

AN INNOVATION EXPERIENCE: WHAT DOES INNOVATION MEAN TO PRACTISING ORGANISATIONS?

ABSTRACT

Organisations strive to be innovative in order to survive and succeed in an ever-changing business environment. Nevertheless, do these organisations really understand the meaning of innovation? The meaning and understanding of innovation is changing, originally limited to science and technological innovations it now includes innovation due to value co-creation, environmental and social challenges. Innovation is still an opaque concept, though many efforts are involved in developing an understanding of an organisation. This paper aims to explore the perspectives and patterns of Australian firms practising innovations in their day-to-day activities. The paper further examines the patterns of innovation involving innovation resources, efforts, outputs, and metrics used to measure innovation. An empirical study with qualitative analysis forms the basis of this paper.

Keywords: Perspectives of innovation, innovation drivers, patterns of innovation, competitive position, practising organisation, business strategy.

To compete effectively and efficiently in today's volatile and fast-paced economy organisations need to reinvent themselves as innovators. This poses several questions - Why do organisations strive to be innovative. How important is innovation? What resources help innovation to happen? What tools and techniques facilitate the measurement of innovation in an organisation? How important is an innovation experience in an organisation? In the past, science and technology led innovation in the industrial economy, and profit increases were realised from technological Research and Development (R & D) for achieving high growth, productivity, and quality. According to the OECD, innovation no longer relates solely to science and technology: 'Firms can innovate in other ways. Co-creation, user involvement, environmental and societal challenges increasingly drive innovation today. Collaborative global networking and new public-private partnerships are becoming crucial elements in companies' innovation processes' (2009: 4).

To understand what drives innovation in an organisation, it is necessary to identify the resources and efforts that lead to innovative outputs. A simple definition of innovation resource in this paper is understood as, anything which is tangible (database, technology, software, equipment, finance) (Forfas 2006; Galbreath 2005; Sachdeva and Agarwal 2011) and intangible (people, attitude, ideas) (Tether

and Howells 2007; Trigo 2009) and is used to accomplish the goals underpinned by an organisational strategy. Further, in this paper, definition for an output refers to tangible or intangible results where innovation resources combine with organisational efforts resulting in increasing its productivity. An innovation effort is an exertion by an organisation, with the help of its resources to produce an output. Researchers such as Acs, Anselin and Varga (2002), Griliches (1990) and Narin and Noma (1987) define innovation output as patents, copyrights, or trademarks. In this context, it is therefore necessary for an organisation to identify the benefits arising from innovative output, thereby making measurement of innovation an effective concept. Measurement helps in making organisation's operations transparent, provides benchmarking, and thereby motivates organisations to improvise new innovations (Sachdeva and Agarwal 2011). Henceforth, patterns of innovation help in determining commonalities based on organisational characteristics, fashion, position, and design across different organisations. In this paper, we attempt to identify patterns that may exist between innovation resources, efforts, outputs, and performance measurement techniques of innovation output. In addition, we try to identify the relationship between patterns of innovation and organisational perspectives, which in turn helps to foster innovation.

An organisational perspective may refer to how an organisation achieves its goals by executing its mission statement and vision, with the help of its functional strategies. Organisational goals are desired ends of an organisation; which varies in accordance with the lucidity and specificity of an archetype that an organisation aspires to achieve (Scott 1981). As these goals are a certain set of preferences, which an organisation yearns for its future, yet these goals influence an organisation to form functional strategies (finance, marketing and operations strategy), substantiated by pre-eminent organisational goal.

Innovation is a multi-faceted expression commonly used in reference to strategic and operational levels of a business. Innovation is becoming more important for the success, survival, and renewal of organisations, particularly for organisations facing fast-paced or competitive markets (Brown and Eisenhardt 1995). Recently, McKinsey found that 84 per cent of executives considered innovation as being instrumental in the growth of their companies (Capozzi, Gregg and Howe 2010). Although innovation has a positive impact on an organisation's performance (Moser, Wenstrup and Slywotzky

2007), little is known about the relationship between perspectives and patterns of innovation in these organisations.

From a theoretical viewpoint, this inductive study conducted through interviews with senior managers of small organisations, examines the meaning of innovation along with the relationship between practising organisational perspectives and the patterns of innovation emerging from those organisations. This paper next presents the theoretical concept of innovation as embedded in extant literature, followed by a discussion on the research design and methodology adopted. Empirical findings and analysis follows, ending with a section on conclusion, identifying the implications for management, and paving a path for future research. Through this study, we identify the relationship between patterns and perspectives of an organisation with respect to innovation, which is our knowledge contribution to literature.

THEORETICAL BACKGROUND

The word innovation stems from the Latin word *innovatus*, and generally refers to the creation or improvement of products, technologies, or ideas. The dictionary meaning of innovation is the 'introduction of new things or methods' (Oxford 2011). In a practical sense, innovation is, the application and commercialisation of creative ideas into practice (Bala Subrahmanya 2005; Schumpeter 1942 as cited in Massa and Testa 2008). A well-defined and readily accepted definition of *innovation* for the purpose of this research is, 'implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations' (Oslo 2005: 46).

Economic theorists such as Adam Smith, Karl Marx and Schumpeter emphasise the enormous contribution of innovation in economic growth (Mytelka and Smith 2002). To have a dynamic and a prosperous economy; 'Innovation is a key driver of economic growth. The development, introduction, or implementation of new or significantly improved goods, services, or processes is innovation. Innovation is often seen as a continuous process (Australian Bureau of Statistics 2006: 1)'.

In this research, innovation is understood to be a paradigm which helps in a) acquiring and developing new products and ideas with the help of engineering techniques, b) the investment in Research and

Development (R&D), and c) adoption of new business models; so as to enhance overall organisational productivity and product quality (Huang, Arundel and Hollanders 2010). Therefore, a paradigm in this context motivates the researchers to identify the relation between the patterns of innovation with the differing organisation's perspectives.

Patterns of Innovation

The classification of the organisational resources, efforts, outcomes, and measurement indicators (metrics) with respect to innovation, helps in determining the commonalities amongst various organisations, which ordains a sententious pattern. Existing literature identifies innovation patterns, based on technological trajectories in manufacturing industries (Malerba 2002; Malerba and Orsenigo 1996; Malerba, Orsenigo and Peretto 1997; Nelson and Winter 1977); networks - collaboration, co-creation and co-production with suppliers, customers and other stakeholders (Campos 2009; Miles 2008); and unintentional and incremental innovation in organisations (Miles 2008).

In addition, Capozzi, Gregg and Howe (2010) and Tether and Howells (2007) indicate that the importance of developing co-operative networks induces a new panorama of innovation. On the one hand, the open innovation model propagates, one that fosters collaboration and brings their in-house innovation outputs to market (Enkel, Gassmann and Chesbrough 2009). Open innovation involves customer or employee co-creation (Bogers, Afuah and Bastian 2010; Vargo, Maglio and Akaka 2008) and helps in enriching the brand experience (Brodie, Whittome and Brush 2009). Further, employees are also considered as a source of incoming ideas and innovation implementation (Cadwallader, Jarvis, Bitner and Ostrom 2010). Yet, in contrast, other prior research has suggested that strong ties and relationships may not necessarily produce positive outcomes (Krackhardt 1999). Findings from a recent study by Lee, Ginn and Naylor (2009) reports that, while small networks are engaged in increased service innovativeness, it appeared that when networks got too large, service innovativeness of the networks diminished. With these contradictory views, this section examines the patterns, which exist within innovation resources, efforts, outputs, and measurement metrics of various organisations.

Innovation Resources

Innovation resources are assets of an organisation, classified as - tangible and intangible (Arundel 2007), which may direct an organisation towards what, how and when to produce (with the help of resources), thereby achieving organisational mission and goals. Tangible resources include financial and physical assets (Galbreath 2005; Grant 1991) which, have a physical embodiment and cost (Stone, Rose, Lal and Shipp 2008). Intangible resources embrace strategic assets (what the firm/organisation has) (Galbreath 2005) including intellectual property assets (Hall 1992); organisational assets (Barney 1991; Fernandez, Montes and Vazquez 2000); reputational assets (Roberts and Dowling 2002); skills (what the firm does); and capabilities (Amit and Schoemaker 1993; Day 1994; Hall 1992).

Moreover, the MIT-Cambridge survey (2006) identified people, ideas, finance, location, and any barriers to innovation, and organisation's competitive position as innovation resources. Undoubtedly, innovation and invention in organisations emerge because of its people, as innovative ideas and innovative solutions both develop directly or indirectly (with the help of technology) through exercising human brains. This may be the reason for many organisations to see their people (employees and customers) as its assets (United Nations Development Programme 2001). Thus, accountability of managing these resources skilfully determines how an organisation will carry out its strategies and achieve its goals successfully (Fitz-enz 2009). Henceforth, in order to accomplish organisational goals, inter- and intra- collaboration with individuals and organisations is becoming congruous; one that leads to dedicated innovation efforts by organisations.

Innovation Efforts

Innovative efforts are an exertion of physical (tangible and technology) and mental (people) resources that stimulate innovation in organisations. Studies reveal that innovative efforts are correlated with certain variables (Keizer, Dijkstra and Halman 2002) which can be external or internal to an organisation. External variables consist of collaboration with customers (Birchall, Chanaron and Soderquist 1996; Le Blanc, Nash, Gallagher, Gonda and Kakizaki 1997) and suppliers to overcome

firm size constraints¹; new technology risks and associated costs (Keizer et al. 2002; Lipparini and Sobrero 1994); creating strategic alliances with consultants, and researchers (Cooke and Wills 1999; Keizer et al. 2002; Le Blanc et al. 1997); and utilising financial funding from government and private sector organisations. On the other hand, internal variables include organisational strategies (Birchall et al. 1996; Carrier 1994; Keizer et al. 2002); managerial talent (Cosh 2006); structure of projects (Larson, Gobeli and Gray 1991; Meer, van der Trommelen, Vleggenaar and Vriezen 1996); technology and R&D costs (Hoffman 1999; Le Blanc et al. 1997; Tether and Howells 2007); training of employees (Fitz-enz 2009; Oslo 2005; Trigo 2009); skills and qualifications of employees (Docter and Stockman 1988; Hoffman 1999; Le Blanc et al. 1997); and motivation to innovate (Cosh 2006). It is not necessary that all organisations must possess all the external and internal attributes of innovation efforts.

Respecting the increased ‘humanized’ orientation of organisations, and in order to gain in-depth understanding of innovation motivation and challenges, innovation effort has become an important competency of modern organisations (Venturous Australia 2008). Therefore, if the patterns of efforts are recognised, identifying the conventional facets of the innovation discipline helps in facilitating and better understanding.

Innovation Output

A product (good, service or a process) which emerges out of the black box because of combination of innovation resources and efforts is hereby defined as innovation output. The innovation output consists of new ideas (Gupta, Tesluk and Taylor 2007; Schulze and Hoegl 2008); combinations of products, processes or services (Fernandez et al. 2000; Forfas 2006); and solutions to various problems, patents, trademarks and copyrights (Forfas 2006; OECD 2010a).

According to Forfas (2006) and (Griliches 1990) measuring the number of patents and research outcomes is not a comprehensive way to measure innovation output. This may be due to the reason that not all innovations are inventions, so patenting the innovations that are not inventions is not

¹ Size constraints mean size of the organisation. Larger companies are more involved in innovating, to maintain their competitive position such as Apple, General Electric (GE) and IBM Kanter, R. M. (2011). Innovation: The classic traps. *Harvard Business Review*..

possible. In addition, the exorbitant costs and cumbersome processes of patenting prohibit small and medium organisations from registering their innovations as patents (Forfas 2006; OECD 2010a). It is worthwhile arguing that certain R&D based companies do not patent their innovations, because they do not want to disclose their intellectual property behind their innovation. Every organisation wants to achieve their targeted goals; however due to lack of support structures ability to recognise innovation hinders output; thus, depriving organisations ascertain what they have achieved.

Measurement of Innovation Performance

Accountability of innovation performance informs the investors, board members of an organisation and other stakeholders about the progress and success of its organisation. The innovation performance metric is defined as an 'econometric' technique which quantifies the output and states the ongoing performance of an organisation (Rogers 1998). The analysis of patterns determines the popular practice for measurement of innovation output used by multitudinous organisations. Organisational evidence suggests some commonly used performance metrics are revenue growth; customer satisfaction; number of ideas in the pipeline; R&D spending as compared to percentage of sales; and percentage of sales compared with new products launched in the market (Capozzi et al. 2010; Cosh 2006).

