  
*Newcastle Business School, University of Newcastle, Australia.*  
*email:mgkc@alinga.newcastle.edu.au*

In the broad field of marketing strategy research, market orientation theory, learning theory and market information processing (MIP) approaches have all attempted to explore and explain how firms use information to effect strategic advantage. All approaches offer insight into the components of information processing in organizations. This paper attempts to address how of information is processed in organizations through the use of Weick's (1995) sensemaking paradigm and March's (1999) modern theories of decision making in organizations. The sensemaking paradigm allows us to glimpse the fundamental micro processes of interaction between actors in organizations that facilitate the making of sense for the purpose of decision making and ultimately organizational action. Understanding the micro processes outlined here will enable managers to better facilitate these processes in their own organizations.

**Keywords:** Sensemaking, Information Processing, Competitive advantage.

## **Managing affective events in the workplace**

*Marie Dasborough*

*UQ Business School, University of Queensland, Australia*

*Email: m.dasborough@business.uq.edu.au*

*Neal M. Ashkanasy*

*UQ Business School, University of Queensland, Australia*

*Email: n.ashkanasy@business.uq.edu.au*

This exploratory study is based on Affective Events Theory, which posits that managers shape the affective events that determine employees' attitudes and behaviours in the workplace. Within this framework, we argue that effective managers ameliorate employees' hassles by providing frequent small emotional uplifts. The resulting positive affective states are then proposed to lead to more positive employee attitudes and behaviours, and more positive regard for the manager. Importantly, managers who demonstrate these ameliorating behaviours are likely to require high levels of emotional intelligence. To investigate this model, we conducted interviews and focus groups with managers and employees. Findings confirmed that these processes do indeed exist in the workplace, and that to be effective, managers must display behaviours associated with emotional intelligence.

**Keywords:** Affective Events, Management, Emotions, Emotional Intelligence

## **The effect of superleader behaviors on self-managed work teams in a paper mill**

*David F. Elloy*

*Gonzaga University*

*Spokane, WA 99258*

*(509) 323-3434 (office) (509) 323-5811 (fax)*

*email: elloy@jepson.gonzaga.edu*

This study examined the effects of superleader behavior on self-managed work groups in a non-union paper mill which had self-managed workteams in place since it began its operation. Based on a sample of 141 employees, the results indicated groups that were led by a supervisor who exhibited the characteristics of a Superleader (as described by Manz and Sims, 1990) had higher levels of job involvement, job influence, task identity, feedback, and autonomy.

## Perceptions of obligations in psychological contracts

*David Evered and Ronel Erwee*  
*Faculty of Business, University of Southern Queensland*  
*Toowoomba, Australia*  
*erwee@usq.edu.au*

It was hypothesised that staff will perceive two distinct groups of obligation for their organisation at the organisational (employer) level and at the operational (employee) level. The failure to support most of the hypotheses in this sample in a defence organisation may suggest that there are in fact few differences in the relevance of obligations between various categories of people other than those between the two basic groups, those of employee and organisation. It may indicate that the critical incidence technique cannot determine these differences, or it may be the result of the degree of variance involved in the combination of positive and negative instance of each category. The critical incident is nevertheless worth using, for the possibility it provides of tapping elements of the psychological contract.

**Keywords:** psychological contract, critical incidence technique

## An examination of the effect of executive coaching on trainee motivation and the effective transfer of learning for managers and leaders

*Nicky Howe*  
*Graduate School of Management, University of Western Australia, Perth, WA, Australia*  
*Email: nkelly@docep.wa.gov.au*

*Renu Burr*  
*Graduate School of Management, University of Western Australia, Perth, WA, Australia*  
*Email: rburr@ecel.uwa.edu.au*

This paper presents a model linking motivation as a trainee attribute and executive coaching as a training design factor that can positively influence the effectiveness of training transfer in the managerial context. The motivational influence of training on managers has received little attention in the management development literature to date. The model firstly proposes that the motivational impact of executive coaching is a critical factor in determining training transfer. Secondly, it clarifies why training design factors encompassed by coaching influences motivation to transfer learning to the job through mechanisms associated with perceived relevance of training, performance self-efficacy and outcome expectations. Implications for research and practice are discussed.

