Business Portfolio Research Report 2006
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RMIT University

Research Strategy

RMIT University's Research strategy focuses on RMIT being in the top 15 Australian Universities for research, a position it almost aligns with. However, recent research reports within RMIT show that performance in achieving that overall goal is focused in a small number of places and is not reflected uniformly across the university. In addition the university has taken a strategic decision to focus research in the areas it identifies as being strengths of the university in the 4 Research Institutes.

Resulting from this strategic direction RMIT is investing in the Research Institutes as a means of supporting excellence in research through seed funding and a prioritizing of research effort to achieve the strategic goals of increased competitive research grant awards, increased quality of research publications and output and more efficient completions in research training. Business is not a direct recipient of this RI proposition but there are significant benefits for Business with involvement.

The University has 6 focus areas in research

1. operationalisation of the 4 research institutes and the enhancement of research in other areas
2. effective preparation for the first and then subsequent rounds of the RQF
3. increase ARC applications and success by greater than 50%
4. embed research performance in all academic staff work plans and promote expectation of outcomes
5. achieve university-wide co-ordination and streamlining of research student management and support
6. support the best researchers to aggressively seek research income through industry engagement with a focus on a select group of 'big clients.'

The key strategies for research in the Business Portfolio are to be aligned with these overall university goals.
Message from
Pro-Vice Chancellor

Professor Chris Whitaker
Pro-Vice Chancellor
Business Portfolio

The RMIT Business Portfolio will become one of the top 10 Business Schools in research in Australia by 2012, measured by the RQF, by research publications and by research grants in both the competitive grants category (ARC) and industry engagement category. This will be achieved through proactive planning, management and review within the Schools in the Business Portfolio. However, much of what is needed requires funding and a significant investment by the Portfolio and the Schools.

Action Plan

- increase ARC applications by 60% by December 2008
- increase all DEST accredited publications by 25% in 2007 and again in 2008
- increase publications in high impact journals by 30% on 2005 by December 2008
- increase industry engagement funding for research by 20% in 2007 and by a further 50% in 2008
- have at least two Business Academic staff actively engaged in research projects in each of the RIs by mid 2008
- increase research seed funding for new and emerging researchers within the Business Portfolio by $500,000 in each of 2007 and 2008

To achieve this goal RMIT Business will adopt the following actions:

1. complete an audit/benchmarking exercise against all Business Schools in Australia in terms of each of the categories of comparison for research measurement (by December 20, 2007)
2. review research performance in the Portfolio over the past 2 years as a means to reaffirm strengths and weaknesses and identify newly appointed research active staff (by September 1, 2007)
3. each school to develop and report a list of high impact journals in their disciplines (by end August 2007)
4. review areas of research overlap across schools e.g. in Business Modelling, e-business etc and begin a bringing those research groups and areas of interest together for research purposes (by August 15, 2007)
5. through the Heads of School review the research performance of all academic staff to identify underperforming staff and then actively work with those staff to engage them in research activity as part of planned groups using experienced academic staff with sustained research records (by September 1, 2007)
6. actively include research output targets in the work-plans of all staff with reference to publications, including quality of publications, and with reference to industry engagement and competitive grant applications (by March 2008)

7. establish an industry engagement policy for research by identifying key business partners and bringing the areas of interest who could benefit from that engagement together (by September 30, 2007)

8. actively engage in each of the Research Institutes in a planned and co-ordinated way through a group of academic staff who regularly meet to report of activity in each RI. (Establish by July 31, 2007)

9. begin a proactive process of assisting newly appointed academic staff with PhDs in the research grants, publications and RQF processes (by July 31, 2007)

10. change the PhD candidature confirmation and review process in consultation with the Research Directors in each school (by mid August 2007)

11. re evaluate the Research Methods training program and completion rates of Business research students and implement identified changes (by July 22, 2007)

12. assist the university in the Round 1 RQF management process for 2007/8 and use that as the basis for setting research goals for 2010 (by June 2008)
Message from the Dean

Professor Sinclair Davidson
Dean Research & Innovation

Research has begun to take on a more formal role in Business. Research activity continues to remain steady as indicated in the stats below and will be of greater focus in the future.

Research Income
2005  $1,179,119
2006  $1,322,617  10.8% Increase

Publication Numbers
2005  277
2006  236  14.8% Decrease

Research Enrolments
2005  192
2006  185  3.6% Decrease

Completions
2005  27
2006  28  1% Increase

Grant Applications
2005  22  7 successful 32% success
2006  24  12 successful 50% success

Supervisor training has improved in all Schools as have ARC grant applications. Each of the Schools now allocates increased time in workloads to research for staff and has a clearer view about the direction of research in the School.

The Portfolio has now aligned itself with the university structure for research with the closing of the RDU, the reallocation of all researchers to Schools and the renaming of the administration component to the Business Research Office.

As part of the Action Plan for the future:
1. Each School has made a commitment to increase the number of E level professors.
2. Each School is now re-developing the research plan to better align Business for the next RQF with more team focused research.
3. The Portfolio is investing in research in a more substantial way for 2007/2008.
4. A supervisor training program for 2007/2008 is and will address issues of timely completion and improved supervisor assessments. Dates for the supervisor training and for the ARC Grant application workshops have been set for 2008.
5. The Portfolio has developed and accepted the Research Strategy Plan to frame research and research outcomes from 2007.
Research Profile
Professor Sinclair Davidson
Professor of Institutional Economics

Professor Sinclair Davidson's expertise encompasses Institutional Economics, Property Rights and Financial Markets. Sinclair had a particularly busy year as the Dean of Research & Innovation and retained many of his duties as the Professor of Institutional Economics, School of Economics, Finance and Marketing. Professor Sinclair Davidson is interested in financial markets which researches the supply and pricing of capital assets. Inherent with the supply of capital assets are issues relating to corporate governance and the social institutions of society that support and sustain private ownership. These institutions include, but are not limited to, the rule of law, property rights, collective decision-making and interactions between the public and private sectors. The pricing of capital assets investigates both asset pricing theories and the informational and allocative efficiency of capital markets (www.rmit.edu.au).

Monographs

“Back to Basics: Why Government funding of science is a waste of our money”. Institute of Public Affairs, 2006.

Expert Comments in the Media
Professor Sinclair Davidson is regularly asked by the media to provide expert comments on a range of issues. A selection of Sinclair's items featured in the news media for 2006 is listed.

• Topic: Analysis of the government’s ‘four pillars’ policy, separating the four large banking institutions.

