



ANZAM
Australian and New Zealand
Academy of Management

*'Managing for Volatility
and Instability'*

5 - 7 December 2012,
Perth Convention and Exhibition Centre

Conference Program & Abstracts

**26th Annual Australian and
New Zealand Academy of Management
Conference 2012**



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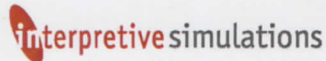
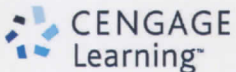
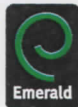
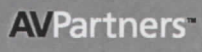
CONFERENCE VENUE

Conference Venue
The Perth Convention and Exhibition Centre
21 Mounts Bay Road
Perth Western Australia 6000 Organising Committee

HOST



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ANZAM offers Professional and Associate Membership to individuals who are management educators, researchers or practitioners, and Institutional Membership to tertiary providers of management education and research.

For more information about ANZAM and the benefits of membership visit us at:

Web: www.anzam.org

Email: anzam@griffith.edu.au

Phone: +61 7 555 277792

This booklet contains abstracts of the papers, posters & workshops which have been accepted for the ANZAM 2012 Conference.

All papers have been subject to a double-blind peer reviewing process. Full papers for the oral presentations are available on the Conference CD.

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CONFERENCE MANAGEMENT

Promaco Conventions as Conference Managers for the 26th Annual Australian and New Zealand Academy of Management Conference are pleased to welcome delegates to the Conference. We are positive you will find this a most rewarding experience. If we can be of any assistance please see a staff person at the registration desk.

Promaco Conventions

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Canning Bridge WA 6153

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Welcome

It has been a pleasure and challenge to take on the role as Conference Chair on behalf of the ANZAM Board. I am grateful for the active support and involvement of the other WA universities as reflected in their sponsorship and staff involvement throughout the conference, making this a truly Western Australian event. Most prominent of this is the fact that the Doctoral Workshop concluded yesterday at the School of Management; ECU Mount Lawley campus.

The invitation to ANZAM members, both academic and practitioner, and professionals with a passion, interest and experience in management and associated fields to join us for the 26th ANZAM Conference resulted in the submissions of over 400 papers. After the traditional ANZAM double blind peer review under the guidance of the stream chairs, the papers that meet the required academic rigour and standard are included in the conference proceedings and will be presented over the next three days. Papers are presented in the traditional ANZAM discipline and interest sessions as clustered by the stream chairs. In addition, a number of associated workshops are scheduled, primarily aimed to facilitate personal development of members. Networking and rekindling of old ties is further enhanced by welcome drinks, the conference dinner in an unforgettable location and a closing function.

The keynote addresses by Prof Raj Pillai and Prof Bob Wood focus on the role and impact of leadership attitudes and expertise in the conference thematic environment of 'volatility and instability'. Similarly keynote addresses by Michael Malone, CEO of inet and Australian Entrepreneur of the Year and Dr Michael Schaper, ACCC Deputy Chairperson provide an industry and market perspective on the theme.

The bringing to fruition of the ANZAM conference is largely a result of the selfless and voluntary involvement of a significant amount of ANZAM members to whom ANZAM owes a vote of appreciation. These include reviewers, session chairs, stream chairs, plenary chairs and ANZAM Board members. In addition, the contribution by sponsors and exhibitors is core to keeping ANZAM viable and affordable and hugely appreciated.

Personally I would like to thank the ANZAM Systems Committee members, the ANZAM Academy Manager Ms Anne Anderson and the Promaco team, Ms Livia Russel and Ms Grace Akang – most of whom will be relieved from being bombarded with numerous e-mails by me. A special thanks to the Stream Chairs for delivering a great service to ANZAM, often against tight timelines and while being out of office. A final word of thanks to the active members of the organising committee who served relentlessly and provided support whenever called upon; Prof Alison Preston, Ms Livia Russell, Mr Donald Mwathi and also Ms Cecelia Braun.

Welcome to Perth, the heart of Western Australia. I trust you will find the time to look around and visit Fremantle or one of our immaculate beaches, have a glass of Margaret River wine or cruise up the Swan river – you know you want to!

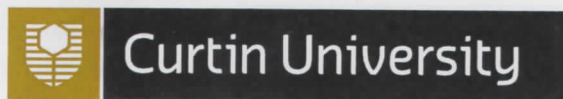
2012 ANZAM Conference Chair.

Associate Professor Werner Soontiens
Curtin University





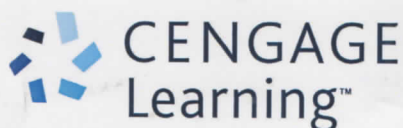
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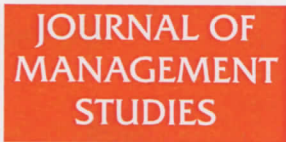
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Professor Werner Soontiens

Professor Julian Teicher

Professor Marie Wilson (until May 2012)

Executive Officer to Board

Mrs Anne Anderson

Meet The Editors

Professor Raj Pillai is on the editorial board of *The Leadership Quarterly* and has a strong track record of journal publications.

Professor Mustafa Ozbilgin of Brunel University is Editor in Chief of the *British Journal of Management*.

Professor Bill Harley, University of Melbourne, is Associate Editor, *Journal of Management Studies*; International Advisory Board, *Work Employment and Society*; Co-Editor-in-Chief, *Labour and Industry*.

Professor Charmine Härtel of the University of Queensland and ANZAM President represents the *Journal of Management & Organization*, Associate Editor of *Journal of Managerial Psychology*, and past editor of *Academy of Management Learning and Education*.

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Keynote Speakers

Michael Malone

As CEO of Australia's second largest DSL Internet Service Provider (ISP), Michael Malone is passionate about the transformative benefits of the Internet. He founded iiNet in the garage of a suburban home back in 1993 because he'd felt that "the big phone companies were taking too long to improve Australia's broadband". Four years on, the company became publicly listed. Today iiNet is the leading challenger in the Australian telecommunications market with a reputation for pushing Internet technology to its threshold and developing access products that harness its potential. iiNet was first to launch Naked DSL in 2008; developed 'modem and phone in one' BoBTM in 2010; pioneered true Internet Protocol TV in Australia; and recently launched in-house research and development arm iiNet Labs. Malone's vision to "lead on product and differentiate on service" drives every facet of the business; and his genuine curiosity in people and ideas ensures the iiNet brands stays relevant in a rapidly changing Internet landscape. Most recently Michael has been named the Ernst & Young Australian Entrepreneur of the Year in 2011 as recognition of the remarkable rise and growth of iiNet over the past 18 years, including surviving the dotcom period at the turn of the century.



Professor Rajnandini "Raj" Pillai

Rajnandini "Raj" Pillai (Ph.D., State University of New York at Buffalo, 1994) is a Professor of Management at the College of Business, California State University San Marcos (CSUSM). She is also Executive Director and founding member of the Center for Leadership Innovation and Mentorship Building (CLIMB) at the university. Her areas of research interest are leadership and cross-cultural management. She has published her work on charismatic and transformational leadership, leadership and voting behavior, and cross-cultural differences in organizational justice in *The Leadership Quarterly*, *Journal of Management*, and the *Journal of International Business Studies*. She has also presented her work at regional, national and international conferences and serves on the Academy of Management Teaching Themes Committee. She has also co-edited two books, *Teaching Leadership: Innovative Approaches for the 21st Century* (2003) and *Follower Perspectives on Leadership* (2007) and is co-author of the 4th and 5th editions of *Understanding Global Cultures* with Martin J. Gannon. She serves on the editorial board of *The Leadership Quarterly*. Rajnandini Pillai has held mid level management positions in the banking industry in India, consulted with organizations in the U.S. on leadership effectiveness, and conducted workshops on leadership and global issues for the local business community. She has received awards for excellence in teaching and research including the College of Business Outstanding Professor Award, the Western Academy of Management Ascendant Scholar Award, the CSUSM President's Award for Scholarship and Creative Activity, and CSUSM's highest faculty honor, the Harry E. Brakebill Distinguished Professor Award.



Dr Michael Schaper Deputy Chair

Dr Michael Schaper is the Deputy Chairman of the Australian Competition and Consumer Commission. His work has a special focus on small business, franchising, industry associations and business liaison. Dr Schaper was appointed to this role in July 2008 for a period of five years.

He is also an Adjunct Professor of Entrepreneurship with Curtin University of Technology in Western Australia.

Dr Schaper brings extensive experience in the area of small business through his previous roles as ACT Small Business Commissioner, Dean of Murdoch University Business School in Western Australia and head of the School of Business at Bond University in Queensland. He has served as chairperson of the ACT Small & Micro-Business Advisory Council, and also been on the management boards of several not-for-profit organisations, business development agencies and business incubators.

A previous president of the Small Enterprise Association of Australia and New Zealand, he has been a member of the board of directors of the International Council for Small Business and has held the foundation professorial chair in Entrepreneurship and Small Business at the University of Newcastle. Prior to this, he was employed as a senior lecturer at Curtin University, responsible for the university's entrepreneurship degree programs.

Between 2001 and 2003 Dr Schaper held several posts as visiting Professor at the Ecole de Management Lyon, France, and the University of St Gallen in Switzerland. In Australia he has served as an Adjunct Professor at both Curtin University and the University of Canberra.

In addition to his extensive academic career, Dr Schaper has worked as a professional small business advisor and as the owner of a number of new business start-ups.

In 2009 he was recipient of the "National Small Business Champion Award" by the Council of Small Business Organisations of Australia.

The author or co-author of ten business management books and over forty research journal articles, he has been a regular columnist in a number of national magazines, newspapers and journals on business issues. He has also worked as a policy advisor to government at both the state and federal level.

He holds a PhD and a Master of Commerce degree from Curtin University, as well as a Bachelor of Arts from the University of Western Australia.



Professor Robert E. Wood

Robert Wood is Professor of Management and Director of the Centre for Ethical Leadership at Melbourne Business School. Prior appointments include Deputy Vice Chancellor at the University of Western Australia and visiting Professor at the Kellogg School, Northwestern University. He completed his PhD in organizational behaviour at the University of Washington (Seattle) followed by post-doctoral studies at Stanford University Psychology Department. He is a former Editor of *Applied Psychology* and *International Review* and has served on the editorial board of most leading organisational, psychology and management journals. He was awarded the AGSM Alumni Outstanding Teacher Award (1998) and the inaugural AGSM Award for Excellence in Research (2002). He is a Fellow of the Academy of Social Sciences - Australia, the Australian and New Zealand Academy of Management; the American Psychological Association and the International Association of Applied Psychologists.

Robert has designed, developed and delivered programs for senior managers and provided advice to many Australian and overseas corporations, including Saudi Aramco, Dow Chemical, Telstra, P&O Ports, Dubai Ports World and the Hong Kong Government. He has delivered programs to managers in the USA, Australia, Malaysia, Thailand, Sri Lanka, UAE, the Philippines, and Hong Kong.





Discussant

Professor Julie Wolfram Cox

Julie Wolfram Cox (Ph.D., Organizational Behavior, Case Western Reserve University) is Professor of Management (Organisation Studies) in the Department of Management at Monash University, at Monash and is also Discipline Group Leader for the Governance, Leadership and Organisation (GLO) group of the Department. Julie currently teaches the Faculty-wide Ph.D coursework unit Philosophy of Research and her research interests include: Interpretive and critical studies of organizational change; Organization development and resistance dynamics;



Organization theory and research metatheory; Organizational aesthetics and identity politics; and Occupational identity and professionalization. She has recently completed a large action research-based collaborative project with Victoria Police, co-funded by the Australian Research Council. Julie's publications have appeared in journals such as Organization Studies, Journal of Management Studies, Organization, International Journal of Management Reviews, Journal of Applied Behavioral Science, Journal of Organizational Change Management, Culture and Organization, Journal of Material Culture, and Journal of Management and Organization. She has served as an associate editor for Culture and Organization and for Qualitative Research in Organizations and Management and has also edited or co-edited special issues of Journal of Organizational Change Management and Journal of Applied Behavioral Science. Julie co-edited Fundamentals of Action Research (Sage, 2005) and Critical Management Studies at Work: Negotiating Tensions Between Theory and Practice (Edward Elgar, 2009), and she co-authored Disorganization Theory: Alternative Organizational Analysis (Routledge, 2007). She also sits on the Board of the Australia and New Zealand Academy of Management (ANZAM) and has recently been elected to the five year Division Chair track of the Organization Development and Change Division of the Academy of Management.

three Australian universities and is recipient of five awards for innovation in organisational practice, the Academy of Management's Janet Chusmir Service Award, two university supervision awards, 13 best paper awards and nearly \$3million in Australian Research Council funding.

Professor Härtel is recognized internationally as a leading expert in the areas of diversity management, emotions and workplace wellbeing and her publications appear in leading journals such as Academy of Management Review, Journal of Management, British Journal of Industrial Relations, Journal of Applied Psychology, and The Leadership Quarterly. Her pioneering work on the characteristics of positive work environments has identified a number of the individual, group and organisational drivers of unhealthy and toxic work environments along with the leadership and human resource management strategies and practices to turn such situations around. Her work appears in over 60 book chapters and 90 refereed journal articles. She has served as Editor and Associate Editor a number of journals and books including Academy of Management Learning and Education, Journal of Managerial Psychology, Journal of Management & Organization, and the Research on Emotion in Organizations book series. Professor Härtel is also primary author of the wholly original textbook Human Resource Management (Pearson) which draws heavily on Australian and New Zealand research.

Professor Ross Chapman

Ross Chapman is Professor of Management and Head of the Deakin Graduate School of Business; Faculty of Business and Law, Deakin University. Prior to joining Deakin in May 2010, Ross held several senior management positions including Associate Dean (Research) (UWS College of Business), Director of the Centre for Innovation and Industry Studies (CInIS).

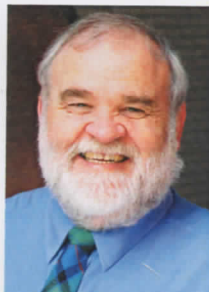


Completing his PhD in 1979 Ross joined private industry working in technical, QC/QA and R&D management positions. Since joining academia in 1985, he has taught and researched in the areas of Quality Management; Continuous Improvement; Innovation and Technology Management; and Operations Management. Ross is author or co-author of 3 books and over 90 refereed journal and conference papers 15 articles on technical and scientific studies and 2 worldwide patents. He is Associate Editor or Editorial Review Board Member for several international journals and has supervised 15 PhD completions.

Ross has been successful in winning and managing several large research grants, totalling over a million dollars, mostly involving Australian and international industry and firm-level improvement through innovation and technology implementation. He is an International Grant Assessor for the ARC and several European and Asian Grants Councils. Ross has also undertaken several large consultancy projects and is a Fellow of the Australian Institute of Company Directors and currently serves on a number of the boards of SIRCA P/L and the Australian and New Zealand Academy of Management (ANZAM Ltd.).

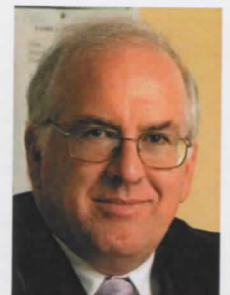
Professor Geoffrey Soutar

Geoff Soutar is Professor and Nancy Keegan and Don Voelte Distinguished Scholar at the University of Western Australia Business School. He is a Fellow and Life Member of the Australian and New Zealand Academy of Management and was one of three academics appointed as an Inaugural Fellow of the Australian and New Zealand Marketing Academy. He was the first business academic appointed to an expert panel of the Australian Research Council, a position he held from 2001 until 2004. Geoff has published widely across a wide range of marketing and management area. He was given the Distinguished Researcher Award by the Australian and New Zealand Marketing Academy in 2008 for his contribution to research and an Australian Teaching and a Learning Council Citation for an Outstanding Contribution to Student Learning in 2008.



Dr Bruce Gurd

Dr Bruce Gurd is the PhD Director in the International Graduate School of Business at the University of South Australia. In addition to supporting a significant PhD program, Bruce teaches in the MBA. His research is in the area of management control systems especially in performance measurement systems. His most recent publications are an entry in the Sage Encyclopedia of Management Theory and a paper in the International Journal of Entrepreneurial Behaviour & Research.