**Keywords:** executive coaching, training transfer; manager/leader characteristics

## **An analysis on components on web sites for apparel shopping -focused on the comparison with the types of web retailers in US**

*Eun Young Jang  
Dongseoul College, Korea  
Email: eyjang@haksan.dsc.ac.kr*

*Leslie Burns  
Oregon State University, USA  
Email: Leslie.Burns@orst.edu*

The purposes of this study were to investigate what components in apparel web sites in the US are offered to the shopper and to examine whether differences existed among the types of web retailers. This study surveyed 36 apparel web sites included within top 100 Internet retailers, specialty retailers, and retailers in the US. These apparel web sites were classified into four categories: virtual e-tailer, catalog company, bricks-and-mortar retailer, and multiple retailer. The components of the apparel web sites surveyed included merchandise, promotion, and customer service. Significant differences were found among the four types of web retailers as to the components (product description, product price information, advertising, catalog service promotion, placing order, and returns policy) included on the web sites. Competition among web sites is not based on what information is available, but how information is provided. To differentiate themselves from competitors, each type of web retailer should take advantage of their unique web strategy within their own retail channel.

**Keyword:** Components, web sites, Apparel shopping, the types of web retailers

## **International regimes and interorganizational relations: the Asia-Pacific Economic Cooperation's (APEC) Human Resources Development in Industrial and Technology (HURDIT) Network**

*Matt Ngui*  
*School of Management, Marketing and*  
*Employment Relations,*  
*University of Wollongong, NSW*  
[\*mngui@uow.edu.au\*](mailto:mngui@uow.edu.au)

*Associate Professor Michael Zanko*  
*Head, Management Discipline, School of*  
*Management, Marketing, Employment Relations,*  
*University of Wollongong, NSW*  
[\*mzanko@uow.edu.au\*](mailto:mzanko@uow.edu.au)

International cooperative organizations such as the UN (United Nations), the WTO (World Trade Organization), the EU (European Union), NAFTA (North American Free Trade Agreement), ASEAN (Association of Southeast Asian Nations) APEC (Asia-Pacific Economic Cooperation) and many others are playing an increasingly important role in global affairs. Organizational studies of such regimes have focused largely on United Nations-affiliated organizations. These studies essentially reveal insights into their functions, resources and goals (De Senarclens, 1993; Jonsson, 1993; Smouts, 1993). The study of international regimes from an interorganizational relations perspective remains an uncharted area, despite their interactive, intergovernmental network nature.

This paper explores international regimes as networks of interorganizational relationships (IORs). It describes, identifies and analyses the formal aims, procedures, principles and processes within which the interlocking informal domain of webs of individual, institutional and economy (country) relationships build and bind the network. The particular regime studied in this paper is the Asia-Pacific Economic Cooperation (APEC) Human Resources Development in Industrial Technology (HURDIT) Network from 1993-1999, during which time the first author was directly involved in HURDIT activities, including its coordinator. Human resources development has been a key pillar of APEC policy since its inception in 1989.

## **Towards dignity and respect: an exploration of antecedents of bullying behaviour in the workplace**

*Mrs Maryam Omari*  
*School of Management Edith Cowan University, Perth, Australia &*  
*Human Resource Manager, The Child Support Agency - WA*  
*Email: m.omari@ecu.edu.au*

Bullying, also known as 'mobbing' or 'workplace harassment', is gaining more attention on the international and Australian arenas. A by-product of bullying has been found to be increased levels of stress. Stress not only has an impact on individuals directly, but also has costs for the organization in terms of productivity and absenteeism. Clearly all organisations have a duty of care in maintaining safe and secure work environments for their employees.

The aim of this research is to identify factors, whether in the work environment, organisational practices or individual traits, that can contribute to and perpetuate bullying behaviour in the workplace. It is hoped that this research can contribute to the body of knowledge in the area with the objective of putting in place mechanisms (including policies and procedures) to severely reduce instances of bullying in the workplace. The ultimate aim is achieving and maintaining the dignity of employees at the workplace.