< Insert Figure 1- Patterns of Innovation >

Thus, through patterns of importance in innovation resources we try to identify the key components of innovation upon which most organisations rely. The innovation output is a sequential combination of innovation resources and efforts (see figure 1) which is bilaterally influenced by organisational perspectives, which in turn stimulates organisational goals. Thus, our research emphasis is not only on identifying the patterns of innovation in individual organisational units, but also on understanding the commonalities that connects all these organisations. Next, we identify the theoretical perspectives of innovation.

Organisational Perspectives

The existence of differing perspectives within the literature on innovation in organisations had been recognised in mapping of the organisation theory and strategic management literatures (Chaffee 1985;

Pfeffer 1982; Pierce and Delbecq 1977) wherein emphasis is both on organisation structure and membership. In this paper, the term perspective is used diligently, and in doing so, we are dealing with organisations that have deployed varied approaches in practice in regard to innovation resources, efforts, outputs and its performance measurement, all of which have resemblance. Thus, our interest lies in examining how previous authors (Figure 2), such as Slappendel (1996), Birkinshaw (2008) and Weber and Hemmelskamp (2005) classify perspectives of innovation, model their conceptualisation, and provide relevance in management thinking. It is in this setting, that we have accumulated related views about different perspectives in respect with innovation of contemporary organisations.

< Insert Figure 2 – Formation of Perspectives from Literature >

According to Slappendel (1996) there are three perspectives on action for organisational innovation - individualist, structuralist and an interactive process, while Birkinshaw (2008) proposes four perspectives for management innovation – institutional, fashion, culture and rational perspective. Increasingly, organisations are also becoming attuned to environmental innovation (Weber and Hemmelskamp 2005) and are seen as influencing economies as well as different markets; hence an environmental perspective for innovation in the context of organisations (Egri and Pinfield 1996; Scott 1981) is becoming equally important. Figure 2 depicts attributes of different perspectives from existing literature are somewhat overlapping, complementary and at times conflicting. As such, we employ a new typology of perspectives for innovation – drawn upon earlier work (Slappendel 1996; Birkinshaw 2008; Weber & Hemmelskamp 2005) that identifies four new perspectives in action for post-modern organisations: economic, business, behavioural and environmental perspectives as shown in Figure 3.

The quote by Anglo-Irish novelist, *by Elizabeth Bowden*, in her book ‘House of Paris’ (1935) states “*No object is mysterious. The mystery is your eye.*” Following this viewpoint, we attempt to establish cognitive maps of the innovation domain and identify how the patterns of innovation commitment relate with the four differing perspectives in an organisation.

< Insert figure 3 – Key Features of Four Perspectives on Innovation >

Economic Perspective

Studies of innovation have focussed on different level of analysis. Innovation from a macro-economic perspective provides high levels of growth in an economy (Stone et al. 2008). Economists have examined innovation patterns at the level of industry sectors and national innovation systems (Dosi et al 1988) and have found a strong positive relationship between the economic condition of a country and innovation activity. For example China has been developing, transforming, and becoming self-sufficient in knowledge-intensive industries, hence has become less dependent on the external markets (Wu 2010). Wu (2010) further points out that China is planning for an alternative economic model that is dependent upon innovation of knowledge and technology, one which will help China capitalise on its human intellectual capital; thus arming China with innovative capability to cope with the resource constraints currently faced. Therefore, as evident from Wu (2010) economic policies, government intervention and subsidies indeed affect the innovation activity prevalent in a nation.

Extant literature affirms that economic conditions of a nation influence organisations innovative outcomes. For example; during economic crisis, certain organisations fail to recognise how skills and capabilities should be used to depict value in a business (IBM Corporation 2008). This may affect the decision making of an organisation, as these organisations are not able to identify appropriate strategies to cope with the prevailing challenges (for example - managing costs), which may lead to decrease in the organisations overall productivity and performance (IBM Corporation 2008). Thus, in times of crisis, no matter how strong and competitive an organisation is, firm output and productivity ought not to adversely be affected, provided prevailing conditions of the organisation remain constant. Further, Birkinshaw et al. (2008) agree that socio-economic conditions also affect an organisation and its innovation capacity. On the other hand, Scott (1981) recognises that better economic conditions helps in maintaining and improving the chances of survival of the organisations through development of new markets and maintenance of socio-economic relations both of which lead to innovation. Therefore, one may argue that the decision making ability and production capacity of an organisation depends upon the economic conditions of the particular country, its government policies (including monetary and fiscal policies), subsidies, and government interventions via initiatives and programmes.

Environmental Perspective

Innovation from an environmental perspective means using innovative ideas and solutions that save the planet, to execute these ideas effectively with the help of technology, so that future generations are able to meet their needs. Egri and Pinfield (1999) state that environmentalism perspective has been changing since the emergence of nineteenth century's industrialism, where the 'biocentric values' merges with the 'anthropocentric values' for sustainable development of an organisation. Anthropocentric values are the values where the human existence is treated as supreme in comparison with animals, whereas, biocentric values considers rights of living beings apart from humans as more important. The balance between anthropocentric and biocentric values is defined as the environmental perspective taken by organisations for this paper. Efficient use of natural resources and minimisation of effects of pollution are few of the examples that may help in maintain the environment.

The environmental perspective as adopted by organisations helps in preserving both the human existence and the natural environment (Egri and Pinfield 1999), through the use of effective innovative solutions. Rennings, Ziegler and Zwick state that an 'environmental innovation consist of new or modified processes, techniques, practices, systems and products to avoid or reduce environmental damage' (2004: 376). Further, Weber and Hemmelskamp (2005) agree that increasing awareness and recognition of environmental perspectives in an organisation leads to eco-innovation. Nevertheless, environmental responsibility is becoming a legal, ethical and social issue (Egri and Pinfield 1999; Weber and Hemmelskamp 2005). For example, British Petroleum's (BP) oil spill in 2011 killed large amount of flora and fauna in the sea, resulting in wasteful expense of billions of dollars for cleaning the aftermath in the sea. This major oil spill became an ethical, social and legal issue; as not only people but water plants, water animals and birds got affected; directly or indirectly. BP paid up to 14 billion dollars under civil penalties, payable under US environmental laws and overall suffered a loss of 34 billion dollars due to this oil spill (Webb and Pikington 2011). In summary, organisations and economies likewise are increasing their innovative capacity by increasing awareness, becoming responsible and ensuring adoption of environmental policies; thus establishing a bearable environment through eco-friendly innovations.

Behavioural Perspective

Behavioural perspective analyses the importance of people behaviour, whilst they work either in groups or as individuals, with their own preferences and objectives (Pfeffer and Salanchik 1978). Moreover, Pfeffer and Salanchik (1978) explains, that individuals are not enclosed within organisational boundaries, but they are enclosed with certain activities and behaviour, as well as ethics related to their work. As the thinking of an individual is not restricted to its organisational boundaries, perhaps innovative ideas are an influence from external sources or sometimes from different industries too. As different individuals assess the situations differently, leading to multiple 'truths' originating from one origin (one problem) (Kuhn 1962), an innovation organisational culture can help these individuals to think differently.

The importance of employee behaviour is also dependent upon the organisational culture; if the culture of an organisation is innovative and if it fosters innovative capacity amongst its employees, an increase in employee satisfaction is visible and viable; one which leads to an increase in productivity and performance (Pfeffer and Salanchik 1978; Sachdeva and Agarwal 2011; Tether and Howells 2007). For instance, Roche Diagnostics Australia Pty Limited (Roche) motivates their employees to come up with innovative ideas by rewarding the best idea of the month. The idea chosen in Roche is because of its feasibility and practicality. Similarly, The United Nations Development Programme (2001) also claims that technological innovation is an expression of human potential/capital. Massa and Testa (2008) suggest that employee perspectives deeply influence behaviour in terms of innovation policy making and practices in organisations. Literature also discusses if an innovation is not adapted by the employees in a successful way, due to resistance towards change; this not only affects the productivity of an organisation in terms of output, but also affects the work culture of an organisation (Forfas 2006; Tether and Howells 2007). One may argue that, as the importance of individual behavioural aspects changes, innovation acceptance may also vary.

Business Perspective

As businesses are becoming increasingly reliant on innovation, the business perspective of innovation is becoming an essential component of contemporary organisations. The relationship of innovation to

revenue growth and expansion of businesses is important to be understood (OECD 2010b). Stone et al. (2008) state that business perspective of innovation is driven primarily by the capabilities possessed by a firm. Stone classifies capabilities of an organisation as; intellectual property rights (patents, copyrights and trade secrets), databases, software and equipment that lead to specialised technological capabilities, and including human capital, organisational knowledge, and information stored in institutional databases. The business perspective also includes the influence of relational components such as collaboration, networking, and co-creation (Keizer et al. 2002). Empirical research and previous studies recognise that innovation at a business level leads to new products and services with better quality and better prices (Capozzi et al. 2010; OECD 2009, 2010b; Stone et al. 2008); or at affordable prices for lower end of market - commonly referred as disruptive innovation (Christensen 2008; Christensen and Overdorf 2000); or innovation in services referred to as elevated service offering (Agarwal and Selen 2009, 2011). Henceforth, a business perspective to innovation provides an organisation with an ability to establish a strategic focus about organisational policies with respect to innovation, thus increasing value through a wide range of internal and external capabilities; including building higher order dynamic capabilities (Agarwal and Selen 2009).

<Insert figure 4 – Relationship of Organisational perspectives with Patterns of Innovation>

These four perspectives do not exist in isolation. Most organisations are influenced by multiple perspectives simultaneously (Meissner and Sprenger 2010). This research tries to analyse how different organisational perspectives affect innovation strategies and practices adopted by organisations. Further, the findings will illustrate how these different perspectives help determine the relationship that prevails between innovation resources, efforts, outputs, and performance.

RESEARCH DESIGN AND METHODOLOGY

To address the research question: “What does innovation mean to practising organisations?” in-depth semi-structured interviews were conducted. This involved nine senior level managers (Managing directors and a General Manager), and experienced staff² (engineers and second tier managers) belonging to different organisations and eight different industries (Table 1). All interviews except for

² Staff, which had worked in an organisation for more than 10 years, is considered as experienced staff in this context.

one phone interview involved face-to-face interaction, and each interview lasted for 20-30 minutes. In addition, there were three to four follow up discussions via email to clarify a few doubts while transcribing. In order to examine different aspects of the meaning of innovation, a mixture of both public sector and private sector companies were amongst the interviewee organisations.

Research Design

This research provides insight into different perspectives of organisations as discussed earlier and seen in Figure 4, and the way innovation is pursued within organisations (See Table 1). The survey instrument questions are an influence from previous studies (Capozzi et al. 2010; Cosh 2006). In this study, we will analyse data using a ‘grounded theory’ approach to develop a theory (Glaser and Strauss 1967). The interviews were coded to structure the design and data analysis. This structured approach helps us to understand different innovation perspectives and their relationships with the innovation resources, innovation efforts, innovation outcomes, and the innovation metric used to measure outcomes.

Methodology

A qualitative exploratory research approach is used to help in understanding the meanings that the managers and business owners attribute towards innovation in their organisations. The comprehensive and integrated model by Davis (2000) is the research strength of this paper. In theory development, firstly the ‘conceptual network’ is identified and next during the initial stages we test the model, to check its applicability (Davis 2000). A theory developed from this research may not necessarily apply to the other organisations in similar vein due to different structural characteristics of different companies (different operations, different culture, and different people who work there – See Table 1). The semi-structured interviews involved different phases. Firstly, it is important to understand the subjective viewpoint of the interviewee. The use of open questions rather than closed questions (“How important is innovation for your organisation, how will you define innovation?”), along with any ‘*confrontational*’ questions in relation to the subject matter help in analysing the interviewee’s viewpoint. Next, questions were based to a certain extent on the previous literature (See Appendix 1),

(Capozzi et al. 2010; Cosh 2006). Examples of questions included -“What are innovation resources, what are innovation efforts and what metrics does their organisation use to measure innovation?”

< Insert Table 1 – Analysis of the Interviews >

EMPIRICAL FINDINGS AND ANALYSIS

This study expands our knowledge on organisational perspectives when innovating, and the relationship of perspectives with innovation patterns (Figure 4). From the collection of the data and interviews, all nine organisations were found to be innovative. Innovations in these organisations were product, process, organisational or technological innovations (See Table 1). Different colours schemes explain the significance and intensity of the pattern (Table 2), the darker the colour the greater the impact it has, on the given perspective.

