Message from Pro Vice-Chancellor (Business)

RMIT University’s Research Mission is ‘to undertake research programs that address real-world issues within an international and community context.’ Within RMIT Business we undertake research that has industry relevance and which yields benefits that have broad social, economic and cultural consequences. Our research dissolves the traditional boundaries that exist between university, business, industry and community.

Over the past five years RMIT Business has focused on building its research base and profile. The growth in research income from competitive sources, research student enrolments and completions and research publications shows solid progress towards meeting the strategic objective of becoming recognised as a centre of research excellence.

In this report we recognise our research performance in 2005 and look forward to greater efforts and achievements in the future.

Message from the Dean (Research & Innovation)

RMIT Business pursues research that provides real world relevant solutions to industry and which promotes social, cultural, and economic benefits to society. We are committed to the provision of research training of the highest quality, which is responsive to community, and industry needs, as well as being globally orientated.

Our ability to generate new knowledge, skills, and ideas through research is of critical importance to promoting a successful knowledge-based society and economy. Innovation and the advancement of knowledge can also help in solving the problems facing industry.

Welcome to the Research Scholarship Report for 2005. In this document we celebrate our broad range of research activities, including research training in a variety of business discipline areas. 2005 saw an increase in the number of DEST reportable publications over the previous year, and indeed our publications output continues to increase. Professor Tim Fry (joint with Dr Cambell Aitken of the Macfarlane Burnet Institute for Medical Research and Public Health and Dr Lisa Farrell of University College Dublin) was awarded an ARC Discovery Grant looking at the illegal tobacco market. Research income also increased on a year-on-year basis.

Research and Innovation at RMIT Business continues to grow from strength to strength, and we look forward to greater achievement in 2006 and beyond.
Research Concentrations

The School of Accounting and Law’s research efforts tend to focus around a number of key areas; these being: public sector accounting, E-Business Law, social and environmental accounting, ethics and corporate governance.

Research Students

In 2005 the School was pleased to see Kim Watty and Walter Dolan awarded their PhDs entitled “Quality in Accounting Education - An Empirical Analysis of Academic Accountants’ Views” and “Establishing the profile of the innovative organisation”, respectively. Towards the end of 2005, three other students completed their PhD dissertations, with PhDs subsequently being awarded in 2006.

In recent times the School has undertaken efforts to attract additional research students. The results of this effort have led to a number of new enrolments in both our Research Masters degree as well as our PhD program. As the table below demonstrates, the School is developing a number of concentrations with respect to its research students – a notable concentration being social and environmental accounting. Current students within the School are identified below, together with details of their respective topics and principal supervisor.

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<thead>
<tr>
<th>Student's Name</th>
<th>Degree</th>
<th>Thesis Title</th>
<th>Senior Supervisor</th>
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<tr>
<td>Kevin Adams</td>
<td>PhD</td>
<td>Corporate social reporting &amp; auditing</td>
<td>Prof. Max Aiken</td>
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<td>Michaela Rankin</td>
<td>PhD</td>
<td>Determinants of executive remuneration: Australian evidence</td>
<td>Prof. Sheila Bellamy</td>
</tr>
<tr>
<td>Tom Rowles</td>
<td>PhD</td>
<td>Development of concepts of income &amp; capital in early financial reporting: an historical study</td>
<td>Prof. Sheila Bellamy</td>
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<tr>
<td>Allan Molland</td>
<td>PhD</td>
<td>Financial decisions &amp; reporting by Victorian local authorities: an investigation into the financial decisions made from depreciation costs and their implication</td>
<td>Prof. Sheila Bellamy</td>
</tr>
<tr>
<td>Antony Young</td>
<td>PhD</td>
<td>Accountants acceptance of a verification mark</td>
<td>Prof. Bob Clift</td>
</tr>
<tr>
<td>Damien Tien Foo Niap</td>
<td>Master</td>
<td>A case study on environmental management accounting for an Australian cogeneration company</td>
<td>Prof. Bob Clift</td>
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<tr>
<td>Magdy Stephen</td>
<td>PhD</td>
<td>Reverse mortgages</td>
<td>Prof. Bob Clift</td>
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<tr>
<td>Robert Inglis</td>
<td>PhD</td>
<td>Management Accounting and Market Orientation: A product-level case study analysis</td>
<td>Prof. Bob Clift</td>
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<td>Vo Minh Thanh Bui</td>
<td>PhD</td>
<td>A Study of the Professionalism Process of Accountants in Vietnam</td>
<td>Prof. Barry Cooper</td>
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<td>Grace Wong</td>
<td>PhD</td>
<td>The context of learning in an Australian university – a study of Chinese accounting students</td>
<td>Prof. Barry Cooper</td>
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<tr>
<td>Hong Nee Ang</td>
<td>Master</td>
<td>Corporate environmental governance of Australian wood &amp; paper industry</td>
<td>Prof. Craig Deegan</td>
</tr>
<tr>
<td>Mohammad Azizal Islam</td>
<td>PhD</td>
<td>A comparative study of Bangladesh and Australian social and environmental reporting</td>
<td>Prof. Craig Deegan</td>
</tr>
<tr>
<td>Sharon O’Neill</td>
<td>PhD</td>
<td>Environmental alliances</td>
<td>Prof. Craig Deegan</td>
</tr>
<tr>
<td>Stacey Cowan</td>
<td>PhD</td>
<td>Environmental reporting and the impacts of mandatory reporting requirements</td>
<td>Prof. Craig Deegan</td>
</tr>
<tr>
<td>Hui (Sophia) Li</td>
<td>Master</td>
<td>Accounting for Contaminated Sites</td>
<td>Prof. Craig Deegan</td>
</tr>
<tr>
<td>Sharon Soltys</td>
<td>PhD</td>
<td>The development of corporate governance mechanisms as a means towards improved corporate social and environmental performance</td>
<td>Prof. Craig Deegan</td>
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<tr>
<td>Huie-Chun Chang</td>
<td>PhD</td>
<td>Environmental management accounting: its application within universities</td>
<td>Prof. Craig Deegan</td>
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<tr>
<td>Marita Shelly</td>
<td>PhD</td>
<td>Copyright, Commercial Activities, Research and Universities</td>
<td>Prof. Margaret Jackson</td>
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<tr>
<td>John McLaren</td>
<td>PhD</td>
<td>Will Tax Havens Survive in the New Legal Environment</td>
<td>Prof. Margaret Jackson</td>
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</table>
Research Grants

The School has also been active in attracting research grants. In 2005 Dr Kim Watty, and Professor Margaret Jackson, in conjunction with CPA Australia, Singapore Institute of Management and the Hong Kong Management Association received $100,000 from the Carrick Institute of Learning and Teaching to investigate the project titled: Assessing Students Unfamiliar with Assessment Practices in Australian Higher Education. This project will determine how equivalency of student learning, assessment and attainment of the required generic skills can be ensured through assessment practices that take into account students with different cultural and learning backgrounds. The findings will have wide application across all accounting programs in Australia and overseas as they will provide clear guidance on assessing students from other cultures. In addition, the Australian accounting profession will benefit from greater certainty about standards when accrediting accounting programs offered by Australian universities both locally and abroad.

Apart from the above, other research funding came from the following sources in 2005:

- Accounting and Finance Association of Australia and New Zealand Research Grant Scheme:
  - Sophia Ji & Professor Craig Deegan $6,500. The measurement and disclosure of environmental remediation obligations: an Australian exploratory study.
  - Dr Sue Robertson (and Axel Schultz) $6,500. An Examination of the Behavioural Consequences of Changing Performance-Based Compensation Systems.
  - Dr Kim Watty & Professor Barry Cooper $5,000. Influence in Accounting Education: The views of Legitimate Stakeholders.

- CPA Australia Research Grant Scheme:
  - Robert Inglis, An examination of the determinates that influence the choice of Accounting Graduates to join a professional accounting body: Evidence from Australia and South-East Asia $7,000.
  - Antony Young, Risk assessment of going concern qualifications – a longitudinal study. $3,000.

In addition to the above funding, efforts undertaken in 2005 ultimately led to funding becoming available from 2006. Such funding is to come from the Association of Chartered Certified Accountants (Professor Craig Deegan, “An Investigation of the Incidence and Effectiveness of Corporate Governance Structures in Encouraging Sustainable Business Operations”, $40,000) and the Australian Vice Chancellors Committee (AVCC) (Dr Kim Watty, Professor Margaret Jackson, Associate Professor Eveline Fallshaw and CPA Australia, “Professional Standing of Offshore HE Programs”, $56,800).

Authors of Leading Textbooks

Staff within the School also regularly author a number of textbooks that are leaders within their respective fields. These books in themselves typically require a considerable deal of research, and promote the university in terms of its technical and communication skills. The textbooks include:


Membership of Editorial Boards

Reflective of their expertise in various areas of research, a number of our staff are members of Editorial Boards of various academic journals. These include:

- Professor Barry Cooper, member of Editorial Boards of Asian Review of Accounting and Australian Journal of Accounting Education. Barry is also joint editor of Managerial Auditing Journal.
- Professor Craig Deegan, member of Editorial Boards of Accounting, Auditing and Accountability Journal, Accounting Forum, Australian Accounting Review, and Asian Review of Accounting.
- Associate Professor Paul De Lange, member of the Editorial Board of Accounting Education.
- John McLaren and Professor Margaret Jackson are joint editors of Commercial Law Journal, a journal which they commenced within the school in 2005.
- Michaela Rankin is on the Editorial Board of Accounting Forum.


RESEARCH PROFILE

ASSOCIATE PROFESSOR PAUL DE LANGE

Each year we give a brief insight into one of our researchers. This year we discuss Associate Professor Paul de Lange, who joined RMIT School of Accounting and Law in July 2005. Paul was awarded his PhD in 2001 from Monash University and in spite of the recency of his PhD he has around 25 refereed publications. In his PhD and a number of his publications he has developed competencies in exploratory and confirmatory factor analysis, regressions and structural equation modelling. His publications demonstrate his ability to conduct high quality research and communicate these outcomes to a wide audience.