Chair

Professor Charmine Härtel

Professor Charmine E. J. Härtel (PhD) is Head of Management and Chair of Human Resource Management and Organisational Development at UQ Business School, The University of Queensland, Brisbane Australia. Charmine is Fellow and President of the Australian and New Zealand Academy of Management (ANZAM), Fellow of the Australian Institute of Management, Lifetime Honorary Member of Psi Chi and current Program Chair for the Academy of Management's Gender and Diversity in Organization's Division. She has held significant leadership roles at





Stream Chairs

01. **Managing for volatility and instability**
Prof Alison Preston - Curtin University
A/Prof Werner Soontjens - Curtin University
02. **Critical Management Studies**
Dr Todd Bridgman - Victoria University Wellington
03. **Entrepreneurship Small Business and Family Enterprise**
Dr Herb De Vries - University of Canterbury
04. **Gender and Diversity in Organisations**
A/Prof Carlene Boucher - RMIT
Dr Wayne Fallon - UNSW
05. **Human Resource Management**
Prof Rowena Barret - ECU
Dr Megan Paull - Murdoch University
06. **International Management**
A/Prof Maryam Omari - ECU
Dr Yvonne McNulty - Practitioner
07. **Leadership and Governance**
Dr Herman Tse - Griffith University
08. **Management Education and Development**
A/Prof Edwina Pio - Auckland University of technology
09. **Marketing and Communication**
Dr Liz Hemphill - UNISA
10. **Organisational Behaviour**
Prof Lee Di Millia - Central Queensland University
A/Prof Colleen Mills - University of Canterbury
11. **Human Resource Development and Organisational Change**
Dr Leighton Jay - Curtin University
Dr Paula O'Kane - Otago University
12. **Health Management, Public Sector and Not-For-Profit**
Prof Anneke Fitzgerald - University of Western Sydney
Prof Liz Fulop - Griffith University
13. **Research Methods**
Prof Ken Parry - Bond University
14. **Strategic Management**
A/Prof Des Klass
15. **Sustainability and Social Issues in Management**
Dr Lucie Ozanne - University of Canterbury
16. **Technology, Innovation and Supply Chain Management**
A/Prof Terry Sloan - University of Western Sydney

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**Professor Richard Higgott
Vice Chancellor**

The Sir Walter Murdoch School of Public Policy and International Affairs offers students a unique opportunity to develop skills, experience and career opportunities in public policy and international affairs through the delivery of professional Masters coursework degrees and Graduate Certificates.

Murdoch University is ranked in the Top 400 Times Higher Education World University Rankings 2012-2013.

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- Master of International Affairs
- Master of Development Studies
- Graduate Certificate of Public Policy and Management
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Visit www.murdoch.edu.au/sirwalterschool for more information on admission requirements, duration, course structure and core units of study.

Further information

Telephone: +61 8 9360 6787
Email: sirwalterschool@murdoch.edu.au
Website: www.murdoch.edu.au/sirwalterschool



General Information

Airport Transfer

Perth Airport is a modern facility approximately half an hour away from the centre of Perth. The international and domestic terminals are easily accessible by car, taxi and bus. Taxis are available from both the domestic and international terminals. A taxi trip from the airport terminals to Perth city centre will take 20 to 30 minutes. The journey will cost approximately AUD\$40.00.

All taxis are meter operated by time and distance, and operate twenty four hours a day. Taxis indicate they are vacant by illuminating their sign on the roof. At both airport terminals available taxis will wait at the taxi rank.

Swan Taxis: Tel 13 1330 (within Australia)

Black & White Taxis: Tel 13 1008 (within Australia)

An Airport-City Shuttle operates to and from domestic and international airports with convenient pick up points located near accommodation throughout Perth and Fremantle. Fares are \$15.00 from the Domestic Terminal and \$18.00 from the International Terminal to Perth CBD. Tickets can be purchased using cash or EFTPOS at the CONNECT kiosk located on the forecourts at both the Domestic and International terminals. Visit <http://www.perthairportconnect.com.au/pac/> for more information.

Catering

Morning, Lunch and Afternoon Tea is being provided at the Conference and will be served in the Exhibition area – Pre function Level 2. Please refer to the detailed program for timings of when catering will be served each day.

Eateries

Whether it's dining in an elegant restaurant overlooking the river, or eating fish and chips while watching the sunset on the beach, Perth boasts an extensive buffet from which to delight your tastebuds.

Perth's vibrant multiculturalism is particularly evident in its food scene. And seafood plays an important role too, caught fresh from the dazzling waters of the nearby Indian Ocean.

Eat out here and you'll find the warm climate makes for sensational al fresco dining. Tables and chairs spill onto sidewalks here people congregate with glasses of wine, delectable foods and good company. Perth's natural attractions also add to its dining pleasure. You can dine by the river - particularly beautiful at night as the city lights dance across the water's surface - or by the ocean with the fresh sea air in your lungs, the sun in your face and colourful crowds passing by.

Message Board

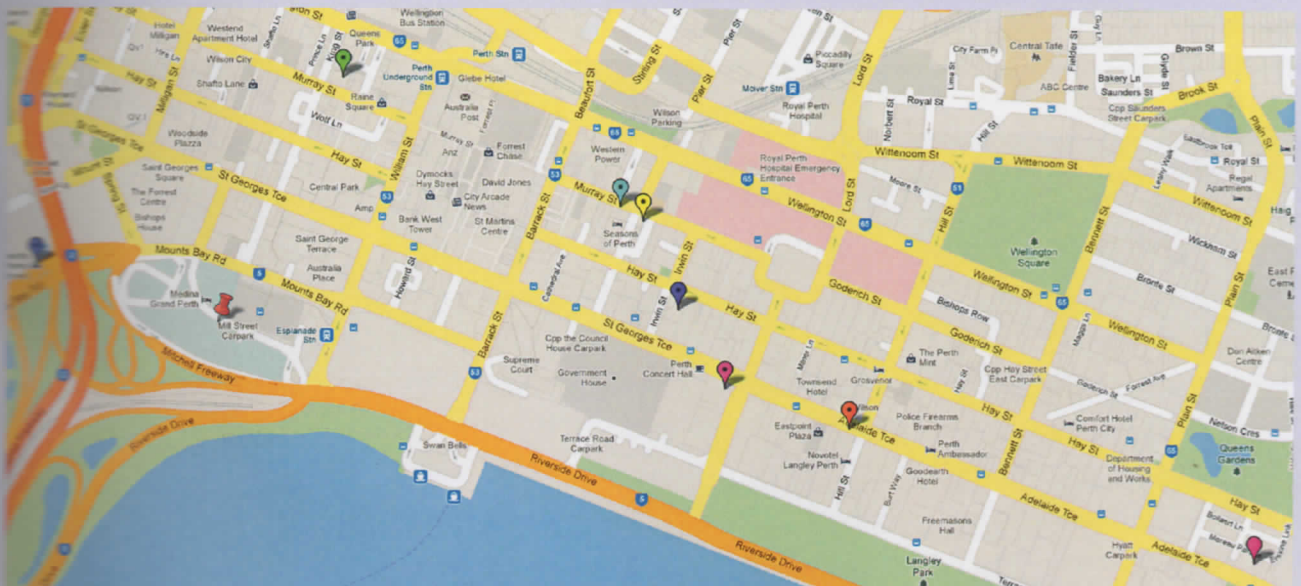
All messages received during the Conference will be placed on the Message Board in the registration area. To collect or leave messages please visit the Registration Desk.

Mobile Phones

Delegates are advised that all phones must be switched off or on silent mode during sessions.

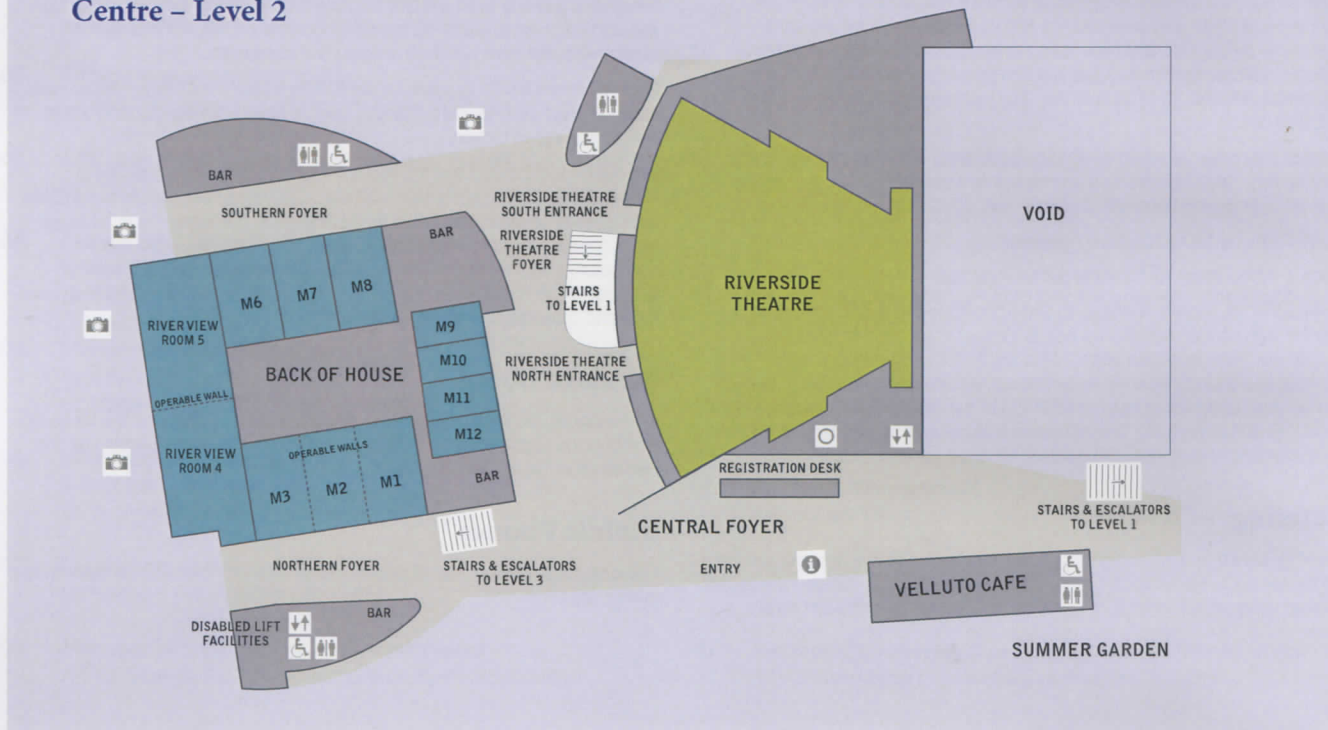
Accommodation Map

- Perth Convention and Exhibition Centre
- Duxton Hotel
- Ibis Perth
- Mercure Hotel
- Miss Mauds
- Mounts Bay Waters Apartment
- Novotel
- Pensione Hotel
- Frasers Suites





Perth Convention and Exhibition Centre – Level 2



Name Badges

Each delegate registered for the Conference will receive a name badge at the Registration Desk. This badge will be your official pass and must be clearly visible at all times to obtain entry to all sessions and to social functions.

Parking

The City of Perth owns and operates the car park at Perth Convention and Exhibition Centre through City of Perth Parking (CPP). The car park operates 24 hours 7 days a week, offers a staffed Customer Service Centre and closed circuit television.

Monday – Sunday

Hourly rate \$4.70

10 hour maximum

(Monday – Friday) \$20.30*

12 hour maximum

(Monday – Sunday) \$27.70*

24 hour maximum

(Monday – Sunday) \$47.40*

Registration Desk

The Registration Desk is located in the Exhibition area (Pre function level 2) of the Perth Convention and Exhibition Centre and will be operating at the following times:

Wednesday 5 December: 0715 – 1730

Thursday 6 December: 0800 – 1730

Friday 7 December: 0800 – 1500

Speaker Preparation Room

The Speaker Preparation Room is located in Meeting room 12 on Level 2 of the Perth Convention and Exhibition Centre and will be operating at the following times:

Wednesday 5 December: 0730 – 1600

Thursday 6 December: 0800 – 1600

Friday 7 December: 0800 – 1400

All Presenters are required to visit the Speakers Preparation Room at least 30 minutes prior to their presentation to upload their slides.



Delegate Entitlements

Professional registration entitles delegates to the following:

- Entry to all sessions
- Entry to the Trade Exhibition
- Name Badge
- Satchel
- Program and Abstract Book
- CD-ROM of Conference Proceedings
- Morning and Afternoon Teas, Lunches
- Welcome Reception
- Conference Dinner at Fraser's State Reception Centre (booking must have been made with registration)
- ANZAM membership from 1/12/12 – 30/11/13

Student registration entitles delegates to the following:

- Entry to all sessions
- Entry to the Trade Exhibition
- Name Badge
- Satchel
- Program and Abstract Book
- Morning and Afternoon Teas, Lunches
- Welcome Reception
- ANZAM membership from 1/12/12 – 30/11/13

Day registration entitles delegates to the following:

- Entry to all sessions on the day registered
- Entry to the Trade Exhibition on the day registered
- Name Badge for the day registered
- Satchel
- Program and Abstract Book
- Morning and Afternoon Teas, Lunches on the day registered

Social Program

Welcome Reception

Venue: The Perth Convention and Exhibition Centre, Level 2 Summer Garden

Date: Wednesday 5th December 2012

Time: 5.30pm – 7.00pm

Cost: Included in Professional and Student registration (Additional tickets available to purchase)

Dress: Smart Casual

An invitation is extended to delegates and registered accompanying persons to attend the Welcome Cocktail Reception. The perfect opportunity to renew old friendships and make new acquaintances, as we welcome you to Perth and the start of the 2012 ANZAM Conference.

Conference Dinner at Perth Kings Park

Venue: Fraser's State Reception Centre

Date: Thursday 6th December 2012

Time: 7.00pm – 11.00pm

Cost: Included in Professional registration

Dress: Smart Casual

Join us for a relaxing night with friends and colleagues at Fraser's State Reception Centre overlooking the beautiful skyline of Perth.

Enjoy a delicious set menu with beverages while listening to a local band.

Fraser's State Reception Centre is located in Kings Park only a 5 minute bus drive from the Perth Convention Centre.

Buses will leave from Level 1 outside the Perth Convention Exhibition Centre from 6.30pm.

Buses will be available at 10.15pm/10.30pm/11.00pm from the dinner venue to take you back to the Perth Convention Exhibition Centre where your hotel most likely will only be a stroll away.

Happy Hour Farewell Drinks

Venue: The Perth Convention and Exhibition Centre, Level 2 Pre function area

Date: Friday 7th December 2012

Time: 3.00pm – 4.00pm

Cost: Included in Professional and Student registration

Dress: Smart Casual

The conference concludes with a last hour of socializing before everyone flies home.





Reviewers

Bridgman, Todd
Brien, Anthony
Brown, Alan
Bryson, Jane
Burgess, John
Burns, Edgar
Caputi, Peter
Crowley-Henry, Marian
Curry, Joanne
Da Silva, Debra
Day, David
De Vries, Huibert
Dela Rama, Marie
Demir, Defne
Di Milia, Lee
Diaz Andrade, Antonio
Ditton, Mary
Du Plessis, Andries
Eljiz, Kathy
Emms, Anne
Fallon, Wayne
Fernando, Mario
Ferrer, Justine
Fitzgerald, Anneke
Fulop, Liz
Galbreath, Jeremy
Garrety, Karin
Gates, Donald
Goh, Gerald
Goldfinch, Shaun
Greenwood, Michelle
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Hamilton, Bob
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Ingle, Coral
Ishak, Hjh Noormala Dato' Amir
Jay, Leighton
Jones, Michael
Kantabutra, Sooksan

Kantor, Rhonda
Klass, Des
Li, Anson
Lovell, Genevieve
LUI, Steven
Luke, Belinda
Malinen, Sanna
Mason, David
McDonald, Sharyn
McDonnell, Anthony
McGrath, Donna-Louise
McLaughlin, Colm
McLean, Peter
McNulty, Yvonne
Milgate, Michael
Minahan, Stella
Montgomery, Kathleen
Najmaei, Arash
Nolan, Terry
O'Kane, Paula
Omari, Maryam
O'Meara, Peter
O'Shea, Michelle
Ozanne, Lucie
Parry, Ken
Paull, Megan
Peter, Vasanthi
Phipps, Marcus
Pio, Edwina
Preston, Alison
Price, Robin
Pullen, Alison
Rafferty, Alannah
Rainnie, Al
Retna, Kala
Roy, Achinto
Russell, Livia
Sarros, James
Sawang, Sukanlaya
Sharp, Colin
Sheehan, Cathy
Simpson, Ken
Sloan, Terry
Smith, Tara

Soontiens, Werner
Spanier, Noel
Teo, Stephen
Thirlwall, Allison
Treuren, Gerry
Tse, Herman
Wallace, Michelle
Wardale, Dorothy
Whiddett, Dick
Whitehead, Anna
Wickham, Mark
Willemyns, Michael
Wood, Martin
Wright, Sarah
Young, Angus
Yu, Shasha

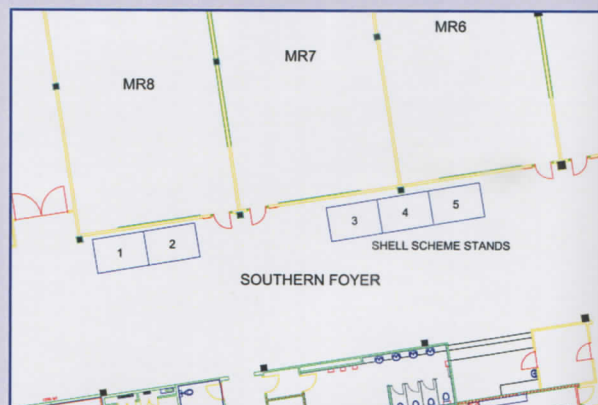
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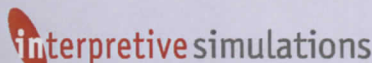