< Insert Table 2 – Identification of relationship between patterns of innovation and perspectives of an organisation >

Next, we discuss the various contributions made:

Innovation resources and perspectives

Findings confirm that organisations in an attempt to become innovative require resources. The perspective of an organisation has been theoretically and ethnographically investigated under a diverse set of innovation resources including people, competitive positioning, networks (joint ventures, collaborations and co-production), and equipment (including finance and ideas). The findings were consistent with previous findings. A wide variety of organisational perspectives displaying patterns of innovation have been analysed as follows:

- The predominance of business perspective is naturally expected, one, which was widely evident amongst all innovation resources (except competitive positioning) in various organisations. Similarly, economic perspective had an extensive influence over the innovation resources and in particular on joint ventures and collaboration.
- Behavioural perspective also determines the nature of resources required in an organisation and vice versa. Almost all the innovation decisions in organisations are made by managers based on availability of the resources in an organisation. Perhaps, several opportunities or alternatives exist, but the strategic decision making is dependent upon the manager. Further,

the strategic innovation decision in small organisations is also dependent upon the behavioural aspect of an organisation's executive manager (Galbraith and Nathanson 1978; Gupta and Govindarajan 1984; Kerr 1982), the internal organisation's structure and functions (Bower 1970; Gupta and Govindarajan 1984; Lawrence 1967) and the nature of corporate control (Bower 1970; Gupta and Govindarajan 1984) of an organisation. Therefore a dexterous impact of behavioural perspective is visible in innovation resources (Table 2). Likewise, patterns of innovation depict that economic perspective was found to be influential.

- On the other hand, those organisations that were influenced by environmental perspective had patterns exhibited within equipment and people resources only. Overall, it is very likely that an organisation could have all the four perspectives simultaneously; as an obtrusive example of an organisation having multiple perspectives was, evident from a senior level managers quote: '...these days as economy is growing, environmental concerns are increasing, so we trying to reduce carbon footprint in our machines to save energy and to increase efficiency. Ultimately, our goal to earn profit.'

Innovation effort and perspectives

Without organisational efforts, the resources of an organisation cannot be utilised to its full potential. Findings suggest evidence of different efforts made by organisations, which included motivation, expenditure on R & D, managerial and employee talent, and internal collaboration in an organisation.

- Our study revealed that motivation (both personal and business) had a huge impact on the innovation efforts. For example, the foreign embassy, motivation was to provide customer satisfaction; in the R&D organisation motivation was to capture the whole market; while the surfboard designer's motivation lay in designing extraordinary artistry in the surfing business. The book publisher stated; 'Innovative work brings me with more consulting work (motivation) and I feel I am adding value to the economy. I am also chasing some companies for publication of my books as E-books, to save trees'. The visibility of all the four perspectives was a common sight in this particular organisation.

- The relation of business and behavioural perspective with the innovation efforts was substantial (Table 2). On the other hand, internal collaboration and its association with the behavioural perspective were less significant as compared to other components of innovation efforts.
- Primarily, economic perspective was consistently present in all constituents of innovation efforts except internal collaboration. Nevertheless, there was no significant pattern of environmental perspective found, within internal collaboration too.

Innovation outcome and perspectives

- The analysis depicts that interviewees (organisations) identify innovation output as patents, royalties, trademarks and intellectual property rights (Forfas 2006; OECD 2010a), contractual agreement, and decrease in production time. Patents, royalties, trademarks, and intellectual property rights are selected as one category in Table 2.
- Patterns appear as artefacts as business and behavioural perspective consistently depict an eloquent role with respect to innovation output too, yet the business perspective contributes more in determining the innovation output than any other organisational perspective.
- It was also evident that organisations consider ‘decrease in time’ to commercialise as an essential periphery of output for an innovation. Apparently, the influence of environmental perspective was inescapable on innovation front, as many organisations wanted to reduce the consumption of energy by designing better machines, or thought to decrease the use of paper to reduce wastage.

Performance Measurement and perspectives

Customer satisfaction was found to be an important innovation metric for both business and economic perspectives. For example; the student administration director said, ‘We aim not only for innovation, but for continuous improvement so that we can retain old customers and attract new ones. We abide by the legislation passed by government’ The technical manufacturing company highlighted the existence of all four perspectives: ‘the amount of energy we can save with the improvement in our machines is the way we measure our innovation. In our recent innovation, we have reduced the consumption of power by 25 per cent, which is profitable to both business and our economy. This all

is due to our people and resources'. This statement depicts that there is an intertwined multi-dimensional relationship of perspectives in an organisation, made up of business, environmental, and economic perspectives, and finds that people in the form of human capital, its most important asset are important for all the decision-making. The momentous role of all perspectives is visible as performance measurement metrics offer a tenacious affiliation within these perspectives. All the perspectives had an impact on an organisations' decision for innovation. Overall, the business perspective was most significant, followed by behavioural, economic, and environmental perspectives. No doubt, intertwine nature of perspectives of an organisations is indubitable.

IMPACT OF ORGANISATIONAL PERSPECTIVES ON PATTERNS OF INNOVATION

As evident from our analysis, both public and private organisations are involved with innovative activities and practices (See Table 1). To answer the specific research question concerning innovation as stated in the introduction, an exploratory analysis of the rich contextualised data was undertaken. The General Manager of a public sector organisation stated: 'There are qualitative factors which help in innovation. We have done innovation all the time' indicating that this particular public sector organisation is not stagnant and that it explores aspects of innovative behaviour on an ongoing basis. CEOs of SME's saw 'Innovation as [is] essential these days, not only for my business but for all businesses'; and 'Definitely innovation is important in any industry'. The Australian University wishes to reduce the processing time for applications for students seeking admission by asking students to fill the online (self-service) forms whereas, the government education department aims to reduce processing time by using financial SAP applications – all endeavouring to make their operational processes efficient and effective. The above examples suggest active involvement of most organisations in some form of innovative practice – be it process, product or organisational. Yet, what became most strikingly evident was that innovations varied markedly from organisation to organisation. All the organisations interviewed had different innovation strategies, practices, and processes.

At the end of the interviews, the interviewees were asked to give their opinion of what innovation meant to them. Below are some quotes from the interviewees providing their interpretation of what innovation means in the real world;

In regard to innovation in a service I think it is a change in that service 1) which attempts to improve that service in regard to efficiency, effectiveness or both 2) having due regard to any alteration in risks both quantitatively and qualitatively that consequently occur, 3) both directly or indirectly (in a spill over manner) that such change brings about, 4) for both the provider/s or recipient/s of the service (Book publisher).

Innovation is slow and incremental change, more about completely reengineering the way thing about something, to deliver something that has never been seen before (Director of Student Administration of an Australian University).

Innovation means to improve upon a product, which will be more helpful to the customer or the user and will, be profitable to the organisation. It is mainly technological and service innovation, which will help bringing customers closer to us (Senior Mechanical Engineer of a technology based manufacturing company).

All the interviewees perceived innovation as a new idea – one which when executed leads to new or improved products and processes. The findings depict that intangible resources such as organisational human capital are crucial for innovation, and that innovation is vital for all organisations, and imperative for their sustenance. Customer satisfaction is an important measurement metric adopted by most of organisations. Sustainability of organisations and competitive positioning in ever-changing markets is the pre-eminent goal of organisations. The innovation outcomes as discussed in earlier literature, found these participating organisations using patent and copyrights as their key intangible resources. As securing patents are expensive for small and medium enterprises, some organisations chose not to patent their innovations. This means these innovations are not evident and thus, unaccountable in the innovation growth statistics. A measurement tool, which can track these unaccounted innovations, should be part of future research.

CONCLUSION

The relativity of the perspectives is visible in context with the patterns identified under innovation, which further helps us draw the conclusion, that innovation is widely affected by perspectives in an organisation. The impact of business perspective was the most, followed by behavioural, economic, and environmental perspectives respectively to the emerging patterns of innovation. One may also argue that as eco-innovation increases, the environmental perspective may be more visible in an organisation. The contribution towards innovation literature is restricted due to a small number of participating organisations. While this study could potentially be used to formulate hypothesis in relation to single organisations, yet the differences in organisational structure, size and other factors that have not been controlled in this study, thus it is unlikely at this stage to generalise the theory of innovation.

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TABLES AND FIGURES

Figure 1: Patterns of innovation

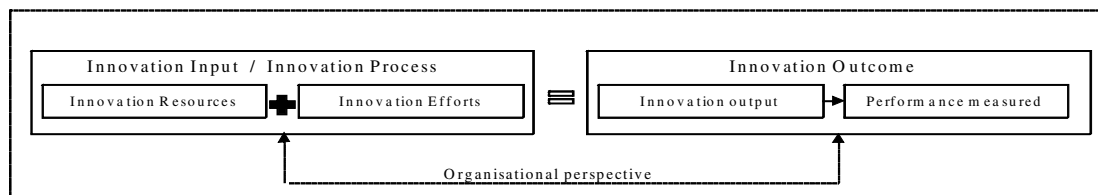


Figure 2: Formation of Perspectives from Literature

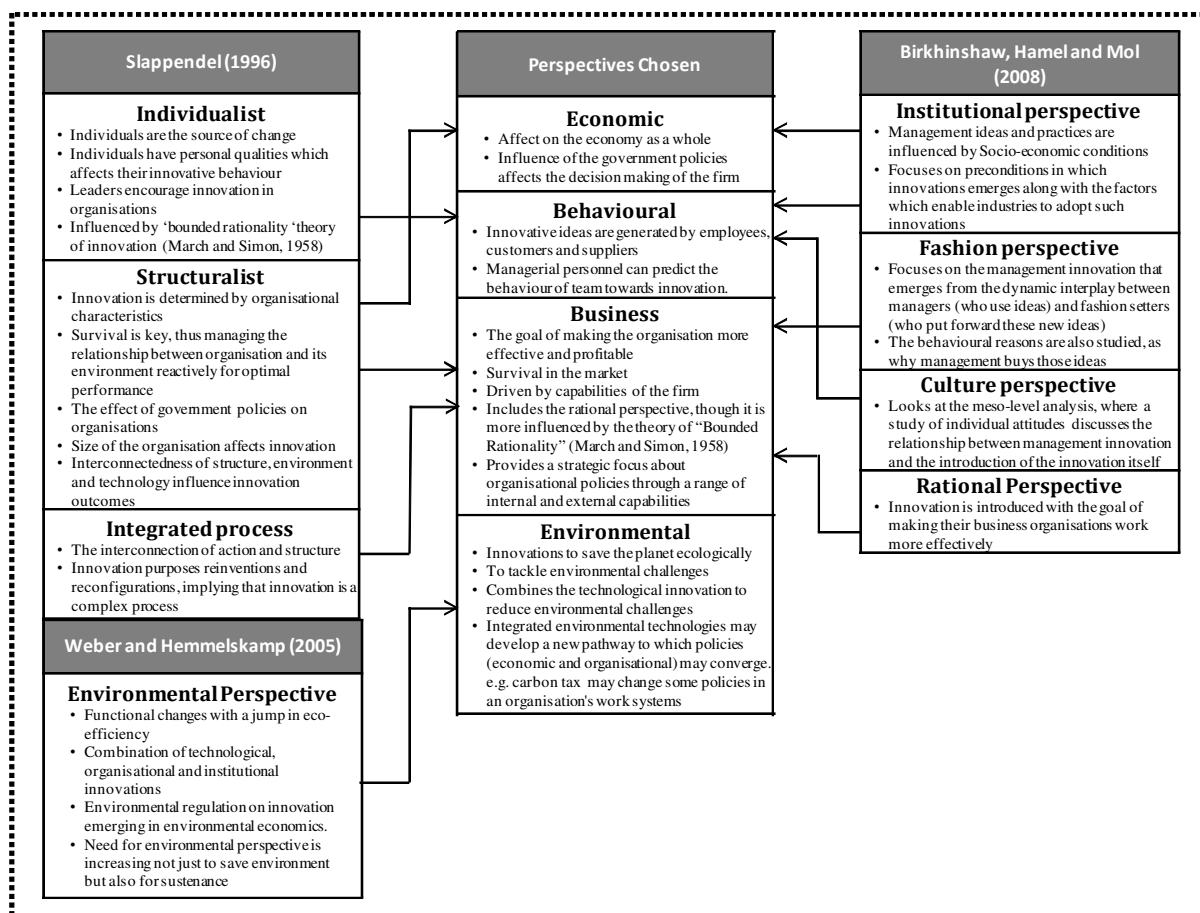


Figure 3: Key Features of Four Perspectives on Innovation

Features	Economic Perspective	Environmental Perspective	Behavioral Perspective	Business Perspective
Core Question	What is the relationship between the economic conditions and innovation activities of an organisation?	Why organisations are becoming more inclined towards environment?	How behavior of individuals working in an organisation can affect innovation?	How aspects of business influence an organisation to innovate?
Key Factors influencing innovation	<ul style="list-style-type: none"> Development of new models with respect to the prevailing economic conditions Effect of government intervention, economic policies and subsidies on innovation 	<ul style="list-style-type: none"> Using innovative ideas to save planet Balance between the anthropocentric and biocentric values Efficient use of natural resources and minimization of effects of pollution 	<ul style="list-style-type: none"> Influence of Social cognition theory Employee behavior depends upon culture of an organisation Organisational support for innovative ideas Technological innovation is an expression of human potential/capital. 	<ul style="list-style-type: none"> Capabilities possessed by a firm Relational components such as collaboration, co-creation, networking Strategies towards innovation
Outcome or Effects of Perspectives	<ul style="list-style-type: none"> Survival of the business and maintenance of socio-economic conditions 	<ul style="list-style-type: none"> Ethical, social and legal effect on the organisations Increase in eco-innovations 	<ul style="list-style-type: none"> Development of strong work-innovative culture Resistance towards innovation may affect productivity of an organisation 	<ul style="list-style-type: none"> New and improved products and services Disruptive innovation Ability to focus strategically