Outlet: The Age, 18 February 2006, Page: 1

• Topic: GST


• Topic: Compulsory voting

Outlet: The Canberra Times, 23 January 2006, Page: 9

• Topic: The methods used to compile statistics in the official statistical history of the AFL


• Topic: The impact of the Federal Government's decision to remove taxes from superannuation payments for people aged 60 years and above

Outlet: ANC National Television, Midday Report, Tuesday 6 June at 12:18pm

• Topic: Melbourne’s traffic congestion

Outlet: The Age, 11 July 2006, Page 14

• Topic: High fuel prices

Outlet: ABC Radio, The World Today, Thursday 31 August, 6.24pm

• Topic: The abolition of superannuation tax

Outlet: The Weekend Australian, Saturday 26 August, Page 32

Professor Sinclair Davidson won the award for ‘Excellence in Business’ 2006 category at the RMIT Media Awards presentation which recognises success in getting one's expertise into media outlets – coverage that the Media and Communications Unit calculated was worth up to $10 million a year in free coverage.
School of Accounting and Law
The School of Accounting and Law's research efforts tend to focus around a number of key areas, these being: social and environmental accountability and reporting; corporate governance; financial accounting; auditing; and, e-Business Law.

Apart from the research within the above areas, 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 include: *Australian Financial Accounting*, 4th edition, McGraw Hill Book Company; *Financial Accounting Theory*, McGraw Hill Book Company; and, *Law of Investments*, Thomson.

In recent times the School has undertaken efforts to attract quality research students. The results of this effort have led to a number of new enrolments in both our Research Masters degree and our PhD program. A particular area of focus for our current research students is social and environmental accountability – an area in which we have 10 research students. Current research students within the School are identified below, together with details of their respective topics and principal supervisor.

**Kevin Adams PhD**: Corporate social reporting and auditing  
Supervisor: Prof Max Aiken

**Michaela Rankin PhD**: Determinants of executive remuneration: Australian evidence  
Supervisor: Prof Sheila Bellamy

**Huei-Chun (Vicki) Chang PhD**: Environmental management accounting: Its application within universities  
Supervisor: Prof Craig Deegan

**Sharon O’Neill PhD**: Environmental alliances  
Supervisor: Prof Craig Deegan

**Magdy Stephan PhD**: Reverse Mortgages  
Supervisor: Prof Bob Clift

**Grace Swee Peng Wong PhD**: The Context of Learning in an Australian University – A Study of Chinese Accounting Students  
Supervisor: Prof Barry Cooper

**Tom Rowle PhD**: Development of concepts of income & capital in early financial reporting: an historical study  
Supervisor: Prof Sheila Bellamy

**Antony Young PhD**: Accountants acceptance of a verification mark  
Supervisor: Prof Bob Clift

**Damien Tien Foo Niap (Master)**: A case study on environmental management accounting for an Australian cogeneration company  
Supervisor: Prof Bob Clift

**Vo Minh Thanh Bui PhD**: A Study of the Professionalism Process of Accountants in Vietnam  
Supervisor: Prof Barry Cooper

**Hong Nee Ang (Masters)**: Corporate environmental governance of Australian wood & paper industry  
Supervisor: Prof Craig Deegan

**Stacey Cowan PhD**: Environmental reporting and the impacts of mandatory reporting requirements  
Supervisor: Prof Craig Deegan
John McLaren PhD: Will Tax Havens Survive in the New Legal Environment?  
Supervisor: Prof Craig Deegan  

Ian Fraser PhD: An Investigation into Strategy Formation in Chinese Universities  
Supervisor: Prof Clive Morley  

Muhammed Azizul Islam PhD: Corporate Social & Environmental Reporting as a Response to Stakeholder Pressures: An Analysis of Bangladeshi Clothing Industry  
Supervisor: Prof Craig Deegan  

Shamima Haque PhD: The design of corporate governance policies to mitigate the effects of climate change  
Supervisor: Prof Craig Deegan  

Yanli Zhang (Masters): Governmental Accounting in China: Current State and Future Perspectives  
Supervisor: Prof Bob Clift  

Research Grants & Funding

Kim Watty and Margaret Jackson (with Eveline Fallow and CPA Australia) received a competitive research grant from the AVCC for $56,800. Their project is titled: ‘Enhancing the professional standing of postgraduate accounting programs in offshore locations: building relationships to enhance the employability of graduates’.  
The School has been successful in a research grant of $99,850 from the Carrick Institute. The project is ‘Assessing Students Unfamiliar with Assessment Practices in Australian Higher Education’. The project leaders are Margaret Jackson and Kim Watty. Barry Cooper (along with academics from Melbourne and Deakin universities) was successful in obtaining an ARC grant of $228,000 over the next 3 years. The title “Modelling factors affecting the long term demand for and supply of professional accounting and allied services in rural and regional Australia.”  

AFAANZ Grant Success

The following staff were successful in receiving AFAANZ Research grant:  
Shireenjit Jihl (with Barry Cooper) in their project titled “Non-Audit Services: Do they Impair Auditor Independence?” $6,000 grant was awarded.  
James Sewell (with Paul de Lange and B Jackling) “Employment Destinations and Competencies of Accounting Graduates” $5,000 grant was awarded  
John Goodwin (with Craig Deegan) “Stakeholders’ Perceptions of, and Responses to, Corporate Social and Environmental performance Ratings” $6,000 grant was awarded  

Authors of Leading Textbooks

Craig Deegan is author of Australian Financial Accounting (McGraw Hill, 5th edition, 2007). This is the leading textbook in its area within Australia.  


John McLaren & Melissa Simpson Taxation and Company Law Casebook  

Membership of Editorial Boards

Craig Deegan is a member of the editorial boards of:  
• Accounting, Auditing and Accountability Journal  
• Accounting Forum  
• Australian Accounting Review
• Asian Review of Accounting, and
• International Journal of Business Studies

Associate Professor Paul De Lange, member of the Editorial Board of Accounting Education: An International Journal

Mr John McLaren and Professor Margaret Jackson are joint editors of Commercial Law Journal.
2006 Completions

Dr Ian Fraser

PHD (Accountancy) (R) DR045RTS
Supervisors: Prof Clive Morley, Prof Michael Singh and A/Prof Chris Ziguras

Thesis Title: Strategy Formation in Chinese Universities

Dr Fraser explored the process by which Chinese universities carry out strategy formation, using a stakeholder theory framework. Three approaches to strategy were identified: the President making decisions on strategy, a consultative approach with stakeholders and an approach that involved consultation with staff. The process varied across universities, depending on factors such as the relationships of the university President. The project has lessons that can be applied to joint ventures in education in China.

Mr Damian Tien Foo Niap

M Bus (Accountancy) (R) MR072RTS
Supervisors: Prof Robert Clift and Dr David Gowland

Thesis Title: Environmental Management Accounting for an Australian Cogeneration Company

Dr Michaela Rankin

PHD (Accountancy) (R) DR045RTS
Supervisors: Prof Sheila Bellamy, Prof Clive Morley and Prof Craig Deegan

Thesis Title: Determinants of Executive Remuneration: Australian Evidence

Dr Rankin investigated the components and determinants of Australian executives’ compensation arrangements. Her research was motivated by significant government, media and market interest in corporate governance, and executive remuneration in particular, resulting in substantial changes to regulation aimed at greater levels of transparency and alignment between remuneration and firm performance. Results offer support for these regulatory amendments and provide an insight into the range of economic and governance mechanisms which influence executive compensation.