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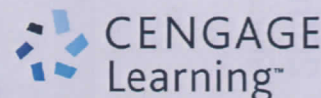
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26th ANZAM Conference 2012
 'Managing for Volatility and Instability'

PROVISIONAL PROGRAM

Stream	Stream Chair	Stream	Stream Chair
MVI	Managing for Volatility and Instability	MKT	Marketing and Communication
	Critical Management Studies	OB	Organisational Behaviour
CMS	Entrepreneurship, Small Business and Family Enterprise	HRD&C	Human Resource Development and Organisational Change
	Gender and Diversity in Organisations	HPN	Health Management, Public Sector and Not-For-Profit
ESBF	Human Resource Management	RM	Research Methods
	International Management	STR	Strategic Management
GDO	Leadership and Governance	SSM	Sustainability and Social Issues in Management
	Management Education and Development	TIM	Technology, Innovation and Supply Chain Management
HRM			
INT			
L&G			
MED			

MONDAY 3 DECEMBER 2012

0845	Workshop Registration	EDITH COWAN UNIVERSITY
0900	ANZAM Year End Doctoral Workshop commences	EDITH COWAN UNIVERSITY
1700	Workshop Day 1 concludes	

TUESDAY 4 DECEMBER 2012

0900 – 1700	ANZAM Year End Doctoral Workshop continues	EDITH COWAN UNIVERSITY
0900 – 1700	ANZAM Board Meeting	EDITH COWAN UNIVERSITY

WEDNESDAY 6 DECEMBER 2012
 REGISTRATION/ ARRIVAL COFFEE & TEA
 0715
 0900 Official Opening by Dr Jim Gill, Chancellor of Curtin University, Western Australia
 Welcome to Country by Noel Nannup
 0915 ANZAM Keynote on the Conference theme, 'Managing for Volatility and Instability'
 International Keynote Speaker: Prof Raj Pillai (California State University San Marcos)
 Title: The Paradox of Leading for Stability during Volatile Times
 (Discussant: Julie Wolfram Cox
 Chair: Charmine Hartel - ANZAM President)
 1000 Morning tea

CONCURRENT SESSIONS ONE
 Meeting room 1
 Nigel Garrow
 L&G - 1
 142
 Contextualisation and nursing and midwifery in the Western Australian public health system
 Klass, Des; Nowak, Margaret; Thomas, Gail; Lord, Linley; Jefferson, Therese

Meeting room 2
 Michael Hess
 ESBF - 1
 137
 Examining the Role of Small Firm Managers' Characteristics in Internationalization Decision
 Agustini, Maria

Meeting room 3
 Ros Cameron
 HRM - 1
 032
 Harmonised health and safety legislation in Australia: Confusion and complexity for training remains
 Bahn, Susanne; Barratt-Pugh, Liandis

Meeting room 4/5
 Colleen Mills
 OB - 1
 039
 Why are some ingratators more successful than others? The second-order moderating impacts of political skill and organisation-based self-esteem on the need for power - Ingratiation - promotability relationship
 Sibunruang, Hataya

Meeting room 6
 Terry Sloan
 TIM - 1
 003
 Exploring factors affecting consumers' intention to use IoT technologies in China
 Gao, Lingling; Bai, Xuesong

Meeting room 7
 Liz Fulop
 HPN - 1
 004
 Competing logics and compartmentalised care: medical professionalism and population based medicine in English general medical practice.
 McDonald, Ruth

Meeting room 10
 Conor O'Kane
 STR - 1
 148
 Parenting Strategies for Corporate Entrepreneurship
 Lesner, Monika

Meeting room 11
 Tui McKeown
 MVI - 1
 156
 Managing projects in an uncertain and volatile world: engaging stakeholders, and building a systemic view of risk
 Ackermann, Fried; Howick, Susan; Quigley, John; Walls, Lesley; Houghton, Thomas

Chair	Stream	1030	1050
		102	1050
		317	
		251	
		128	
		225	
		103	
		054	
		138	

Workshop A - Professional Development Workshop - Pearson Masterclass; April Wright.
 Chair: Lisa Bradley

Workshop B - Industry Clusters: Resources, Relations and Competitive Advantage- Ken Brown

Building a community of scholars: Positive relationships in a holding environment
 Boudville, Ian; Paul, Megan; Clear, Anne; Teh Eng Choo, Elaine; van der Waarden, Natalie; Klomp, Steve

Performance Measurement System Design in Service Operations: Does Size Matter?
 Mohd Amir, Amizawati

Knowledge Translation in an Era of Reform
 Dadich, Anni; Hosseinzadeh, Hassan

ICT Value Emergence through Interactions within an Organisational System: A Conceptual Model
 Ceric, Arnela; Jarrett, Denise; Bhanugopan, Ramudu

The Effects of Rewards on Affective, Motivational, and Performance Outcomes: Exploring the Roles of Perceived Work Control and Trait Self-Control
 Techakesari, Pirathat; Jimmieson, Nerina; Parker, Stacey

Falling Between Stools: Workplace Bullying and the New Zealand Employment Relations Context
 Blackwood, Kate; Catley, Bevan; Tappin, David; Bentley, Tim

Strategic Decision-Making by Small Firms in Turbulent Environments: Case Studies from the Singapore Motor Vehicle Industry
 Choo, Wee; Mazarol, Tim

Wednesday continued

1110	260	Dual-level Transformational Leadership and Work Outcomes: The Mediating Role of Efficacy Beliefs <i>LaU, Ka Yee Katie; Tse, Herman; Zhang, Shujun</i>	419	Board size and performance of small firms: a meta-analysis <i>Li, Yongqiang; Du, Miaoli; Armstrong, Anona; Clarke, Andrew</i>	313	Organisational responses ameliorate the impact of workplace bullying on employee engagement <i>Cotton, Tony</i>	366	Shame: A Review and Research Model <i>Murphy, Steven; Kiffin-Petersen, Sandra</i>	227	Multi-level Website Benchmarking: Typological Collation of Recent Approaches <i>Cassidy, Leonie; Hamilton, John</i>	169	Addressing the digital divide - IT Management practices in rural NGHSDs <i>Dobson, Philip; D'Mello, Zane</i>	205	Improving consensus and commitment to strategy implementation: evaluating systems thinking workshops <i>Scott, Rodney; Cavana, Robert; Cameron, Donald</i>	236	Can we really survive without rules? : A study looking at Knowledge Sharing (KS) behaviours in high risk environments. <i>Wimalasiri, Varuni</i>
1130	394	Philosophical Roots of Servant Leadership in the Chinese Confucian Context <i>Zhang, Haina; Everett, Andre; Ekin, Graham</i>	192	The Multiform Concept of the SME Ordinaire: A Literature Review <i>Reboud, Sophie; Clark, Delwyn; Mazarol, Tim</i>	077	Antecedents of Workplace Aggression for Hospital Nurses <i>Demir, Defne; Rodwell, John</i>	371	The impact of negative emotion and perceptions of control and success on intentions to trust <i>Christie, Anne; Jordan, Peter; Troth, Ashlea</i>	339	Information and Communication Technology usage by SMEs in a developing country: An environmental perspective <i>Azam, Md Shah</i>	214	Does a speciality ward structure remain a sustainable approach to meet the volatility, increasing demand and safety requirements for inpatient hospital treatment? <i>Williams, Mike; Allen, Michael; Fordyce, Andrew</i>	022	Towards A Metacognitive View of Strategic Choice <i>Sadeghinejad, Zahra; Najmaei, Arash</i>	139	An Investigation of the Managerial Practices and Attitudes toward Organisational Culture Management in Western Australia <i>Wong, Harry; Alexander, Paul; Venable, John</i>
1150	287	Consolidating the Ideas of Boomi Tourist Accommodation Providers into a Collective Conception <i>Metcalfe, Mike; Hassanli, Najmeh</i>	011	Emergency services volunteers: affiliation and commitment <i>Wallace, Michelle</i>	381	Mobile Technology Usage and Employee Life Satisfaction in Japan <i>Sugianto, Ly-Fie; Tojib, Dewi; Fujimoto, Yuika</i>	421	What is strategy in the public sector? <i>Zalen, Tatiana; Lewis, Geoffrey</i>	243	Managing Consumerization of IT: a NZ perspective. <i>Sen, Palash; Mason, David</i>	Workshop A - Professional Development Workshop - Pearson Masterclass - April Wright. Chair: Lisa Bradley		Workshop D - Industry Clusters: Resources, Relations and Competitive Advantage - Key Brown, John Burgess, Susanne Royer, Lisa Daniel, Robyn Keast, Julia Connell, Ben Far-Wharton, Yvonne Brunette, Sidsel Grimstad.			
1210 - 1330	Lunch includes special lunch for New ANZAM members															
1300 -1330	Poster Presentations Session One - All poster authors to be available with their poster															
PREFUNCTION AREA LEVEL 2																
PREFUNCTION AREA LEVEL 2																

Wednesday continued

Room	Chair	Stream	1330	1350	1410
Meeting room 1	Megan Paull	HRM - 2	115 Skilled Labour Supply and Demand in Resource Rich Regions of Australia <i>Bahn, Susanne; Cameron, Roslyn</i>	045 Employee Perceptions of Current Job Performance in Australian Public Hospitals <i>Bhanugopan, Ramudu; Carlisle, Joanna; Aladwan, Khaled</i>	280 Am I supposed to fix it or not? A strategy of asset management <i>Brunetto, Yvonne; Xeri, Matthew; Nelson, Silvia</i>
Meeting room 2	Najmael Arash	STR - 2	030 ESG in focus: The Australian evidence <i>Galbreath, Jeremy</i>	286 The opportunity cost of saving money: An Exploratory Study of Permanent Transfers and Localisation of Expatriates in Singapore <i>Tait, Elise; DeCieri, Helen; McNulty, Yvonne</i>	326 Reconsidering local competition: Organizational relocation and geographic concentration in the US firearms industry, 1790-1914 <i>Kasbekar, Chirag</i>
Meeting room 3	Suzanne Young	MED - 1	191 Training determinants in software product and service firms <i>Malik, Ashish; Blumenfeld, Stephen; Nilakant, Venkataraman</i>	200 Customising management education: Designing learning episodes using an open system perspective <i>McLean, Peter</i>	309 Towards a conceptual framework for exploring how individuals within organisations share practical knowledge <i>Lunsi, Wear; Guzman, Gustavo; Shacklock, Kate</i>
Meeting room 4/5	Lee di Milia	OB - 2	017 Leader-member Exchange Differentiation and Team Performance: The Role of Affective Climate and Team-member Exchange <i>Ise, Herman</i>	075 Leaders' Influence on the Networking Behavior of their Direct Reports <i>Sun, Peter; Anderson, Marc</i>	267 The Role of Individual Agency in Accelerating Leader Development <i>Bindl, Uta; Parker, Sharon; Wang, Lena; Griffin, Mark</i>
Meeting room 6	Daniel Prajogo	TIM - 2	250 A Living Laboratory Proposition for Revitalising Regional Australia <i>Dhakal, Subas; Brown, Kerry; Keast, Robyn; Mahmood, Muhammad; Wiewiora, Anna; Dick, Tom</i>	297 Cluster drivers and barriers: beyond the literature <i>Teal, Greg; Hall, Timothy</i>	338 An AHP integrated QFD approach for mitigating upstream supply chain barriers: A study on Ready-Made Garment (RMG) industry of Bangladesh <i>Chowdhury, Md.; Nuruzzaman, Md.; Dewan, Mohammed; Quaddus, Mohammed</i>
Meeting room 7	Maryam Omari	HPN - 2	181 The impact of strata titled properties on the Australian NFP sector <i>Altmann, Erika</i>	221 Where has the Strategic Thinking Gone in the Non-profit Board Room? <i>Bambach, Matthew</i>	228 Three schools of not-for-profit management thought - Exploring the influence of management ideologies on managerial responses <i>Malhotra, Aastha; Verreynne, Marie-Louise; Zammuto, Raymond</i>
Workshop B - Professional Development Workshop - Meet the Editors - Bruce Gurd, Raj Pillai, Mustata Ozbligin, Bill Harley, Charmine Hartel					
Workshop E - A guide to causal mapping - Veronique Ambrosini, Fran Ackerman, John Billsberry					
Meeting room 10	Margaret Vickers	GDO - 1	107 Female participation in the Saudi Workforce: A Saudi perspective of key barriers <i>Alselaimi, Raneem; Lord, Linley</i>	423 Searching for GRACEFUL Leaders: <i>Hendrickson, Troy</i>	322 A road ahead for early diversity management researchers in Australia <i>Manoharan, Ashokkumar</i>
Meeting room 11	Marie dela Rama	L&G - 2	019 Aspects of Acquirer Behaviour in Australian Mergers and Acquisitions <i>Garrow, Nigel</i>	323 Internal Governance Mechanisms and Performance: A Study of Australian Universities <i>Lokuwaduge, Chitra S De Silva</i>	435 Wicked problems and 'slight of hand': lessons from the Australian private hospital sector for management under choice policy <i>Sheahan, Margo</i>

Wednesday continued

1430	028	Organisational Sustainability Initiatives minus Green HRM Strategy equals Ineffectiveness <i>Kirsch, Christina; Connell, Julia</i>	396	Geographic Concentration and Heterogeneity in Competitive Intensity: Postbellum Firearms Firms in the Southern United States <i>Kasbekar, Chirag</i>	151	Why we must EAT to grow: The employees' perspective of senior leader influence on organisational learning. <i>Waddell, Alex; Pio, Edwina</i>	330	An Integrated Model of Leader-Member Exchange Differentiation and Creativity in Work Teams <i>Rana, Vishal; Tse, Herman</i>	341	Investigating the behaviours, impact and motivations of innovation champions <i>Molloy, Courtney; Kriz, Anton</i>	399	In recognition of their importance: A performance measurement model for not-for-profit service organisations <i>Watts, Ted (Edmund)</i>	097	Sustaining career through maternity leave <i>Nowak, Margaret; Naudé, Marita; Thomas, Gall</i>	096	Rethinking Project Governance - The Role of the Project Owner <i>Zwikael, Ofer; Smyrk, John</i>
1450	321	Six Months in a Leaky Boat <i>Phillips, Diane; Blackman, Deborah</i>	090	An exploratory study of clusters, knowledge exchange, and the climate change issue <i>Galbreath, Jeremy; Klass, Des; Charles, David</i>	174	Internal coaching and coaching culture <i>Ebrahimi, Mehdi; Cameron, Roslyn</i>	451	Strategic emotional intelligence: <i>Bausseron, Elise</i>	413	Modelling a Dynamic Game in a Two stage Supply Chain under different Supply Chain Contracts: A Decision Problem for a Capacity Constrained Manufacturer <i>Nandi, Shirsendu</i>	281	Organisational Design in Hospitals: The Impact of Resource Constraints on Interactions between Subunits <i>Wright, April</i>				

1510 Afternoon tea

CONCURRENT SESSIONS THREE															
Chair	Meeting room 1	Meeting room 2	Meeting room 3	Meeting room 4/5	Meeting room 6	Meeting room 7	8	9	Meeting room 10	Meeting room 11	PREFUNCTION AREA LEVEL 2				
1530	HRM - 3 050	ESBF - 2 062	MED - 2 049	OB - 3 215	TIM - 3 048	HPN - 3 058	GDO - 2 289	L&G - 3 335	Wayne Fallon	Robin Mulyadi					
	Work Values and Job Involvement of The Post-80s in Macao <i>Chan, Sow Hup; Lei, Chon Kit; Kong, Siew Huat</i>	Understanding the impact of engagement and beliefs on immigrant entrepreneurship: Does it really matter? <i>de Vries, Huibert</i>	An exploration of the professional competencies required in Engineering Asset Management <i>Bish, Adelle; Newton, Cameron; Browning, Vicky; O'Connor, Peter; Anibaldi, Penata</i>	Motivations, work-family enrichment and job satisfaction: A two study same of CEOs and junior/senior leaders <i>Roche, Maree; Haar, Jarrod</i>	Dynamic role of business environments in affecting product and process innovation <i>Prajogo, Daniel; Oke, Adegoke</i>	The role of employee managerial responsiveness and direct voice in reducing nurse burnout <i>Holland, Peter; Allen, Belinda; Cooper, Brian</i>	Workshop C - PD Workshop - A guide to getting Published - Kim Eggleton (Emerald Publishing Group)	Workshop F - Conducting ethical management research: Drama & discussions - Margot Edwards et al	GDO - 2 289	Migrant workers and job embeddedness: Developing an understanding of attachment <i>Halvorsen, Beni; Treuren, Gerry; Kulik, Carol</i>	L&G - 3 335	Developing Holistic Leaders: Re-examining Leadership Development Programs using the Servant Leadership Model <i>Robin Mulyadi; Sendjaya, Sen</i>			