As an example, he is regularly invited to act as a research mentor and is invited to share the results of his research at both national and international research forums. In 2005, Accounting Education: An International Journal v14 (3) dedicated 68 of the 90 pages to a research forum based on Paul’s work. This was a great honour as the volume was dedicated to the paper entitled: The Long Road to Publishing: A User Friendly Exposé. Paul’s article was then subjected to expert commentary by six international academics and all published together along with his rejoinder.

Paul (along with co-authors) were awarded the Best Paper Award at the 2005 Global Business and Technology Association meeting for the paper entitled “The importance of strategic planning and due diligence in Mergers and Acquisitions: An Australian perspective”.

In conjunction with his professional associates, Paul has over the last five years, been awarded more than $100,000 in competitive research grants.

RESEARCH SCHOLAR

PHD STUDENT: MUHAMMAD AZIZUL ISLAM

Title of thesis: A comparative study of Bangladesh and Australian social and environmental reporting.

Supervisor: Professor Craig Deegan

Muhammad Azizul Islam is a PhD candidate within the School of Accounting & Law. On extended leave from a university in Bangladesh in which he is a lecturer, he is one of ten post-graduate research students within the School who are exploring issues associated with organizational social and environmental accountability. In his doctoral research, Muhammad is undertaking an in-depth review of the Bangladesh clothing industry – an industry that has widespread interaction with large multinationals such as Wal-Mart, H&M, NIKE, Reebok, and others. The primary goal of his research is to document the pressures influencing the social and environmental disclosures being made by the Bangladesh clothing industry, and to investigate the steps being undertaken to improve the accountability of the industry.

The clothing industry in various developing countries has frequently been criticised for its poor social and environmental performance. Bangladesh has attracted a deal of criticism, as have various large multinational companies, for failing to properly consider the social and environmental impacts being generated within their supply chains. With the ongoing criticism, and global pressures for improved social and environmental performance, the need for heightened levels of accountability becomes apparent. In this context, the research being undertaken examines annual report social and environmental reporting practices within the Bangladesh clothing industry and within its Multinational buyers.

In undertaking his research Muhammad is developing a theoretical framework incorporating the complementary perspective of legitimacy theory, stakeholder theory and institutional theory to increase our understanding of the role and motivations for social and environmental reporting in a developing country. To date, there has been a general lack of research in this area and Muhammad hopes to provide a valuable contribution to this important area of social and environmental accountability. Muhammad’s Senior Supervisor is Professor Craig Deegan.
WALTER DOLAN
PhD
Thesis Title: Establishing the Profile of the Innovative Organisation
Supervisors: Professor Peter Sheldrake and Dr Roslyn Russell

This thesis involved the establishment of attributes that distinguish an innovative organisation. Companies classified as innovative and listed on the Australian stock exchanges were identified and those that agreed to participate were interviewed. The innovative attributes identified in the literature were reduced to fifty following interviews and these form the profile of the innovative organisation. An inference drawn from the research was the inadvisability of classifying an organisation as innovative based largely on its investment in R & D.

KIM WATTY
PhD
Thesis Title: Quality in accounting Education-An Empirical Analysis of Academic Accountants’ Views
Supervisors: Professor Robert Clift and Professor Sheila Bellamy

This thesis is an investigation into academic accountants’ views of various aspects of quality in accounting education. The findings suggest that academic accountants are united and consistent in their beliefs (what is currently occurring), which differs from their attitudes (what should be occurring) in relation to quality in accounting education. Such findings provide valuable input for discussions around quantity and quality assurance systems in accounting education.
The academic year 2005 continued to be a difficult one for research and researchers in the School owing to a virtual embargo on research funding and a regime that tended to regard research as at best a necessary evil and falling well behind teaching and administration in importance. These issues continued to be raised in a range of forums by members of the research team including before the accreditation committee of the Australian Computer Society and within the Business Portfolio and elsewhere in RMIT. Despite such unhelpful circumstances we continued to operate the School research seminar series and to encourage colleagues both to enhance their academic qualifications and to increase their involvement in research. A particular effort was necessary in order that research students could be provided with at least that minimal support and assistance considered normal within university departments. This effort was more than repaid through the participation of research students in internal and external research events, as reflected in the School publications list.

Researchers in the knowledge management, e-business and intelligent systems fields continued in their efforts to secure ARC funding and Dr Mohini Singh succeeded in winning financial support through the FEAST scheme operated between the European Union and national governments around the world. The long-established policy of focusing on the production of peer-reviewed papers was reflected once again in our presence at the top of the portfolio publications league.

Research Concentrations

The School of Business Information Technology’s research efforts tend to focus around a number of key areas including Knowledge Management, E-Business, and Information Systems.

Research Students

In 2005 two students completed their Master degree by research. The time of graduation is subject to a number of factors including whether the students are full time or part time. These successful candidates form a small percentage of the overall research student body at the School which comprise of about 30 students, majority of them are PhD students. Over the last five years the School has maintained a consistent policy of targeting and recruiting high calibre research students particularly in our research areas of concentration.

<table>
<thead>
<tr>
<th>Student’s Name</th>
<th>Degree</th>
<th>Thesis Title</th>
<th>Senior Supervisor</th>
</tr>
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<tbody>
<tr>
<td>Markus Belkin</td>
<td>PhD</td>
<td>Intelligent organisational modelling and its application to medical pathology laboratories</td>
<td>Ass. Prof. Sonja Petrovic-Lazarovic and Professor John Dalrymple</td>
</tr>
<tr>
<td>Neena Bhansali</td>
<td>PhD</td>
<td>Key issues in data warehousing &amp; data management</td>
<td>Professor Bill Martin and Dr Hepu Deng</td>
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<tr>
<td>Mark Davis</td>
<td>PhD</td>
<td>A Delphi study to forecast policy trends related to knowledge management in the Civil Justice System in Victoria</td>
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<tr>
<td>K D Dushantha</td>
<td>PhD</td>
<td>Reverse Logistics Management</td>
<td>Associate Professor Mohini Singh</td>
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<td>Dissanayake</td>
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<tr>
<td>Lisa Enright</td>
<td>PhD</td>
<td>Global applications of knowledge management</td>
<td>Professor Bill Martin</td>
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<tr>
<td>Marcellus Fernando</td>
<td>PhD</td>
<td>Use of technology management as a strategic tool towards achieving competitive advantage</td>
<td>Dr. France Cheong and Professor Bill Martin</td>
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<tr>
<td>Kelly Hutchinson</td>
<td>PhD</td>
<td>The role of e-business and knowledge management in a development context: The Royal Government of Cambodia</td>
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<tr>
<td>Kevin Leung</td>
<td>PhD</td>
<td>Use of Artificial Intelligence (AI)/Intelligent Systems (IS) techniques in the areas of credit risk.</td>
<td>Dr. John Byrne</td>
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<tr>
<td>Tayyab Maqsood</td>
<td>PhD</td>
<td>An investigation into the role of Knowledge Management in supporting innovation for effective planning delivery of construction projects</td>
<td>Professor Derek Walker and Dr. Hossein Seif Zadeh</td>
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<tr>
<td>Paul Mercieca</td>
<td>PhD</td>
<td>Beyond Open Access: what are the emerging business models and access needs for digital scholarly communication and publishing?</td>
<td>Professor Bill Martin and Dr. Hepu Deng</td>
</tr>
<tr>
<td>Frank Paul Morton</td>
<td>PhD</td>
<td>Using positivist and interpretive case study research methodologies to empirically test theories about the development and implementation of information systems strategic plans</td>
<td>Professor Bill Martin and Dr. France Cheong</td>
</tr>
<tr>
<td>Than-Huu Nuyen</td>
<td>PhD</td>
<td>An empirical study of impact of internet banking interface on customer satisfaction &amp; loyalty</td>
<td>Associate Professor Mohini Singh and Dr. Hepu Deng</td>
</tr>
<tr>
<td>Zijad Pita</td>
<td>PhD</td>
<td>Strategic information systems planning - Information systems project management - the information technology industry</td>
<td>Dr. France Cheong and Associate Professor Mohini Singh</td>
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### Research Grants

**Impact of E-Administration on Rural Citizens and Governments in France and Australia**

This project aims to investigate the impact of e-administration on rural citizens in Australia and France. It will determine if rural citizens have access to equitable services offered by their governments via technology. It will enhance e-governments initiatives (cf. 2005 action plan for the E-Europe, and e-governments initiatives in Australia) in both countries while investigating the socio-technical and digital divide issues prevalent in rural communities. This research is funded by the French Embassy in Australia and Academy of the Social Sciences in Australia. This is a seedling grant to set up and develop the project and complete a pilot study with the aim of expansion to a larger project for Framework Seven or ARC International Linkage grants.

The project team is comprised of Associate Professor Mohini Singh from RMIT University, Associate Professor Said Assar and Associate Professor Olivier Epinette from Institut national des T’l’ecommunications, Evry, France.

**Authors of Leading Textbooks**

Staffs at the School are actively involved in trying to leverage their collective teaching experience into learning materials. This textbook below used by most of the Australian universities is the first example of the collective and collaborative scholarship at the School.


### Membership of Editorial Boards

The expertise of the staff at the School is internationally recognised. This is reflected in the membership of various editorial boards. Examples of these memberships are:

- Professor Bill Martin, *International Journal of Knowledge and Learning*
- Dr John Byrne, *Electronic Journal of Knowledge Management*
- Associate Professor Mohini Singh, *Electronic Journal of Information Systems Evaluation*
- Associate Professor Mohini Singh, *Electronic Journal of Business Research Methods*
- Associate Professor Mohini Singh, *The Journal of Education Computing Research*
- Associate Professor Mohini Singh, *International Journal of Business Data Communications and Networking*
- [http://www.rmit.edu.au/browse;ID=njhke6eho90w] Dr Alemayehu Molla, *Journal of Internet Banking and Commerce*
- [http://www.rmit.edu.au/browse;ID=njhke6eho90w] Dr Alemayehu Molla, *Journal of Information Technologies and Applications*
- [http://www.rmit.edu.au/browse;ID=njhke6eho90w] Dr Alemayehu Molla, *Journal of Information Technologies and International Development*

### Authors:

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<th>Author</th>
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<th>Institution</th>
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<tr>
<td>Siddhi Pittayachawans</td>
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<td>Carlton John Raccani</td>
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<td>Maryam Sarrafzadeh</td>
<td>PhD</td>
<td>The implications of Knowledge Management (KM) for the library and information professions</td>
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<td>Ian Searle</td>
<td>PhD</td>
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<td>Sally Skinner</td>
<td>PhD</td>
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<td>Using System Dynamics (SD) Modelling to Simulate Mobile Commerce Diffusion in China</td>
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<td>Dean Bailey</td>
<td>Master of Business (Research)</td>
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<td>Victor Pagunsan</td>
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<td>An intelligent decision support system for information system project selection</td>
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<td>Michael Kennedy</td>
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<td>Jurisdictions in E-Law</td>
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<tr>
<td>Joshua Rowe</td>
<td>Master of e-Business (Research)</td>
<td>Development of a standard for the evaluation of domain name policy</td>
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</tbody>
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DR ALEMEYHU MOLLA

Dr Allem Molla is a native of Ethiopia and a graduate of Addis Ababa University. After taking his primary degree Dr Molla taught Information Systems at Addis Ababa for three years, prior to going to the University of Capetown to study for his PhD. On graduation Dr Molla went on to lecture in the United Kingdom at the University of Manchester’s Institute for Development Policy and Management. During his time at Capetown, Dr Molla engaged in funded research for both the United Nations Economic Commission for Africa and the International Development Research Centre of Canada. At RMIT Dr Molla’s research interests in the role of technology in economic development and in electronic commerce continue. He has taught a course in eBusiness Models and Issues and currently teaches IT strategy.