Mr Aldo Taranto

M Bus (Accountancy) (R) MR072RTS
Supervisors: Dr Heather Mitchell, Prof Clive Morley and Prof Richard Heaney

Thesis Title: Modelling the Impact of Close-Out Netting on Bank Portfolios

Dr Bulend Terzioglu

PHD (Accountancy) (R) DR045
Supervisors: Prof Robert Clift and Mr Robert Inglis

Thesis Title: Domestic Transfer Pricing in Services: A Value Chain Framework

Dr Terzioglu investigated the transfer pricing methods employed in several Australian service industries using archival data, a survey and interviews. He discovered that the issues involved in transfer pricing are not well understood and that the leading theoretical model, value chain analysis, has not been adopted. The examiners complimented Dr Terzioglu on his extremely thorough literature review.
2006 Graduates

Dr Robert Grose

PHD (Accountancy) (R) DR045
Supervisors: Prof Max Aiken and Dr David Gowland

Thesis Title: Formal and Informal Controls over Social Security Expenditure - An Analysis

Dr Grose investigated the practices of the breaching penalty associated with the issue of unemployment welfare payments in Australia under the direction of the Federal Government and used four research questions. These addressed the strength of financial controls in government and the attitudes of not-for-profit providers of the service to the public. Statistical tests including principal components analysis reveal financial controls are comprehensive and that providers are generally in favour of government policy constraints on the distribution of welfare.

Dr Allan Arthur Molland

PHD (Accountancy) (R) DR045
Supervisors: Prof Sheila Bellamy and Prof Robert Clift

Thesis Title: AAS27 and Accountability with Emphasis on Depreciation as the Critical Test

Dr Molland investigated the adoption of accrual accounting in local government using depreciation policies as the critical test. He discovered that while good progress has been made in modernising systems for infrastructure assets except that accounting for depreciation has not been handled well and that there is theoretical and practical resistance to its recognition. Depreciation is seen as a reporting requirement only, not as important management information so more training and sophisticated operating manuals are necessary.
Business Portfolio Research Report 2006

QART Report Extract Action Plan

• Improve research skills of staff

Continuation of the school’s research seminar series in which staff and external researchers present research in progress. Approx 12 were scheduled for 2006.

Run research training seminars for staff and RDH students.

No. of seminars held in 2006: 8
No. of staff attending seminars: 20
No. of RHD students attending: 10

• Increase quantity of DEST recognised publications

Continue to allocate workload points for DEST recognised publications.

Number of publications continues to rise across the years and rose from 2005.

• Improve quality of research publications

Introduce differential points in workload allocation model that recognises differences in quality of journals in which publications appear.

Establishment of a ranking system for accounting and law journals with such a system also reflecting views of credible academics external to RMIT. Ranking system to use a 1 – 4 system.

Journal ranking system established in 2006.

No. of publications in Tier 1 and Tier 2 journals in 2006 rose from 2005.

• Increase number and value of external research grants received

Continue to allocate workload points for completion of research grant applications.

Continue to allocate workload points for staff who attract research grants. We generated a number of successful research grant applications.

Increase number of successful ARC Grant applications.

The workload allocation specifically rewards staff who attract ARC grants. Staff were associated with 1 successful grant application.

• Increase number and value of research consultancies and related commercialisation

Appointment of a Director of Innovation who oversees actions aimed at attracting research consultancies. Staff applied for a number of research consultancies.

• Increase number of RHD completions

Enrol additional well-qualified students. We continue to have successful completions and to attract new students.

• Become recognised as a key centre for particular research specialisation (s)

Identify focused research specialisations.

Accept RHD students that fit within this specialisation and encourage research students specialising in a particular area of accounting or law research.
Research Publications

**Book Chapters**

**Refereed Journal Articles**


**Refereed Conference Proceedings**


Jackson, M & Ligertwood, J 2006, 'The health and social services access card: What will it mean for Australians?', *Financial Literacy, Banking and Identity Management Conference Proceedings*, Professor Supriya Singh, Professor Margaret Jackson and Associate Professor (ed.), Financial Literacy,
Banking and Identity Management, Melbourne.


The academic year 2006 was a turning point for research and researchers in the School with the arrival of the new Head of School, Professor Brian Corbitt. With his particular drive and vision in research, the School is moving to improve and develop the research culture by:

- promoting research as something that all academics must do.
- seeking to recruit additional, research-active staff.
- moving to locate as many of our full-time research students as possible to offices within the School.
- seeking to integrate research students into the everyday life of the School, thus normalizing not only their presence as members of the school community but the practice of research as part of the fabric of the School.
- addressing the lack of sufficient quantum of research supervisors through (a) recruiting PhD qualified staff in 2006, (b) pairing junior staff with experienced supervisors in supervising research students, and (c) setting clear direct goals in the School Plan in regard to research.

Within this changing environment, a greater number of staff within the School started to do research that produced rich dividends in terms of increased research student enrollments, DEST approved publications and wider involvement in various professional activities such as conference/seminar organizations and grant applications. More importantly, a team-based collaborative research environment with wider participation from all academic staff started to emerge within the School.

Highlights in 2006 include the employment of 9 new staff with PhDs, the continuing trend of the increasing publication activity within the School, and the reintroduction of the School Research Budget.

**Research Concentrations**

The School focuses upon research that is relevant to industry, is collaborative and often inter-disciplinary. With this research mission in mind, the School has pre-actively organised its research activities and resources into four main areas including (a) digital business, (b) systems, models and strategy, (c) information and knowledge management, and (d) computers in education. This change is in line with the changing government policy for research funding, in particular with the forthcoming research quality framework and the shift of university strategy and policy in organizing university resource with the development of four research institutes across the university. It encourages all academics to actively engage their research with the four university research institutes.

**Research Students**

With the arrival of the new Head of School, Professor Brian Corbitt, the management of the HDR program has been improved with the appointment of the PhD/Master Program Coordinator, the decision to move all the research students to the School, the introduction of a series of research training
seminars and more importantly the development of a clearly defined research strategy. The School currently has a total of 49 research students enrolled for both the Master by research and PhD programs. Among them 12 students started in 2006. All new students have received an induction briefing conducted by the assigned senior supervisor, the Master/PhD program Coordinator as well as the Director of Research. With the decision to move all new research students to level 17 effectively from 2006 new students are much better integrated into the School’s research environment in which more frequent interactions between staff and research students is encouraged through various formal and informal activities. The students and principal supervisor are identified below.