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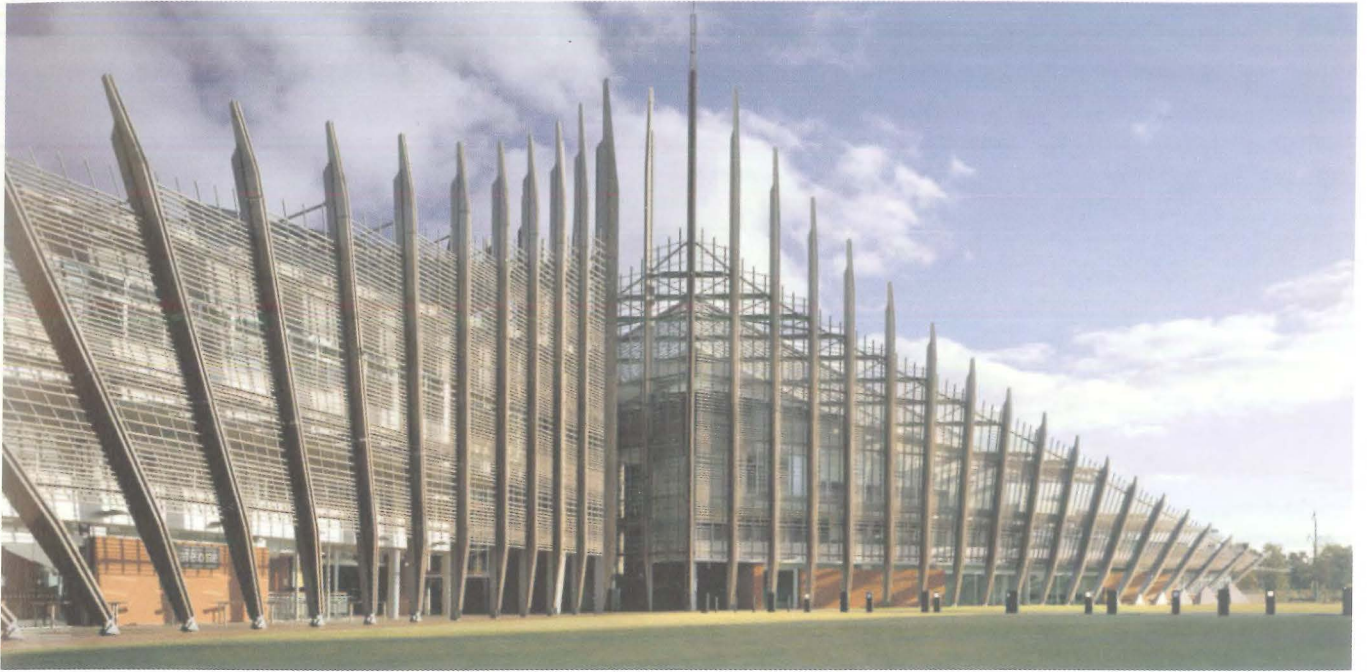
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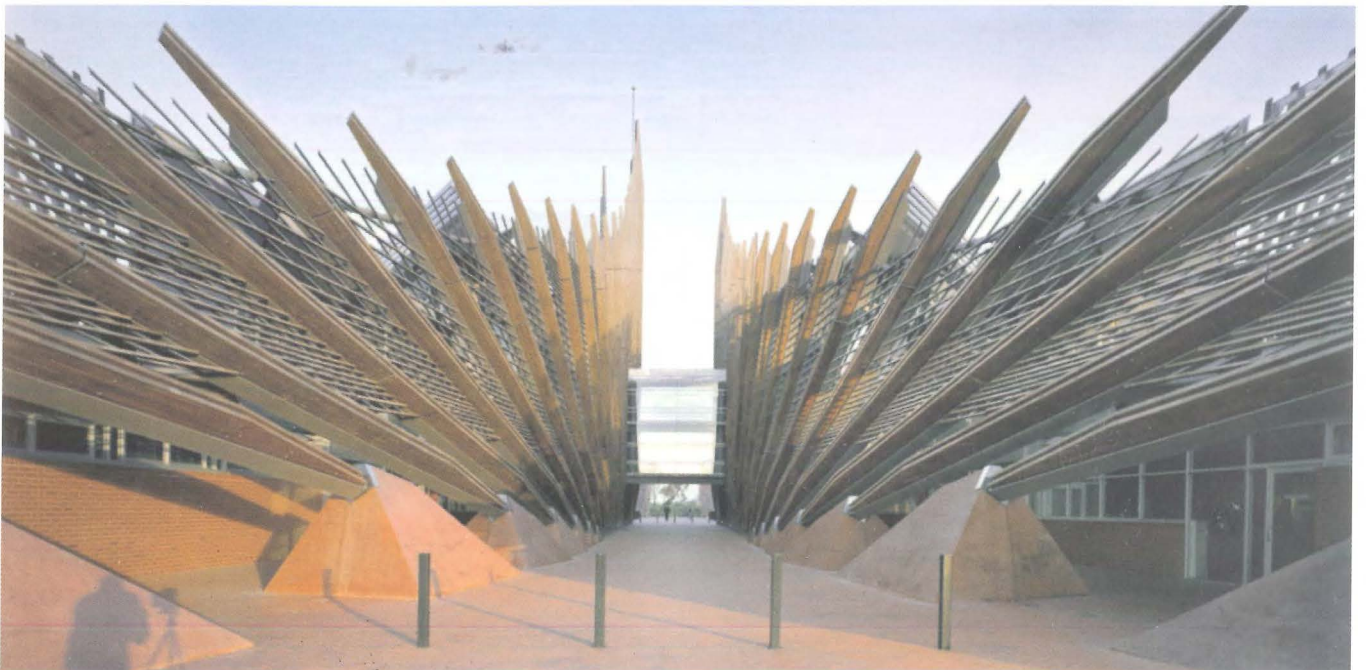