PHD STUDENT: TAYYAB MAQSOOD

Title of thesis:
Using positivist and interpretive case study research methodologies to empirically test theories about the development and implementation of information systems strategic plans

Supervisors: Professor Derek Walker and Dr. Hossein Seif Zadeh

Tayyab’s research is focussed on investigating the role of knowledge management in the Australian construction industry. He is enquiring how successful implementation of knowledge management strategies can turn construction organizations into “Learning Organizations”, which would then be in better shape and more equipped to produce innovations for the benefit of the construction industry.

PHD STUDENT: FRANK PAUL MORTON

Title of thesis:
Using positivist and interpretive case study research methodologies to empirically test theories about the development and implementation of information systems strategic plans

Supervisors: Professor Bill Martin and Dr. France Cheong

Paul Morton is a part-time doctoral student in the School and works as a senior IT planner in the Victorian Department of Human Services. Paul’s research is in the field of Strategic Information Systems Planning (SiSP), an activity that attempts to decide how the key elements of the information systems environment in an organisation (information, systems, personnel, technology, services and budgets) will be organised and used to achieve corporate objectives. Based on the prior analysis and selection of those Information Systems theories most likely to help in the development and implementation of SiSP planning, Paul’s research employs a dual methodological approach. This combines a case study-based positivist test of specific hypotheses of extant theories with an interpretive analysis of the results to provide a richer, more grounded understanding of the social and organisational factors affecting the SiSP process. This participant-observer approach involves seven case studies within three departments of the Victorian government.
HAGGEN HAU HENG SO
PhD
Thesis Title:
Construction of an Evaluation Model for Free/Open Source Project Hosting Sites
Supervisors: Dr Nigel Thomas and Mr Vince Bruno
Free/Open Source software like Linux has increased in popularity in recent years. Most Free/Open Source software is produced through the facilitation of Free/Open Source Hosting (FOSPHost) sites over the Internet. Analytic frameworks were first built from literature to analyse the overall Free/Open Source phenomenon. An evaluation model for ten different FOSPHost sites was then constructed from data so that practitioners and researchers alike can gain more understanding in the design and the deployment of these sites.

ANGELA YIN NGOR YIP
PhD
Thesis Title:
A Case-based Reasoning Approach to Business Failure Prediction
Supervisors: Professor Robert Brooks and Dr John Byrne
Case-based reasoning (CBR) is a problem-solving and reasoning paradigm that uses past experiences to solve new problems in a comprehensible manner. This study presents a CBR model of business failure prediction and applies the model to predict business failure in Australia using financial and non-financial information. The focus of the model is to ensure the effective retrieval of similar cases for an accurate prediction by taking the relevancy of attributes into consideration. The results indicate CBR is a promising alternative.

DOUG JOHN THOMSON
PhD
Thesis Title:
Corporate Governance through the Lens of Electronic Procurement
Supervisors: Professor Bill Martin and Dr Hepu Deng
This research addresses the important question of the impact of web-based electronic procurement systems on corporate governance, as related to organisational purchasing – i.e., the organisational structures and processes for procurement control. This is undertaken through action research of the failures and successes of global organisations. Specifically, the research investigates how electronic procurement contributes to the adaptation and evolution of control structures – from highly structured, bureaucratic and rigid to flexible, adaptable, free flowing and profitable, and results in substantial reductions in transaction costs.

MARIEL EVE BEROS
MASTER E-BUSINESS (R)
Thesis Title:
Video on Demand: A False Dawn
Supervisors: Professor Supriya Singh and Ms Deb Verhoeven

PETER JAMES KEANE
MASTER BUSINESS (R)
Thesis Title:
A User-Centred Approach to knowledge Management System Design
Supervisors: Professor Supriya Singh and Associate Professor Pam Green

ADRIAN PHILIP ROSE
MASTER E-BUSINESS (R)
Thesis Title:
The Role of Virtual Community in an E-Business
Supervisors: Associate Professor Mohini Singh and Professor Bill Martin

MATHEW VINE
MASTER E-BUSINESS (R)
Thesis Title:
Success Factors in Developing New Online Services
Supervisors: Dr Hernan Riquelme Associate Professor Mohini Singh
Research

A major development in 2005 was the creation of The School of Economics, Finance and Marketing. Research occupies a central position within the new school resulting in the School having an excellent reputation for the quality of its research output. In 2005 the School continued to produce research outputs in both the professional literature and in the popular press reflecting our strong real world focus in applied research. The school has had an excellent publication record for 2005 and there were a number of interesting and important publications.

Our research interests in the school concern understanding markets and the implications of a market orientation. Key areas that we investigate are specific marketing activities, how markets work, when they fail and the impacts of markets on society. The work includes consumer markets, industrial markets, financial markets, corporate finance and governance, empirical finance, public choice and applied econometrics. These research interests are focused on both the domestic and international markets and the School continues to have great success in attracting international students to its post-graduate research degrees. The School continued to run its research seminar series with a mixture of external and internal speakers. The series attracted good attendances including staff from other Schools in RMIT and from other universities and organisations.

Research Awards and Grants

Simon Feeny was awarded a three-year Australian Research Council (ARC) Linkage Postdoctoral Research Fellowship partly funded by World Vision Australia (with Matthew Clarke and Tim Fry). The project is concerned with the achievement of the Millennium Development Goals in the Asia Pacific region. Simon Feeny was also commissioned to write a report for the South Pacific Forum Secretariat concerned with Fiscal Reform in Forum Island Countries. Professor Tim Fry and to Professor Michael McKenzie were both part of successful ARC Discovery grant teams. The ARC grants are becoming more competitive each year and the 2006 round was one of the most competitive in RMIT and Monash University. The central goal of MCFS is to contribute to the development of the financial services industry in Victoria through quality financial research and the development of Victoria’s financial services capability both domestically and internationally. In the first round of research funding from the MCFS the School was successful with three successful research grants gained by staff within the School and two further research grants arising from joint research projects involving staff from RMIT and Monash.

The School is part of the Financial Integrity Research Network (FIRn) which is an Australian Research Council funded network created between the major Australian finance schools and SIRCA. The Network is based at the University of Technology Sydney and it is funded for five years. Professor Richard Heaney is the local coordinator for FIRn at RMIT as well as being on the FIRn Consultative Committee. RMIT hosted the FIRn Seminar presented by Professor Lyn Thomas on the “Impact of the Basel New Accord on forecasting, segmenting and stress testing consumer loan portfolios” on 22 February. This was an excellent presentation and the audience of forty or so business people and academics enjoyed the presentation and the chance to discuss the problems associated with the implementation of the New Accord. The School, in conjunction with FIRn ran a one-day seminar dealing with corporate governance on 20 November 2005 with keynote presenters, Richard Cockburn (ASIC), Professor Bob Baxt (Freehill’s), Dr. Henry Bosch and Professor Benjamin Hermalin, Professor of Economics, University of California, Berkeley. These excellent keynote presentations were followed by a series of academic staff and research student presentations that resulted in an excellent learning environment for all concerned.

Both Michael McKenzie and Heath Spong continued to develop links with high profile overseas universities in June 2005, with Michael taking completing a 3 month period at the Cambridge Endowment for Research in Finance (CERF) that is the finance research centre operating within the Judge Business School, Cambridge University and Heath as a visiting Scholar at New York University. During his stay Heath presented to the Colloquium on the Foundations of the Market Economy. Professor Fry visited The Geary Institute at University College Dublin and gave an invited paper on compositional data analysis at CoDaWork05 in Girona, Spain.

Research Links

The Melbourne Centre for Financial Studies (MCFS) was launched in 2005. The Centre is a joint venture between the School and equivalent departments at the University of Melbourne and Monash University. The central goal of MCFS is to contribute to the development of the financial services industry in Victoria through quality financial research and the development of Victoria’s financial services capability both domestically and internationally. In the first round of research funding from the MCFS the School was successful with three successful research grants gained by staff within the School and two further research grants arising from joint research projects involving staff from RMIT and Monash.

Our research higher degree students Bronwyn Coate and Marie-Anne Cam were chosen to present the results of their PhD research at the UWA Economic Research Centre and ANU Centre for Economic Policy Research PhD Conference in Economics and Business held in Perth. Tristan Masters also represented the School at the ATLAS (The Association for Tourism and Leisure Education) annual conference in Barcelona, Spain. Finally, Hock Khoon Kho (Harvey) and Norashfah Yaakop Yahaya Al Haj and Bhavish Jugumath successfully completed their PhDs.