Mikyung Kim PhD  
Supervisor: Prof Bill Martin

Smithtana Chaijenkij PhD  
Supervisor: Dr Alemayehu Molla

Xuemei (Susanne) Tian PHD  
Supervisor: Assoc Prof Hepu Deng

Forough Fardipour Master  
Supervisor: Dr Hossein Zadeh

Chris Law PhD  
Supervisor: Dr Elspeth McKay

Trevor Stone Master  
Supervisor: Dr Martin Dick

Song-Xiong-PhD  
Supervisor: Prof Bill Martin

Siridech (Tang) Kumsuprom PhD  
Supervisor: Assoc Prof Hepu Deng

Lili Zhong PhD  
Supervisor: Prof Bill Martin

Guofan Lu PhD  
Supervisor: Dr Martin Dick

Arthur Adamopolous PhD  
Supervisor: Prof Richard Heaney

Fran Adamopolous  
Supervisor: Prof Brian Corbitt

Research Grants & Funding

Associate Professor Mohini Singh and Dr Alemayehu Molla

Project Title: Evaluating the Impact of Information and Communications Technology on the Livelihood of Rural Communities

Associate Professor Mohini Singh and Dr Alemayehu Molla received funding from the Rural Industries Research and Development Corporation competitive research grant scheme to study the impact of Information and Communications Technology on the livelihood of rural communities. This research project will provide a better understanding of the rural community needs for e-learning and e-government applications supporting national ICT initiatives, and will also establish business opportunities in rural Australia. It will identify socio-technical, institutional and digital divide issues for ICT and contribute to the development of strategies to enable the rural community enjoy the same benefits of ICT as the urban society. This research is an extension of Mohini’s collaborative research with academics from Institut National des Telecommunications in France, evaluating the impact of e-
administration in rural Australia and France; and builds on to Alem’s previous work at the University of Manchester, UK, assessing the impact of ICT projects in developing nations.

**Dr Alemayehu Molla and Dr Konrad Peszynski**

**Project Title:** *E-business assimilation and its impact on the growth and export performance of agribusinesses*

AUD $10,000, November 2006–December 2007. RMIT University Emerging Researcher Grant,

This project investigates the extent of e-business utilization in Australia’s Horticulture supply chain and its value for different members of the chain

**Research Profile**

**Dr Alemayehu Molla, Senior Lecturer**

Dr Alemayehu Molla is an active researcher in the area of e-business, information systems and development informatics. Since 2000, Dr Molla has raised more than 200,000 AUD in competitive research grants and consulting contracts for research projects on e-business and ICT impact evaluation. During the same period, he has published more than 40 articles in international journals, refereed conferences and book chapters. Some of his papers are published in the A+ and A tier e-business (The International Journal of E-commerce, Journal of E-commerce Research) information systems (European Journal of Information Systems, Information & Management and The Information Society) and development informatics (such as Information Technology for Development and IT and International Development) journals. Currently he is supervising nine Doctoral and Masters by research students on projects related to e-business, the strategic value of IT and enterprise information systems. Dr Molla serves on editorial boards of five International Journals and is a section editor for the African Journal of Information Systems and Journal of Internet Banking and Commerce. He reviews for many journals, is on the program committee for a number of conferences and has been appointed as a member of the International Editorial Advisory Board of the Advances in Knowledge Communities and Social Networks Book Series.

**Dr Konrad Peszynski**

Dr Konrad Peszynski earned his PhD in April 2006 before joining in the School of Business Information Technology, RMIT University. He is an early career researcher who actively engaged in research in 2006 with journal and conference publications for Social Science Computer Review and the European Conference on Information Systems and the Australian Conference on Information Systems. Dr Konrad Peszynski was also successful in gaining an Emerging Researchers Grant (ERG) through the scheme at RMIT University. The project aims to explore E-business assimilation and its effects on the growth and export performance of Australian horticulture firms. The support provided by RMIT and the School of Business Information Technology has been monumental in helping him achieve his goals as a researcher at RMIT University.
2006 Graduate

Dr Tayyab Maqsood

PHD (Bus Info Systems) (R) DR048RTS

Supervisors: Prof Derek Walker, Dr Andrew Finegan and Mr Hossein Zadih

Thesis Title: The Role of Knowledge Management in Supporting Innovation and Learning in Construction

Dr Maqsood investigated the role of knowledge management in supporting innovation and learning in the construction industry. This was illustrated by developing a model that was tested on five case studies. His research demonstrated that knowledge management initiatives trigger organisational learning, transforming them into continuously innovative learning organisations. His research presents convincing evidence for arguing that construction organisations should start implementing knowledge management initiatives in order to improve their productivity through increased learning and innovation.

QART Report Extract Action Plan

- Increase the pool of qualified supervisors

There were five completions within the School. This resulted in a few more staff becoming eligible to supervise.

More new staff members have been paired with experienced supervisors to develop their skills and experience.

- Increase the number of research clusters within the School

Three clusters have started to form at the School, including: Digital Business and Knowledge Management, e-Business, and Systems Solutions.

- Improve the research culture of the School

A positive research environment started to emerge at School with the arrival of the new Head of School, Professor Brian Corbitt.
Research Publications

Book Chapters


Molla, A 2006, 'E-readiness and successful e-commerce diffusion in developing countries: Results from a cluster analysis', *Electronic Business in Developing Countries: Opportunities and Challenges*. Idea Group publishing, Hershey, USA, pp. 214 – 231.


Refereed Journal Articles


**Refereed Conference Proceedings**


Deng, H 2006, 'A multi-criteria analysis approach to selecting aircrafts under uncertainty', *Proceedings of Fifth International Conference on Information and Management Services*, Hung T Nguyen, Xiande Zhao and Jin Peng (ed.), Fifth International Conference on Information and Management Services, Chengdu, China.


Pita, Z, Cheong, F & Corbitt, B 2006, 'A


Watty, K & Richardson, J 2006, 'Using a systems approach to promote the value of teaching and learning leadership at the school level’, Published Conference Proceedings, ATN WexDev (ed.), ATN WEXDev(Women's Executive Development) Conference, Change in Climate? Prospects for gender equity in universities, Adelaide

Zhang, X & Deng, H 2006, 'A critique of Hofstede's methodology in cross cultural research from the Chinese dialectic perspective’, A critique of Hofstede's
School of Economics, Finance & Marketing
Research occupies a central position within the school resulting in the School having an excellent reputation for the quality of its research output. In 2006 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 2006 and there were a number of interesting and important publications.

The research in the school is 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 Concentrations

Our research interests in the school concern understanding markets. Key areas that we investigate are how markets work, when they fail and the impacts of markets on society. The work includes financial markets, corporate finance and governance, empirical finance, public choice and applied econometrics.

Research Students

There are currently a total of 31 students including six newly enrolled research students as listed below along with their primary supervisors.

Anuja Cabraal
Supervisor: Dr Roslyn Russell

Mamiza Haq
Supervisor: Prof Richard Heaney

Sully Tualealea
Supervisor: Dr Anthony Lowe

Tareq Khandaker
Supervisor: Prof Richard Heaney

Youyou Luo
Supervisor: Prof Richard Heaney

Vineet Kapoor
Supervisor: Prof Richard Heaney

Head of School
Professor Tony Naughton

Director of Research
Professor Tim Fry
2006 Completions

Dr Kuok Kun Chu
PHD (Economics & Finance) (R) DR047RTS
Supervisors: Dr Michael McKenzie and Dr Heather Mitchell

Thesis Title: A Comprehensive Study on the Performance of Hong Kong Mandatory Provident Funds (MPF)

Dr Chu investigated the Hong Kong Mandatory Provident Fund (MPF) scheme, designed to create a system of savings from which individuals could provide for themselves in retirement. Since their inception in December 2000, these funds have underperformed relative to their benchmarks and some have even suffered losses. This thesis empirically investigates the performance and market timing ability of the MPFs in an attempt to establish why they have been doing so poorly.