Room	Meeting Room 1	Meeting Room 2	Meeting Room 3	Meeting Room 4/5	Meeting Room 6	Meeting Room 7	Meeting Room 8	Meeting Room 9	Meeting Room 10	Meeting Room 11	
1610	064 Recruitment and Retention Practices in Multinational Corporations in Saudi Arabia: A Focus on Women Alfarran, Abeer; Stanton, Pauline	292 Would an understanding of Entrepreneur's Ethical Mindset lead to a theorization of 'Entrepreneurship Ethics'? - A research idea Issa, Theodora; Geneste, Louis; Pick, David; Weber, Paul	337 Examining the role of collective efficacy for media use in hybrid teams Cotronei-Baird, Valerie	396 Disclosing Gaming Responsibilities: Employees who Care for Disabled Family Members Bainbridge, Hugh	307 An AHP-QFD integrated approach for mitigating barriers of corporate sustainability Chowdhury, Md Maruf Hossain; Dewan, Mohammed; Hossain, Md; Quaddus, Mohammed	201 A comparison of the impact of workplace relationships on engagement, wellbeing, commitment and turnover intentions for nurses in Australia and the USA Brunetto, Yvonne; Xerri, Matthew; Shriberg, Art; Farr-Wharton, Rod; Shacklock, Kate; Newman, Stefanie; Dienger, Joy	308 Supply chain sustainability through complying buyers' requirements in apparel industry: A fuzzy QFD approach Chowdhury, Md.; Dewan, Mohammed; Quaddus, Mohammed	376 Putting Learning into Practice: A Qualitative Analysis of the Impact of a Leadership Development Program King, Elizabeth; Nesbit, Paul	274 Examining the antecedents of engaged nurses in Italy: Perceived Organisational Support; Satisfaction with Training and Development and Discretionary power Trinchero, Elisabetta; Brunetto, Yvonne; Borgonovi, Elio	270 Extending the diversity research agenda: Acknowledging 'invisible' diversity dimensions. Houkamau, Carla	259 Interactive Leadership Practices of Australian Expatriates in Papua New Guinea: Perceptions of Functional Managers Bhanugopan, Ramudu; Li Ge; Vivian; Ceric; Arnella; Aladwan, Khaled
1630	208 Organizational support for development, employee commitment and exit intentions: The moderating effect of the leader-follower relationship Paio, Karl	400 Entrepreneurial Orientation and Performance in New Jersey Schools Phelan, Steven; Johnson, Ane; Semrau, Thorsten	376 Predictors of Effective Web Based Management Programs in China Mathews, Pamela; Bhanugopan, Ramudu; Li Ge, Vivian	111 Motivation and Proactivity in Solving Work Problems Kirby, Laura; Searle, Ben	349 Do perceptions matter? Examining behavioral dynamics in the adoption of sustainable supply chain management So, Stuart Parker; David; Xu, Henry	345 Tensions between External Forces, Organizational Culture and Employee Satisfaction in the Nonprofit Health Sector Paragas, Fernando	217 Life Satisfaction and Satisfaction in Domain of Life: A Study with Reference to Indian Skilled Migrants in Australian Organisations Rajendran, Diana; Gunasekara, Asanka	193 Self-stigmatisation of Entrepreneurial Failure Singh, Smita; Corner, Trish	245 Mindfulness, psychological capital, and well-being: a four study sample of organizational leaders Roche, Maree; Haar, Jarrod; Luthans, Fred	305 Stay, go or pause: Older workers' employment decisions Pereira, Sarjjeewa; Sardeshmukh, Shruti; Kulik, Carol	245 Mindfulness, psychological capital, and well-being: a four study sample of organizational leaders Roche, Maree; Haar, Jarrod; Luthans, Fred
1650	085 The Role of Participative Leadership and Trust-Based Mechanisms in Eliciting Intern Performance: Evidence from China Newman, Alexander; Rose, Philip; Teo, Stephen	276 TCKs in the Classroom: International School Teachers' Professional Development in Response to the Needs of Third Culture Kids Carter, Margaret; McNulty, Yvonne	453 Organisational Change and Power in Cross-border M&As: A critical sensemaking perspective Degbey, William; Saeed, John	271 Process and patient journey modelling using integrated data in healthcare: Model development and simulation Samaranyake, Premaratne; Hayes, Kathryn; Dadich, Ann; Sloan, Terry	410 Institutional Logics, Organisational Role and Professional Identity: The Link to Practice Moore, Lauchlan; Wright, April; Zammuto, Raymond	079 During Dark Times: Exploring Shame Experiences for Workers with Multiple Sclerosis (MS) -- A Creative Non-Fiction Case Study Vickers, Margaret	079 During Dark Times: Exploring Shame Experiences for Workers with Multiple Sclerosis (MS) -- A Creative Non-Fiction Case Study Vickers, Margaret	085 The Role of Participative Leadership and Trust-Based Mechanisms in Eliciting Intern Performance: Evidence from China Newman, Alexander; Rose, Philip; Teo, Stephen	079 During Dark Times: Exploring Shame Experiences for Workers with Multiple Sclerosis (MS) -- A Creative Non-Fiction Case Study Vickers, Margaret	079 During Dark Times: Exploring Shame Experiences for Workers with Multiple Sclerosis (MS) -- A Creative Non-Fiction Case Study Vickers, Margaret	079 During Dark Times: Exploring Shame Experiences for Workers with Multiple Sclerosis (MS) -- A Creative Non-Fiction Case Study Vickers, Margaret

Workshop C - Professional Development Workshop - A guide to getting Published - Kim Eggleton (Emerald Publishing Group)
 Workshop F - Conducting ethical management research: Drama & discussions - Margot Edwards, David Tapplin, Kaye Thom, Kate Blackwood, Tim Bertram

LEVEL 2 SUMMER GARDEN
 WELCOME RECEPTION
 Conclusion Day One

Wednesday continued

THURSDAY 6 DECEMBER 2012

0730	Incoming ANZAM Board Breakfast Meeting	MEETING ROOM 11
0815	Registration	PREFUNCTION AREA LEVEL 2
0900	ANZAM Distinguished Keynote Speakers- Mr Michael Malone- CEO linet - One big happy family - acquisition to integration Dr Michael Shaper ACCO - Managing to be competitive in an online world: The 21st century challenge (Chair: Bruce Gurd - ANZAM President Elect)	MEETING ROOMS 4/5
1020	Stream Award Presentations (Chair: Bruce Gurd - ANZAM President Elect)	MEETING ROOMS 4/5
1040	Morning tea	PREFUNCTION AREA LEVEL 2

CONCURRENT SESSIONS ONE

Chair	Stream	Meeting room	Topic	Speakers
1110	MVU - 2 025	Meeting room 1 Dorothy Wardale	Strategic Capabilities that Drive Organisational Success: Lessons Learnt from Australia in the Volatile Aftermath of the GFC	<i>Simon, Alan; Bartle, Chloe; Stockport, Gary; Smith, Brett; Sohal, Amrik</i>
	ESBF - 3 130	Meeting room 2 Herb de Vries	A corporate venturing unit as separation and collaboration mechanism to promote innovation in a service industry context	<i>Goudsmit, Mirjam</i>
	MED - 3 189	Meeting room 3 Gary Marchioro	Building sustainable and effective assurance of learning processes in a changing higher education environment	<i>French, Erica</i>
	HRM - 4 319	Meeting room 4 Rowena Barrett	The Relationship Between High-Performance Work Systems and Employee Attitudes and Behaviors: A Job Demands-Resources Model	<i>Chen, Yuan-Ling; Lu, Szu-Chi; Kao, Yueh-Tzu; Lin, Cheng-Chen</i>
	OB - 4 071	Meeting room 5 YunXia Zhu	Officer perceptions of reward fairness and withdrawal behavior	<i>Allisey, Amanda; Rodwell, John; Noblet, Andrew</i>
	HRDC - 1 113	Meeting room 6 Paula O'Kane	Vocational Training in Saudi Arabia	<i>Alharbi, Mohammad</i>
	HPN - 4 013	Meeting room 7 Nicola McNeil	A Typology of Corruption Resistance for Public Sector Organizations	<i>Pick, David; Issa, Theodora; Hughes, Vince; Sawyer, Anna; Teo, Stephen</i>
	CMS - 1 110	Meeting room 10 Jason Mika	Affects of symbolic domination through practice colonization across a transnational corporation	<i>Butcher, Tim</i>
	MKT - 1 120	Meeting room 11 Christian Zippel	Behavioral Intentions - An Important Aspect of Pricing and Revenue Management	<i>El Haddad, Rania</i>
1130	036	Meeting room 9	Augmented Critical Scenario Method: Analysing stakeholders' achievement of their objectives within future scenarios	<i>Cairns, George; Wright, George</i>
	178	Meeting room 8	Business longevity in regional Australia: Birchal's Bookshop, Tasmania 1844-2000	<i>Hess, Michael</i>
	069	Meeting room 7	Student Perception of the Importance and attainment of Generic and Graduate Employability Skills in a Business Course	<i>Stein, Andrew; Licciardi, Raquel</i>
	314	Meeting room 6	Organizational Commitment and Job Satisfaction in Public Sector	<i>Ku, David, Ku, Azizah</i>
	076	Meeting room 5	The Effect of Bullying on Burnout in Nurses: The Moderating Role of Psychological Detachment	<i>Reynolds, Roslyn; Allen, Belinda; Holland, Peter</i>
	197	Meeting room 4	The Paradox of Employee Retention for Knowledge Transfer	<i>Burgess, John; Larkin, Roslyn</i>
	254	Meeting room 3	Conceptual and thematic analysis of policies and guidelines on engineering asset management of different states in Australia	<i>Mahmood, Muhammad; Dhakal, Subas; Wiewlora, Anna; Brown, Kerry; Keast, Robyn</i>
	230	Meeting room 2	Creative Labour: Towards a Renewed Research Agenda	<i>Fitzgerald, Scott; Ralinnie, Ai; Bennett, Dawn; Coffey, Jane</i>
	063	Meeting room 1	Effective marketing communication in an ageing society: Researching New Zealand baby boomers' responses to advertisements for glasses	<i>FitzPatrick, Mary; King, Chloe; Davey, Janet</i>
	8	Meeting room 9	Workshop 5 - Patient Centred Care - Anneke Fitzgerald, Liz Fulop, Mark Avery, Anne Smyth, Danyl Sadgrove	
	9	Meeting room 8	Workshop H - Mixed Methods Research - Ros Cameron, Ray Cooksey	

Thursday continued

1100	Meeting room 1	Meeting room 2	Meeting room 3	Meeting room 4	Meeting room 5	Meeting room 6	Meeting room 7	0	9	Meeting room 10	Meeting room 11
	033 Unexpected Challenges to Strategic Directions in High Technology Organisations <i>Daniel, Lisa; Neale, Lisa</i>	170 Commercialisation Practice in Small Firms: A Longitudinal Case Analysis <i>Mazzarol, Tim; Hart, Rob</i>	231 Psychological Capital and Training Transfer Motivation: The Role of Pre-training Positive Affect <i>West, Andy</i>	429 Exploration of the Relationship Between Personality Types, Career Anchors and Learning Styles <i>Rai, Niharika; Phadke, Gayatri</i>	291 Narcissistic Entitlement and Workplace Deviance: The Mediating Role of Organisational Justice <i>Gallagher, Erin; Scherer, Lisa</i>	213 Two Steps Back, Three Steps Forward: The Story of South African Migrants Working in Australia <i>Sooniens, Werner; Van Tonder, Chris</i>	354 An examination of the role and impact of strategic human resource practices in a member based organisation: A study of Australian Men's Sheds <i>Cavanagh, Jillian; McNeil, Nicola; Bartram, Tim</i>	0 Workshop G - Patient Centred Care - Anneke Fitzgerald, Liz Filipp, Mark Avery, Anne Smyth, Daryl Sadgrove	0 Workshop H - Mixed Methods Research - Ros Cameron, Ray Cooksey	428 New Theories for New Times? <i>Hassard, John; Wolfram Cox, Julie; Rowlinson, Michael</i>	041 Using brands to overcome culture shock <i>Karsaklian, Eliane</i>
1210	220 Ethical Dilemmas during mergers, acquisitions, and takeovers: <i>La Vertu, Edmond; Barratt-Pugh, Llandis</i>	144 Job creation and Succession Planning in Rural Microenterprises: A Study in Malaysia <i>Kuok, Oi Mei; Chan, Sow Hup</i>	242 Exploring and Exposing Values in Management Education: Final Vocabularies and Moral Imagination <i>Young, Suzanne; Solitander, Nikodemus; Fougere, Martin</i>	078 Applying a Work Design Model to Employee Outcomes For Aged Care Nurses <i>Rodwell, John; Martin, Angela; Demir, Defne</i>	303 Abusive supervision and subordinates' proactive behavior <i>Xu, Qiqi</i>	241 New Ideas for a Complex Paradigm: Testing the Role of Positivity within Training Transfer <i>Wenzel, Ramon</i>	360 Bullying as a marker of low performance work systems <i>Plimmer, Geoff</i>	0 Workshop G - Patient Centred Care - Anneke Fitzgerald, Liz Filipp, Mark Avery, Anne Smyth, Daryl Sadgrove	0 Workshop H - Mixed Methods Research - Ros Cameron, Ray Cooksey	235 Towards a theory of social fractal discourse: some tentative ideas <i>Latham, James; Muhleisen, Amanda; Jones, Robert</i>	177 Try before you buy. A strategy to source jobs for unemployed people with disabilities. <i>Hemphill, Elizabeth; Kulik, Carol</i>
1230	364 A study of Corporate Strategies in response to climate change <i>Sree Kumar, Sheela</i>			132 A Study of Voice as a Determinant of Commitment and Innovation <i>Selvaraj, Patturaja</i>	325 Consequences of Anxiety and Anger on Group Risk Decisions <i>Spoor, Jennifer</i>	351 Extending the Self-based Psychological Theory of Change: The Role of Territoriality in Managing Change in Organisations <i>Kromah, Momoh; Ayoko, Oluremi; Ashkanasy, Neal</i>	392 Value for Money in Public Sector Construction Procurement <i>Staples, Warren; Dairymple, John</i>			391 Reflections on the Adoption of Critical Management Studies in Teaching Business Ethics <i>Fallon, Wayne</i>	180 Member Loyalty in Co-operative Enterprises: A Preliminary Assessment <i>Mazzarol, Tim; Soutar, Geoffrey; Mamouni Limmios, Elena</i>
1250 - 1350	Lunch										PREFUNCTION AREA LEVEL 2
1320	Poster Presentations Session Two - All poster authors to be available with their poster										PREFUNCTION AREA LEVEL 2
1250 - 1800	Heads of Schools of Management Network Meeting										MEETING ROOM 9