Research Activities

School representation at major international and national economics, finance and marketing conferences provided some indication of the level of staff commitment to research (see list of conference presentations below). This work creates valuable links with both the Australian and the international academic community and as well as resulting in refereed publications. Staff from the school presented papers at a number of high quality international conferences including the 34th Annual European Marketing Academy Conference in Milan (Kate Westberg), the European Finance Management Association Conference in Milan (Richard Heaney, Amalia Di Iorio and Michael McKenzie), the Global Finance Conference in Dublin (Banita Bissoondoyal, Terry Hallahan, Tony Naughton and Vikash Ramiah), the International Conference on Business in Hawaii (Thanh Truong), the International Conference on Corporate Governance in Birmingham (Tony Naughton), and the South African Finance Association in Capetown (Sinclair Davidson). A full list of presentations is provided below. The level of RMIT staff attendance at these international conferences provides further evidence of the high quality of the research undertaken in the school. The rejection rate for these conferences is high and there is considerable benefit gained from the critical discussion and suggestions for improvement that are a feature of these conferences.

Our research higher degree students Bronwyn Coate and Marie-Anne Cam were chosen to present the results of their PhD research at the UWA Economic Research Centre and ANU Centre for Economic Policy Research PhD Conference in Economics and Business held in Perth. Tristan Masters also represented the School at the ATLAS (The Association for Tourism and Leisure Education) annual conference in Barcelona, Spain. Finally, Hock Khoon Kho (Harvey) and Norashfah Yaakop Yahaya Al Haj and Bhavish Jugumath successfully completed their PhDs.


Wilson, B. 2005, ‘Comparing Two Structural Equation Methods: An Investigation Using the Consumer Involvement Profile (CIP)’, ANZAM Conference, Greg Fisher (ed.). ANZAM, Canberra (9th ANZAM Conference: Engaging the Multiple Contexts of Management.)


Xu, L. 2005, ‘Business Incubation in China: The Case of Shanghai’, Conference Proceedings of the 7th West Lake International Conference on SMEs, Institute for SMEs, Zhejiang University of Technology (ed.), Zhejiang University of Technology-Hangzhou, China (The 7th West Lake International Conference on SMEs).


Dr Vikash Ramiah
I have been lecturing at RMIT since 2000 and have a strong interest in both research and financial modelling. I completed my PhD (Awarded an International Postgraduate Research Scholarship) in the area of behavioural finance.

My teaching responsibilities include investments, business finance, risk management, business statistics, quantitative methods, econometrics, Empirical Studies in Equity Market and Financial Markets. Over the years, I coordinated, updated and developed subjects at a TAFE, undergraduate and postgraduate level. As the Director of Open Universities Australia for the Bachelor of Business and Financial Planning, I was supervising academic and administrative staff. University of Melbourne, La Trobe University and Australian Catholic University are other universities that I worked for.

With regards to the research component, I frequently present in Australian Conferences, seminars and major international finance conferences. I currently have few papers under revisions, and have been successful in attracting competitive research funding and consultancy in my research areas. My current Behavioural Finance research interests are noise trader risk, momentum trading strategies, contrarian investment strategies, insider trading momentum strategies. Other research areas include working capital management and the impact of terrorist attacks on equity markets.

I completed a secondment at the ANZ Investment Banking Division (Melbourne) and my position was as a Quantitative Analyst. There are various projects that I am involved in and they are modelling Electricity Spot Prices (Stochastic calculus), Pricing of Electricity derivatives (Swap, Options, Asian Options and Swaptions).

Dr Steven Kates
My research interest has been divided into three main areas: the history of economics, monetary policy and labour relations. Of the three, the one that I have spent the most time on has been the history of economic thought.

For some it is merely the story of ancient and discarded theory, of no interest to the modern scholar dealing with problems in the modern economy of today. On this score, they could not be more wrong.

There is a contemporary value in examining the history of the subject if for nothing else than to appreciate the perspective with which they approached problems different from our own. For anyone to believe that the subtle approaches of economists of an earlier time have nothing to offer is a mistake, as it builds on the assumption that we have incorporated everything of value that they had to offer, and have discarded the rest.

My central research interest is on what is known as Say’s Law, the foundation for the macroeconomics of the entire period roughly from 1776 to 1936. I have written three books and many articles whose basic thesis is to point out that it is entirely possible that economists a century ago had a better, more secure grip on how economies work than we do today just this year I have commenced an exchange within a journal on the origins of one of the key phrases in the history of economics related to Say’s Law.

This has in its own way led to my study of monetary policy and theory. A subject area entirely within the modern framework of aggregate demand and aggregate supply. The phenomenal shift of monetary practice over the past thirty years is itself a demonstration that the theory is on relatively insecure foundations and in need of further study and deeper analysis.

But if the economy is to be managed there must be a theoretical structure to surround it. That is what my own research work has been designed to do.
HEATH SPONG
PhD

Thesis Title:
The History, Application, and Methodology of Entrepreneurial Theory

Supervisors: Dr Keith Jakee and Professor Sinclair Davidson

This thesis makes a number of important contributions to the theory of the entrepreneur in economics. After explaining the origins and development of the concept, it identifies a teleological methodology that underlies the seminal theories of entrepreneurship. It then utilises an empirical study to highlight the shortcomings caused by this teleological framework. Finally, it introduces a theory of entrepreneurship that is explicitly non-teleological, and explains how this new approach can transcend the limitations that exist in the established theories.

KERRIE LOUISE MANN
MASTER (R)

Thesis Title:
Quality of nature Based tourism in the home to Port Campbell Region: A Stakeholder perspective

Supervisors: Dr Robert Inbakaran and Professor Kosmas Smyrnios
The Graduate School of Business (GSB) came into existence in January 2005. The GSB’s academics were drawn from other Schools within the Business Portfolio at RMIT as well as from other universities. Together with being a new School, the GSB is also currently a relatively small School, however, its full-time staff is supplemented by a highly qualified group of adjunct professors and other adjunct staff. During 2005, the GSB actively supported and encouraged research activity amongst its staff, especially early career researchers. The GSB has supported conference attendance and provided support for staff completing doctorates. Nearly all the academic staff in the GSB have doctorates and within the next two years, it is expected that 100% will be doctoral qualified.

In 2005, the GSB expanded its Doctor of Business Administration (DBA) enrolments and also began an offshore DBA Program in conjunction with the Singapore Manufacturing Association’s School of Management (SMA).

The GSB staff has been research active in 2005 producing a number of DEST compliant publications as well as other scholarly activity. This report summarises the research and scholarly activity of the GSB for 2005.

Research Concentrations
Research within the GSB currently encompasses the broad areas of Entrepreneurship and Innovation, Leadership, Ethics, Project Management, Corporate Governance, Business Modelling (including mixed-mode modelling), Programme Management, Business Strategy and Strategic Management, Organisational Change and International Management.

Research Awards
In 2005, Professor Miles Nicholls was awarded an Emerald Management Review Citation of Excellence “Top Fifty” for the paper entitled “Using OR for Diagnosis and Facilitation in Change Management Programmes - A University Application,” which appeared in the Journal of the Operational Research Society (Vol 55, No 7, pp. 440 – 452) in 2004. Professor Nicholls’ co-authors were Professor Barbara Cargill (Swinburne University of Technology, Australia) and Professor Krishna Dhir (Berry College, Georgia, USA).


Professor Peter Sheildrake heads an ongoing project together with Professor Dai Shufan (University of Science and Technology Beijing) and Chen Yeng Fa (Tianjin Municipal Science and Technology Commission), in comparing the government management of science and technology with particular reference to commercialisation and innovation, comparing Australia and China.

Research Consultancies
The GSB has a number of its staff active in research consultancies. Some examples include:

- Professor John Toohey is consulting to the NSW Premier’s Department and Suncorp on Risk Management Strategy.
- Mr Chris Booth delivered sessions on “Myers Briggs Type Indicator in relation to Supervisor - Research Candidate Relations” to the research faculty at Swinburne University of Technology for the Director of Graduate Studies.
- Mr Jan Priest worked extensively on facilitating management of organisation performance improvement, diagnosing and guiding technology-enabled organisation performance amongst many areas.
- Professor Peter Sheildrake who, amongst many projects, is working with senior management of the Mandarin Oriental Hotel Group on ‘product development’ for the company’s new Landmark Hotel in Hong Kong – a ‘six-star’ property – prior to its opening. Additionally, Professor Sheildrake is carrying out a series of workshops and planning exercises for Arts Victoria with their ‘industry service organisations’ – industry professional bodies that represent a variety of arts areas, such as museums, performing arts centres, galleries, etc.
- Dr Jan Priest and Associate Professor Erica Hallsehve who undertook an integrated multi-agency research assignment for the Victorian government which focused on fire-emergency management. The study involved some 250 participants from two dozen state government departments, agencies and service-utility organisations.

Conferences
Academic staff and students have produced some excellent conference papers this year and these efforts are noted in the research output section later in this report. Academic staff have also been involved with the organisation of conferences. Professor Miles Nicholls was President of the Western Decision Sciences Institute (WDSI), a regional society of the Decision Sciences Institute (USA) in 2005 and chaired the 34th Annual Meeting of the WDSI (its annual conference) in Vancouver, British Columbia, Canada in April. Professor Peter Sheildrake was on the Planning Committee for the 31st International Conference on Small Business (held in Melbourne in June 2006).
OTHER ACTIVITIES

Professional Activities

Professor Nicholls was President of the Western Decision Sciences Institute and also was the Chair of the 34th Annual Meeting held in Vancouver, Canada in April. At that point he became the Immediate past President for the coming year. Professor Nicholls was also a member of a number of Committees and Standing Committees of the Decision Sciences Institute.

Non-DEST Compliant Publications

Textbooks

Toohey, J., Borthwick, K, and Archer, R., Occupational Health and Safety in Australia. Thomson Learning, Melbourne, 2005

Book Chapters


Conference Papers


Sheldrake, P., 2005, ‘Dinosaurs and Samurai’, Presentation to Department of Primary Industry, Our Rural Victoria Conference, Ballarat, 21 May, 2005


Conference Publications


RESEARCH PUBLICATIONS

Book Chapters


Journal Articles


Conference Publications


GRADUATE SCHOOL OF BUSINESS

2005 GRADUATES

LYNDA MARGARET BOURNE
DOCTOR PROJECT MANAGEMENT
Thesis Title: Project Relationship Management and the Stakeholder Circle
Supervisor: Professor Derek Walker
Dr Lynda Bourne investigated the concept that a project’s success or failure is closely aligned with perceptions of the project held by its key stakeholders; and that project teams can manage these perceptions to create success. The research resulted in a new tool, the ‘Stakeholder Circle’ that maps each stakeholder community in a unique way, allowing the project team to focus its stakeholder engagement strategies. The Stakeholder Circle also highlights key facets of the surrounding management culture and structure.