Figure 4: Relationship of Organisational Perspectives with Patterns of Innovation

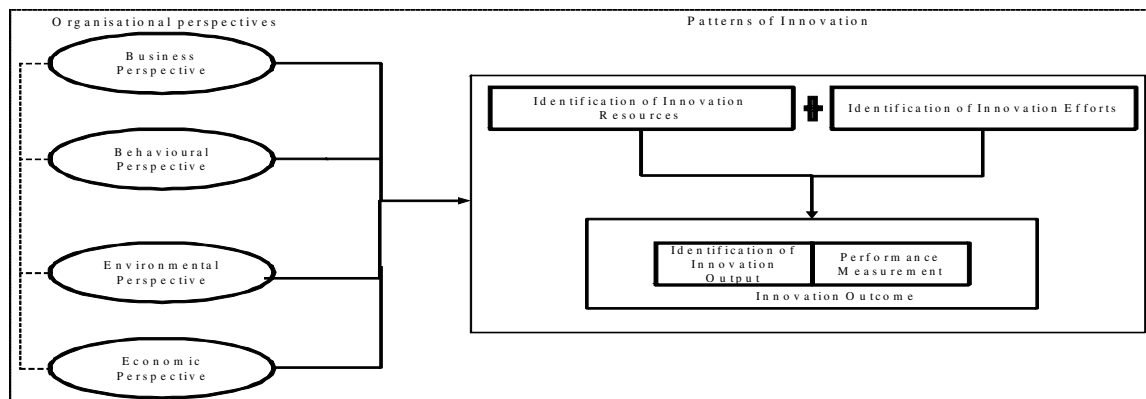







Table1: Analysis of Interviews

	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
Number	ORGANISATION	PAST INNOVATION	IMPORTANCE OF INNOVATION	INNOVATION RESOURCES	INNOVATION EFFORTS	INNOVATION OUTCOMES	METRICS USED TO MEASURE PERFORMANCE
1	Technology Based Manufacturing Organisation	Next Generation Printers which focuses on attaining energy efficiency	Very Important	People, competitive position through decreasing carbon footprint, barrier- find right people at work.	Motivation-sustenance in the market	Patent the products	1) Sales, 2) number of people involved with innovation 3) Customer satisfaction
2	Technology and R&D based	Decrease carbon in the environment in regard to the manufacturing and development of solar cells	Very Important	People, joint-venture with companies, collaboration with Universities, Finance from government, barrier- find right people at work and timely availability of equipment	Motivation-capture the market, Expenditure - Shares and Government Joint Ventures	Patent the products, Undisclosed outcome.	1) Number of patents, and 2) quality of successful ideas
3	Book Publisher	Game theory for decision making	Very Important	People-contacts in different countries, barrier- work ethics, to come with new ideas, collaboration with government departments	Motivation-academic, professional and money,	Protection by ISBN number, contractual agreements with companies	1) Revenue accrued 2) amount of work which comes because of this innovative ideas and books
4	University	Enquiry Management System	Important	Competitive Position, Barrier-it is limited to certain extent as different systems with International units makes it time consuming and time to make offers	Motivation-for sustenance,	IP protection for research projects, continuous improvement in innovation	See what other Universities and Institutions have adopted - cost benefit analysis, student satisfaction survey (customer satisfaction), graduate survey of employment, time and efficiency improvement
5	Marketing Society	Payment module for Travel Industry	Important	Technical, Finance, People-training and chain management, barrier-people, collaboration	Motivation was to remove duplication, managerial talent	Trademarks, contractual Agreements	1) How many errors are eliminated 2) Increase in the efficiency
6	Technology Based Manufacturing Organisation	Faster machines with less wear out and energy efficiency	Important	Co-production, Barrier-people and finance	R & D , Managerial talent, no restriction on ideas of people (Open Innovation)	-	1) Cost and benefit analysis, 2) customer satisfaction
7	Surf Company	New design for Surfer board and Artificial waves	Important	Ideas, Competitive Position, Barrier - Finance and People	Motivation to produce something different, and was motivated since childhood by parents, Finance expenditure,	Royalties, Trade Contracts	Customer Satisfaction
8	A foreign Embassy	Measuring Performance of Service Delivery in Time (Software)	Important	Competitive Position, Barrier-quality deterioration and resilience by people to accept change	Motivation - to improve customer satisfaction	Reduce the time and increase the delivery of services	Improve standards by motivating employees to follow the culture
9	Public Education System	Finance SAP	Important	Changing Expectations -People (customers and stakeholders), competitive position, Barrier-change management	Collaboration external and Internal and Other Organisations, managerial talent-as they can block innovation , organisational culture is very important	Decrease in time, Contractual agreements	1) Customer Satisfaction, 2)Savings made in Dollars

Table 2: Identification of Relationship of Patterns and Perspectives in an Organisation

Perspectives	Business	Economic	Environmental	Behavioural
Patterns				
Innovation Resources				
People				
Competitive Positioning				
Joint ventures, Collaboration and Co-production				
Equipment (Finance, Ideas and Technology)				
Innovation Efforts				
Motivation - sustain in the market/ Process improvement				
Increase in the Expenditure of R&D				
Increase in Managerial talent				
Internal Collaboration				
Innovation Output				
Other IP methods				
Contractual Agreements				
Reduced time				
Performance Measurement				
Customer Satisfaction				
Number of people Involved and Successful Ideas				
Cost and Benefit Analysis				

*Footnote for Table 2

-  Maximum Impact
-  Considerate amount of impact, though less than maximum but more than medium impact
-  Medium impact
-  Very Less Impact
-  No Impact

APPENDICES

Appendix 1: Researchers Sheet

- 1) The organisational Structure of your organisation
 - How many people work in this organisation
 - The different levels in your organisation
 - How decisions are made in the organisation
- 2) Records of the innovation made in your organisation
 - Past innovation in 12 months
 - The productivity of the company
 - How this innovation affected the productivity of the company
 - How the innovation affected the sales of the company
 - What type of innovation does your organisation pursue? E.g. Product, service, process, business model innovation.
- 3) What are your organisation's innovation resources
 - People
 - Ideas
 - Finance
 - Location
 - What do you think is the innovation barrier to your organisation?
 - How do you place the company in the market...its competitive position?
- 4) What are your company's innovation efforts?
 - What is the motivation for your company to innovate?
 - What do you think is the Innovation expenditure your company does to innovate?
 - Do you have plenty staff who are involved in R&D and technology based?
 - Have you been into collaboration with other companies for innovation?
 - What do you think where the managerial talent stands for innovation?
- 5) Your organisation innovation outcomes?
 - Patents
 - Other methods of protection so said no one else uses that concept
- 6) Your organisation's innovation performance in the past.
 - Percentage of sales due to innovated products,
 - Company growth and financial performance
- 7) How important is innovation in products, services, processes or business models on your organisation's strategic agenda?
- 8) If given a scale how will you measure innovation in your company? E.g.,
 - revenue growth to new product or services,
 - customer satisfaction with new products or services,
 - number of ideas or concepts in the pipeline,
 - R&D spending as a percentage of sales,
 - percentage of sales from new products/services in a given time,
 - number of new products or services launched
 - number of people actively involved in the service innovation
 - changes in market share resulting from new products and services
 - NPV of entire product or service portfolio

Can you give a brief definition what do you think innovation is? Apart from technological (if any) have your company been involved with the non-technological innovation?

Appendix 2: Letter for Potential Interviewees

Dear Sir/Madam,

This letter is an invitation to consider participating in a study I am conducting as part of my research project in UTS Business School at the University of Technology, Sydney under the supervision of Professor Jenny Edwards. I would like to provide you with more information about this project and what your involvement would entail if you decide to take part.

“Service Innovation” can be defined as a new or considerably changed service concept, client interaction channel, service delivery system or technological concept that individually or in combination leads to one or more service functions that are new to the firm and do change the service/good offered on the market and do require structurally new technological, human or organisational capabilities of the service organisation.

My study focuses on analysing the rise in innovation in service sector. Based on your experience and involvement, I would like to interview you to understand to what extent the above given definition implies to your organisation. Below are the listed topic area around which the questions will be asked;

- 1) Organisational Structure and how decisions are made in your organisation.
- 2) Was there any recent innovation by your organisation in past 12 months, how that innovation affected the productivity and the sales growth (if any)?
- 3) Your organisation’s innovation resources (such as people, ideas, finance, location, innovation barriers, universities, competitive position, etc)?
- 4) Your organisation’s innovation efforts (such as motivation, innovation expenditures, R&D and scientific technological staff, collaboration, managerial talent).
- 5) Your organisation innovation outcomes (such as patents, other methods of protection).
- 6) Your organisation’s innovation performance in the past (such as the percentage of sales due to innovated products, company growth and financial performance).

Participation in this study is voluntary. It will involve an interview of approximately 20-30 minutes in length to take place in a mutually agreed upon location. You may decline to answer any of the interview questions if you so wish. Further, you may decide to withdraw from this study at any time without any negative consequences by advising the researcher. With your permission, the interview will be **audio recorded** to facilitate collection of information, and later transcribed for analysis. Shortly after the interview has been completed, I will send you a **copy of the transcript** to give you an opportunity to confirm the accuracy of our conversation and to add or clarify any points that you wish. All information you provide is considered completely confidential. Your name will not appear in any thesis or report resulting from this study, however, with your permission anonymous quotations may be used. Data collected during this study will be retained for **a period of 5 years** in a locked office in my supervisor's lab. Only researchers associated with this project will have access. There are no known or anticipated risks to you as a participant in this study.

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at **0433188258** or by email at megha.sachdeva@student.uts.edu.au. You can also contact my supervisor, Professor Jenny Edwards at 9514 3544 or email Jenny.Edwards@uts.edu.au.

Yours Sincerely

Megha Sachdeva

Mobile: 0433 188 258

Renu Agarwal

From: Megha Sachdeva <Megha.Sachdeva@student.uts.edu.au>
Sent: Friday, 23 September 2011 8:11 AM
To: Renu Agarwal
Subject: FW: 25th ANZAM Conference 2011 - Manuscript ID ANZAM2011-399.R1 ACCEPTED

From: onbehalfof+renuagarwal+bigpond.com@manuscriptcentral.com
[onbehalfof+renuagarwal+bigpond.com@manuscriptcentral.com] on behalf of renuagarwal@bigpond.com
[renuagarwal@bigpond.com]
Sent: Friday, 23 September 2011 8:10 AM
To: Megha Sachdeva
Subject: 25th ANZAM Conference 2011 - Manuscript ID ANZAM2011-399.R1 ACCEPTED

22-Sep-2011

Dear Ms. Sachdeva:

It is a pleasure to accept your final manuscript entitled "INNOVATION EXPERIENCE: WHAT DOES INNOVATION MEANS TO PRACTISING ORGANISATIONS?" for publication in the 25th ANZAM Conference 2011.

If you have not done so already, please visit the conference website to register -
www.anzamconference.org/registration.asp

To confirm your acceptance to present at the 2011 ANZAM Conference, authors are required to register by Monday, 17 October 2011. Authors are required to register by this date to secure your inclusion in the Conference Program. If you experience difficulties in registering by this date please contact the Conference Managers or you risk being removed from the Conference Program.