Thursday continued

Chair	Stream	Meeting room 1	Meeting room 2	Meeting room 3	Meeting room 4	Meeting room 5	Meeting room 6	Meeting room 7	Meeting room 10	Meeting room 11
1350	MVI - 3	Fran Ackerman 083 Are there really foxes: where does the doubt emerge? <i>Blackman, Deborah; Sarre, Stephen; Corcoran, Amy</i>	Steven Phelan ESBF - 4 129 Entrepreneurs' Role in Creating Purposeful Business Networks <i>Chang, Frances; Webster, Cynthia</i>	Tina Karne MED - 4 229 Enhancing Distance Education Student Outcomes Utilising Learning Analytics: A Case Study <i>Fisher, Josie; Valenzuela, Fredy; Whale, Sue</i>	Werner Soontjens HRM - 5 247 Finding the balance: Career options and choices for Gen Y professionals <i>Clarke, Marilyn</i>	Maree Roche OB - 5 057 "Frustrating Customers": Negative Affective Events during Service Interactions <i>Kiffin-Petersen, Sandra; Murphy, Steven</i>	Leighton Jay HRDC - 2 206 Organisational Climate Differences in Higher Education Institutions: Macau and Australia <i>Tam, Shuk Han; Ryan, Suzanne</i>	Yvonne Brunetto HPN - 5 007 Using Voice of Customer Techniques to Support Inter-Departmental Change in Process Redesign, and its Potential to Reconcile Professional Identities with Patient Centred Care <i>Hayes, Kathryn; Reed, Nick; Fitzgerald, Anneke</i>	Rod Palmer CMS - 2 433 A Maori approach to management: contrasting traditional and modern Maori management practices in Aotearoa New Zealand <i>Mika, Jason; O'Sullivan, John</i>	Yvonne McNulty IM - 1 099 Long Term Orientation vs. Future Orientation: A Critical Study <i>Venak, Sunil; Zhu, Yunxia; Brewer, Paul</i>
1410	232	Voluntary Outsiders: Exploring the Self-Identity of a Contractor <i>McKeown, Tui; Bryant, Melanie</i>	406 Understanding the Interrelations of the Aversions of Loss, Risk and Uncertainty: A Study of Entrepreneurs in Myanmar <i>Droulers, Annabelle; Seymour, Richard</i>	368 Work Integrated Learning and Business Education: A Legitimate Reverse Mapping Approach? <i>Holloway, David; Holloway, Donell</i>	165 What knowledge, skills and attitudes should strategic HRM students acquire? A Delphi study <i>Coatzer, Alan; Stirlington, Helen</i>	356 Territoriality and Sensemaking in Organisations <i>Irving, Gemma; Ayoko, Oluremi; Ashkanasy, Neal</i>	312 International Accreditation: Professionalising Australian Business Schools <i>Hogan, Owen; Brunetto, Yvonne; Wilde, Simon</i>	018 Patient experience quality: towards the development of a grounded conceptual model <i>Ponsonon, Fred; Williams, Mike; Hall, Juliet</i>	379 Responsible Leadership Stimulating Moral Capitalism Through a New Discourse for Business <i>Perry, Ken; Fiskerud, Audun</i>	131 Home Regionalisation Trends And Performance Implications In The Automotive Supply Industry <i>Osegowitsch, Tom</i>
1430	412	Integration of Financial Markets and Overseas Investments <i>Vishnu, Sriranga</i>	187 A Preliminary Study of Entrepreneurial Development in Singapore and Australia <i>Huang, Fang; Rice, John</i>	074 Does CSR matter among Millennial job-seeking students? <i>Leveson, Lynne; Joiner, Therese; Bakalis, Steve</i>	133 Gender Differences in Social Media Faux Pas in Personnel Selection - An Empirical study <i>Nguyen, Nhung</i>	098 Geotemporally Distributed Project Teams <i>Norman, Francis; Pick, David; Dickie, Carolyn</i>	329 Older Academics' Views of Promotion <i>Larkin, Jacqueline; Neumann, Ruth; Nesbit, Paul</i>	190 Building a Research Community of Practice, and Researching Brilliance in Health Care: Now for Something Different <i>Hayes, Kathryn; Campbell, Steve; Curry, Joanne; Dadich, Ann; Ditton, Mary; Eljz, Kathy; Fitzgerald, Anneke; Fulop, Liz; Herington, Carmel; Isouard, Godfrey; Karimi, Leila; Smyth, Anne</i>	290 Sessional Academics: 1991-2012 <i>Ryan, Suzanne</i>	059 How entry timing, project developmental stage, and ownership level affect the financial performance of Chinese investment in Australia <i>Huang, Xuell (Charlie); Zhou, Shijia (Adam)</i>
1450	081	Money Talks <i>Wardale, Dorothy</i>	332 Evolution of Entrepreneurial Social Networks: A Preliminary Analytical Model <i>Ozdemir, Salih</i>	056 The Value of Service-Learning: The Student Perspective <i>Olaru, Doina; Caspersz, Donella; Smith, Leigh</i>	278 Generational Differences: Do they exist and what does this mean for management? A critical review of the literature <i>Raeferd, Katrina; Shacklock, Kate</i>	100 Understanding public relation Practices in Chinese Organisations: Multiple Logics and Identities <i>Hou, Zhengye; Zhu, Yunxia; Bromley, Michael</i>	373 Towards a Multivariate Asymmetry Theory of Structural Contingency Misfits <i>Luo, Ben; Nanfeng; Donaldson, Lex</i>	357 Managerial identity, career progression and job satisfaction among middle managers in the health care sector <i>Meissner, Ellen; Callan, Victor; Wilson, Jill</i>	Workshop 1 - Curriculum Development and Training in Sustainability - Suzanne Benn, Paul Brown, Wayne Fallon, Patrick Crittenden	

Thursday continued

Chair	Stream	1540	1600	1620
Paul Alexander	MVI - 4	273 Automatic Decision Models and Group-Influenced Decision Making Under Stress: Several Areas of Inquiry <i>Ahmed, Ezaz; Fein, Erich; Chernyak-Hai, Lily</i>	343 Understanding and influencing the disadvantages experienced by agency workers in Australia <i>Cochrane, Robyn</i>	176 Adaptation in Times of Instability: The Role of Social Networks <i>Hibbert, Paul; Siedlok, Frank; Whitehurst, Fiona</i>
Elaire Karaklian	MKT - 2	253 Measuring Local Tourism Attractiveness: The Case of Italy <i>Cugno, Monica; Grimmer, Martin; Viassone, Milena</i>	258 Student Motivation and the 'Feel Good' Factor: An Empirical Investigation of Distinct Motivational Types as Predictors of University Service Quality Evaluation and the Moderating Role of Outcome Valence <i>Chong, Yit Sean; Ahmed, Pervaiz</i>	334 Tourism Destination Loyalty Model: A Comprehensive Empirical Assessment of Cox's Bazar, Bangladesh <i>Hossain, Md. Quaddus; Mohammed; Shanka, Tekle</i>
Edwina Pio	MED - 5	350 The Paradigm Thinking behind the actions of the International Coach Federation and some Implications for the Future of Coaching. <i>Lodwick, Desley; Haslett, Tim</i>	450 Education Evolution: A Qualitative Study for Student Perceptions <i>Marchioro, Gary; Hart, Dylan; Fu, Elizabeth; Ryan, Maria</i>	124 Durable Effects of Short-term Programs on Student Leadership Development <i>Rosch, David; Caza, Arnan</i>
Deborah Blackman	HRM - 6	194 Developmental HR practices that embed managers: an Indonesian study <i>Bambacas, Mary</i>	222 Something old, something new: Work-life balance challenges in Iran <i>Farivar, Farveh; Scott-Ladd, Brenda</i>	012 How Do Self-Initiated Expatriates Develop Their Career Orientation? Examining the Link Between SIE Orientation and Individual ROI <i>McNulty, Yvonne</i>
Ian Boudville	OB - 60	026 Developing a 'confidentiality bubble' model for managing restricted information <i>Harwood, Ian; Turnock, Stephen; Ashleigh, Melanie</i>	265 The role of Regulatory Focus in sequential resource allocation decisions over time in a New Product Development project <i>Boudville, Ian</i>	346 Towards understanding how institutional forces influence the functional service quality practices of Australian very Large Internet Service Provider industry <i>Vilapakkam, Nagarajan; Karthik</i>
Ramon Wenzel	HRD - 3	163 Enhancement of the Evolutionary Change Theory - A Determination of who and what matters through a study of New Zealand Electricity Industry <i>Ahmed, Hafsa; Balzarova, Michaela; Cohen, David</i>	184 An action research project in health <i>Young, Suzanne; Leggat, Sandra; Stanton, Pauline</i>	386 Workplace Bullying: Incidence and Impacts <i>Fishwick, Simon</i>
Mohammed Ouaddous	TIM - 4	234 Analysing Reverse Logistics in the Indian Pharmaceuticals Industry: A Systems Approach <i>Narayana Aghalaya, Sushmita; Elias, Arun; Pati, Rupesh</i>	320 Knowledge Integration Mechanisms, Market Integration Capability, Product Innovation Performance, and Environmental Context: A Moderated Mediation Model <i>Hsu, Teresa; Tsai, Kuen-Hung; Liao, Yichuan</i>	294 Organisational Evaluation of Technological Innovations <i>Kiridena, Senevi; Phoonsup, Kedsarin</i>
Suzanne Ryan	CMS - 3	257 Critical Risk Management in a Cross-Cultural Context in High Risk Industries: Towards a Pragmatic Research Model <i>Kubicek, Amadeus; Bhanugopan, Ramudu; Fish, Alan</i>	034 Power relationships shaping volatility and instability: Authentic or Compliant? <i>Garrett, Lindsay; Jackson, Paul</i>	108 Competing in a High Stakes Game: Organisational Learning in the Biotechnology Industry - A Critical Review <i>McGirr, Patrick; Vickers, Margaret; O'Shea, Michelle</i>
Alexander Newman	SSM - 1	010 The role of ethical leadership in regulating unethical pro-organizational behavior <i>Miao, Qing; Newman, Alexander; Yu, Jia; Xu, Lin</i>	023 Firm advocacy: consumer preference within and across organisation types <i>O'Brien, Ingrid; Jarvis, Wade; Soutar, Geoffrey</i>	052 Turn It Off: Encouraging Environmentally-Friendly Behaviours in the Workplace <i>Evans, Alice; Russell, Sally; Fielding, Kelly</i>
Workshop J - Leadership Strategies for Assurance of Learning - James Herbert, Romy Lawson, Erica French				

Thursday continued

1640	361	Volatility and Instability – Triggers for the Emergence of the Contracting Management Company? <i>McKeown, Tui; Cochrane, Robyn</i>	401	The Effects of Perceived Risks on Destination Image and Intention to Revisit Disaster Stricken Japan: A Conceptual Paper <i>Jahari, Siti; Chew, Yin Teng</i>	427	Intellectual capital- enhancing HR, Absorptive Capacity and Innovation <i>Soo, Christine; Tian, Amy Wei; Teo, Stephen; Cordero, John</i>	106	A Comparative Study of Competency Requirements for Port Executives in Vietnam and Taiwan <i>Thai, Vinh; Lirn, Taih-Cherng</i>	118	Conflict Communication Behaviours and Employee Satisfaction: The Moderating Role of Cultural Intelligence and Transformational Leadership <i>Nicoli, Julie; Ayoko, Oluremi</i>	407	Emergence and Enactment of Distributed Leadership: Contextual Enablers and Blocks during periods of Strategic Change <i>Jayashree, Payyazhi; Shen, Kathy; Lefoe, Geraldine</i>	306	The contingent value of knowledge integration mechanisms for product innovativeness in high-technology firms <i>Liao, Yichuan; Tsai, Kuen-Hung; Hsu, Teresa</i>	424	Corporate Culture and Employee Identity: Colonization or Contestation? <i>Palmer, Rod</i>	182	Environmental management decision making in small business: A rational or intuitive process? <i>Anderson-Marks, Michelle; Walker, Beth; Redmond, Janice</i>
1700	270	Moving from High Reliability and Normal Accidents to High Resilience Theory <i>Williams, Mike</i>	311	Strategic choice and capability development in offshore software service and product development firms <i>Malik, Ashish; Blumenfeld, Stephen</i>	275	A Service Learning Case Study between a Business School and an Indigenous NGO <i>Karme, Tina; Young, Suzanne</i>	006	The Perceived Impact of International Assignments on Chinese Expatriates' Career Capital <i>Yao, Christian</i>	426	Insights into Organisational Change Practices in Australian SMEs <i>Wiesner, Retha</i>	248	Analysis of an ICT Value Creation System: Application of Systems Theory Research Method <i>Ceric, Arnela; Bhanugopan, Ramudu</i>	333	Formal workplace mentoring: Silver bullet or poison dart? <i>Short, Tom; Morrison, Anne</i>	374	Embedding corporate social responsibility into the organizational culture <i>Luximon, Varuna; Singh, Manjit</i>		
1720	Close of sessions																	
1900-2300	Conference Dinner Fraser's State Reception Centre Buses leave from outside the Convention Centre on Level 1 at 1830hr																	

FRIDAY 7 DECEMBER 2012	
0845	Registration
0815-0915	"Safety and Wellness" SIG breakfast meeting <i>Sue Bahn</i>
0830-1050	Institutional Members' Meeting - theme: Using the ABS for Research in Management and Business <i>Charmine Hartel</i>
0900-1000	Conference Chair Debriefing Breakfast <i>Werner Soontjens</i>
0900	Pre-Session Coffee
PREFUNCTION AREA LEVEL 2	
Meeting room 11	
Meeting room 9	
Meeting room 10	
PREFUNCTION AREA LEVEL 2	

Room	Meeting room 1	Meeting room 2	Meeting room 3	Meeting room 4	Meeting room 5	Meeting room 6	Meeting room 7	Meeting room 8	Meeting room 11
Chair	Elizabeth Hemphill	Alison Preston	Sally Russell	Helen Sitlington	Grant Michelson	Theodora Issa	Herman Tse	Ken Parry	
Stream	MKT - 3	STR - 3	SSM - 2	HRM - 7	OB - 7	ESBF - 5	L&G - 4	RM - 1	
0930	295 Customer Relationship Management Success Model: A Conceptual Framework <i>Alamgir, Mohammed; Quaddus, Mohammed</i>	021 Business Model Innovation and Replication: A Duality in the Growth Path of the Firm <i>Najmaei, Arash</i>	179 Organizational Change for Sustainability: An agenda for cultural research <i>Palmer, Janet; Russell, Sally; McIntosh, Malcolm</i>	202 Pay Equity in Smaller Firms: What do Managers Say and Do? <i>Barrett, Rowena</i>	046 The Impact of Work Environment, Organisational Change and Human Resource Development on in Role Job Performance in Australia: A Conceptual Framework and future research Agenda <i>Carlisle, Joanna; Bhanugopan, Ramudu</i>	207 The Pivotal Role and Pervasive Influence of Business Groups in East Asia <i>dela Rama, Marie; Errington, Alison</i>	161 Surviving on shaking grounds: the major challenges in designing capable not-for-profit boards - The New Zealand experience <i>Erakovic, Lijljana; McMorland, Judith</i>	153 Causal Mapping as a Tool to Elicit Causal Ambiguity <i>Ackermann, Frai; Ambrosini, Veronique</i>	
0950	180 Member Loyalty in Co-operative Enterprises: A Preliminary Assessment <i>Mazzarol, Tim; Soutar, Geoffrey; Mamouni Linnios, Elena</i>	402 Learning about Ambidextrous Innovation through Analogous Dynamic Systems: AFL Premiership Teams as an Organisational Comparison <i>Kriz, Anton; Kriz, Alexandra; Voola, Ranjit</i>	324 Implementing Corporate Sustainability in a Chinese-Controlled Mining Company in Australia <i>Huang, Xueli (Charlie); Staples, Warren</i>	091 Pay satisfaction, work-family conflict and turnover intention of casino employees <i>Chan, Sow Hup; Ao, Chi Tat</i>	185 Relating Personal Values to Work Engagement <i>Goh, Yeow-Kiang</i>	252 An Exploratory Investigation into Voluntary Employee Turnover and Retention Practices in the Small Business Sector <i>Glialusi, Olivia; Coetzer, Alan</i>	224 Strategic Decision-Making and Board Leadership at an Australian Credit Union <i>Hermens, Antoine; dela Rama, Marie</i>	331 Picturing Perceived Fit <i>Billsberry, Jo; Stiles, David</i>	
1010	211 Antecedents of Store Loyalty - Exploring the Role of Store Affect <i>Rabbaneh, Fazlul; Ramaseshan, B.; Vinder, Amy</i>	418 The role of context mobile individuals in balancing novelty and efficiency in creative production <i>Koesoema, Allya</i>	372 Strategic Alignment of Innovation and Corporate Social responsibility: Integrating 'community' into the regional innovation policy literature <i>Veldhuizen, Gwendolyn; Kriz, Anton</i>	160 Does the client-employee relationship buffer pay dissatisfaction? Some evidence from the disability sector <i>Treuren, Gerry</i>	284 Employee Resilience in Organizations: Development of a New Scale <i>Amir, Muhammad Taufiq; Standen, Peter</i>	198 Developing a Model of Informal Venture Capital and the Initial Investment Decision: The Role of Personal Experience, Trust and Culture <i>White, Brett</i>	347 Board Power Vs. Board Experience: An Integrative Framework and Empirical Examination <i>Kim, Young; Ozdemir, Salih</i>	162 Feeling, Talking and Thinking Sense in Indigenous Asian Management Research <i>Kainzbauer, Astrid; Lowe, Sid</i>	
Workshop K - Evaluating the Business Model for Sustainable Co-operative Enterprises - <i>Delwyn Clark, Tim Mazzarol, Sophie Reboud, Elena Mamouni Linnios, Lawson Savary</i>									

Friday continued

1030	382 Relationship Selling Strategies to Increase Cooperation from Dominant Retail Channel Partners: Findings of an Exploratory Study <i>Zippel, Christian; Wilkinson, John</i>	055 The entrepreneurial university: An interdisciplinary analysis of university technology transfer offices and their stakeholders <i>O'Kane, Conor; Geoghegan, Will; Fitzgerald, Ciara</i>	404 Engaging Local Stakeholders in CSR Efforts: Perspectives of MNCs in Asian Developing Countries <i>Chaidaroon, Suwichit; Mak, Angela</i>	422 Are Leaders and Managers with High Emotional Intelligence Superior Performers? <i>Hosie, Peter; Sharma, Arpana; Willemyns, Michael; Herkenhoff, Linda</i>	425 Coping with Boredom in a Repetitive Work Environment <i>Whiteoak, John</i>	020 Owner Occupier Drivers of Success in Small Business: Comparing Soft Drivers with Hard Work <i>Soontiens, Werner; Weber, Paul; Geneste, Louis</i>	121 Women's Board Seeking Behaviour: A Conceptual Model <i>Marinelli, Melissa; Lord, Linley; Jefferson, Therese</i>	PREFUNCTION AREA LEVEL 2 MEETING ROOMS 4/ 5 MEETING ROOMS 4/ 5
1050	Morning tea	PREFUNCTION AREA LEVEL 2						
1120	Australia and New Zealand Academy of Management Annual General Meeting	PREFUNCTION AREA LEVEL 2						
1200	ANZAM Distinguished Keynote Speaker - Prof Bob Wood - University of Melbourne Title: The Development and Application of Flexible Expertise (Discussant: Geoff Soutar - ANZAM Life Fellow Chair: Ross Chapman - ANZAM Immediate Past President)	PREFUNCTION AREA LEVEL 2						
1300	Lunch	PREFUNCTION AREA LEVEL 2						
	CONCURRENT SESSIONS EIGHT							
Room	Meeting room 1	Meeting room 2	Meeting room 3	Meeting room 6				
Chair	Doina Oлару	Kate Joyner	John Burgess	Yvonne McNulty				
Stream	MVI - 5	STR - 4	SSM - 35	IM - 6				
1400	116 A qualitative case study for the planning and implementation of post-conflict reconstruction projects in Kosovo. <i>Eatrest, James; Dickie, Carolyn</i>	268 Individual Agency as Explanation of Alliance Development and Change <i>Joyner, Kate</i>	016 Sustainable Forests' Strategy <i>Ketola, Taina</i>	442 Applying Identity Theories in Expatriate Management Studies: A Demonstration of the Role of Ethnic Identity Confirmation <i>Fan, Shea; Köhler, Tine; Harzing, Anne-Wil</i>				
1420	363 Mobilising innovation capability from service value network to partnering companies: A theoretical study <i>Saib, Shahriar</i>	431 Linking Uses of Management Control Systems with Strategy-Performance Relationship <i>Kapu, Arachchilage, Dilhani</i>	154 Environmental Sustainability and Competitive Advantage in a Wine Tourism Micro-cluster <i>Burgess, John; Grimstad, Sidsel</i>	377 The Repatriation of Female Managers in Australia and New Zealand Companies: Why is it not considered critical to internationalization? <i>Tahir, Rizwan</i>				
1440		340 Better before Worse Performance Dynamics in Acquisitions <i>Gary, Michael</i>						
1500	Closing Ceremony / Happy Hour Farewell Drinks							PREFUNCTION AREA LEVEL 2