2006 Graduates

Dr Peter Rex Davis
PHD (Marketing) (R) DR050
Supervisors: Prof Derek Walker and Ms Gillian Stainforth

Thesis Title: The Application of Relationship Marketing to Construction

Dr Davis investigated the emergence of strategic relationship-based project procurement approaches in the Australian construction industry. His study included an extensive qualitative survey of construction professionals as well as qualitative case study work so that both macro and micro factors were able to be explored and a comprehensive model of relationship-based procurement behaviour could be developed that broadens our understanding and provides alternatives to lowest-price construction contracting. This is particularly relevant to move towards alliances and public and private partnerships.

Dr Terrence Hallahan
PHD (Economics & Finance) (R) DR047
Supervisors: Prof Richard Heaney and Prof Robert Faff

Thesis Title: Issues in Investment Risk: A Supply-Side and Demand-Side Analysis of the Australian Managed Fund Industry

Dr Hallahan explored the Australian managed funds industry focusing on investor and fund manager behaviour. Investor attitude to risk is modelled in order to better understand motivations for investment choice. Aspects of investment manager behaviour are also explored, showing that fund managers may focus on performance relative to their competitors rather than attaining the best possible return for their investors. In short, Investors must understand their own shortcomings as well as those of the market in making investment choices.

Dr Khanh Van La
PHD (Marketing) (R) DR050RTS
Supervisors: Dr Booi Kam and A/Prof Rhett Walker

Thesis Title: Customer Loyalty in Web-based Retailing

Dr La examined the notion of e-loyalty and factors that engender it within a Web-based retail context. A structural model driven by theories derived from offline marketing was developed and tested. The results show that not all the hypothesised relationships
between these constructs could be supported, indicating that online and offline consumer perception and behaviour do differ. With online shopping growing in popularity, the findings carry significant implications for nurturing e-loyalty in online retailing.

**Ms Chunmei Lu**  
M BUS (Eco/Fin) (R) MR075RTS  
Supervisors: A/Prof Sinclair Davidson and Ms Heather Mitchell  
*Thesis title: Weak from Efficiency Research of the Chinese A-Share Market with Consideration of the effects of China’s Entry into the World Trade Organization*

**Mr Francis Warren McKeown**  
M Bus (Economics/Fin) (R) MR075  
Supervisors: Prof Sinclair Davidson and Prof Robert Faff  
*Thesis Title: An Investigation into the Performance of Retail Superannuation Fund Managers: Does Size Matter?*

**Ms Ifa Rushdi**  
M Bus (Economics/Fin) (R) MR075  
Supervisors: Dr Michael McKenzie and Prof Robert Faff  
*Thesis Title: An Application of the Box-Cox Transformation in Market Models: Empirical Evidence from Australia*

**Dr Roslyn Maree Sayers**  
PHD (Economics/Finance) (R) DR047RTS  
Supervisors: Dr Roslyn Russell, Dr Elizabeth Fredline and Ms Jenny Diggle  
*Thesis Title: Australia’s Changing Workplace: A Generational Perspective*

Dr Sayers investigated the changing Australian workplace from a generational perspective by undertaking research across Australian organisations representing the corporate, education, not-for-profit and government sectors. The thesis identifies the work expectations and preferences of Baby Boomers, Generation X and Generation Y. The study found differences across the generations in the areas of: loyalty, attitudes towards authority, use of technology and the application of work life balance policies. The thesis recommends that organisations adopt flexible environments that account for generational differences.

**Mr Anton Tanubrata**  
M Bus (Economics/Fin) (R) MR075RTS  
Supervisor:  
*Thesis Title: The Performance of Australian Initial Public Offerings: 1998-2000*

**Dr Yue Nan Wang**  
PHD (Economics/Finance) (R) DR047RTS  
Supervisor: Prof Tony Naughton  
*Thesis Title: The Diversification Benefits and the Risk and Return Relationships in the Chinese A-share Market*

Dr Wang examined the diversification benefits and the cross-sectional risk and return relationships in the Chinese A-share market. Her results revealed: (i) the significant potential gains in A-share investments; (ii) some evidence of integration between the A-share and the Hong Kong stock markets; and (iii) limited evidence that beta or firm factors determine stock returns. The findings provide insights into investing in the emerging A-share market, which has attracted increasing attention from global investors.
Business Portfolio Research Report 2006

QART Report Extract Action Plan

- Introduce 4 half time Teaching Assistant positions in core courses providing HDR students with the opportunity to combine their degree with academic work.

4 positions approved and advertised for 2007 commencement. However only one appointment was made for 1st semester.

- Provide (partial or full) scholarships for honours students.

Two partial scholarships granted in 2007

- Review research components of coursework masters degrees to facilitate transition in HDR.

Partial, Master of Finance will introduce changes in 2008 including electives such as Econometric Techniques.

Master of Business will be reviewed again when new Professor of Marketing arrives in 2008.

- Increased use of electronic means (email, website etc) to facilitate communication between the school and HDR students.

Partial, email increasingly used.

- Increased marketing of HDR programs to raise profile and increase applications.

Marketing is not done at Portfolio level so School has little control.

- Improved webpages concerning research in the School.

Partial, Business Portfolio research web pages revamped Need to improve content of School web pages.

Research Publications

Book Chapters


Refereed Journal Articles


Drew, M, Malin, M, Naughton, A & Veeraraghavan, M 2006, 'Idiosyncratic

Feeny, S 2006, 'Controversies over the impact of development aid: It works; it doesn't; it can, but that depends...', *Journal of International Development*, 18 (7), pp. 1031 – 1050.


**Refereed Conference Proceedings**

Inbakaran, R, Jackson, M & Mann, K 2006, 'Stakeholder Perspectives on Quality Service in Nature Based Tourism: A Case Study of Anglesea-Port Campbell Region, Victoria, Australia', CAUTHE 2006 'To the city and beyond', Dr Barry O'Mahony & Paul Whitelaw (ed.), To the City and beyond, Melbourne, Victoria.


Graduate School
of
Business
The Graduate School of Business (GSB) came into existence in January 2005 and since then has made significant advances towards its research objective – to contribute to the building of business, government and community capability through rigorous applied, work-integrated research. The GSB has put in place a number of research facilitation mechanisms to help attain this objective and specifically, to increase in the quality and quantity of research output. As a result of these efforts, the GSB’s research output per capita increased 144% over 2005 with an increase in quality journal publications.

Some additional highlights for 2006 include: the arrival of the first Visiting Scholar (under the GSB Visiting Scholar Scheme), Associate Professor Brian Atwater from Utah State University, who spent two weeks with academic staff and research candidates during his visit; the inauguration of the GSB Seminar series which was very popular and brought together people from academe, government, industry and commerce. The GSB Seminar Series covered a wide range of topics from academic presentations to the disclosure on industry problems and their potential resolution.