Sincerely

Dr. Renu Agarwal
Stream Chair, 25th ANZAM Conference 2011

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PROGRAM**

Preliminary Program as at 14 November 2011

ANZAM Conference 2011 Monday 5th December 2011

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ANZAM Conference 2011 Tuesday 6th December 2011

0900 - 1700	Massey University Wallace Street	<p align="center">ANZAM Doctoral Workshop @ The Conference 2011 ANZAM Members are welcome to attend this workshop - Registration Required See http://www.anzam.org/events/doctoral-workshop-conference/</p>
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1330 - 1500	Block 7 Massey University Creative Campus Wallace Street	<p align="center">Pearson Master Class Are you the 'sage on the stage'? Crafting your own personal teaching philosophy statement Associate Professor Leisa Sargent <i>(Winner of the ANZAM Management Educator of the Year Award 2010)</i> ANZAM Delegates are welcome to attend this session (See http://www.anzam.org/events/doctoral-workshop-conference/)</p>
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1500 -1800	Chambers Foyer	Registration Desk Open
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ANZAM Stream		Stream Chair
FUTURE	The Future of Work and Organisations	<i>A/Prof Jane Bryson</i>
LEAD	Leadership and Governance	<i>Prof Thomas Clark and Dr Herman Tse</i>
CMS	Critical Management Studies	<i>Dr Todd Bridgman</i>
ESB	Entrepreneurship, Small Business and Family Enterprise	<i>Dr Herb de Vries</i>
GDO	Gender and Diversity in Organisations	<i>Dr Sanna Malinen and Dr Sarah Wright</i>
HRM	Human Resource Management & Development	<i>Prof Rowena Barrett and Mr Russell Wordsworth</i>
INT	International Management	<i>Prof Fang Cooke</i>
STR	Strategic Management	<i>Dr Renu Agarwal</i>

ANZAM Stream		Stream Chair
CHNG	Organisational Change	<i>A/Prof Leisa Sargent and A/Prof Venkataraman Nilakant</i>
MED	Management Education and Development	<i>A/Prof Edwina Pio</i>
MKT	Marketing and Communication	<i>Dr Helen Stuart</i>
OB	Organisational Behaviour	<i>Prof Lee Di Milia and A/Prof Colleen Mills</i>
PSN	Public Sector and Not-for-Profit	<i>Prof Liz Fulop and A/Prof Anneke Fitzgerald</i>
RM	Research Methods	<i>Prof Ken Parry</i>
SSM	Sustainability and Social Issues in Management	<i>Dr Mario Fernando and Dr Lucie Ozanne</i>
TIM	Technology, Innovation and Supply Chain Management	<i>A/Prof Terry Sloan</i>

The program is correct at the time of publishing. The organisers reserve the right to delete, modify or alter items from the program or to delete, modify or alter any aspect of the Conference timetabling and delivery at their sole discretion and without notice. Neither the host organisation nor the meeting organisers will accept any liability for any loss or inconvenience caused to any party consequent to such changes.

ANZAM Conference 2011 Wednesday 7th December 2011

0700 - 0900 **Arrival Tea & Coffee / Registration**
Chambers Foyer

0900 - 0950	The Ballroom	Opening Ceremony	<p>Maori Welcome (Mihi Whakatau) Opening Address by Dr Rod Carr, Vice-Chancellor, University of Canterbury Maori Cultural Performance (Kapa Haka) - Te Hā ō Poneke <i>Chaired by Associate Professor Kevin Voges, University of Canterbury and Associate Professor Bob Cavana, Victoria University of Wellington, ANZAM 2011 Conference Co-Chairs</i></p>
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0950 - 1000 **Short ("stand up") Break**

1000 - 1100	The Ballroom	Plenary Discussion	<p>ANZAM Keynote Panel Discussion on the Conference theme, "The Future of Work and Organisations" Mr Hugh Fletcher, Former CEO, Fletcher Challenge Limited, and Former Chancellor, University of Auckland Dr Rod Carr, Vice-Chancellor, University of Canterbury Associate Professor Darl Kolb, Associate Professor of Management and International Business, University of Auckland Business School <i>(Chaired by Professor Charmine Härtel, Management Cluster Leader and Professor of Management, UQ Business School, University of Queensland)</i></p>
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1100 - 1130 **Morning Tea**
Chambers Foyer

1130 - 1250 Concurrent Sessions One

Room	Ballroom A	Ballroom B	Amora 1	Amora 2	Amora 3	Amora 4	Chambers 1	Chambers 2	Chambers 3	Chambers 4	Chambers 5	Boardroom 2
Stream	LEAD 1	TIM 1	OB 1	WORKSHOP A	INT 1	WORKSHOP B	HRM 1	MED 1	ESB 1	CMS 1	CHNG 1	MKT 1
Chair												
1130 - 1150	026 Gordon - Leadership and individual cognitive differences in followers: Lessons from a consideration of distributed leadership	052 Abdul Kadir, Tam & Ali - Supplier selection of dependent suppliers: Case studies in the Malaysian automotive industry	353 Mitchell, Parker & Giles - Who am I? And how do I feel? Understanding interprofessional team performance through social identity and mood	Strategies for Improving Research Performance <i>Professor Delwyn Clark, University of Waikato</i> <i>Professor Gael McDonald, Deakin University</i>	335 Hadwick - Should I use GLOBE or Hofstede? Some insights that can assist cross-cultural scholars, and others, choose the right study to support their work	Scenario Thinking for Possible and Plausible Futures of Work, Organisation, Society and Environment <i>Professor George Cairns, RMIT University</i>	240 Caines & Bordia - Exploring organisation image in the public sector: Towards an employee value proposition for engineers and technical officers	448 Matthews & Wrigley - Design and design thinking in business and management education and development	130 Shaw, Tsai, Liu & Amjadi - The ontology of entrepreneurship: A Heideggerian perspective	101 Vickers - The sham face of organisational support: Workplace adversity and the "rational" organisational response	068 Marciano, Dawson, Mclean, Sykes & Zanko - Change and wicked problems in health care transitioning	024 Menzies & Nguyen - An exploration of the motivation to attend for spectators of the Lexmark Indy 300 Champ Car Event, Gold Coast
1150 - 1210	055 Howieson - Crisis averted versus crisis created: Can social construction explain the leadership style of Barack Obama during the BP Deepwater Horizon crisis?	236 Beckett & Chapman - Understanding the value chain imperatives for new technology implementation: An Australian R&D case	262 Bambacas - Job embeddedness and employee adjustment contribute to employee retention		340 Roxas, Chadee & Pacoy - Government institutions and performance of firms in a developing economy: Is there a direct link?		243 Schloderer & Schwaiger - Why reputation? Return on corporate reputation in the recruitment market	453 Golsby, Cavaye & Fisher - Enhancing employability of business students through active learning: An exploration of first year student perceptions	410 Gordon - Venture creation action is a means rather than an end	324 Clegg - How to preserve the identity of the Champs Elysées?	170 Gates & Steane - Healthcare reform in Australia and New Zealand over recent decades: Part B - Australia	214 Hossain, Quaddus, Shanka & Hossain - Perceived quality, satisfaction, and loyalty at the destination level of Cox's Bazar, Bangladesh
1210 - 1230	064 Parry - Toward the charismatic leadership narrative in organisations	462 Sayuti - Critical determinants of buyer-supplier relationships in agile supply chain: An assessment using the Analytical Hierarchy Process (AHP)	459 Caillard - Learning to be a lawyer in changing times		345 Ang & Benischke - Mimetic adoption of alliances and acquisitions and the moderating effects of normative and regulatory distance: Evidence from emerging economy MNCs		267 Martin, Farndale, Paaue & Stiles - A corporate governance lens on Strategic Human Resources Management (SHRM)	465 Golsby & Gleeson - Improving student learning in business schools: Student perceptions of the use of 'live' case studies	461 Thornton - Leadership behaviour and entrepreneurial attitude as predictors of business outcomes within business incubators: A conceptual model	354 Taylor, Coronado & Fallon - Learning from Third Sector engagement with business: Uncovering meaning for Critical Management Studies in the field	299 Tywoniak & Fray - Professional role identity reconstruction: The interplay of framing and agency	436 Alexander & Chapman - Emotive satisfaction, competitiveness and leveraging end-consumer value: Intangible end-consumer value perceptions in a natural product value chain
1230 - 1250	248 Westerlaken & Woods - An examination of the relationship between psychopathic traits and transformational and transactional leadership	371 Sivaprakasam & Agarwal - Service innovation – lessons from modularization and open innovation – a new service value	072 Mazur, Pisarski & Ashkanasy - Person-environment fit: Project leader-stakeholder relationships in a complex project environment		417 Borghoff - The contribution of information and communication technologies (ICT) to the globalisation of small and medium-sized firms from Asia/Pacific		269 Susomrith & Brown - HRM outsourcing processes in Australian organisations	468 Segal - The 1908 wood line strikes in Western Australia: causes and consequences	454 O'Neill, Hicks, McGovern, Small & Nguyen - Comparisons of Lean in healthcare: Comparing UK and Australian hospitals' experiences	452 Holdershaw, Gendall & Yuanindya - Country of manufacture: Effect on consumers' purchase decisions		

Lunch, includes special lunch for new ANZAM Members Chambers Foyer												
Concurrent Sessions Two												
Room	Ballroom A	Ballroom B	Amora 1	Amora 2	Amora 3	Amora 4	Chambers 1	Chambers 2	Chambers 3	Chambers 4	Chambers 5	Boardroom 2
Stream	LEAD 2	TIM 2	OB 2	FUTURE 1	STR 1		HRM 2	MED 2	SSM 1	CMS 2	GDO 1	PSN 1
Chair												
1250 - 1400												
1400 - 1420	120 Ab Ghani, Galbreath & Evans - Work experience and whistle-blowing intention: The mediating role of ethical reasoning	102 Li & Maani - A supply chain paradox	075 Treuren & Warnes - Does Corporate Social Responsibility make a difference to employee attitudes?	007 Peluchette, Karl, Coustasse, Rutsohn & Emmett - Professionalism and social networking: Can patients, physicians, nurses, and supervisors all be 'friends'?	030 Mamouni Limnios & Mazzarol - Resilient organizations: Offense versus defense	Mixed Methods SIG Launch <i>Hosted by Dr Roslyn Cameron, Central Queensland University, and Professor Ray Cooksey, University of New England</i>	053 Harris, Walker & Olsen - Employee participation and the role of health and safety representatives: Legislation, literature and role enactment	043 Lyons - Supply, demand and status: An assessment of higher education reform on early childhood education	469 Higgins, Milne & VanGramberg - The state of play: Sustainable development reporting in Australia	140 Hassard - Paradigms regained: Theorizing the contemporary status of Management and Organization Studies	058 Jogulu & Parris - Asia-Pacific immigrant managers in Australia: Their views about career	038 Mazzarol, Mamouni Limnios & Reboud - Co-operative enterprise: A unique business model?
1420 - 1440	256 Kainzbauer - Manager-subordinate relationships in Thailand: Parameters of trust and trust-building	342 Huang, Wu & Liu - Generic technology, modular design and strong network governance as a follower's early strategy: The case of MediaTek	111 Grobler - Integrity in the South African Police Service: The role of organisational climate and dispositional variables	077 Fachira, Sayers & Chen - Subtext and play-text in a hairdresser online discussion forum	031 Mamouni Limnios & Mazzarol - Resilience pathways: The Ford Motor Co. case		116 Tappin, Bentley & Jackson - Organisational safety culture: Perceptions and practice of New Zealand OHS managers and advisors	105 Connell & Ryan - Women and management education: Has anything changed?	129 Pavlovich - Conscious enterprise: Integrating spirituality and purpose	172 Wilson - Interpreting and operationalising Foucault: A case study	137 Molineux - The impact of positive thinking and other techniques in transition from work to home situations for reducing work-life conflict	039 Kim - Revealing common attributes of organisational identities using performance management systems
1440 - 1500	314 Webster, Brough, Daly & Myers - Consequences of toxic leadership behaviours: A qualitative investigation	387 Doevendans - Quality management issues in the New Zealand pipfruit industry: Findings from a quality management study	238 Yousaf, Sanders & Abbas - Assessing the role of HR system strength as moderator to the high performance work system – Employee outcomes relationship	147 Siedlok - The process of practice development and the emergence of collaborative communities	117 Kriauciunas & Shinkle - The persistence of institutional imprints		201 Bentley, Catley, Forsyth & Tappin - Workplace violence in New Zealand: Results from the 2011 Workplace Violence Survey	208 McCarthy & Ahrens - Challenges of the coaching manager	423 Chowdhury & Fernando - The effects of spiritual well-being and materialism on consumers' ethical beliefs: Evidence from Australia	222 Barratt - Interrogating critique – Historical reflections and contemporary challenges for the Management critic	432 Brougham - When the minority becomes the majority: The implications of New Zealand's changing demographics	069 Howieson, Walsh & Sugden - Mutuality, empowerment and the health-wealth model: The Scottish context
1500 - 1520	329 Prideaux - Choosing a career in Papua New Guinea: A context of leadership barriers	195 Gibb & Sinha - Exploring and exploiting service design: Competitive implications	313 Russ, Dadich & Sloan - Memes and organisational culture: What is the relationship?	175 Fang, Zhang & Li - Forster knowledge sharing in teams	401 Liao, Galvin & Rice - Applying a Darwinian evolutionary logic to the dynamic capabilities view		263 Bambacas - Employees' well-being and job embeddedness: A Malaysian study	215 Cohen - Superannuation contributions and age cohorts – estimating the risk in retirement benefits for Australia employees	434 Woods & Lamond - Junzi and Rushang: A Confucian approach to business ethics in a contemporary Chinese context	455 O'Mahoney - Embracing essentialism: A realist critique of resistance to discursive power	341 Sav, Harris & Sebar - Work-life interference among working Australian Muslim men: Where religion and culture unite	145 Kallio & Kuoppakangas - Bandwagoning municipal enterprises: Institutional isomorphism and the search of the third way
1520 - 1540	440 Somboonpakorn - Effects of shared leadership on team effectiveness in the healthcare industry		407 Shariff, Armstrong & Foley - Enhancement of organisational capabilities for successful service delivery of mass sports programs	202 Cotronei-Baird - Examining the role of team wikis and team collaboration: A student perspective	430 Wu & Paul - Achieving competitive advantage by balancing different stakeholder demands		362 Rodwell & Fernando - Evening shift can be detrimental, but morning people often have better mental health irrespective of shift: An investigation of shift and chronotype across three different nursing contexts	219 Blackman, Benson & Dickson - Why human capital legacy will not be sustained: A knowledge management perspective			445 Muchiri - Linking demographic diversity to organisational outcomes: Some preliminary findings	131 Brunetto, Farr-Wharton & Shacklock - Supervisor-nurse relationships, training, empowerment and patient role ambiguity for nurses: Australia and England
1540 - 1610	Afternoon Tea											