Interactive Paper Presentation

Paper #	Title	Author/s
1	Constraints behind development of Khulna region as a prominent tourist destination	Ahmed, Feroz & Islam, Sheikh
2	Mining workers ability to identify hazards using a picture survey	Bahn, Susanne
3	Australian Indigenous leadership: What new things can it teach us about leadership?	Evans, Michelle
4	Applying Strategic Alignment Models To Enhance Organizational Value Chain Processes	Jayashree, Payyazhi; Sikdar, Arijit; Mathews, Sikku & Authers, Darren
5	Measuring expatriability : a new universal method	Karsaklian, Eliane
6	SPIRITUAL LEADERSHIP: A REVIEW OF MODELS AND THEMES	Klaus, Lauren & Fernando, Mario
7	Coping Strategies of Organization Expatriates and Self-initiated Expatriates in China	Kuok, Oi Mei; Antonio, Nelson & Chan, Sow Hup
8	Self-Regulatory Focus of Leaders and Follower Creativity: The Enhancement Effect of Regulatory Fit	Kwok, Man Lung Jonathan; Hempel, Paul & Wong, Yin Yee
9	Business model innovation in the process industries: strategy and structure revisited	Lager, Thomas & Sohal, Amrik
10	Under Customer Switching: Transshipment or Emergency Order Policy?	Liao, Yi
11	Characterizing Strategic Alliances for Eco-city Initiatives	Lin, Haiying
12	Commercializing Australian technical innovations with Chinese firms: Problems and challenges	Luo, Xiaoming (Lucy) & Huang, Xueli (Charlie)
13	When and Why Impression Management Facilitates Desired Outcomes?	Mao, Pei-Chuan
14	The HRM role of line managers: How it is defined and enacted in Malaysian organisation	Nik Mat, Nik Hazimah; Barrett, Rowena; Sitlington, Helen & Susomrith, Pattanee
15	Where are our People? The utility of Facebook as an Employee Crisis Communication Tool during the Christchurch Earthquake	O'Kane Paula & Cathro, Virginia
16	Protected species: Power, politics and survival in organisational life	Paull, Megan; Omari, Maryam & Crews, Julie
17	CSR Communication – Challenges pertaining to Contested Arenas and Conflict Resolution in Habermasian Perspective	Shrivastava, Hemant
18	Does Employee Voice Damage Interpersonal Relationship? The Moderating Role of Femininity and Masculinity	Teng, Huei-Chun; Lin, Cheng-Chen; Peng, Tai-Kuang & Mao, Pei-Chuan
19	Serial Mobility: Managing an Unstable Workforce	Thorn, Kaye & Doherty, Noeleen
20	Case Study: Motivating University of Queensland's staff to maximize their creativity for tackling Environmental Issues	Urrutia Guada, Valentina
21	Information Technology and the role of the Human Resource Management Profession	VanGramberg, Bernadine; Teicher, Julian; O'Rourke, Anne & Pyman, Amanda
22	"Doing Something Different": Rejecting Work and Seeking Financial Independence – Initial Findings from an Australian Phenomenological Study	Vickers, Margaret; Perrone, Lisa & Jackson, Debra
23	Managing and leading ward-based improvement programmes: A UK and Australian comparative study	Williams, Sharon; Massey, Lynn; Carroll, Roxanne & Bowen, Judith
24	Ethical Leadership in Public Sector – Leadership aspect of ethics management implementation in Indonesian tax administration	Yuhariprasetia, Yari



Abstract of Keynotes

ONE BIG HAPPY FAMILY – ACQUISITION TO INTEGRATION

Mr Michael Malone

Michael Malone started his internet business in the back of his mum's garage in 1993. Years of successful organic and acquisition growth has built the company to be the number two DSL provider in Australia and the leading telecommunications challenger. iiNet has acquired over 35 companies including, most recently, AAPT, TransACT and Internode. Michael will take you through the trials and tribulations of these acquisitions, what's worked, what hasn't and discuss real life examples of how to achieve success when managing volatility in a corporate environment.

THE DEVELOPMENT AND APPLICATION OF FLEXIBLE EXPERTISE

Robert Wood

When managing for both volatility and stability, leadership becomes a dynamic process that requires continuous learning and the adaptive application of knowledge. The Knowledge Based Leadership model, developed through research conducted in the Accelerated Learning Laboratory, provides a developmental model in which flexible expertise is a core capability. The learning and development processes, knowledge bases and execution skills for effective leadership will be discussed, using ethical leadership as the example for application of the Knowledge Based Leadership model.

MANAGING TO BE COMPETITIVE IN AN ONLINE WORLD: THE 21ST CENTURY CHALLENGE

Dr Michael Shaper

Online trading and commerce has become central to many businesses today, yet it is still an evolving phenomenon. What shape is the electronic marketplace of the future likely to take, and what impact will this have on customers, managers, shareholders and regulators? New products, applications and business methods constantly appear, and just as it seems the model of doing business online has settled down into an established orthodoxy, new challenges and opportunities emerge. It's not always easy to predict how the future will unfold – but it is possible to take note of a number of potential "big issues" which seem likely to have a significant impact on the online marketplace in future.

Oral Abstracts

01. Managing volatility and instability

MANAGING PROJECTS IN AN UNCERTAIN AND VOLATILE WORLD: ENGAGING STAKEHOLDERS, AND BUILDING A SYSTEMIC VIEW OF RISK

Ackermann, Fran (Curtin University)

Howick, Susan (Strathclyde Business School)

Quigley, John (Strathclyde Business School)

Walls, Lesley (Strathclyde Business School)

Houghton, Thomas (Strathclyde Business School)

As evidenced through both a historical and contemporary number of over-runs managing projects can be a risky business. Managers are faced with effectively working with a multitude of parties, dealing with a wealth of interlocking uncertainties and frequently undertaking these activities within a compressed timeframe. This paper describes a risk management process developed to assist managers facing such situations. The process explicitly engages a range of stakeholders using a group support system and causal mapping process and provides not only a comprehensive appreciation of the risks identified but also a greater understanding of their subtleties. Using a real case the paper will describe the process and outcomes along with its implications, before reflecting on the insights, limitations and future research.

AUTOMATIC DECISION MODELS AND GROUP-INFLUENCED DECISION MAKING UNDER STRESS: SEVERAL AREAS OF INQUIRY

Ahmed, Ezaz (Central Queensland University)

Fein, Erich (University of South Australia)

Chernyak-Hai, Lily (Netanya Academic College)

Within modern organisational contexts of international competition and global financial concerns, individuals, groups often make decisions and enact their behaviours under stress. There is increasing interest among organisational researchers on group-influenced decision making under stress. This conceptual paper proposes pathways that individuals and groups may apply automatic decision making models. We review development of automatic decision models, development of construct of shared mental models (SMMs) within group research. Different approaches of analytic, non-analytic decision models, recognition-primed decision (RPD) model and SMMs are explored to propose testable hypotheses for group-influenced decision making in varied situations. The paper also discusses and recommends the significance of applying automatic decision models in other research areas, i.e. employees' sense making processes after psychological contract breach.



ARE THERE REALLY FOXES: WHERE DOES THE DOUBT EMERGE?

Blackman, Deborah (University of Canberra)

Sare, Stephen (University of Canberra)

Corcoran, Amy (University of Canberra)

This paper outlines a model of doubting which is used to demonstrate why a long term eradication programme has faced so many complex problems in its implementation. A qualitative case study of the Fox Eradication Project in Tasmania is used to highlight aspects of accuracy, source and relevance to show how the credibility of new triggers is undermined, thereby enabling individuals to maintain their current mental model rather than adapt or amend it. The analysis demonstrates how doubt can be managed either through prevention or perturbation. It is suggested that the process of establishing what is leading to doubt enables a change manager to consider alternative communication and implementation strategies which directly address the alterations of mental models.

BUILDING A COMMUNITY OF SCHOLARS: POSITIVE RELATIONSHIPS IN A HOLDING ENVIRONMENT

Boudville, Ian (Murdoch University)

Paul, Megan (Murdoch University)

Clear, Anne (Murdoch University)

Teh Eng Choo, Elaine (Murdoch University)

van der Waarden, Natalie (Murdoch University)

Klomp, Steve (Murdoch University)

Academic staff in Australian universities are experiencing significant change, generating stress and anxiety. Caught up in these emotions, individuals seek the means to manage them. Kahn (2001) suggests that an appropriate means for management of negative affect is a holding environment. A 'collective auto-ethnography', this paper describes the holding environment constructed by a group of academics focussing on interpersonal relationships which are at the core of the Community of Scholars (Goodman 1964). It offers evidence that the holding environment created by this mutual collaboration between like-minded people has served to provide support for those involved. A holding environment may be an option to be considered by others facing dynamic change.

AUGMENTED CRITICAL SCENARIO METHOD: ANALYSING STAKEHOLDERS' ACHIEVEMENT OF THEIR OBJECTIVES WITHIN FUTURE SCENARIOS

Gaims, George (RMIT University)

Wright, George (Warwick University)

This paper presents a conceptual model for scenario analysis that combines the attributes of critical scenario method (CSM) and decision analysis in order to offer a further 'augmented method' of scenario analysis. CSM as currently presented offers a framework for considering multiple stakeholders' interests, objectives and status across scenarios, whilst decision analysis supports a single organization's strategic scenario analysis. Here, we develop a power-based analysis of selected stakeholders' degree of achievement of their individual strategic objectives within a particular scenario - and consider the impact on other affected stakeholders. We posit that this provides a more nuanced analysis of the course of future events - that can serve both in the field of practice and in the educational arena.

UNDERSTANDING AND INFLUENCING THE DISADVANTAGES EXPERIENCED BY AGENCY WORKERS IN AUSTRALIA

Cochrane, Robyn (Monash)

This paper offers a reframing of the existing knowledge about the disadvantages commonly associated with nonstandard work and examines the views reported by 176 clerical agency workers using a multi-layered approach. The literature typically describes a range of economic and social disadvantages often experienced by growing numbers of nonstandard workers, including agency workers. However, there is a more complex body of literature which suggests it is the interplay of four key forces which influence the disadvantages experienced: government legislation and public policies; user organisations; agencies and industry bodies; and the workers. These findings contribute to this growing view and offer a multi-layered interpretation of the workers' views to reveal opportunities to influence the disadvantages often associated with agency work arrangements.

UNEXPECTED CHALLENGES TO STRATEGIC DIRECTIONS IN HIGH TECHNOLOGY ORGANISATIONS

Daniel, Lisa (University of Adelaide)

Neale, Lisa (University of Adelaide)

High technology organisations operate in dynamic environments which are a source of challenges and opportunities that can potentially disrupt their strategic directions. As a result they also face other subtle and seemingly innocuous disruptions and challenges as they attempt to moderate their organisational processes to suit the shifting external conditions. Studies on challenges to strategic direction in high technology companies have traditionally focused on competitive threats, changing markets and shifts in technology; yet this research reveals unexpected and disruptive challenges arise both internal and external to the organisation, in addition there are certain actions and characteristics of these organisations can moderate the disruptive impact.

A QUALITATIVE CASE STUDY FOR THE PLANNING AND IMPLEMENTATION OF POST-CONFLICT RECONSTRUCTION PROJECTS IN KOSOVO.

Earnest, James (Curtin University)

Dickie, Carolyn (Curtin University)

Post-conflict reconstruction more so than any other development trajectory, must be underpinned by institutions capable of facilitating the transition from war to sustainable peace. It must also lay the groundwork for the physical, social and economic recovery of communities by adopting a comprehensive, well-sequenced and flexible approach. Knowledge of key elements and challenges for developing economic rehabilitation and reconstruction projects in long-term development strategies for post-conflict governance structures need to be identified. Much remains to be learned about the planning and implementation of reconstruction and development projects by the international/local community to make international donor assistance in conflict-related situations more effective. The study elaborates on the concept of the project delivery process, planning, implementation and monitoring in post-conflict settings.



ADAPTATION IN TIMES OF INSTABILITY: THE ROLE OF SOCIAL NETWORKS

Hibbert, Paul (University of St Andrews)

Siedlok, Frank (University of Auckland)

Whitehurst, Fiona (Newcastle University)

This conceptual paper considers the interrelation between different types of networks and the adaptive actions of (former) employees in the context of the significant organizational closures. In particular we consider the social network conditions that influence adaptation through developing alternative work situations. A consideration of these factors is used to support the characterization of eight possible outcomes. These insights lead to implications for social network theory and regional development policy.

ETHICAL DILEMMAS DURING MERGERS, ACQUISITIONS, AND TAKEOVERS

La Vertu, Edmond (Edith Cowan University)

Barratt_Pugh, Llandis (Edith Cowan University)

The organisational world is still shaking from the impact of individual and organisational actions that are contrary to the open-ended community standards of ethics. Yet, ethical values have to fight continually for organisational space as the conflict between many differing corporate values problematises the workplace environment and decision-making for managers. This paper is based on a study that is investigating the relations between such values at times of significant organisational stress, when organisations merge, are acquired, or are taken-over, and the ethical dilemmas that arise from these events within the framework provided by Kidder (2009). The paper concludes by summarising the key issues of diversity and policy, which are emerging and the implications for managers and academics.

VOLUNTARY OUTSIDERS: EXPLORING THE SELF-IDENTITY OF A CONTRACTOR

McKeown, Tui (Monash University)

The use of a contact workforce is a widely accepted and growing strategy organisations employ to assist them in coping with a volatile and turbulent business environment. Given the centrality of work to individual identity, the implications of moving to non-standard work arrangements such as contracting, are important issues to explore. In this paper we draw upon interviews with 35 contractors to explore how contractors identify and perceive themselves in comparison to permanent employees and how they report being perceived by others in organisations they contract for. In doing so, we examine the interview data through the specific lens of symbolic interactionism with particular reference to Becker's (1963) labelling theory

VOLATILITY AND INSTABILITY – TRIGGERS FOR THE EMERGENCE OF THE CONTRACTING MANAGEMENT COMPANY?

McKeown, Tui (Monash University)

Cochrane, Robyn (Monash University)

Organisations are operating in increasingly unstable and volatile environments. Hence, many seek an adaptable and responsive workforce and, to this end, adopt labour use strategies which involve a blending of employed and contractual work arrangements. This has seen the emergence of labour market intermediaries who offer a range of professional services to assist the organisations using contractors, recruiting agencies and the contractors themselves. Collectively called Contractor Management Companies (CMCs), they are a relatively new phenomenon which we know little about. Using an e-commerce framework we undertook an analysis of the websites of 8 CMCs to reveal 3 possible models of operation – models which all suggest a complex and dynamic set of relationships within this array of partners.

MOBILIZING INNOVATION CAPABILITY FROM SERVICE VALUE NETWORK TO PARTNERING COMPANIES: A THEORETICAL STUDY

Sajib, Shahriar (University Technology Sydney)

Due to rapid changes in market conditions such as introduction of new technologies, changing customer preferences, and increasing competitive pressures on firms, the ability to build innovative capability has become a key resource and an asset. In the context of service firms, there is a growing trend of collaboration between firms facilitating value creation. Nevertheless, it is important to understand value creation in the reverse manner i.e.; do networks facilitate value for individual firms in return, and are there linkages between capabilities of networks, and capabilities of individual partnering companies. This paper addresses the development of innovative capability of a partnering firm resulting from a collaborative arrangement; with this backdrop the paper presents a theoretical framework.