At the commencement of 2006, the Doctor of Program Management (and associated academic staff) left the GSB to return to the School where it was founded. The DBA and PhD Programs continued to grow during the year and helped to maintain a “critical mass” of research.

This report summarises the research and scholarly activity of the GSB for 2006.

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.

Current Students
Bernadette McNicholas PhD: Corporate Arts Sponsorship Relationships
Supervisor: Prof Peter Sheldrake

Phillip Buckle PhD: The Concept of Community in Emergency Management
Supervisor: Assoc Prof Erica Hallebone

Maurice Abi-Raad DC004: Federated Identity Management: A necessary imperative for Business Process Management
Supervisor: Dr France Cheong

Ian Randall DBA: Commercialisation of Technology: Leadership in Innovation - Strategies for Entrepreneurial Success in the Australian Information and Communication Technology Industry
Supervisor: Prof Peter Sheldrake

Christopher Strudwick DBA: Organisational Culture, Management Practice and Adaptive Capabilities in the Telecoms Industry
Supervisor: Dr Nita Cherry
Mark Wylie DC004: Safety behaviour in unionised workplaces, the commercial aviation experience
Supervisor: Assoc Prof Erica Hallebone

Supervisor: Prof Peter Sheldrake

Anthony Boscia DBA: A Business success perspective
Supervisor: Assoc Prof Julie-Wolfram Cox

Eugene Boyle PhD: Corporate Governance in Sustainable & Entrepreneurial Local Government
Supervisor: Assoc Prof Erica Hallebone

Paul Takac DBA: Delivering effective telecommunication services to regional Australia - a critical assessment of strategic challenges and responses by major Australian telecommunication organisations
Supervisor: Assoc Prof Erica Hallebone

Anna Daniel PhD: The Potential for New Music Sector Business Models
Supervisor: Prof Peter Sheldrake

Marcus Powe Master: The Measurement of Innovation in Large Service Organisations
Supervisor: Prof Miles Nicholls

Louise King Master: What are the perceived management challenges in understanding, measuring and sustaining operational risk behaviours that optimise an organisations risk profile in the banking sector
Supervisor: Assoc Prof Erica Hallebone

Irene Deng PhD: Leadership and Organisational Effectiveness in Australian Direct Investment Businesses in China: A Cross-Cultural Perspective
Supervisor: Dr Paul Gibson

Malak Sukkar DBA: No Margin, No Mission; Ethical Decision-Making in Private Healthcare
Supervisor: Assoc Prof Erica Hallebone

Vivianne Nikou DBA: The globalisation of education, its impact and response by secondary schools
Supervisor: Assoc Prof Erica Hallebone

Paul Cerotti DBA: There is a world outside Verona – Capabilities of Business Students for Journeys into the Global Workforce
Supervisor: Prof Brian Corbitt

Peter Hill DBA: Technology transfer in an Australian mining company: Factors influencing success
Supervisor: Professor Clive Morley

Michael King DBA: The development of an accreditation model for funeral firms in Victoria
Supervisor: Dr Paul Gibson

Gillian Miles DBA: The importance of community conversation
Supervisor: Assoc Prof Erica Hallebone

Nigel Baldwin DBA: Corporate Support of the Arts, if it Happens, How?
Supervisor: Assoc Prof Erica Hallebone

Francesco Maurici DBA: Creation & Concept: Exploring the Formation of Organisational Culture
Supervisor: Assoc Prof Rosalie Holian
Silvia Seibold DBA: Understanding those customers who leave a premium Automobile brand  
Supervisor: Dr Paul Gibson  

Khalil Sukkar DBA: Care needs, Not Staff Ratios: A New Approach in Residential Aged Care Staffing in Australia  
Supervisor: Assoc Prof Erica Hallebone  

Andrew Guiney DBA: Information Technology Project Management: Team Building for Project Success  
Supervisor: Dr Lynne Bennington  

Rosalyn De Vries DBA: Determinants & Business Consequences of High Relationship Quality in Business-to-Business Relationships  
Supervisor: Assoc Prof Erica Hallebone  

Stephen Childs DBA: Knowing When to Change: A Strategy Viability Assessment Model  
Supervisor: Prof Miles Nicholls  

Marija Bukarica DBA: The Technical Expert Becomes a Manager  
Supervisor: Assoc Prof Erica Hallebone  

Antoun Hindy Master (R): Management of Water Resources in Israel and Lebanon  
Supervisor: Prof Peter Sheldrake  

Chee Mee James Wong DBA: Corporate governance, Singapore-style: What’s in it for the Smaller Listed Company?  
Supervisor: Assoc Prof Rosalie Holian  

Kah Soon Victor Tay DBA: Critical Values embraced by Successful Entrepreneurs in Propelling Fast-Growing Small Medium Enterprises in Singapore through the perception of Entrepreneurs, Industry Observers and Government Officials  
Supervisor: Prof Miles Nicholls  

Terence Owen Miles DBA: A Case Study approach to communication of Strategy within an Engineering Organisation: An interpretive study  
Supervisor: Dr Paul Gibson  

Susan Inglis DBA: Enabling Knowledge Flow  
Supervisor: Assoc Prof Rosalie Holian  

Jude Walker DBA: Generation Y and Social Identity as Leaders  
Supervisor: Assoc Prof Rosalie Holian  

Luke McFarlane-Smith DBA: Employee Engagement - Critical Factors in Bringing about Employee Engagement and Managing their Implications  
Supervisor: Prof Miles Nicholls  

Maria Crews DBA: Understanding Innovation in Australian FMCG Organisations  
Supervisor: Prof Peter Sheldrake  

Allanda McConnell DBA: Managing the transformation of Vietnam’s State Owned Enterprises: Matching the expectations of SOE management and the Government for improved efficiency from SOE reform  
Supervisor: Prof Clive Morley  

Seminar Series  
In 2006, the GSB held the following seminars:  
Professor Mike Berrell, Graduate School of Business, Doing business in Asia: the ‘ups and downs’ of business venturing in Asia, 8 March, 2006.  
Professor Miles Nicholls, Graduate School of Business, Communities of Practice in Aluminium Smelting, 29 March, 2006.

Professor John Toohey, Head of Graduate School of Business, *Decisions, Decisions*, 12 April, 2006.

Associate Professor Brian Atwater, Utah State University, USA and Graduate School of Business Visiting Scholar, *What does Systemic thinking really mean? The problems arising from lack of uniformity in perception*, 26 April, 2006.

Associate Professor Brian Atwater, Utah State University, USA and Graduate School of Business Visiting Scholar, *Understanding the Systemic Thinking in the Toyota Production System*, 3 May 2006.


Professor Richard Wettenhall, Director, Bio 21; Dr Peter Smith, Chairman and Chief Executive, Cerylid and former CEO, Amrad; Brigette Smith, Managing Director, GBS Venture Partners, *Biotechnology: Should Australia Bother?* 8 August, 2006.