CRAIG JOHN NISBET
DOCTOR OF BUSINESS ADMINISTRATION
Thesis Title: Strategies for the Successful Implementation of an Enterprise-Wide Approach to Risk Management: Evidence from Australian Organisations
Supervisors: Professor Clive Morley and Ms Gabrielle Nisbet
Dr Nisbet’s study investigates the use of enterprise-wide risk management by practitioners in Australian organisations, identifying the various degrees of formality with which these projects are implemented. The central concern of this research is to understand perceived benefits, limitations and barriers in undertaking the implementation of a successful enterprise risk management programme. The key desired elements in implementing successful enterprise risk management were determined.

ROHAN ANDREW CARR
DOCTOR BUSINESS ADMINISTRATION
Thesis Title: Executive Retention - The employee perspective
Supervisors: Associate Professor Erica Halebone and Mr Peter Nisbet
This thesis investigates the key motivators, influences and circumstances, and their interaction, which underlie the decision of Australian executives to remain with their current employer. The findings suggest that the concepts of ‘challenge and opportunity’ and ‘relationships’ are the key retention determinants. Furthermore it was apparent that the retention decision is centred and driven at the individual rather than organisational level. Emerging patterns were also identified relating to the organisation type, size and structure of the executive.

MARK PICKERING
DOCTOR OF BUSINESS ADMINISTRATION
Thesis Title: Post Acquisition Performance of Publicly Listed Accounting Firm Consolidators and the Role of Integration
Supervisors: Associate Professor David Kimber and Dr Melinda Muth
Detailed analysis was performed of the impact of acquisition strategies and processes, integration and learning on the post-acquisition performance of two publicly listed accounting companies. These firms acquired over 100 small to medium accounting and other service firms during the late 1990s and early 2000s. This thesis is significant due to the dearth of research in the area and the implications of the findings for promoters, investors and executives of, and partners of small firms considering joining similar companies.

KEN STRANG
DOCTOR PROJECT MANAGEMENT
Thesis Title: Advancing Project Management by Applying Learning Theories for Designing and Delivering Professional Education Online.
Supervisor: Professor Derek Walker
Dr Strang published research exploring adult learning, knowledge management, and leadership. The thesis synthesised these concepts into professional online learning design and delivery models. The departure from contemporary theories is a perspective transformation of traditional educational psychology, shifting the philosophy towards an integrated humanistic-constructivist learning paradigm. Online teaching quasi-experiments with international MBA students statistically validated the models. Scholarly contributions include adult-learning theoretical analysis, statistically significant online course design and delivery approaches and research processes combining project management with scientific multi-methods.
During 2005, the School of Management worked actively towards fostering a culture of scholarship in teaching, research, and applied and community practice. The School continues to increase its number and quality of DEST research publications. New postgraduate research student enrolments have also shown a steady increment, with the School being limited only by the number of eligible principle supervisors and the School’s research concentration. The School supported a number of conference presentations for staff, and postgraduates whose blind reviewed papers were published, in full, in conference proceedings.

**RESEARCH**

**Research Concentrations of the School**

Research themes within the School of Management have focussed on Health Services Management, Knowledge Management, Organisational Change, Employment Relations, Industrial Relations, Women and Work, Entrepreneurship and Family Business, and Supply Chain Management and Logistics.

**Grants**

**Competitive**

Dr Malcolm MacIntosh: ARC Linkage Grant (2003-2007) – ($153,000 plus $15,000 industry contribution). In collaboration with University of Melbourne, Victoria University, Monash University and National University of Galway.

Dr Fang Zhao: ARC Linkage Grant (2005-2007) – ($25,000 plus $19,000 industry contribution).

**Industry**

Professor Kosmas Smyrnios: BRW Fast 100 Research ($13,000) (team member), and an Entrepreneurship Research Investment Funding (VRII) in a Victorian Health Service ($10,000).

Dr Malcolm MacIntosh: ARC Linkage Grant (2005-2007) – ($52,000 plus $15,000 industry contribution).

Associate Professor Carlene Boucher: Reflective Practice in a Victorian Health Service ($10,000).

**Internal**

Dr Fang Zhao: RMIT Research Investment Funding (VRII) ($96,000) (team member) and an Entrepreneurship Research Fund Grant ($5,000).

**Research Awards**

**Academic**

Dr Fang Zhao was awarded the 2005 RMIT University Innovation Award.

Professor Smyrnios was awarded the 2005 RMIT University Excellence in Research Innovation Award for the contributions his research has made to industry.

**Graduate Students**

With Associate Professor Sandra Jones, Jackie McCann, a DBA candidate, published a paper entitled Authentic situated learning environments: the flexible learning alternative for peripatetic managers in a global world of flexible workplaces’, in a Special Issue of Journal of Workplace Learning – Learning at the Workplace.

With Associate Professor Sandra Jones, Diana Maldonado Rey, a PhD candidate, published a paper entitled ‘The Role and Characteristics of Intent to Enhance Knowledge Transfer in Research Partnerships’ in the International Journal of Knowledge, Culture and Change Management.


With Associate Professor Julie Wolfram Cox and Professor Clive Morley, Alberto Melgoza Ramirez, a Masters by Research candidate, presented a research paper on Gender, emotion and aggression in the workplace. The role of emotional intelligence, at the Academy of Management Conference, in Hawaii.

The research work of Carol Tan, a PhD candidate, has received both national and international recognition. Carol was winner of a RMIT Research Innovation Award (Student Category). She was also a Finalist for the Mary Kay Doctoral Dissertation of a RMIT Research Innovation Award (Student Category). She also accepted a position of Visiting Research Professor to the Research Institute in Quebec.

Associate Professor Sandra Jones was invited to assist a Victorian Public Service continuous Improvement network to establish cross-departmental Communities of Practice.

Dr Malcolm MacIntosh is part of a National and International team exploring work and social cohesion under globalisation. The team includes the universities of Melbourne, Victoria Monash and the National University of Galway. Industry partners include National Australia Bank; ACTU; Members Equity; Multiplex; Schneider Australia; Ernst and Young; Coors, Chambers and Westgarth and Linexo.

**National and International Research Links**

A number of academic staff has established research and related academic contacts in the UK, USA, and Australia.

Professor Smyrnios has had a long-standing collaboration with members of IFERA (the International Family Enterprise Research Academy), the colleagues of which are based at universities from around the globe, including Germany, the US, Italy, Cyprus, and Japan. This collaboration has culminated in conferences and a number of publications (see below).

Associate Professor Sandra Jones has established a collaborative research partnership with Professor Guy Bellemare from the Universite du Quebec en Outaouais. In 2005 she had a paper prepared jointly with Professor Bellemare chosen as 1 of 14, from an original 47 submissions, for presentation at an International Special Conference organised by the British Journal of Industrial Relations on New Actors in Industrial Relations.

Associate Professor Julie Wolfram Cox continues to work with John Hassard and Bill Cooke at the Manchester Business School. In 2005 she published an article in Organization on triangulation in research methods with John and co-edited the four-volume set Fundamentals of Action Research (Sage Publications) with Bill Julie is also a Visiting Associate in the Department of Management Studies at York University in the UK. Within Australia, Julie researches with colleagues at Monash, Deakin and Melbourne Universities. She published a paper in Organization with Stella Minahan from Deakin and they presented a paper at the SCOS conference in Stockholm. Julie also presented a paper at the Academy of Management conference with Melanie Bryant from Monash. In 2005 she completed her co-supervision of the PhD thesis of Jan Schapper at Monash University (with Helen de Cieri) and they presented a refereed paper at the ANZAM conference in Canberra.

**Research Fellowships**

Based on her collaborative research with a Canadian colleague, Professor Guy Bellemare, Associate Professor Jones was awarded an International Funded Research Fellowships (over $10,000) by the Universite du Quebce (Outaouais and Montreal), the Universite Laval and CRIES (a tripartite, government supported Research Institute in Quebec). Associate Professor Sandra Jones also accepted a position of Visiting Research Professor to the University of Melbourne, Department of Management.

**Industry-Based Collaborative Research Projects**

The School continues to develop applied collaborative ties with industry partners, having completed a number of major industry-based research projects.

The BRW Fast 100 and BRW Upstarts projects (Flagship issues for BRW) are researched and managed by Professor Kosmas Smyrnios. This work of which is associated with 3 PhD student investigations focussing on Competitive advantage, coaching and mentoring, and competitive intensity.

Northern Health action research project on reflective practice. With Anne Smyth, this project is led by Associate-Professor Carlene Boucher in collaboration with executives and managers at the Health Service at Northern Health. The project involves the conduct of reflective practice groups to assist the organisation in strengthening the capabilities of its managers at the individual and organisational levels, and to improve our knowledge of RPGS as a management development strategy. The outcome will be a model for management development based around reflective practice that can be used as an alternative to traditional management development strategies.
Conferences

Academic staff and students have produced some outstanding work that has culminated in acceptance of research work at highly regarded conferences, such as the AQR Bi-annual National Conference; the Australian Conference on Evidence-Based Coaching; Society for Health Administration Programs Knowledge Management in Asia Pacific Conference, Academy of Management Annual Meeting, the Fifth International Conference on Knowledge, Culture and Change in Organisations, the International Labour Process Conference, RGWE.

Dr. Maureen Fastenau organized the 2nd Annual RMIT Women and Work Conference, co-sponsored by the School of Management. Twenty papers were presented, including three by School of Management staff and students.

Associate Professor Sandra Jones presented 3 papers on her work in developing a new theory of Industrial Relations at 3 universities in Canada and a conference organised by a tripartite Research Institute in Quebec. She also presented a Seminar at the University of Melbourne.

Associate Professor Julie Wolfram Cox co-chaired a stream on research and practice at the 4th Critical Management Studies Conference in Cambridge, UK in July with scholars from France, the USA and Canada and also co-chaired a Professional Development Workshop “Critical Lenses on Organisational Change and Development” at the Academy of Management Conference in August. She also completed her two-year term as Representative at Large for the Organization Development and Change Division of the Academy, receiving a plaque for outstanding service at the Academy’s conference in August.