MANAGING CONSUMERIZATION OF IT: A NZ PERSPECTIVE

Sen, Palash (Victoria University)

Mason, David (Victoria University of Wellington)

Consumerization is the voluntary use of consumer IT products such as smart phones and iPads at work instead of the official company supplied hardware and software. This research examines how consumerization is changing the technology mix in New Zealand, and how IT managers are responding to the changes. It analyses the nature of Consumerization; its drivers, advantages and disadvantages and what it means for the management of IT in organizations. It was found that there is a lack of easy strategies and few examples of successful implementations to copy. The research concludes that the most important response to consumerization may be for managers to learn to manage newly emerging and fluid relationships between IT, employees, customers and the business environment.



STRATEGIC CAPABILITIES THAT DRIVE ORGANISATIONAL SUCCESS: LESSONS LEARNT FROM AUSTRALIA IN THE VOLATILE AFTERMATH OF THE GFC

Simon, Alan (UWA)

Bartle, Chloe (UWA)

Stockport, Gary (UWA)

Smith, Brett (UWA)

Sohal, Amrik (Monash University)

This paper discusses the strategic capabilities perceived by a sample of executives in listed companies to be related to Australian business success in the volatile aftermath of the GFC. The research method consisted of a content analysis of relevant websites, depth interviews and a questionnaire survey. Seven strategic capabilities were found to be significantly related to at least one of thirteen business success indicators. The top six ranked strategic capabilities were, in order, leadership and vision, selection and retention of good staff, innovation and creativity, quality products or services, unique or differentiated products or services and CSR. The five most highly ranked indicators of Australian business success were increased share price, cash flow, growth, profit and customer retention.

A STUDY OF CORPORATE STRATEGIES IN RESPONSE TO CLIMATE CHANGE USING COMPLEXITY THEORY CONCEPTS

Shee Kumar, Sheela (University of Western Sydney)

The world is awakening to the far reaching consequences of human induced global warming if future carbon emissions are not reduced. This paper looks at how businesses are coping in the current environment fraught with uncertainty and lack of clarity, what strategies are being utilised and what factors influence the choice of these strategies based on information from existing literature. Concepts from Complexity theory namely dynamism, self-organisation and emergence are used as a framework for the analysis. This framework enhances understanding of the influencing factors which can help to facilitate or deter businesses towards a carbon neutral regime. This will be a valuable tool for corporate management, regulatory authorities and society groups to assist businesses towards carbon neutral goals.

INTEGRATION OF FINANCIAL MARKETS AND OVERSEAS INVESTMENTS

Wishnu, Sriranga (Indian Institute of Management Indore)

Capital markets of emerging economies are expected to depict a different level of market efficiency and stock price volatility in comparison to those of the developed markets. Hence, an international investor shall gain from portfolio diversification and overseas investments. However, recent waves of economic reforms, deregulations and globalization have led to greater integration of financial markets. This study empirically investigates the level of integration of financial markets. Focus is on emerging economies. For the considered period, findings reveal that the stock returns of major emerging markets have shown low linkages to the Emerging Market Index and are more closely correlated with that of the developed markets. The findings support the argument of growing integration of financial markets world over.

FINDING FUNDING FOR EXECUTIVE EDUCATION AND RESEARCH: TEN KEY PRINCIPLES

Wardale, Dorothy (Curtin University)

There is increasing pressure on universities in Australia, as elsewhere, to seek alternative funding sources. There is also a growing expectation that academic staff will be actively involved in the revenue raising process. This paper looks specifically at two areas of activity, contract research and executive education and discusses ten principles we have found useful in generating funding for these activities. In examining our practice we draw on social capital theory, and in particular relational social capital to illustrate how the principles we have identified are embedded in theory. We conclude with recommendations particularly for early career academics building their careers who wish to leverage from such funding opportunities.

MOVING FROM HIGH RELIABILITY AND NORMAL ACCIDENTS TO HIGH RESILIENCE THEORY

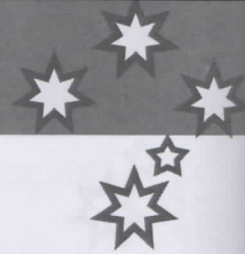
Williams, Mike (University of Exeter)

Volatility and instability create conditions where accidents are more likely. Organisations primary purpose is not usually safety. Theories about how hazardous industries can maintain safe operations include high reliability and normal accident theory. These have limitations and a system resilience approach is considered. The conceptual model of a safe working envelope is used and empirical data collected from cases studies of hospitals. The findings show the location of the safety boundary of the envelope for certain measurable patient safety factors. However, many other safety issues are less visible making the operationalisation of the safe working envelope model difficult. More measurable boundaries are the management focus, which may not reduce the risks created by the environment.

CAN WE REALLY SURVIVE WITHOUT RULES? : A STUDY LOOKING AT KNOWLEDGE SHARING (KS) BEHAVIOURS IN HIGH RISK ENVIRONMENTS

Wimalasiri, Varuni (University of Exeter)

"Not all the time". KS is an important contributory element for accurate decision making in high risk environments. Unbounded KS practices have been advocated for optimum decision making (e.g. Brown and Duguid, 1993). In reality, unbounded KS is compromised by the very nature of high risk environments. There is currently little understanding about how KS operates in high risk environments and this paper addresses this gap. Findings show that KS needs shift according to the levels of uncertainty: between formality and unboundedness. The findings throw new light for KS in high risk environments. The presentation at ANZAM will debate these findings against current KS and risk literature: also implications for the design of KS systems and jobs in these organisations.



AN INVESTIGATION OF THE MANAGERIAL PRACTICES AND ATTITUDES TOWARD ORGANISATIONAL CULTURE MANAGEMENT IN WESTERN AUSTRALIA

Wong, Harry (Curtin University)

Alexander, Paul (Curtin University)

venable, John (Curtin University)

Various studies have confirmed the widespread influence of Organisational Culture (OC) on success and failure in organisations. Researchers have confirmed the relationship between OC and specific outcomes like organisational performance and productivity, technology adoption, and organisational growth. Appropriately managing OC is therefore seen as a way to facilitate organisational change and improvement. Despite the importance of OC in supporting the overall success of organisations, relatively few studies have been undertaken on OC Management (OCM) in Australia. In this exploratory investigation the practices and attitudes of managers toward OCM in the context of Western Australian (WA) are surveyed to determine the importance of OCM, which aspects are most important to managers, and the practices in managing OC.

02. Critical Management Studies

AFFECTS OF SYMBOLIC DOMINATION THROUGH PRACTICE COLONIZATION ACROSS A TRANSNATIONAL CORPORATION

Butcher, Tim (RMIT University)

This paper examines communities of practice through narrative and metaphor. Situated across a transnational professional services corporation, an 'academy' was established to create a community of practice. A recent contribution by Boussebaa et al. (2012) has likened such institutional practice to neo-colonialism. With critical reference to Bourdieu's theory of practice, the affects of the studied community of practice are found to be more akin to symbolic dominance than the violence of colonialism. An alternative metaphor is thus offered in (being caught in) the wake, or 'vaka' of the academy's passing. The shortcomings of communities of practice dicta (Wenger, 1999) are thus critiqued.

REFLECTIONS ON THE ADOPTION OF CRITICAL MANAGEMENT STUDIES IN TEACHING BUSINESS ETHICS

Fallon, Wayne (University of Western Sydney)

This paper reports on a comparative study of the introduction of Critical Management Studies into an MBA course in business ethics. The course was delivered on two occasions, both times with a similar method of instruction, but CMS was introduced to students at markedly different times in the teaching session. The implications of the research suggest that, given the prevailing economic focus of business management practice, the introduction of CMS into the MBA curriculum requires a careful, considered and almost gentle approach, with some consideration of students' apparent appreciation of their values, their capacity for reflection and the maturity of their critical thinking about the impacts of business in society.

CREATIVE LABOUR: TOWARDS A RENEWED RESEARCH AGENDA

Fitzgerald, Scott (Curtin University)

Rainnie, AlCurtin (University)

Bennett, Dawn (Curtin University)

Coffey, Jane (Curtin University)

This article focuses on the role of creative labour, which has figured prominently in narratives of 'new capitalism' that promise to change standard employment relations and generate new modes of innovation. To move beyond such broad claims a more detailed picture of the characteristics and dynamics of work and employment of creative workers in different industries and groups is required. In this paper we begin by outlining our theoretical approach based on a combination of global production analysis, labour process analysis and a relational view of territorial networks. We proceed by examining the definitions used to define particular industries and workers as cultural or creative and then review recent analysis of work and employment relations in the cultural sector.

POWER RELATIONSHIPS SHAPING ORGANISATIONAL LEARNING FOR VOLATILITY AND INSTABILITY: AUTHENTIC OR COMPLIANT?

Garratt, Lindsay (Edith Cowan University)

Jackson, Paul (Edith Cowan University)

We live in times of great economic and social volatility, where higher levels of innovation and improvement are demanded of business and individuals than ever before. Emancipatory organisational learning offers great potential for freeing people's minds to truly imagine for the future, but as a reality it proves elusive. This paper presents a model of three power relationships which create learning spaces that are either 'liberated' or 'managed' and subsequently organisational learning that is 'authentic' or 'compliant'. 'Authentic' learning is important if the creative energies and resources within organisations are to be fully engaged and mobilised in times of volatility and instability. However, under traditional power relationships employees simply comply with the wishes of managers and organisational learning is constrained.

NEW THEORIES FOR NEW TIMES? FROM NEOPHILIA TO CRITICAL RETROSPECTION IN ORGANIZATION THEORY

Hassard, John (Manchester University)

Wolfram Cox, Julie (Monash University)

Rowlinson, Michael (University of London)

We argue that organization theory is always empowered by methods and perspectives from the wider social sciences. In deliberate contrast to recent emphasis on theoretical novelty we argue for a philosophically- and politically-informed retrospective appreciation of theory development in organization studies. It is argued that such an appreciation will help us to understand theoretical evolution while avoiding problems of theoretical neophilia. Rather than pursuing theoretical novelty, we argue for an overview of recent research paradigms through comparison of their fundamental meta-theoretical characteristics. In line with earlier forms of such theorizing, this critical retrospective approach would be extended to explore the political assumptions underpinning the research domains that comprise a post-structural paradigm.



CRITICAL RISK MANAGEMENT IN A CROSS-CULTURAL CONTEXT IN HIGH RISK INDUSTRIES: TOWARDS A PRAGMATIC RESEARCH MODEL

Rubicek, Amadeus (Charles Sturt University)

Shanugopan, Ramudu (Charles Sturt University)

Pitt, Alan (Charles Sturt University)

The importance of risk management in organizations is widely acknowledged. The risks are varied and homogeneous, despite the nature of the organization. The aim of this paper is to examine the issues associated with risk management and safety in high risk organizations in cross-cultural settings. Through evidence from past literature, this paper delineates the major risk issues within organizations and then draws out a model by linking a number of organizational and human factors, organizational behavior themes, cultural intelligence and emotional intelligence, for extenuating risk in cross-cultural work settings. The paper provides an insight into the causal factors that contribute to risks. It is hoped that this contributes to the coalescence of appropriate risk-evaluation methods from a multi-theoretical perspective.

TOWARDS A THEORY OF SOCIAL FRACTAL DISCOURSE: SOME TENTATIVE IDEAS

Latham, James (Swinburne University of Technology)

Mulheisen, Amanda (Swinburne University of Technology)

James, Robert (Swinburne University of Technology)

The development of chaos theory and fractal geometry has made significant contribution to our understanding of the natural world. As students of organization, chaos theory provides an opportunity to broaden our thinking beyond the linear and predictable with its presumed stability, in order to embrace chaos rather than stability as the 'default' state for organization. This demands we think in new ways about organizational theory and practice. It also creates a schism in the fabric of our knowledge - a divide to be bridged. By taking the scientific concept of fractals and applying it to a social theory of discourse, this paper hopes to emerge some tentative ideas around developing a theory of social fractal discourse.

COMPETING IN A HIGH STAKES GAME: ORGANISATIONAL LEARNING IN THE BIOTECHNOLOGY INDUSTRY - A CRITICAL REVIEW

McGin, Patrick (University of Western Sydney)

Wolters, Margaret (University of Western Sydney)

O'Shea, Michelle (University of Western Sydney)

The development of genetically modified crops (GM crops) has generated a fiercely contested debate globally. This conceptual paper argues much of the literature, particularly in agricultural biotechnology, has uncritically adopted the language of knowledge production from other disciplines. Production and re-production of knowledge, and claims of truth, are proffered without sufficient critique. Using Foucault's (1995) concepts we argue that unpacking claims to rationality, knowledge, and morality could contribute to understanding how uncritically accepted discourses and practices emerge. This is considered important as the current discursive practices could contribute to farmers in the undeveloped world remaining with limited access to more sustainable forms of development (Herring, 2010). We suggest further research examining the emerging, contested discourses in biotechnology is needed.

A MĀORI APPROACH TO MANAGEMENT: CONTRASTING TRADITIONAL AND MODERN MĀORI MANAGEMENT PRACTICES IN AOTEAROA NEW ZEALAND

Mika, Jason (Massey University)

O'Sullivan, John (Christchurch Polytechnic Institute of Technology)

This is a conceptual paper in which we seek to renew interest in Māori management as a distinctive form of management within Aotearoa New Zealand. We attempt to define Māori management and discuss its relevance for today's organisations. We examine some differences and similarities between Western and Māori management in terms of the four functions of management adapted from principles first proposed by Fayol (1949). We propose a theoretical model of Māori management and discuss the implications of Māori management for future management research, policy and practice. We hope to evaluate our theory of Māori management through primary research in a subsequent paper.

CORPORATE CULTURE AND EMPLOYEE IDENTITY: COLONIZATION OR CONTESTATION?

Palmer, Rod (Curtin University)

While employee identity remains an important focus of organizational research, existing studies provide limited perspectives on corporate attempts to engage employees via cultural programs which mimic 'private' concerns. This research conducted within the Australian financial sector explores one organization's attempt to build employee commitment through a shared values initiative. Co-option and colonization of employee identity might appear to increase affective commitment, however this research highlights the risk of diminished commitment if employee expectations are not met. Instead, we argue in favour of building an emancipatory culture of 'commitment through contestation'. Founded in communicative action, this dialectical model recognizes the importance of both system and lifeworld and invites fully invested participation to help deliver employee commitment and organizational sustainability.

RESPONSIBLE LEADERSHIP STIMULATING MORAL CAPITALISM THROUGH A NEW DISCOURSE FOR BUSINESS

Parry, Ken (Bond University)

Fiskerud, Audun (Bond University)

Influenced by a dominant amoral management ideology and a narrow 'brute' notion of capitalism, we are currently experiencing devastation of numerous societal systems around the world. In order to achieve the capitalist system's full potential to meet broader challenges of communities and society at large we must pursue a more inclusive and moral version of capitalism. Corporate leadership with responsibilities and interactions extended to a wider range of stakeholders will be a vital contributor towards moral capitalism, and of critical importance in these interactions is the use of discourse and narratives. Educational institutions must also contribute towards changing the current business discourse, and in this paper we tentatively propose some elements of such a new discourse.



SESSIONAL ACADEMICS: 1991-2012

Ryan, Suzanne (University of Newcastle)

The past two decades have witnessed the introduction of New Public Management ideologies and practices. In the same period, the number and proportion of sessionally employed academics have increased to the extent that such employment has become mainstream in Australian universities. Despite the reliance of universities on sessionals, these people remain on the margins of academic life with little chance of becoming tenured despite their desire to do so. The paper reports on a 2012 survey of sessional academics and compares the results with studies in 1991 and 2002 to find little has changed except that the queue of sessional academics wanting to enter the permanent workforce is bigger, older and more experienced with less chance of fulfilling their aspirations.

FORMAL WORKPLACE MENTORING: SILVER BULLET OR POISON DART?

Short, Tom (University of South Australia)

Morrison, Anne (University of South Australia)

This paper reports on the emerging popularity of formal workplace mentoring and uses information obtained from a literature review and qualitative research in the Australian rail industry. In times of business uncertainty and turmoil, mentoring is thought to increase retention, stimulate employee engagement and facilitate professional development. However, a critical view suggests that formal workplace mentoring may be another human resource development process that is fraught with inequity and managerialism intended by the New Right. In an era where training fatigue has become commonplace, workplace mentoring may be just another fad to increase productivity and performance. The research suggests that a mismatch in expectations between managers and employees can undermine the potential of mentoring and credibility in leadership.

03. Entrepreneurship Small Business and Family Enterprise

EXAMINING THE ROLE OF SMALL FIRM MANAGERS' CHARACTERISTICS IN INTERNATIONALIZATION DECISION

Agustini, Maria (Edith Cowan University)

In small firms, reasons for findings as about deciding to internationalize or not to internationalize the business are inconsistent. The explanation of the inconsistency findings possibly resides in the manager as the only decision maker in the business. The paper examines the role of small firm managers' characteristics in internationalization decision, i.e. whether decision to internationalize or not to internationalize the business is impacted by the manager's characteristics. Comparing characteristics of the managers whose firms were engaged and were not engaged in the international business activities results in conclusion that the characteristics studied did not play role in making an internationalization decision. Other characteristics that were not covered in this study thus need to be identified in further study.