1610 - 1730												
Concurrent Sessions Three												
Room	Ballroom A	Ballroom B	Amora 1	Amora 2	Amora 3	Amora 4	Chambers 1	Chambers 2	Chambers 3	Chambers 4	Chambers 5	Boardroom 2
Stream			OB 3	FUTURE 2	STR 2	WORKSHOP C	HRM 3	MED 3	ESB 2	WORKSHOP D	RM 1	MKT 2
Chair												
1610 - 1630			008 Hornung - The role of self-determination in dual processes of intrinsic motivation and health impairment: An empirical integration	161 Mansi - Meditation and workplace creativity: A potential relationship	464 Luo, Tseng & Liao - An empirical study of the patterns of competitive dynamics in the smart phone industry	Addressing Tragedies of the Commons and Anti-Commons – A Systems Approach <i>Professor John Davies, Victoria Management School</i> <i>Dr Arun Elias, Victoria Management School</i>	033 Bahn & Barratt-Pugh - Construction induction training: How effective for the housing and civil construction industries in WA?	297 Duncan, Krivokapic-Skoko, Tilbrook & Chopping - Academic time diaries: Measuring what Australian academics actually do	323 Singh, Corner & Pavlovich - The grief of venture failure	Contemporary Issues and Challenges in International Human Resource Management <i>Dr Anthony McDonnell, University of South Australia</i> <i>Professor Peter Dowling, La Trobe University</i> <i>Professor Fang Lee Cooke, Monash University</i>	090 Simpson - The rigour-relevance research debate: A practitioner perspective	260 Gillett, Trischler & Sinnewe - A service design framework for doctoral program management
1630 - 1650		049 Kiazad, Seibert & Kraimer - Psychological contract breach and OCBs: Moderating effects of organizational embeddedness	162 Hui & Sue-Chan - How self-regulatory focus and cognitive learning strategies affects individual adaptive performance: Moderating role of coaching behaviour	376 Healey - The 2010 and 2011 Canterbury Earthquakes and organisational learning at the University of Canterbury: Does practice make perfect?	035 Wallace, Lings, Sheldon & Cameron - Attracting young engineers to the rail industry in Australia		370 Rasmussen - Practitioner relevance of academic research	366 Singh & Pavlovich - Being resilient when experiencing venture failure	375 Cameron - An analysis of quality criteria for qualitative research		276 Hemphill & Kulik - Can brand equity help nonprofit employment services find jobs for people with disabilities?	
1650 - 1710		056 Jackman - Client service and court safety	255 Du Toit - Role of innovation in the career satisfaction of knowledge workers: A South African case study	414 O'Kane, Cunningham, O'Reilly & Managematin - Persistence and flexibility of publicly funded principal investigators in science, engineering and technology	213 Jørgensen - Designing and organizing work outside of the box: Opportunities for knowledge acquisition from social network sites		083 Fisher, Valenzuela & Whale - Social presence in the online learning environment	009 Worku - The role of the informal financial sector in promoting small and medium sized enterprises in Ethiopia	405 Shaw & Malik - The phenomenology of union decision-making: A new way to enquire into reality		374 Le & Fujimoto - A participatory model for ethnic audience development for the arts	
1710 - 1730		165 Aggarwal - Examining links between LMX, job characteristics, psychological contract breach and work engagement: An integrative perspective	361 Mulligan, Hrivnak & Kenworthy - Reaping the benefits of employee training investments: A proposed model to guide future training transfer research	460 Sullivan-Taylor & Branicki - Safety in numbers: An examination of inter-organizational relationships under conditions of extreme strategic uncertainty	034 Barrett, Bahn & Mayson - A 'once in a generation opportunity'? Narratives about the potential impact of OHS harmonisation on smaller firms in Australia		446 Thozhuvanoor - An exploratory study on executive management education through technology mediated distance learning in India		480 Tinirau & Gillies - Utilising Māori research methodologies in Māori business contexts		400 Veyhl, Thoma & Wilkinson - The global account manager as multidimensional leader: Skills required to master leadership challenges	
1730 - 1750	Break											
1750 - 1900	Welcome Reception Chambers Foyer <i>Welcomed by Professor Ross Chapman, Professor of Management and Head of Deakin Graduate School of Business, Deakin University, President of ANZAM</i>											

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ANZAM Conference 2011 Thursday 8th December 2011

0900 - 0945	Ballroom	Keynote Speaker	ANZAM Distinguished Keynote Speaker - Professor Loizos Heracleous Professor of Strategy and Organisation Warwick Business School (Chaired by Professor Claire Massey, Professor of Enterprise Development and Head of School of Management, Massey University)									
0945 - 1030	Ballroom	Keynote Speaker	New Zealand Distinguished Keynote Speaker - Professor Sir Paul Callaghan Alan MacDiarmid Professor of Physical Sciences, University of Wellington (Chaired by Professor Sally Davenport, Victoria Management School, Victoria University of Wellington)									
1030 - 1100	Morning Tea											
1100 - 1220	Concurrent Sessions Four											
Room	Ballroom A	Ballroom B	Amora 1	Amora 2	Amora 3	Amora 4	Chambers 1	Chambers 2	Chambers 3	Chambers 4	Boardroom 1	Boardroom 2
Stream	LEAD 3	TIM 3	OB 4	WORKSHOP E	PSN 2	CHNG 2	HRM 4	MED 4	ESB 3	WORKSHOP F	CMS 3	MKT 3
Chair												
1100 - 1120	160 Sheahan & Young - A case study on open disclosure in Australian private hospitals: A governance perspective on the management and regulation of liability risk	005 Ip & McGrath - Innovation in open, online product development forums: A pilot study	062 Bindl & Parker - Meaning regulation at work: How emotions impact on the future of organisations	Career Development Workshop for Early Career Researchers <i>Professor Nigel Healey, Nottingham Trent University, UK</i> <i>Professor Ross Chapman, Deakin Graduate School of Business</i> <i>Professor Loizos Heracleous, Warwick Business School, UK</i>	128 Martin, Howieson & Bushfield - Towards a better understanding of clinical leadership in healthcare systems: The case of the NHS in the UK	192 Edwards - The growth paradox and organisational futures	041 Lee & Hempel - The perceptions and practices of Chinese managers towards performance appraisal	013 Retna - Understanding mindset as a precursor to learning: Group work in management education	169 Coetzer, Redmond & Sharafizad - Decision making regarding employee access to training and development in medium-sized enterprises	Spiritual Dimensions of Leadership: An Experiential Approach <i>Mr Vivek Sharma, RMIT University</i>	228 Dowling & Martin - Illuminating the work-life interface: A grounded theory of organisational identification among MNC subsidiary employees	086 Malawi Arachchige & Takashima - Online mass customization in developing countries: The effect of consumer product and process knowledge on personalized recommendations
1120 - 1140	232 Heenetigala & Armstrong - The value of corporate governance to small businesses in Australia	193 Liao, Tsai & Hsu - The curvilinear relationships between knowledge integration mechanisms and new product innovativeness: A contingent link	104 Tse, Lam & Lawrence - Coworkers' leader-member exchanges, social comparison orientation, and interpersonal emotions and perceptions		458 Muchiri - Leading through social processes: Some findings from public sector organisations	286 Yang, Cheng, Young & Li - A dynamic model of entrepreneur beliefs: A case study of a SMT firm	174 Treuren - Job embeddedness as a mediator of the relationship between work and family conflict and leaving intention	188 Jayashree, Mitra & Rabah - Changing mindsets: Stimulating deep learning through innovative case assessment involving peers	212 Gunaratne & Lee - How can individualised support that is context compatible be delivered to small and medium sized enterprises?		156 Ouppara, Vickers & Fallon - Reflecting on the rhetoric of Corporate Social Responsibility: A case study of inter-organizational bullying	089 Gojnic - Facebook: It has our attention but can it deliver eCommerce?
1140 - 1200	197 Jacqueri - Defence governance and strategic leadership within the Commonwealth: An investigative model for New Zealand, Canada and Australia	301 Sheffield, Lemetayer & Ahimbisibwe - What works when? Exploring contingency in software development methodology	126 Haar & Brougham - Organizational-based self esteem and work outcomes: A within country comparison		153 Proctor-Thomson, Smith & Schaenzel - Role and identity in volunteer management	359 Rogerson - Rivers and puddles – Metaphors for explaining the need for continuous change and development in modern organisations	247 Martin, ODonohue & Dawkins - Psychological capital at the individual and team level: Implications for job satisfaction and turnover intentions of emergency services volunteers	277 Taylor, Fallshaw, Lawson, Zanko & Papadopoulos - Tools for professional learning in business education	272 Clark & Douglas - Micro-enterprise reach: The importance of key resources for home-based business sales		251 Wickramasinghe - The invisible hand of culture, power and politics on business strategy: Lessons from observations at industry and firm level from a developing country context	237 Ismail - Predicting consumers' acceptance of mobile marketing in Malaysia: An empirical analysis
1200 - 1220	210 Wong & Wickham - Exploring an Australian state government's management of dissenting stakeholder groups	388 Elias & Mathew - Offshore IT outsourcing between India and New Zealand: A systemic analysis	346 Collins, Jordan, Troth & Lawrence - Affect convergence in groups: The role of group composition		295 Karsaklian & Fee - Understanding motivations for international volunteering through the lens of consumer behaviour: An exploratory framework	476 Mills - Facing the future: Engagement and resistance in the face of new organisational structures	356 Chak, Nesbit & Ahlstrom - Why do employees leave their current employers? Beyond job dissatisfaction	339 Boyle & Mitchell - When is feedback helpful to student learning?	279 McKeown - Drawing the threads together – a consilience framework view of independent contractors		311 Walker - 'Beyond the water cooler' in knowledge-intensive workplaces: Power, politics, and the work-alcohol relationship	280 Rahman, Sloan & Low - Factors that affect user adoption on m-commerce in developing countries using the extended Technology Acceptance Model (TAM)
1220 - 1330	Lunch											
	POSTER SESSION - Chambers Foyer (Dr Susanne Bahn of Edith Cowan University invites those delegates interested in setting up an Occupational Health and Safety Special Interest Group to meet in Chambers 2)											