Research Seminars

The School held regular colloquia over the year with invited speakers (e.g., Dr Steve Gough, University of Bath, academics, and postgraduate students contributing excellent research and conceptual papers, some of which were presented at international conferences.

GRADUATE RESEARCH STUDENT WORK

Postgraduate Students Enrolments and Recommendations for Award

In 2005, 37 PhD students and 11 Master of Business (by Research) students were enrolled in the School. Of these, 7 were recommended for award, of which were 6 PhD candidates.

Notable examples of successfully completed PhD research projects involve:

Dianna Maldonado Rey, who has since been employed as Research Assistant on ARC Linkage Grant: UQ and CSIRO.

Robyn Lines. Her research work focussed on teaching innovation in the managerial university context.

Daria Loi whose work on collaborative design in the workplace has lead to her being offered a position with the Intel Corporation in the USA.

OTHER ACTIVITIES

Expert Media Commentary

Several staff from within the School, Dr Cathy Brigden, Associate Professor Sandra Jones, Dr Maureen Fastenau and Dr Malcolm MacIntosh were interviewed for various TV and radio programs on the issue of the new Federal Government Workplace Reform legislation.

Professor Kosmas Smyrnios


Schmidt, L. Down but not out. Sunday Age (cover story, Sunday Life magazine), pp.14-17.

Weeks, P. Family owned businesses The Age, (August 31) (cover story, Money), pp. 8-11.


Book Chapters


Conference Papers, Abstracted in Proceedings


*Publications Omitted from 2004 Research Report*


TEACHING: Case Studies: The Australian Wine industry: can it maintain momentum? This scholarly, which has significant professional application case, was written by John Odgers for class discussion and analysis.

RESEARCH PROFILE

Dr Fang Zhao

Fang is passionate about improving management practices through innovation research. She has 43 peer-reviewed publications internationally over the past few years and won 1 national competitive grant (ARC-Linkage) and 2 RMIT research grants in 2005. Fang has focused all her research on the practical and theoretical issues of innovation, namely, how to enhance the innovation capacity of organizations and how to uptake and manage innovation. Fang’s ARC project is concerned directly with how to tackle the systematic barriers to commercialisation of university innovations by businesses/industries. Her most recent book “Maximize Business Profits through E-partnerships” is the first English publication that deals with, extensively in terms of breadth and depth, electronic/on-line partnerships and the complicated issues involved in making them work. Fang’s research publications have been selected for review by international renowned journals (for instance, Emerald’s “Strategic Direction” which collects the very best articles for executives) and received citations by international scholars. She has also attracted quite a few requests for research supervision from the international academic community.
PhD Student: Caroline Tan Swee Lin
Title of thesis: Competitive advantage for fast growth Australian SMEs: A study of the effects of firms' business orientation and marketing capabilities on firm performance
Supervisor: Professor Kosmas Smyrnios
The thesis examines the influence of market, learning, and entrepreneurial orientation as sources of competitive advantage in emerging fast-growth small-medium enterprises (SMEs). These three factors synergistically comprise an organization's business orientation, enhancing firm marketing capabilities, customer value, competitiveness and ultimately, firm performance. The thesis utilizes mixed methods: quantitative (path analysis) and qualitative (case study) methodologies.
Since commencing her candidature, Carol has published 11 refereed conference proceedings, including the Australia New Zealand Academy of Management (ANZAM) Conference, AGSE-Babson Regional Conference, UIC. Marketing/Entrepreneurship Symposium, Academy of Marketing, Family Business Network-IFERA World Academic Research Forum, Academy of Marketing Science, International Council for Small Business (ICSB), and HYPERLINK "http://www.buseco.monash.edu.my/sm/" SME-Entrepreneurship Global Conference 2006. In addition, based on the findings of her research, Miss Tan has jointly written two papers for Business Review Weekly (BRW), the most widely read business magazine for Australian business owners.
Carol was also one of four international finalists (the only one from Australia) for the prestigious Mary Kay Cosmetics Doctoral Dissertation Competition 2005 at the Academy of Marketing Science in the US, one of the top conferences in marketing. As well, she was awarded the 2005 Business Portfolio's postgraduate student Vice-Chancellors Award for Sustained Contribution to Research Excellence at RMIT.

Peter John Burrows (Completed 2004)
PhD
Thesis Title: A Map for Getting Lost: A Study of the Use of Art, Images and Artefacts in the Development of Reflexive Practices in Management Students
Supervisors: Associate Professor Carlene Boucher and Dr Laura Brearley
In this thesis-as-box are examples of art, images, artefacts and stories I use in the management classroom. I use these materials to help managers and prospective managers become aware of what is going on around them, to be more reflective, and to better understand themselves, others and the contexts in which they live and work. The teaching methods, the research methods and the thesis itself embody a process for learning and researching that I call ‘a map for getting lost.’

Juan-Bautista Caldera-Noriega
PhD
Thesis Title: A Purchaser’s Perspective of Environmental Uncertainty in the International Manufacturing Products Supply Chain
Supervisors: Professor John Dalrymple and Professor Kosmas Smyrnios
This research investigated the key factors associated with uncertainty at the cross-national purchaser-supplier interface. The result is a theoretically driven model addressing the interactions of culture affinity, commercial relationships, quality reliability, ISO 9000 certification, and the country of origin effect. The findings provide insight into the complexity of transnational procurement issues, which are increasingly important for all companies wishing to achieve international supply chain integration.

Carmen Cheri Gould
PhD
Thesis Title: A Comparison of Australian Internet Users’ Information Privacy Values in the Context of the Online and Offline Environments
Supervisors: Adjunct Professor Greg Tucker and Dr Christopher Ziguras
The research endeavoured to investigate and define Australian Internet users’ attitudes and behaviours towards online information privacy, using data from a comprehensive online questionnaire and group interviews. The research enabled the construction of a unique online information privacy typology and facilitated detailed comparisons of Internet users’ attitudes to ‘online’ and ‘offline’ privacy.

DERICK JOHANNES
PhD
Thesis Title: Joint Venture Contracting Relationships between Foreign and Local Contractors in the Construction and Engineering Industry of Hong Kong: Implications for understanding Collaborative Practice
Supervisors: Professor Derek Walker and Mr Andrew Wilson
This research develops a cultural understanding of how joint ventures provide competitive advantages to companies undertaking construction and engineering infrastructure projects in Hong Kong. Organisational cultural factors facilitating/inhibiting competitive advantage were investigated focussed upon knowledge transfer, quality of operational performance and how these are facilitated through cooperative relationships. Two studies developed a measurement framework allowing project knowledge-management practices to be considered. Differences in organisational/national culture and commitment toward joint ventures that significantly influence satisfaction with joint venture performances were also identified.
RONALD DOUGLAS HARPER (Completed 2004)  
Thesis Title:  
Organizational Learning and Change Management: Efficacy, Emancipation and Conviviality in a Department of Defence  
Supervisors: Associate Professor Erica Halebone and Dr John Kane  
The thesis studies the implementation of a formal staff development program in the Australian Department of Defence. It explores the contribution of this program towards the creation of a learning organization. The thesis significantly advances the field of management studies, innovatively drawing on the work of the critical theorists and an explanatory framework derived from Emile Durkheim. It emphasises that organizational management does not exist in a void and will always be defined by its socio-political environment.

DARIA ALESSANDRA LODI  
PHD  
Thesis Title:  
Lavoretti per bimbi: Playful Triggers as keys to foster collaborative practices and workspaces where people learn, wonder and play  
Supervisors: Associate Professor Carlene Boucher and Associate Professor Sandra Martin  
This thesis offers a participatory design framework where Playful Triggers are tools to develop collaborative practices within organisations and collaborative workspaces are generated via co-design activities. A convergence of design and management is discussed as necessary condition. The work was developed as a system housed in a cardboard suitcase incorporating metaphorical, tactile, audio and visual means to express meaning. People have a key role in shaping collaborative practices as readers have a key role in shaping this thesis.

ROBYN LARENIE LINES  
PHD  
Thesis Title:  
Discourse and Power: A Study of Change in the Managerialised University in Australia  
Supervisors: Associate Professor Rosalie Holian and Ms Anne Smyth  
This study explored the failure of most recent attempts to change teaching practices within Australian universities. Interviews with managers, academics and teaching support staff were used to categorise the variety of ways in which change processes are conceptualised and work identities and roles constructed. The impacts of these differences on a teaching change project were investigated through an ethnographic study and critical points of failure identified using relational concepts of power based upon this analysis alternative practices were proposed.

DIANA PATRICIA MALDONADO-REY  
PHD  
Thesis Title:  
Knowledge Creation and Transfer in Research Alliances between Universities and Industry: A study of Australian Research Council Linkage Grants.  
Supervisors: Associate Professor Sandra Jones and Professor Robert Brooks  
This research explores how industries and universities share knowledge in collaborative research projects. Using ARC Linkage grants as the base for analysis the research finds that the form of the relationship between the parties particularly in terms of its transparency and their respective learning capacities is important. In addition their organisational cultures and intents as regards the relationship are also very important. Finally, trust between the parties is found to play a critical role.

TEODOR RUINED THEORY APPROACH  
Supervisors: Associate Professor Chris Selvarajah and Associate Professor Scott Phillips  
This study examines the CCM processes of selected organizations in Victoria, Australia. The use of grounded theory leads to the emergence of management, leadership and organisational system attributes and the complementarities between the attributes that could facilitate implementation of CCM. The thesis makes a substantial contribution to the field of grounded theory and general system theory as applied to CCM and offers interesting organisational insights into how and why EEO legislation appears to have been a relative failure in Australia.

CEDRIC SALDANHA  
PHD  
Thesis Title:  
Diagnostic Analysis of Public Sector Organisation Performance: An Approach and Methodology for Developing Countries.  
Supervisors: Professor Peter Sheldrake and Associate Chris Selvarajah  
The objective of the research is to develop a systematic diagnostic approach to assessing performance of public sector organisations and the underlying causes for such performance. Such analyses can then be used by aid donors as criteria for investment decisions on development projects to be implemented by such organizations.