ENTREPRENEURIAL INTUITION: MANAGING UNCERTAINTY AND RISK IN BUSINESS VENTURING ENVIRONMENTS

Akinci, Cinla (University of Surrey)

Sadler-Smith, Eugene (University of Surrey)

The perception and evaluation of business venturing opportunities is often carried out under conditions of limited information, complexity, uncertainty and time pressure and proceed on the basis of non-conscious (i.e. intuitive) cognitive processes which manifest affectively in conscious awareness as entrepreneurial intuitions ('gut feelings' or 'hunches'). In this theoretical paper we will: (1) define entrepreneurial intuition (2) examine a number of antecedents and determinants of entrepreneurial intuition; (3) outline methodological challenges and offer suggestions for further research into this important but under-researched entrepreneurial resource.

ENTREPRENEURS' ROLE IN CREATING PURPOSEFUL BUSINESS NETWORKS

Chang, Frances (Macquarie University)

Webster, Cynthia (Macquarie University)

Networks provide vital resources for any business but perhaps more so for entrepreneurial ventures. This paper uses the case of a successful Australian entrepreneur to explore the processes by which networks are developed for the purpose of starting and growing new ventures. From the formation stage to growth stages of business, the entrepreneur's strategic development of purposeful networks is instrumental in the success of his business. Findings of the case suggest the importance of pre-existing network relations in the early stage of business but referrals play an instrumental role as the business expands. Multiplex relations are evident from the formation stage of organization to growth stages. The development of networks is a combination of chance encounters and proactive cultivation.

STRATEGIC DECISION-MAKING BY SMALL FIRMS IN TURBULENT ENVIRONMENTS: CASE STUDIES FROM THE SINGAPORE MOTOR VEHICLE INDUSTRY

Choo, WeeNanyang (Technological University)

Mazzarol, Tim (UWA)

This study investigates the process of strategic and operational decision-making amongst small firms within turbulent environments. It examines the choices made by owner-managers in the allocation of limited resources to strategic and operational activities targeting growth and survival. Of particular interest is how these owner-managers make trade-off decisions to find a balance between strategic and operational level planning. The paper is the first stage of a larger study exploring the relationship between entrepreneurial orientation (EO) and risk perception amongst the owner-managers of small firms.



UNDERSTANDING THE IMPACT OF ENGAGEMENT AND BELIEFS ON IMMIGRANT ENTREPRENEURSHIP: DOES IT REALLY MATTER?

De Vries, Huibert (University of Canterbury)

The research considers the importance of ethnic minority immigrant entrepreneurs' engagement within and beliefs surrounding their host country experiences, and how this impacts on entrepreneurial action. The relevance of such research is highlighted by an ever increasingly global economy and as a consequence greater emphasis has been placed on understanding the entrepreneurial behaviour of persons moving across cultural, economic and national borders. This conceptual paper is derived from a grounded theory study of narratives from forty two immigrant entrepreneurs, and considers the impact of their engagement and beliefs on actions within the entrepreneurial process. The conclusion of this study is that there is a relationship which warrants further investigation and this paper offers a theoretical framework for further empirical study.

THE PIVOTAL ROLE AND PERVASIVE INFLUENCE OF BUSINESS GROUPS IN EAST ASIA

*De Rama, Marie (University of Technology Sydney)
Grington, Alison (UTS)*

The role, power and dominance that business families play in economic development in East Asia require thorough consideration. This paper seeks to explain the pivotal role family-owned East Asian business groups have in contributing to economic development in the region and their dominance of the private sector. By their size and scope the pervasive influence of business groups in the East Asian region can be interpreted to be detrimental to the development of more rigorous, objective ethical and governance standards, and weaken the independent institutions that will uphold and enforce these standards. This paper concludes that business groups will remain the authoritative form of private sector organising in the region.

UNDERSTANDING THE INTERRELATIONS OF THE AVERSIONS OF LOSS, RISK AND UNCERTAINTY: A STUDY OF ENTREPRENEURS IN MYANMAR

*Droulers, Annabelle (The University of Sydney)
Seymour, Richard (The University of Sydney)*

The world is watching as Myanmar transitions through various democratic and economic reforms that include developing a banking system, and emerging from economic isolation. We know very little about how these significant institutional changes will impact Myanmar's entrepreneurs, and this gap informs the focus of this paper. We draw on multiple streams of literature to understand aversions to uncertainty, risk and loss. Though we find a rich body of literature exploring these aversions in isolation, we are surprised by the few papers that examine the aversions holistically or in practice. We propose a mixed methods study collecting insights from entrepreneurs in Myanmar. The data collected will explore these aversions as well as present particular issues facing entrepreneurs in Myanmar.

AN EXPLORATORY INVESTIGATION INTO VOLUNTARY EMPLOYEE TURNOVER AND RETENTION PRACTICES IN THE SMALL BUSINESS SECTOR

Gialuisi, Olivia (Edith Cowan University)

Coetzer, Alan (Edith Cowan University)

Given the scant research on turnover and retention in small businesses, this study addresses the question: what factors influence voluntary employee turnover in small businesses and how do owner-managers retain key employees? This question was broken into three research objectives. Data were collected via semi-structured interviews with nine owner-managers and seven employees from eleven Australian small businesses. Findings of this study identify adverse consequences of turnover, uncover antecedents of voluntary turnover, pinpoint small business characteristics that enhance employee retention and present a suite of small business employee retention strategies. Implications of the findings for management practice are explained. Limitations of the study and their implications for future research are also discussed.

A CORPORATE VENTURING UNIT AS SEPARATION AND COLLABORATION MECHANISM TO PROMOTE INNOVATION IN A SERVICE INDUSTRY CONTEXT

Goudsmit, Mirjam (University of New South Wales)

This paper explores the nature and characteristics of a corporate venturing unit and its role in supporting innovation inside a service industry setting. We investigate not only the benefit of providing autonomy to pursue innovations, but also the less emphasized collaboration-enabler role that corporate venturing units often engage in within firms. Our case study of a corporate venturing unit at a large financial services company recounts solutions employed by the unit to balance the autonomy and collaboration mechanisms to promote innovation. Solutions emphasize the value of empowerment of the actors involved, the autonomy granted to the unit, and the management of the innovation process. This study highlights the importance of maintaining the balance between autonomy and collaboration to promote innovation.

BUSINESS LONGEVITY IN REGIONAL AUSTRALIA: BIRCHALLS BOOKSHOP, TASMANIA 1844-2000

Hess, Michael (UNSW)

This paper looks at how a small, family owned business trading in a provincial location and a global industry has survived over 160 years of change. Studies of family business longevity typically stress leadership, innovation and generational transfer (Handler & Kram, 1988; Kits de Vries, 1996; Ward, 1997; Sharma, Chrisman, & Chua, 1997; Neubauer & Lank, 1998; Sorensen & Stuart, 2000; Habbershon & Pistrui, 2002; Moores & Barrett, 2003; Aronoff, 2004). The story of the bookstore in Brisbane Street, Launceston, established in 1844 and still trading as Birchalls, exhibits all these factors. Use of a company history methodology has added two other elements which can underpin business success: the embedding of a business in its host community; and good luck.



A PRELIMINARY STUDY OF ENTREPRENEURIAL DEVELOPMENT IN SINGAPORE AND AUSTRALIA

Huang, Fang (Murdoch University)

Rice, John (Griffith University)

Our study attempts to examine differences in the entrepreneurial development between Singapore and Australia. We focus on both external social-cultural environment for entrepreneurs and internal entrepreneurial characteristics of individuals. The results of our study show that from the external perspective, there is a relatively less favorable social-cultural climate to encourage people to have their own businesses in Singapore, which is reflected by the lower social status of entrepreneurs, and the less desirability of creating ventures as a career choice. However, there is more media publicity for successful entrepreneur stories in Singapore. From the internal perspective, Singaporeans generally have lower self-evaluated skills related to starting new businesses, as well as a lower sense of entrepreneurial opportunities and lower tolerance for failure.

WOULD AN UNDERSTANDING OF ENTREPRENEUR'S ETHICAL MINDSET LEAD TO A THEORIZATION OF 'ENTREPRENEURSHIP ETHICS'? A RESEARCH IDEA

Issa, Theodora (Curtin University)

Geneste, Louis (Curtin University)

Pick, David (Curtin University)

Weber, Paull (Curtin University)

The aim of this paper is to enable a better understanding of ethics in relation to entrepreneurs and entrepreneurship. This paper identifies gaps in theory and research, and responds to calls in the literature of a careful study of 'entrepreneurship' its complex business activity and the ethical implications. To this end an application of the 'ethical mindsets' framework is suggested to be employed to generate a better understanding of this relationship and the enhancement of the theorization of 'entrepreneurship ethics'. This paper provides new opportunities for research that have the potential to generate fresh appreciation of the importance of ethics, and specifically 'ethical mindsets' to entrepreneurs and entrepreneurship that will assist researchers and practitioners develop better and more ethical practices.

JOB CREATION AND SUCCESSION PLANNING IN RURAL MICROENTERPRISES: A STUDY IN MALAYSIA

Kuok, Oi Mei (University of Macau)

Chan, Sow Hup (University of Macau)

Microenterprises have not been specifically studied in terms of job creation and succession planning. This study examines microenterprises in order to determine the profiles of their owners and the extent of job creation and succession planning in rural firms. We found that the majority of microenterprise owners are sole women proprietors engaging in retail/wholesale from home-based businesses, suggesting that their decisions to start up a business were shaped by circumstances. Further, the majority of microenterprise owners applied for loans when preparing to launch their first business ventures, suggesting that they would not have started up without access to microloans. Finally, only a few microenterprise owners have seriously thought about business succession.

BOARD SIZE AND PERFORMANCE OF SMALL FIRMS: A META-ANALYSIS

Li, Yongqiang (Victoria University)

Du, Miaoli (Victoria University)

Armstrong, Anona (Victoria University)

Clarke, Andrew (Victoria University)

The extant literature has reached no consensus on the correlation of board size and performance in small firms. We applied a HOMA meta-analytic procedure based on 29 empirical articles, representing a maximum of 151 effect sizes and total of 279194 firm-year observations. Contrary to the literature for large corporations, we find a positive correlation between board size and firm performance. To count for methodological and multi-measure heterogeneity, we applied a Feasible Generalised Least Squares (FGLS) estimator in the Meta-analytic regression. Regression results show that four publication-related mediating factors, eg. published or not, cross-sectional or panel data, and survey or secondary data. Such findings can be used for the estimation of effect size between board size and performance in future research.

COMMERCIALISATION PRACTICE IN SMALL FIRMS: A LONGITUDINAL CASE ANALYSIS

Mazzarol, Tim (University of Western Australia)

Hart, Rob (Curtin University of Technology)

Commercialisation is a poorly understood area of innovation management and very little has been published on the way in which small firms engage in its management. This paper examines four case studies of small to medium enterprises engaged in the commercialisation of an innovative new product or process. These firms were initially interviewed in 2006 in relation to a specific innovation they were developing. They were interviewed again in 2012 and their experiences examined against a pre-determined set of factors developed from the literature that relate to innovation management. The findings provide some insights into the way such firms approach commercialisation, and the trade-off that must be made between anticipated return to investment and the allocation of scarce resources.

CONSOLIDATING THE IDEAS OF BOOMI TOURIST ACCOMMODATION PROVIDERS INTO A COLLECTIVE CONCEPTION

Metcalfe, Mike (University of South Australia)

Hassanli, Najmeh (University of South Australia)

This paper uses the concept of collective ideas to make sense of the emerging Iranian boomi tourist accommodation industry. This industry is made up of numerous independent providers, each with their own ideas for how the industry might develop. Consolidated, these ideas provide a collective conception. This research draws on the pragmatic philosophy of ideas to consolidate the providers' ideas into a collective conception. Using network analysis, these ideas were clustered into five conceptions. The names given to these were; wanting to become sufficiently legitimate, work in a selected market, offer an inclusive boomi experience, become appropriately financially structured and be collaboratively empowered. This set of five concepts provides a useful collective cognition of how the industry might develop.



EVOLUTION OF ENTREPRENEURIAL SOCIAL NETWORKS: A PRELIMINARY ANALYTICAL MODEL

Gademir, Salih (University of New South Wales)

We study the role the entrepreneurs can actively play in the evolution process of their social networks. Building on structural holes and embeddedness literatures, we develop a preliminary analytical model of the benefit an entrepreneur obtains from his/her social network. Using the model, we discuss conditions under which connecting two of his/her unconnected alters and adding a new connection is more beneficial to the entrepreneur than keeping them separate and adding a new connection. Our analytical model opens up novel avenues for scholars to study how entrepreneurial social networks may evolve and how the entrepreneurs take charge of the evolution process.

ENTREPRENEURIAL ORIENTATION AND PERFORMANCE IN NEW JERSEY SCHOOLS

Pheian, Steven (Rowan University)

Johnson, Ane (Rowan University)

Semrau, Thorsten (University of Cologne)

In this study, we utilize a sample of New Jersey schools to explore the relationship between entrepreneurial orientation (EO) and school performance. The results indicate a significant relationship between several dimensions of EO and performance measure after controlling for a number of relevant variables. Charter schools were found to have higher EO than traditional schools. The implications of these findings for education and entrepreneurship research are discussed.

THE MULTIFORM CONCEPT OF THE SME ORDINAIRE: A LITERATURE REVIEW

Reboud, Sophie (Burgundy School of Business)

Clark, Delwyn (U of Waikato)

Mazzaro, Tim (University of Western Australia)

Research into entrepreneurship has grown significantly in the past decade with a focus on the individual entrepreneur, opportunity recognition and new venture creation process. Attention has also been given to the fast growth "Gazelle" firms in what has been described as the "Silicon Valley Business Model". Yet the majority of businesses across the world are small to medium enterprises that are neither high-tech nor high-growth. Their management teams, while innovative, do not necessarily conform to the entrepreneurial stereotype. What is needed is a better understanding of these ordinary small businesses and to address this, a review of the literature was undertaken in order to develop a preliminary taxonomy of small firms which focuses on and characterises the majority.

SELF-STIGMATISATION OF ENTREPRENEURIAL FAILURE

Singh, Smita (Waikato Management School, University of Waikato)

Comer, Trish (Auckland University of Technology)

Pavlovich, Kathryn (Waikato Management School, University of Waikato)

This article examines the research question "How do entrepreneurs experience self-stigma when their venture fails?" This question was addressed using a qualitative methodology with the aim of building theory. Rich descriptions from narratives of 12 New Zealand entrepreneurs illustrate self-stigmatisation in relation to entrepreneurial failure and its impact. The findings are grouped into two key patterns: "negative effects of self-stigmatisation" and "positive effects of self-stigmatisation". Table 2 and 3 provided a detailed representation of these two patterns.

OWNER OCCUPIER DRIVERS OF SUCCESS IN SMALL BUSINESS: COMPARING SOFT DRIVERS WITH HARD WORK

Soontiens, Werner (Curtin University)

Weber, Paull (Curtin University)

Geneste, Louis (Curtin University)

Despite small and medium sized enterprises accounting for the majority of business activity in most economies and its appeal as a driver of economic growth, there is a lingering uncertainty around the motivation for engaging in SME activities as most SME owners have no growth aspirations. The notion of understanding success and its drivers is prominent in that small business closure rates can reach 9 per cent of the total business stock of a country. To date little empirical evidence provides insight in person-oriented drivers of survival and success of small businesses. This paper addresses these shortcomings somewhat and reports on unstructured feedback collected from small business owners in respect of their perception and experience of driver of success.

DEVELOPING A MODEL OF INFORMAL VENTURE CAPITAL AND THE INITIAL INVESTMENT DECISION: THE ROLE OF PERSONAL EXPERIENCE, TRUST AND CULTURE

White, Brett (Macquarie University)

Informal venture capital, or angel finance, represents a large and hidden source of capital for entrepreneurs. Business angels invest their own money in ventures in exchange for a financial return and the opportunity to help build a new business. Preliminary findings suggest that business angels are largely driven by personal experience with a heavy emphasis on trust. The emphasis on trust extends beyond the entrepreneur and the management team to the referral method and fellow investors. Given trust's importance to business angels, and importance placed on global markets and international opportunities, there is a need to develop our understanding of the way in which culture impacts on the relationship between an opportunity, the business angel and the opportunity.

04. Gender and Diversity in Organisations

FEMALE PARTICIPATION IN THE SAUDI WORKFORCE: A SAUDI PERSPECTIVE OF KEY BARRIERS

Alselaime, Raneem (Curtin University)

Lord, Linley (Curtin University)

Knowledge from a Saudi perspective of female participation in professional occupations in the Kingdom of Saudi Arabia (KSA) is scarce particularly when compared to the global context. This paper focuses on one aspect of key findings of a doctoral study aimed at identifying enablers and barriers to female participation in the Saudi workforce. The focus of this paper is on the barriers to women's participation. Five important barriers have been identified and are discussed. They are (i) differences in attitudes across regions; (ii) female participation as a sensitive cultural issues; (iii) the impact of the 'Western eye' regarding Islam (iv) Islam as an enabler?; and (v) responsibilities to family and expectations.



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