Mr Laurie Smith, Head of Austrade North East Asia, Shanghai; Dr Pradeep Taneja, Department of Politics, University of Melbourne; Mr Shabbir Wahid, former Australian Consul General and Trade Commissioner, Mumbai, *Living with Giants: Opportunities and challenges for Australia in the rise of India and China.*


Louise Sylvan, Deputy Chair of the Australian Competition and Consumer Commission; Steven Munchenberg, Deputy chief Executive of the Business Council of Australia, *The 222-page Rethinking Regulation report says regulations have come to be seen as a panacea for many of society’s ills and a means of protecting people from the risks inherent in daily life but warns that red tape is jeopardising international competitiveness.* (Mark Davis, *Australian Financial Review*, 8 April 2006), 30 August, 2006.

Associate Professor Rosalie Holian,
Graduate School of Business, Management Decision Making and Ethical issues, 13 September, 2006.

Mr Chris Booth, Graduate School of Business, The crisis of too few managers to manage extraordinary growth – Overview of a University and Australian Conglomerate partnership to build leadership practice, 27 September, 2006.

Professor Pingali Venugopal, Professor of Marketing and Academic Dean of Xavier Labour Relations Institute (XLRI), Jamshedpur, India, The Changing Indian Consumer and Markets, 12 October, 2006.


Research Awards

Associate Professor Rosalie Holian was awarded an Emerald Award for Excellence in Reviewing for 2006 for her work on Management Decision.

Editorial Roles Associated with International Journals

Professor Mike Berrell is Editor of Management Research News (UK) and is on the Editorial Board of Management Decision (UK).

Professor Peter Sheldrake is on the Editorial Board of the Singapore Management Review.

Associate Professor Rosalie Holian is: Joint Editor with David Coghlan, (Trinity College University of Dublin) of the ‘Special Issue’ of Action Research, Sage UK, on ‘Insider Action Research’; a Member of Editorial Board, International Journal of Business Innovation and Research, Inderscience; a Member of Review panel for Management Decision, Emerald, UK; a Member of Review panel for Management Research News, Emerald, UK; a Member of the Review Panel for Action Research, Sage, UK.

Professor Miles Nicholls is currently an Associate Editor (OR Modelling) for OR Insight, a journal of the Operational Research Society of the United Kingdom, a member of the International Advisory Board of the Journal of the Operational Research Society (UK), a member of the Editorial and Advisory Board of the International Journal of Internet and Enterprise Management, (Inderscience Publishing, Geneva, Switzerland) and a Member of the Editorial Board, Journal of Business and Management, (Chapman University, USA).

National and International Research Links

A number of staff of the GSB have active national and international research links (especially in China, USA and the UK). Some examples are:

- Professor Mike Berrell with Jeff Wrathall (Monash University) continue to be involved in a major research project within China’s health sector. The research investigates management values and management practices within hospitals throughout China. The
study seeks to identify and examine the extent to which Western influences and China’s modernization programs have influenced the ways in which hospital managers function. It also seeks to develop comparisons in terms of age groups, gender, level of education, region, and hospital type. The research is supported by Xian Janssen Pharmaceuticals (XJP), one of the most successful Sino-foreign ventures to date in China. It is also supported by the Chinese Hospital Association (CHA), the key industry association in the Chinese health sector. Both XJP and CHA regard this research project as a significant step towards the modernization of China’s health sector and the development of more effective management practices in Chinese hospitals. Two other projects, Performance Management Systems in Sino-foreign Strategic Alliances and A Comparative Study of Risk Management Strategies and Workplace Behaviour in China will conclude in 2006.

- Professor Peter Sheldrake is involved with a new project with Dr Soumitri Varadarajan, in Industrial Design Group at RMIT, looking at how to develop some new approaches to the management of diabetes. This project is being developed with Tianjin Municipal Government, and with Nankai University. It is focussed around seeing diabetes as a characteristic to be managed, rather than an illness to be treated, and will involve the development of some new devices to make treatment and monitoring more seamless and useful. Additionally, Professor Sheldrake chaired the Creative Victoria Roundtable, a joint venture between RMIT, DIIRD and Ernst and Young, looking at ways to develop creativity and innovation in Victoria. Membership comprises CEOs, senior public servants and academics. Professor Sheldrake also worked with Emergency Management Australia in developing and running simulations for federal and state agency CEOs on how to deal with the strategic, policy and political issues in handling a major disaster.

- Professor Miles Nicholls has a long-standing research partnership with Professor Krishna Dhir of Berry College USA which has centred on the use of social judgement theory and mixed-mode modelling. Additionally, Professor Nicholls works with Professor Lehaney at Coventry University (where Professor Nicholls is a Visiting Professor) and Professor Steve Clarke at the University of Hull Business School. Research in these two instances revolves around mixed-mode modelling, communities of practice and knowledge management. Additionally, a program of research into facilitating university research quality enhancement with Dr Barbara Cargill (Trinity College, University of Melbourne) is continuing with several publications forthcoming. Professor Nicholls is also a member of the Centre for Business Information, Organisation and Process Management (BIOPoM) at the University of Westminster (UK). Publications have ensued from many of
these collaborations.

- Associate Professor Rosalie Holian is a Research Affiliate of the Corporate Citizenship Research Unit, Deakin University. (http://www.deakin.edu.au/fac_arts/centres/ccr/)

**Research Consultancies**

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

- Professor Peter Sheldrake is continuing to work with MOHG, particularly looking at innovative approaches to service delivery, with a focus on properties in Hong Kong, London and Prague. This work will continue into 2008. In addition, he has run a number of business systems innovation workshops with companies in Australia and in Kuala Lumpur and Singapore.

- Dr Doug Thomson consulted to the Australian Department of Defence in developing a forecast of critical defence technologies and industry for the period 2015 to 2030; and to the Fletcher Group in developing marketing strategies for two new products.

**Research Profile**

**Dr Timothy O'Shannassy**

Tim O'Shannassy (PhD, Monash University) is a Senior Lecturer in the Graduate School of Business. In 2007 he was Visiting Scholar at the Robert H. Smith School of Business at University of Maryland. He teaches strategic management, entrepreneurship and research methods in graduate courses at RMIT University. His research interests are perceived environmental uncertainty, strategy process, organization performance, corporate governance and management consulting. He is highly skilled in quantitative and qualitative research methods and noted for his knowledge of the strategy literature. He has published a total of 28 refereed book chapters, journal articles and conference papers. He is on the editorial board of Journal of Strategy and Management (Emerald) and is a reviewer for a number of journals including Human Relations and International Journal of Management Reviews.
Outstanding Research Students

From the large number of graduate research students within the GSB, a number stand out for special recognition. These students are:

Ling Deng: PhD

Thesis Title: EQ and CQ of Expatriate Transformational Leaders: a Qualitative Study of Cross-cultural Leadership Effectiveness for Australian Business Managers Working in China (Senior Supervisor: Dr Paul Gibson, Second Supervisor: Dr Fang Zhao)

The need for cross-cultural leadership effectiveness presents a major challenge for Australian businesses operating in China. Many existing studies in the field are based upon the various dimensions of culture and emphasize cultural influences upon the effectiveness of expatriate leadership. Nevertheless, an understanding of cultural differences and cultural dimensions in a general sense is not enough on its own to achieve expatriate leadership effectiveness in the Western-Chinese cross-cultural context. This study aims to address this gap by investigating the importance of, and the implementation of, transformational leadership (TL), emotional intelligence (EQ) and cultural intelligence (CQ) as key components of cross-cultural leadership capabilities within the context of Australian-Chinese cultural differences. The research is thus designed to answer an overarching question: What are the key factors significantly contributing to cross-cultural leadership effectiveness in Australian businesses operating in China?