1330 - 1510												
Concurrent Sessions Five												
Room	Ballroom A	Ballroom B	Amora 1	Amora 2	Amora 3	Amora 4	Chambers 1	Chambers 2	Chambers 3	Chambers 4	Boardroom 1	Boardroom 2
Stream	WORKSHOP G	TIM 4	OB 5	FUTURE 3	PSN 3	STR 3	HRM 5	MED 5	WORKSHOP H	INT 2	SSM 2	
Chair												
1330 - 1350	<p>Meet the Editors <i>Professor Mustafa Özbilgin</i> - Editor in Chief, British Journal of Management <i>Professor Bill Harley</i>, University of Melbourne - Journal of Management Studies <i>Professor Charmine Härtel</i>, University of Queensland Business School - Journal of Management & Organization; Journal of Managerial Psychology <i>Professor Neal Ashkanasy</i>, University of Queensland Business School - Journal of Organizational Behaviour; Academy of Management Review <i>Professor Loizos Heracleous</i>, Warwick Business School, UK - Academy of Management Journal; Organization Studies <i>Professor Peter Dowling</i>, La Trobe University - International Journal of Human Resource Management <i>Professor Fang Lee Cooke</i>, Monash University - Asia Pacific Journal of Management <i>Professor Peter Jordan</i>, Griffith Business School - Australian Journal of Management <i>Associate Professor Bob Cavana</i>, Victoria University of Wellington - System Dynamics Review; New Zealand Journal of Applied Business Research</p>	217 Jayaratne, Styger & Perera - Sustainable supply chain management – using the Sri Lankan tea industry as a pilot study	239 Lee, Kao & Lin - Newcomers' organizational identification and proactive behaviors: Regulatory foci as moderators	394 Zhang, Dowling & Zhu - Temporary agency employment in China: Characteristics, challenges and a future research agenda	449 Kluvers - Performance and motivation in a not-for-profit organization: An examination of stewardship theory	253 Jaynes - The making of strategic change: A discourse perspective	226 Westerlaken, Jordan & Ramsay - Does sense of entitlement predict desire for vengeance?	012 Menzies & Baron - Transition of international postgraduate students: Friends and societies	<p>Challenges Facing Small Businesses in Australia <i>Dr Kumudini Heenetigala</i>, Victoria University, Australia <i>Dr Rodney ConFoo</i>, Victoria University, Australia <i>Mr Yong Qiang Li</i>, Victoria University, Australia <i>Professor David Lamond</i>, Victoria University, Australia</p>	337 Rehring, Sinha, Akoorie & Gibb - Entrepreneurial leadership and sustained international growth: A longitudinal case study	357 Bressan, Duarte & Banerjee - Perceptions of environmental and social responsibility from managers/ owners of micro, small and medium enterprises in the Greater Western Sydney Region	
1350 - 1410		377 Shamsuddoha, Klass & Quaddus - A simulation supply chain model for a sustainable and environment friendly poultry industry: Insights from Bangladesh	275 Ghadi, Fernando & Caputi - Transformational leadership and work-related outcomes: Exploring the mediating role of meaning in work and work engagement	023 McKeown & Cochrane - Submissions to the Australian Building and Construction Commissioner Inquiry: Identifying the missing voices	132 Came - Transforming institutional racism in healthcare management in Aotearoa New Zealand	315 Bignoux & Gray - Social control and suppliers	029 Holland, Cooper & Pyman - Employee voice and trust	067 Varhegyi & Jepsen - Assessing student attitudes towards postgraduate study		100 Li, Cui & Li - Low-level management control and emerging economy firms' cross-border knowledge-transfer	392 Kadirov & Varey - Bad faith and marketing ethics: Towards existential theory of authentic marketing management	
1410 - 1430		467 Prajogo & Klassen - The effect of green innovation on firm's performance – Comparing manufacturing and service organisations in Australian context	291 Merrington, Gillespie, Ferrin & Dietz - How do leaders repair trust? An examination of trust repair during the UK expenses scandal	032 Becker, Hyland & Soosay - Attraction and retention in rural and remote communities	198 Curry, Prodan, Dadich, Fitzgerald & Sloan - Combining patient journey modelling and visual multi-agent computer simulation: A conceptual approach to improving knowledge translation in a hospital outpatient department	317 Li - The antecedents of brand building for contract manufactures	048 Ahmed, D'Netto & Bordia - Perceptions and impact of psychological contract breach among bank employees in Bangladesh	385 von der Heidt, Lamberton, Morrison & Wilson - Does the Bachelor of Business curriculum reflect the sustainability paradigm shift? Interim results from a study of first-year subjects		189 McDonnell, Lavelle & Gunnigle - Human resource management in multinational enterprises from a late industrialising economy	408 Rahaman, Chew & Sandhu - CSR communication initiatives among Malaysian firms	
1430 - 1450		054 Mazzarol, Reboud & Soutar - Small firm commercialisation: Findings from a number of OECD countries	338 Ng - An instrumental perspective to examining the abusive supervision phenomena	176 Ryan, Bhattacharya & McNeil - Academic work: A sessionalised future?	258 Fulop, Fitzgerald, Campbell, Carter, Chapman, Dadich, Ditton, Edwards, Eljiz, Fawkes, Hayes, Herington, Isouard, Karimi, Kewley & Smyth - The Brilliance Project in Healthcare: An exploratory study	305 Ozdemir - Syndication behaviors in the US venture capital industry: A social capital perspective	229 Catley, Bentley, Forsyth, Cooper-Thomas, Gardner, O'Driscoll & Trenberth - Managing workplace bullying in New Zealand: Perspectives from Occupational Health and Safety practitioners	435 Storer, Noonan, Heath & Murray-Prior - Facilitated learning and adaptive systems for building business sustainability: The Farm Business Resilience Program for WA Farmers		478 Sullivan-Taylor, Suzanne, Collinson & Easterby-Smith - SMEs: Surviving the Chinese 'war for talent'	420 Bouvain & Chen - Corporate Social Responsibility and brand value - Is doing good linked to the value of a brand?	
1450 - 1510		406 Jabar & Soosay - Evaluating technology transfer and the performance of manufacturing SMEs			094 Shuaid, Vitalis, Walker & Thimasam-Anwar - The relationship between the rural background of general medical practitioners and their likelihood of practicing in rural New Zealand	307 Ozdemir, Moran, Zhong & Bliemel - Brokerage, cohesive networks and the generation of social capital	264 VanGramberg, Bamber, Teicher & Cooper - Efficiency, justice and voice: A proposed model to effectively prevent and settle workplace disputes	018 Menzies & Baron - The postgraduate mentoring program at Deakin University and international student transition		433 Ng - Abusive supervision and subordinate's outcomes – The moderating role of power distance		
1510 - 1540												Afternoon Tea

Heads of Schools of Management Network Meeting (1230 - 1830)

1540 - 1720												
Concurrent Sessions Six												
Room	Ballroom A	Ballroom B	Amora 1	Amora 2	Amora 3	Amora 4	Chambers 1	Chambers 2	Chambers 3	Chambers 4	Boardroom 1	Chambers 5
Stream	LEAD 4	TIM 5	OB 6	WORKSHOP I	PSN 4	STR 4	HRM 6	HRM 7	ESB 4	WORKSHOP J	SSM 3	RM 2
Chair												
1540 - 1600	148 Huse - The "Golden Skirts": Changes in board composition following gender quotas on corporate boards	057 Lai, Lui & Tsang - Knowledge transfer and innovative behavior in multiunit organizations: Rediscovering the role of knowledge outflows	209 Pisarski, Ashkanasy, Zolin, Hatcher, Mazur & Chang - A multi-level model of leadership in complex project management	<p>'Brilliance' in Healthcare: Setting up a Research Agenda to Capture Excellence in Health Care Management</p> <p><i>Professor Liz Fulop, Griffith Business School</i></p> <p><i>Associate Professor Anneke Fitzgerald, University of Western Sydney</i></p>	046 McDonald & Young - Mapping the path of a sustainable cross-sector partnership	022 Jones - Global gigatrends and the silence of strategic management	118 Bonias, Bartram & Leggat - Benefits and barriers of clinical engagement: A qualitative study of perceptions of medical practitioners and human resource managers in three Victorian public hospitals		125 Ruskin & Webster - Creating value for others: An exploration of social entrepreneurs' motives		004 Galbreath - Is climate change really a threat to business? Exploratory evidence from the wine industry	390 Salomone, Hyland & Murphy - Perceptions of data quality dimensions and data roles
1600 - 1620	151 Nicholson, Pugliese & Bezemer - Opening up the black box: An exploratory study of directors' interactions during board meetings	081 Liu, Lui & Luo - Knowledge exploration and innovation: An inverse S-curve hypothesis	334 McCormack, Djurkovic, Casimir & Choy - The bullying of apprentices and trainees in the workplace: A review of the literature		350 Peter - A risk management model for home ownership: Not for profit organisations	044 Shinkle, Kriauciunas, Gary & Hodgkinson - Are organizational goals influenced by economic institutions? Yes!	157 Peluchette, Gunkel, Schlaegel, Langella & Reshetnyak - A cross-cultural investigation of students' career planning	254 Abbas, Waheed & Yousaf - Examining the effects of perceived investment in employee development and performance appraisal satisfaction on employee outcomes	084 Ye, Parris & Waddell - Founders' view on succession in the Chinese-Australian family businesses		050 Sharma & Kelly - Advancing sustainability in accounting education and management control systems	080 Faris - Qualitative start and quantitative end
1620 - 1640	261 Jaswadi, Billington & Sofocleous - Corporate governance and accounting irregularities: Evidence from the two-tiered board structure in Indonesia	098 Li, Arthanari & Zhou - Leveraging supply chain relationships – A systemic perspective	351 Moura, Troth & Jordan - Triggers for expressions of anger by men at work		382 Kluvers - Factors influencing whistle-blowing in South African local government	002 Galbreath - Are boards on board? A theory of corporate board influence on sustainability	328 Cavanagh & McNeil - The Australian phenomenon that is the Men's Sheds: An exploratory study of the impact of HRM on men's participation in two Men's Sheds	349 Fishwick - The research-practice gap in Australian graduate selection: A bridge too far?	150 Hougaz & Betta - From entrepreneurial enterprises to dynastic organizations: An investigation into the transformation of family businesses in Australia		142 Zhou - Defining materiality in sustainability context: A review and critique	257 Tallberg & Boyle - Applying crystallisation to organisational research
1640 - 1700	352 Huang, Li & Hsieh - Executive compensation, corporate governance and firm performance: Evidence from China	270 Hsu, Tsai & Fang - Knowledge integration mechanisms and new product performance: The moderating role of matching product innovativeness with environmental context	479 Nguyen, Nguyen, Tran & Nguyen - Marketers' psychological capital and performance		146 Goldfinch - What public servants really think of e-government	184 Chang, Seetoo & Li - The governance structure of the triad relationship of '2nd tier supplier – 1st tier supplier – a focal firm' in a supply chain	066 Becker, Fleming & Keijsers - E-learning in traditional industries: Balancing the preferences of an ageing workforce with the expectations of a technology-savvy generation	196 Loomes - The aging workforce: How can Australian universities address future workforce challenges?	441 Hsu & Li - The effect of credit risk level on the earnings behaviors		252 Wickramasinghe - Competing for carbon constrained economy: A strategic climate change framework	259 Billsberry, Talbot & Ambrosini - Using causal mapping to find new avenues for organizational fit research
1700 - 1720	231 Lokuwaduge & Armstrong - Assessment of good governance in the Australian university sector	402 Perrons - When is a spinoff the best way to pursue a radical innovation? Insights from Shell Technology Ventures			178 Dadich, Burton & Soboleva - Intoxicated on Twitter: The role of social media in the marketing of alcohol	017 Chew, D'Netto & Bordia - A multi-level conceptual framework to internationalize higher education		470 Ferrer - "Lets get engaged!" The antecedents of academic work engagement in Australian universities	186 Abdul Kohar, McMurray & Peszynski - Motivations for venturing into ICT-based businesses amongst Malaysian Bumiputera (indigenous) entrepreneurs			
1720 - 1900	Break											
1900 - 1930	Conference Dinner											
1930 - 2330	Mac's Brew Bar on Wellington's Waterfront (Pre Dinner Drinks commence at 1900)											

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ANZAM Conference 2011 Friday 9th December 2011