RICHARD WESTWOOD WORTH (Completed 2004)  
Thesis Title:  
The Closer Economic Relationship between Australia and New Zealand. Choices Other than Quiescence or Withdrawal in the Face of Conflict  
Supervisors: Associate Professor Chris Selvarajah and Professor Nick VanDerWalt  
In some ways the member states to the Closer Economic Relationship Agreement subvert the objectives of the agreement. This study concludes, following examination of specific case studies, that appropriate dispute resolution provisions which are absent from CER are necessary and should be negotiated into the agreement at the next conference round. It also explores the technical possibilities of using complementary agreements containing compulsory dispute resolution provisions in the event that the CER partners balk at the inclusion of such provisions.

CLAIRE ELIZABETH NOONE (Completed 2003)  
DOCTOR OF BUSINESS ADMINISTRATION  
Thesis Title:  
Managing Compliance - A Study of Compliance Programs in Australian Organisations  
Supervisor: Professor Margaret Jackson  
This thesis examines compliance programs in Australian organisations using Australian Standards - AS-3806 to assess their practices. It finds that firms have done little to embed compliance into the day to day activities of their business. Firms focus their compliance activities on education and training. The research shows that there are three broad types of organisations - ‘the law abiders’, who emphasise legal compliance; ‘the image makers’ who are concerned with image and the ‘internal communicators’ who emphasise values and behaviours.
PAUL DAMIAN WOODHOUSE  Doctor of Business Administration
Thesis Title:
Supervisors: Dr Ngaire Lewis and Dr Robyn Lewis
This research establishes a framework to assist in the planning, development and operation of concession contracts in the provision of public hospital infrastructure and clinical services by the private sector. Twelve factors are identified from the literature and a thirteenth factor, the need for the public sector agency to actively manage excess available capacity in the project, has been established from the research. The framework can also provide guidance for concession contracts in other sectors and privatisation programs in general.

LINDA BETTS  Master Business (R)
Thesis Title:
Deciphering the Cultural Characteristics of Nurses and Doctors in Hospitals: A Case Study of a Division in a Tertiary Hospital
Supervisors: Associate Professor Holian and Mr Ian Woodruff

MAARLAR THEIN HAN  Master Business (R)
Thesis Title:
Business Strategies of Joint Ventures in Thailand
Supervisors: Associate Professor Erica Hallebone and Mr David Trigg

WARREN STAPLES  Master Business (R)
Thesis Title:
An International Comparison of Access to Services in the Call Centre Industry for the Hearing Impaired
Supervisors: Professor John Dalymple and Adjunct Professor Peter Harvey

PETRA TRIANDOS  Master (R)
Thesis Title:
The Entrepreneurial Dimension in Melbourne’s Tourism Property Sector
Supervisors: Dr Roslyn Russell and Professor Peter Sheldrake

KERRIE LOUISE MANN  Master Business (R)
Thesis Title:
Quality of Nature Based Tourism in the Home to Port Campbell Region: A Stakeholder Perspective
Supervisors: Dr Robert Inbakaran and Professor Kosmas Smyrnios

FRANK PAUL MORTON  PhD
Thesis Title:
Using positivist and interpretive case study research methodologies to empirically test theories about the development and implementation of information systems strategic plans
Supervisors: Professor Bill Martin and Dr France Cheong
Paul Morton is a part-time doctoral student in the School and works as a senior IT planner in the Victorian Department of Human Services. Paul’s research is in the field of Strategic Information Systems Planning (SISP), an activity that attempts to decode how the key elements of the information systems environment in an organisation (information, systems, personnel, technology, services and budgets) will be organised and used to achieve corporate objectives. Based on the prior analysis and selection of those Information Systems theories most likely to help in the development and implementation of IS planning, Paul’s research employs a dual methodological approach. This combines a case study based positivist test of specific hypotheses of extant theories with an interpretive analysis of the results to provide a richer, more grounded understanding of the social and organisational factors affecting the SISP process. This participant-observer approach involves seven case studies within three departments of the Victorian government.
Some research activities occur within the Office of the Pro Vice Chancellor (Business). This includes the activities of the following:

- Centre for Management Quality Research
- Smart Internet Technology Cooperative Research Centre
- Entrepreneurship and Innovation
- Innovation and Sustainability
- Cooperative Research Centre Construction and Innovation
Centre for Management Quality Research

Director
Professor John Dalrymple

Research Fellows
Dr Gitachari Srikanthan
Dr Lionel Boxer
Dr Peter Bryar

Research Scholars
Warren Staples
Viney Kissoon
Judy Lary
Alan Coller
Richard Ampornsah (DFM)
Fred Kofi deiheer-Menlah (DFM)

Grants

Competitive

Professor John Dalrymple invited to visit the Shanghai Academy of Quality Management as the guest of the Director, Professor Xiaofen Tang.

The following International Visiting Scholars visited the Centre in 2005:

Colin Bottomley, Hunter Centre for Entrepreneurship at the University of Strathclyde, Glasgow, Scotland
Professor Douglas Hensler, Dean, Craig School of Business at California State University at Fresno
Associate Professor Ningning Jing, School of Business Hohai University Nanjing, Jiangsu
Dr Rod Gapp, Department of Management, Business School, Griffith University

National Recognition

Warren Staples was appointed as the Doctoral Student Representative on the Australia New Zealand Academy of Management (ANZAM) Executive representing management research students throughout Australia and New Zealand.

He organised a highly successful doctoral workshop at the ANZAM 2005 Conference in Canberra featuring presentations from some 50 experts and students from 7 nations.

Industry-Based Collaboration

The Centre collaborated with the BBL Group on a project to design and deliver a program to small and medium-sized companies on tactical marketing. This program was part of a series that began with a project on international business profile benchmarking for the small business sector. The previous project had identified the neglect of tactical marketing in the development and growth of ambitious small and medium-sized companies, and this project was supported by the Northern Area Consultative Committee and funded by the Department of Transport and Regional Services.

The Centre collaborated with the BBL Group in running a series of Business Improvement Groups for CEOs of small and medium-sized enterprises. This project forms part of the community engagement agenda of the University and contributes to the sustainable communities research focus. The operation and benefits of these activities forms part of a research program to evaluate methods of supporting the sector.

The Centre participated in a major CRC Construction Innovation project focused on achieving ‘best value’ for public sector clients for capital construction projects. The project addressed three areas, namely the development of a robust ‘best value’ framework for use by public sector clients, an analysis of the addition of cost without the consequent addition of value resulting from the tendering process in construction project procurement and an investigation of the portability of the international business profile benchmarking methodology into the construction small business sector.

Professor John Dalrymple is a member of the National Committee of Review of the Australian Business Excellence Framework. The Committee initiated a fundamental review of the Framework and the new framework will be introduced in late 2006.

Professor John Dalrymple completed a term of seven years as a Director of the Quality Society of Australasia.

Conferences

Academic staff and students in the Centre have produced some outstanding work that has culminated in acceptance of research work at highly regarded conferences.

Professor John Dalrymple was invited keynote speaker at the 10th International Conference on ISO9000 and TQM in Shanghai.

Professor John Dalrymple presented two papers at the Institute for Small Business and Entrepreneurship Conference in Blackpool, England. Both papers were nominated for ‘best paper’ awards in their tracks.

Professor John Dalrymple attended the CRC Construction Innovation Conference Clients Driving Construction Innovation: Moving Ideas into Practice and presented a paper on the cost of tendering in the construction industry.

Dr Lionel Boxer attended the 2nd Annual RMIT Women and Work Conference and presented a paper on the application of Appreciative Inquiry to achieving personal and organisational objectives.

Centre Colloquia

The Centre held occasional colloquia to create a sense of academic community to build the research culture and enable discussion of research at all stages of development to be held in an informal and supportive environment.

Non-DEST Compliant Publications

Books
Roisier, L, The Sustainable Way (2005), Brolga -Melbourne
Juan Bautista Caldera-Noriega
PhD
Thesis Title: A Purchaser’s Perspective of Environmental Uncertainty in the International Manufacturing Products Supply Chain
Supervisors: Professor John Dalrymple and Professor Kosmas Smyrnis
This research investigated the key factors associated with uncertainty at the cross-national purchaser-supplier interface. The result is a theoretically driven model addressing the interactions of culture affinity, commercial relationships, quality reliability, ISO 9000 certification, and the country of origin effect. The findings provide insight into the complexity of transnational procurement issues, which are increasingly important for all companies wishing to achieve international supply chain integration.

Gitachari Srikanthan
(DSc Portfolio, School of Education)
PhD
Thesis Title: A Conceptual Development of a Holistic Model for Quality in Higher Education
Supervisor: Professor John Dalrymple
The thesis carries out a critique of the current management systems in higher education and re-examines the notions of quality in learning. It develops a broad basis for what is termed ‘Holistic Model’ for quality in higher education addressing both the academic and administrative areas. A methodology for the implementation of the model is developed on the basis of generic approaches to building learning in organisations.

Warren Staples
Master Business (R)
Thesis Title: An International Comparison of Access to Services in the Call Centre Industry for the Hearing Impaired
Supervisors: Professor John Dalrymple and Adjunct Professor Peter Harvey
As organisations are increasingly providing customer service and support via call centres, due to the perceived lower cost of operating, issues concerning the quality of service are emerging. Access has been recognised as one component of service quality and hence service quality improvement can be brought about via improving access to a service. Call centres have done this using standard technology in the form of conventional speech telephones to deliver services. Whilst the development of call centres has improved access to many services, by extending the time period service is available, it has also disadvantaged some. This research sought to investigate issues of access to services for the hearing impaired in the Australian Call Centre Industry.
Senior Research Fellows

Professor Supriya Singh
Professor Margaret Jackson

Research Fellow: Anuja Cabraal

In 2005, the Smart Internet Technology Cooperative Research Centre researched the relationship between security, trust, identity, and privacy in online financial transactions. The aim of the research was to discover how people used technologies to manage money and bank. The project also began investigating identity management and the impact of changing roles in E- and M-Commerce. These insights from qualitative and quantitative research would contribute to the better design of security, privacy and identity. They would also suggest actions businesses could take to enhance these four factors so that e-commerce and m-commerce found greater acceptance with the general public.

We also continued working on the users’ perspective of digital rights management.

Our project was multi-disciplinary, including people from the social sciences, law, information science and computer science. We worked with researchers from Griffith University and the University of Wollongong. We also worked with Westpac Bank.

The Project

The project had two streams.