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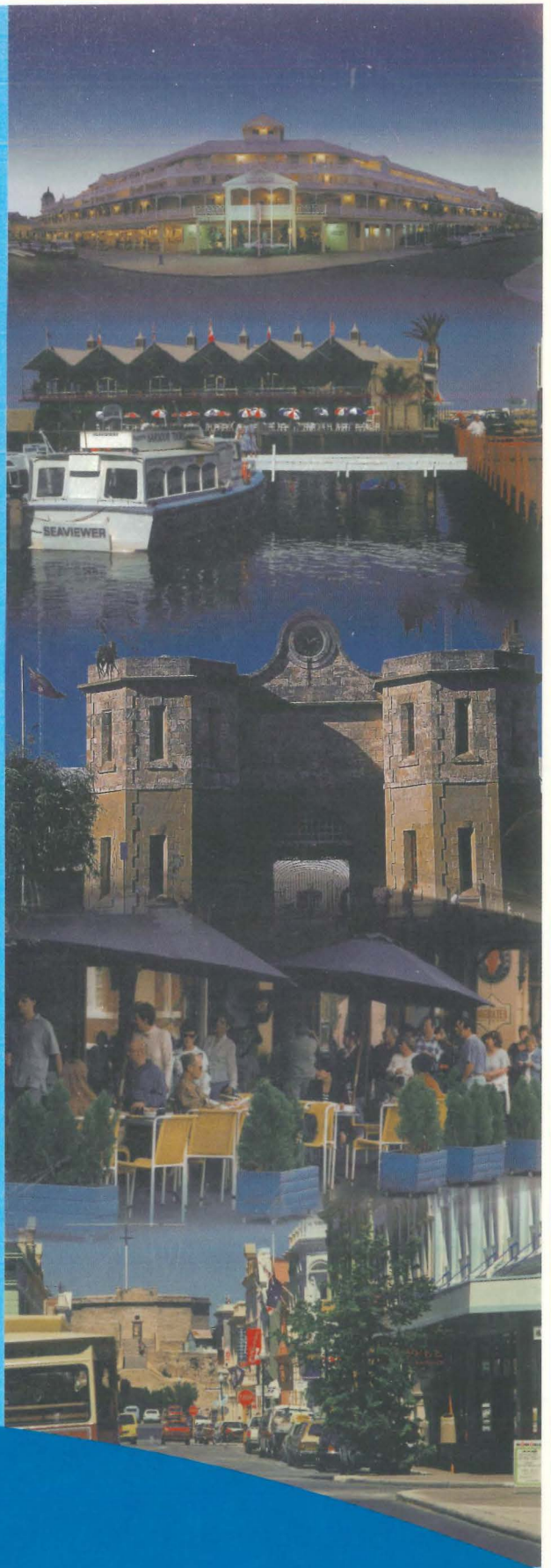
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