0900 - 1020											
Concurrent Sessions Seven											
Room	Ballroom A	Ballroom B	Amora 1	Amora 2	Amora 3	Amora 4	Chambers 1	Chambers 2	Chambers 3	Chambers 4	Boardroom 1
Stream	WORKSHOP K	TIM 6	OB 7	FUTURE 4	WORKSHOP L	MKT 4	HRM 8	MED 6	ESB 5		GDO 2
Chair											
0900 - 0920	Serious Games Involving Multinational Companies to Introduce Business Education <i>Professor Daniel Tixier, Fast Moving Consumer Goods Chair, ESSEC Business School Paris Singapore</i>	106 Preutisrunyanont, Hicks, McGovern & Small - An analysis of the development of the capability to implement and sustain Lean: A case study based approach	107 Leung - Leadership styles and followers' motivation to behave proactively: A social cognitive perspective	079 Au, Ahmed & Tee - Phenomenological exploration of competing work-life metaphors	Pedagogical Innovation in Behavioral Decision Making: Engagement with Neuroscience <i>Dr Jim Sheffield, Victoria Management School, Victoria University of Wellington</i>	211 Brennan & Payne - The influence of product display format on choice	141 Kühlmann - Never change a winning team: Transferring HRM practices from German parent companies to Chinese subsidiaries	200 Kenworthy, Hrivnak & Mulligan - Do sweat it: Using a fitness session as an introduction to research on the relationship between physical and mental states	074 Fan & Cui - Social ties, absorptive capacity, entrepreneurial orientation, and performance of SMEs in transition economy: A contingency framework		310 Darcy, Taylor & Green - Disability employment practice: An examination of the Australian Human Rights Commission complaint cases
0920 - 0940		163 Huang & Rice - Application of open innovation in regional clusters: Empirical evidence from Europe	177 Treuren - Individual differences and job search outcomes: Evidence from graduates of three degrees	091 Haar, Roche & ten Brummelhuis - A daily diary study of work-life balance: Utilizing a daily process model		234 Chen, Yang & Wang - Neuromarketing application to interpret communication effects of the advertisements	309 Okamoto & Teo - Japanese expatriates and their coping strategies in overseas Japanese companies	292 West & Ryan - A review of literature on training transfer motivation and psychological capital	152 Singh - Interplay between entrepreneurial characteristics, organizational structure, corporate culture and SME performance - Empirical results from Fiji Islands		395 Spoor & Hoye - Women in sport organisations: The role of top management attitudes toward gender equity and perceived organisational support
0940 - 1000		266 Sud-on, Teo Kok Yang & Jie - Impact of Agile Manufacturing on performance and competitive advantage in Thai automotive industry: A conceptual framework	185 Abdullah & Quaddus - Exploring indirect influences of team composition on team innovation: Qualitative evidence from parallel teams in Malaysian organizations	326 Alony, Hasan & Sense - Predicting turnover based on relationship diagnosis - lessons from marital research		383 Adizova, Kadirov & Kadirov - Effectiveness of non-traditional advertising: Intention gap and its antecedents	321 Lee & Sargent - Cultural values and career success: The role of the protean career orientation	312 Wong & Wood - The effects of metacognitive training and error management training on transfer performance in complex tasks	381 Bliemel - Entrepreneurial network development: The role of dormant relationships and luck		123 Barrett, Lewis & Dwyer - Effects of disclosure of sexual identity at work for Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI) employees in Queensland
1000 - 1020		413 Hossain & Quaddus - Factors influencing the mandatory adoption of RFID: An empirical investigation from Australian livestock industry	224 Liang, Kao & Lin - Psychological contract as a mediator of the influence of regulatory focus on newcomers' performance and turnover intention	290 Evans, Teo, Dadich & Wilson - Occupational stress and intention to quit of general practitioners: Propositions drawn from a literature review		422 Zippel & Wilkinson - Relationship selling strategies to increase cooperation from dominant retail channel partners: A conceptual framework	367 Bhanugopan & Fish - Employability and job fit in China: Perceptions of undergraduate students	241 Chandwani, Agrawal & Kedia - Fostering global mindset and global leadership: The concept of mindfulness	403 Kramer, Cesinger, Schwarzingler & Gelléri - Investigating entrepreneurs' dark personality: How narcissism, Machiavellianism, and psychopathy relate to entrepreneurial intention		
1020 - 1050	Morning Tea										
1050 - 1110	Ballroom	AWARDS	Stream Award Presentations								
1110 - 1150		ANZAM AGM	Australia and New Zealand Academy of Management Annual General Meeting								
1150 - 1250		25th ANZAM Anniversary Plenary	25th ANZAM Anniversary Presidents' Discussion Panel – "Reflections and Future Prospects for Management Education in Australia and New Zealand" Professor Delwyn Clarke , Associate Dean Research, Waikato Management School, University of Waikato Professor Ray Cooksey , Professor of Organisational Behaviour and Decision Making, School of Business, Economics and Public Policy, University of New England Professor Gael McDonald , Pro-Vice-Chancellor, Faculty of Business and Law, Deakin University Professor Ian Palmer , Pro-Vice-Chancellor (Business) and Vice President RMIT University <i>(Chaired by Professor Ross Chapman, Professor of Management and Head of Deakin Graduate School of Business, Deakin University, President of ANZAM)</i>								
1250 - 1400	Lunch										

1400 - 1520											
Concurrent Sessions Eight											
Room	Ballroom A	Ballroom B	Amora 1	Amora 2	Amora 3	Amora 4	Chambers 1	Chambers 2	Chambers 3	Chambers 4	Boardroom 1
Stream	LEAD 5	TIM 7	OB 8	FUTURE 5	STR 5	PSN 5	HRM 9	WORKSHOP M	ESB 6	INT 3	SSM 4
Chair											
1400 - 1420	155 Lockhart - Governance from New Zealand SMEs: Insights from the agricultural sector	364 Tran - Integration quality management for seaports in supply chains?	088 Mitchell - Are incentives necessary to encourage the sharing of knowledge?	409 Cramer, Parris & Saville - Generation Y talk about work-life balance: Not so different after all?	127 Biloslavo & Bagnoli - The effect of managing organisational dualities on efficiency and effectiveness of organisations	051 Rooney, Hughes & Mead - Intelligent accountability: An empirical study of the interaction between philanthropic aims, funding decisions and improved outcomes for beneficiaries	028 Bainbridge, Cregan & Kulik - Good things come in small (HR) packages: Line manager accountability for people management in devolving organizations	Qualitative research and tight project proposals – An oxymoron? A practical guide to qualitative research design <i>Dr Ann Dadich, Centre for Industry and Innovation Studies (CInIS) Research Group and the School of Management, University of Western Sydney A/Prof Janna Anneke Fitzgerald, School of Management, University of Western Sydney</i>	283 Sawang - Government Initiative and start-up firms' eco-innovation	242 Wang, Bruning & Sonpar - Social interactions and expatriate adjustment: Who or what really matters?	063 Samuel & Stubbs - The greening of the Olympics: An examination of the key determinants for positive environmental and social outcomes
1420 - 1440	190 Jayashree, Shen & Lefoe - Strategic change through distributed leadership	149 Renton, Daellenbach, Davenport, Bryson, Leitch, Motion & Merlot - Future innovation strategies: Changes in meaning	119 Li & Maani - Dynamic decision-making, learning and mental models	071 Belbin, Erwee & Wiesner - Employee perceptions of workforce retention strategies in a health system	249 Kabanoff, Schaffner & Bo - From bust to boom: Towards a strategic cognition perspective on Australian mining firms' adaptation	134 Hewege - Failure of neoliberal-based management controls: Duality of the traditional (feudal-patrimonial) and the modern (rational-neoliberal) in a Sri Lankan Liberalised State Owned Entity	070 Kellner, Townsend, Wilkinson & Peetz - Determining HRM support in franchises: The role of strategic choices		369 Redmond, Walker, Parker, Simpson, Morris & Sharafizad - The influence of location on small firm environmental impact management	274 Fan, Köhler & Harzing - Do I have to be one of you? The role of ethnic identity in relationships between expatriates and host country employees	182 Perera & Klein - Climate change risk perceptions: Do they make a difference?
1440 - 1500	319 Maxwell & Carswell - Corporate and clinical governance in the public health sector context: Definitions and issues arising	244 Fraser - Maintenance and reliability is strategic to most organisations: So why is there so little empirical research?	442 Chen, Peng & Lin - Creativity research in 2001–2010: A review of recent advancements and a glimpse into the future	246 Chang, Hatcher & Kim - Charting the system: The Integrated Master Schedule as a multi-level and poly-temporal boundary object in complex projects	320 Javanmardi kashan - Strategic capability development within product innovation: A critical analysis of literature	206 McNally & Shaw - Proximal and distal emergency management: The Wellington response to the Christchurch emergency 2011	179 Heys, Rodwell & Jepsen - Configurations of human resource and management practices in Australasian law firms		207 Hills & Cairncross - Cross-border industry clusters: The conduciveness of border regions	336 Shah - Indian information technology expatriates on an international assignment: Impact of pre-departure preparation on initial adjustment	285 Sandhu, Sidique & Khoo - CSR practices and influencing factors: Evidences from small and medium enterprises in Malaysia
1500 - 1520	437 Gullberg & Westelius - Systems, roles and relationships in the governance ecology	330 Couchman, Zutshi, Wilkin, Warren & Sohal - Corporate governance and information technology: Findings from an exploratory survey of Australian organizations	093 Plester & Lo - 'Let's eat!' An embodied perspective of organizational food rituals	427 Sharma - The quest for knowledge in innovative organisations: A tacit viewpoint	399 Sachdeva & Agarwal - Innovation experience: What does innovation means to practising organisations?	230 Lockyer - A proposal for the application of a logic model for evaluation and performance measurement of the New Zealand Nonprofit Sector	265 Ullah & Zheng - Why would dairy farmers care about human resource management practices?		284 Jiang & Murmann - What knowledge is transferred from incumbent firms to successful new ventures: The case of post-1978 Chinese synthetic dye start-ups	411 Ghurburn & Chew - To what extent do individual and organisational resources impact on expatriate effectiveness? A conceptual framework	393 Khattak - Environmental upgrading of South Asian apparel firms in global value chains
1520 - 1630	Chambers Foyer										
Farewell Drinks Chambers Foyer											

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**25th Annual ANZAM Conference
07 - 09 December 2011
Wellington, New Zealand
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**25th Annual ANZAM Conference
07 - 09 December 2011
Wellington, New Zealand
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content of their research. The list of keywords can be found [here](#) and on the paper submission site after selecting your preferred Conference Stream - please use at least four of these keywords for your submission to assist us in assigning appropriate reviewers for your manuscript.

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Jogulu, Uma and Parris, Melissa (2011) Asia-Pacific immigrant managers in Australia : their views about career, in ANZAM 2011 : 25th Annual Australian and New Zealand Academy of Management conference : the future of work and organisations, ANZAM, [Wellington, N.Z.], pp. 1-20.

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Name	Description	MIMEType	Size	Downloads
jogulu-asiapacific-2011.pdf	Published version	 application/pdf	732.30KB	13

Field of Research	150305 Human Resources Management
Socio Economic Objective	970115 Expanding Knowledge in Commerce, Management, Tourism and Services
Title of paper	Asia-Pacific immigrant managers in Australia : their views about career
Author(s)	Jogulu, Uma Parris, Melissa
Date	2011
Conference name	Australian and New Zealand Academy of Management Conference (25th : 2011 : Wellington, N.Z.)
Title of proceedings	ANZAM 2011 : 25th Annual Australian And New Zealand Academy of Management conference : the future of work and organisations
Conference location	Wellington, N.Z.
Conference dates	7-9 Dec. 2011
ISBN	9781877040870
Editor(s)	[unknown]
Publisher	ANZAM
Place of publication	[Wellington, N.Z.]
Start page	1
End page	20
Total pages	20
Keyword(s)	career development cross-cultural management migration workforce diversity
Language	eng
Summary	Systematic cross-cultural studies of career advancement are fragmented, despite the burgeoning cultural diversity of the global workforce. This study examines diverse groups of managers from the Asia-Pacific region and their stories of career progression to date in Australia. Immigrant managers were interviewed to examine the influence of the new environment on their current career and advancement prospects. In doing so, we demonstrate the experiences of internationally mobile managers when adapting to new boundaries for career advancement. We found that overseas managers have difficulties fitting into the Australian workplace norms. In addition, the study revealed that newcomers had expected to be recognised and promoted for their multiple qualifications; however this did not take place within the Australian workplace context.
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