Stream 1: Banking, Personal Communications & Financial Decision Making

The key questions were:

- Which areas are moving to use automated electronic processing and new intermediary based solutions to do so?
- How should service providers handle Identity Management/Authentication/private to maximise trust in, and acceptance of, an e-settlement and lodgement system and reduce identity and fraud issues?
- What policies, services and technologies need to be deployed by service providers to increase usage of e-Commerce/m-Commerce solutions in the Entertainment, Health and Financial sectors?

The year 2005 was taken up with conducting and analyzing the qualitative banking research. We completed two thirds of it during the year. We also completed our work on the users’ perspective on digital rights management.

Researchers

The project was led by Professor Supriya Singh. Professor Margaret Jackson led the Identity Management Stream and Supriya Singh led the banking stream. The researchers in both streams included Anuja Cabraal, Jenny Waycott, Julian Lugerwood, Jonathan O’Donnell, Mats Bjorklund, Lesa Beil, Doug Lorman, Jan Browne, Leon van Schalk, Aisha Rao and Ron van Schynlyd. Our team continued to work with researchers in Griffith and Wollongong universities.

Students

In 2005 we had the following PhD research students across RMIT:

- Michael Coburn
- Toan Phung
- Christine Satchell
- Charlotte Scarf

- Customers’ need to control their financial identity, while giving banks the ability to identify their customers

Stream 2: Identity Management & Impact of Changing Roles in E- and M-Commerce

The key questions were:

- How can service providers handle Identity Management/Authentication/private to maximise trust in, and acceptance of an e-settlement and lodgement system and reduce identity and fraud issues?
- What policies, services and technologies need to be deployed by service providers to increase usage of e-Commerce/m-Commerce solutions in the Entertainment, Health and Financial sectors?

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Process

The challenges of reconciling providers’ emphasis on security and users’ focus on ease of use & trust.

- Allowing providers to lower costs of online channels, while addressing users’ preference for mixed channels and modes of communication,

- What policies, services and technologies need to be deployed by service providers to increase usage of e-Commerce/m-Commerce solutions in the Entertainment, Health and Financial sectors?

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Recruitment

The key questions were:

- Which areas are moving to use automated electronic processing and new intermediary based solutions to do so?
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- Customers’ need to control their financial identity, while giving banks the ability to identify their customers


Professor Margaret Jackson is a Senior Research Fellow in the CRC and is Professor of Computer Law in the School of Accounting and Law. Her primary research area is aspects of computer law, particularly data protection law and privacy, and copyright.

Margaret has written two books. The first, published in 2001 by LawBook Co is Hughes on Data Protection in Australia and the second, completed in 2003, is A Practical Guide to Protecting Confidential Business Information, also published by LawBook Co.

She has published refereed articles and conference papers in the areas of Digital Rights Management, copyright, privacy and data protection. She has received a number of competitive research grants and recently is part of a research team awarded an ARC Linkage Grant on the Semantic Web.

For the Smart Internet CRC, in 2005, Margaret examined legal aspects around the downloading of electronic music and whether or not the providers of the music files, like Kazaa and Grokster, could be said to have authorised copyright infringement by the users of such services. She also worked on the legal implications arising from the use of Digital Rights Management Systems (DRMS) by providers of electronic content such as music and film files. These legal implications included the use of contract law to override copyright law and the on-going monitoring of users’ activities once the files have been downloaded.
Senior Research Fellow
Dr Roslyn Russell

Research Assistant
Ms Aruna Nair

Roslyn’s research crosses a number of disciplines including tourism, entrepreneurship and microfinance. Roslyn undertakes research for industry, not-for-profit organisations and government. Much of Roslyn’s current research involves on-going evaluation of innovative programs that aim to assist low-income families establish a savings habit and increase their levels of financial capabilities. In addition, Roslyn supervises a number of post-graduate students with topics that cover entrepreneurship, the Arts, biotechnology, management, and microfinance.

Book Chapters

Journal Articles
INNOVATION AND SUSTAINABILITY
Professor John Fien

John is responsible for facilitating the development of teaching and research to further the change processes that underlie sustainable development. John continues to work across the Business and Design and Social Context Portfolios. His work in RMIT Business focuses on developing a collaborative approach to researching issues and problems on business and sustainability across the School in the Portfolio.

RESEARCH AWARDS

Linkage Grant Awards
‘Building capacity for a Sustainable Future’
Dr Sarah Bekessy
Associate Professor Ian Thomas
Professor John Fien
Professor Ron Wakefield
Dr Carolyn Hayles
Professor Lynette Bennington
Associate Professor Barbara de la Harpe

Linkage Grant Award
‘Building Community Capital to Support Sustainable Numeracy Education in Remote Locations’
Associate Professor Di Siemon
Professor John Fien
Associate Professor Michael Christie, Charles Darwin University
Mr Thomas Evison, Batchelor Institute of Indigenous Tertiary Education

Discovery Grant
‘Enhancing Capacity for Change: Promoting Leadership in Sustainable Consumption amongst Australian Youth’
Professor John Fien
Professor Judith Bessant
Dr Oliver Jollier (Swiss Federal Institute)

INNOVATION UNIT

Research Publications

Book
ISBN: 0 7546 01250
The major research project titled "Maintenance Cost Prediction for Roads" was funded by CRC-CI with the collaboration of a number of industry partners in Queensland. The object of the project extended the scope of the achievements made in the project "Investment Decision Framework for Infrastructure Asset Management". It consolidated the initial findings into practical applied research outcomes, and enhances the real and potential benefits to the Queensland Department of Main Roads and other infrastructure asset owners of the future. The project continued until the end of 2005. From January 2006 the project moved to the Portfolio of Design and Social Context under the direction of Professor Derek Walker.

Innovation Team Award
Dr Noppadol Piyatrapoomi & Professor Arun Kumar

Research Topic: Investment Decision Framework for Infrastructure Asset Management

Industry Partners: Queensland Department of Main Roads, Queensland Department of Public Works, John Holland, Arup Australasia

Conference Publication
These annual awards recognise researchers and their collaborators for achievements in Research.

Eight applications were received for the Innovation Staff Award, five applications for the Innovation Student Award and two applications for the Innovation Team Award. All applications were considered in terms of quality, innovation and impact. The research award recipients are as follows:

**Innovation Staff Award**

Dr Fang Zhao, School of Management

**Quality**

All Fang’s research publications are peer-reviewed and published internationally. In addition, Fang has won 1 national competitive grant (ARC-Linkage) and 2 RMIT research grants in 2005.

**Innovation**

Fang has focused all her research on the practical and theoretical issues of innovation, namely, how to enhance the innovation capacity of organizations and how to uptake and manage innovation. Fang’s ARC project is concerned directly with how to tackle the systematic barriers to commercialisation of university innovations by businesses/industries. Her book “Maximize Business Profits through E-Partnerships” is the first English publication that deals with extensively in terms of breadth and depth, electronic/on-line partnerships and the complicated issues involved in making them work.

**Impact**

Carol Tan’s applied research, employing a mixed methodology involving qualitative and quantitative procedures, addresses a significant topic: Competitive advantage of Fast Growth Companies. Her work has appeal both nationally and internationally, as indicated by her nomination for Best Doctoral Thesis at the prestigious Academy of Marketing Science Conference (about a 20% acceptance rate of papers). She also has refereed published pieces of work, all of which emanate from her thesis work. In relation to business community, Carol has co-authored a major report in the area and published 2 further articles in the pre-eminent Business Review Weekly magazine. Accordingly, her work is having a significant impact.

**Innovation Student Award**

Carol Tan, Student No. 3056399, Doctor of Philosophy (Marketing), Dr Rosjo, School of Management

Carol Tan’s applied research, employing a mixed methodology involving qualitative and quantitative procedures, addresses a significant topic: Competitive advantage of Fast Growth Companies. Her work has appeal both nationally and internationally, as indicated by her nomination for Best Doctoral Thesis at the prestigious Academy of Marketing Science Conference (about a 20% acceptance rate of papers). She also has refereed published pieces of work, all of which emanate from her thesis work. In relation to business community, Carol has co-authored a major report in the area and published 2 further articles in the pre-eminent Business Review Weekly magazine. Accordingly, her work is having a significant impact.

**Innovation Team Award**

Dr Noppadol Piyatrapoomi & Professor Arun Kumar, Research Development Unit

Research Topic: Investment Decision Framework for Infrastructure Asset Management

Industry Partners: Queensland Department of Main Roads, Queensland Department of Public Works, John Holland, Arup Australasia

External Cash Funds: A$450,000 (First project) and A$ 260,480 (Continuing project), totalling A$710,480.

**Quality**

Two institutions, Queensland Government Department of Main Roads and Engineers Australia Queensland Division, awarded the Divisional Excellence Award 2004/2005, and Engineering Excellence High Commendation Award 2005, respectively to the project. Academic outcome of the project was the publication of a book chapter in Research Transportation Economics, Volume 8, 2004, Elsevier and five peer-reviewed research publications published nationally and internationally.

**Innovation**

An innovative analysis method was developed for identifying optimal intervals for road pavement strength data collection for network applications. A case study using this method was conducted on the stochastic characteristics of road pavement strength data over extensive lengths. By careful analysis, the results suggested road authorities could reduce strength test sampling rates by 75 to 80 per cent compared to current practice without losing statistical relevance for network applications. Since most road authorities worldwide do not monitor pavement strength at the network level, the analysis method can assist them in determining effective data sampling plans. The method indicated that with the same amount of budget, pavement strength data could be collected to cover larger areas (i.e. four to five times of current practice) without losing reliability in predicting budget estimates for future road maintenance.

**Impact**

As an immediate impact of the project, Queensland Government Department of Main Roads decided to allocate funding in the amount of A$ 150,000 in the 2005/2006 budget to collect pavement strength data. This amount of budget can collect pavement strength data of approximately 2000 km of road length based on the new concept for data collection. Previously, the department would have been able to collect pavement strength of only a few hundred kilometres with the same amount of budget. Therefore, saving is approximately A$ 3.4 million for pavement strength data collection for the state controlled road network of 34,000 km.

The impact of this project is also recognised at the national and international level. Austroads, an association of Australian and New Zealand road transport and traffic authorities, suggested the concept in its Report IR 88/05: Guidelines for Road Network Condition Monitoring. Part 5: Pavement Strength.