Following an interpretivist research philosophy, an inductive approach that employs qualitative interviews will be conducted in this research. Information and insights will be gathered through a series of in-depth interviews with 32 Western expatriate managers (26 are Australian expatriates) and 19 local Chinese managers, who represent top and middle level executives working in 30 Australian organizations operating in China, and these organizations cover all the industries that Australian investment businesses in China from listed companies to SMEs. The focus group interviews with the Chinese local managers who closely work with those expatriates will supplement the views and perspectives of individual interviewees.

Roslyn de Vries (DBA)

Thesis Title: The determinants and business consequences of high relationship quality in a business-to-business context. (Senior Supervisor Associate Professor Erica Hallebone, Second Supervisor: Associate Professor Rosalie Holian)

The purpose of this research is to develop our understanding of what participants in a dyadic relationship perceive to be a high quality relationship. We will also look to understand what the attributes of a high quality relationship are and what the business consequences of a high quality relationship might be. To address the buyers’ and the sellers’ perspective, the characteristics of abductive reasoning have provided the framework for the proposed study. Methodologically the
research took a case study approach to the collection of primary data through the use of open-ended depth interviews. Epistemologically, the research will derive categories and concepts from the social actors engaged in the mutually constructed social reality of the dyad. This will form the basis for understanding the quality concept by describing relationship-based activities and meanings.

Vicky Dagres (M Bus - Research)

_Thesis Title:_ Exploring the Strategic Practices of Organisational Transformation and the Impacts on Performance in the Australian Telecommunications Industry. (Senior Supervisor: Professor Chris Christodoulou, Second Supervisor: Dr Timothy O'Shanassy)

The aim of the research is to provide insight on the existing and emerging Organisational transformational theories and lay the foundation for further major research. The consequences on performance of the selected organisations will also be examined pre and post transformation. Early investigations reveal that relatively little published literature exists on strategic transformation as a separate and distinct topic. There is also a need to explore the relationship between organisation transformation and the associated industry impacts. Existing change models seem to focus on a specific point in time therefore there is a requirement to develop a transformational model based on the assumption that discontinuous change at the industry level is simply business as usual. This is where research in this area can be innovative in the future.

**Research Supervisors**

**Professor Mike Berrell** - Research Interests: Cross cultural perspectives on leadership and management with special reference to China.

**Mr Chris Booth** - Research Interests: Training and Development; Leadership; Operations management; Strategy.

**Professor Chris Christodoulou** - Research Interests: Strategic Management and Research Methods.

**Dr John Eady** - Research Interests: "Business improvement"- Corporate Restructuring, Operational Issues (such as process improvement via hard and soft tools) and Leadership.

**Dr Paul Gibson** - Research Interests: Coaching; Practical Wisdom; Dialogic Phronesis; Leadership

**Associate Professor Erica Hallebone** - Research Interests: Business Research Methodology and Methods; Economic Liberalisation in Vietnam.

**Dr Ronald Harper** - Research Interests: Knowledge Management and Learning Organisations.

**Associate Professor Rosalie Holian** - Research Interests: Management Decision Making; Business Ethics; Organisational Psychology; Management Education.

**Dr James Lewis** - Research Interests: Decision Making; Negotiation; Competitiveness.

**Ms Heather Mallinson** - Research Interests: Hospitality and Tourism.

**Professor Miles Nicholls** Research Interests: - Production and Process Modelling;
Business Portfolio Research Report 2006

Operations Management; Higher Education Planning; Mixed-mode Modelling; Strategy Evaluation; Change Management in higher Education; Operations research – General; Benchmarking; KM; Performance Evaluation

Dr Tim O'Shannassay - Research Interests: Organisational Performance; Perceived Environmental Uncertainty; Corporate Governance; Strategic Orientation; Mixed-mode Modelling.

Dr Michael Segon - Research Interests: Corporate Social Responsibility; Organisational Ethics; Leadership and Strategy in a Rapidly Changing Environment

Professor Peter Sheldrake - Research Interests: Large Corporation Innovation Capability; leadership; Innovation and Entrepreneurship; organisational Planning and Management; Small Business Management; International business; Business Incubators.

Dr John Doug Thomson - Research Interests: Small Business Management; Quality Management; Innovation and Technology; Management; eCommerce; Corporate Strategy.

Professor John Toohey - Research Interests: OHS; Org. Stress; Public Policy; Managerial Psychology; Decision Making; Organisational Psychology

Non-DEST Publications

Textbooks


Conference Papers


Other Papers and Presentations


Cornell, A. & Carruthers, F. 2006, ‘Corporate dreamers’, *Australian Financial Review*, January 14 2006, p19, article on Corporate Social Responsibility (CSR), includes extracts from interviews with Associate Professor Rosalie Holian (RMIT), David Morgan (Westpac), Charles Goode (Woodside), Phillip Bullock (IBM), John Schubert (BCA).

Nicholls, M. G. 2006, ‘Research in the Graduate School of Business – A reflective look at the research activity within the GSB past and present together with discussion about its research future’, Invited Seminar, School of Knowledge and Information Management, Faculty of Engineering and Computing, Coventry University, Coventry, United Kingdom, November 27th.
2006 Completions

Dr David Cochrane
Doctor of Business Admin (R) DR061RTS
Supervisors: Prof Miles Nicholls and A/Prof Kimber
Thesis Title: Maintaining Environmental Values in a Commercial Environment - a Framework for Commercial Development in Victoria’s National Parks

Dr Cochrane investigated approaches adopted by national park managers in the conduct of commercial business activities by the private sector and developed a commercial business model for the provision of these services specifically for application in Victoria’s national parks. The research findings challenge current practices suggesting they are inhibiting the quality of service being provided along with the level of protection afforded to parks natural values. The resulting business model provides a framework for the structuring of commercial business activities.

Mr Peter Shepherd
Doctor of Business Admin (R) DR061RTS
Supervisors: Prof Chris Christodoulou
Thesis Title: Business Planning by Small Owner Managed Enterprises in the Victorian Forestry Sector

Dr Shepherd investigated the planning processes of owner managers of small businesses operating as contractors and consultants in the Victorian forestry sector. By combining demographic data with information about planning practices, long held notions about business planning based on large business were re-examined. The resulting relationships, triggers and hurdles to planning offer an insight into the formal and informal planning process undertaken by small business owners suggesting strategies to improve and increase planning efficiency.

2006 Graduates

Dr Christine Murphy
Doctor of Business Admin (R) DR061RTS
Supervisor: A/Prof David Kimber
Thesis Title: A Study to Enhance an Understanding of the Nature of non-Profit Boards’ Decision Making within the context of Reconciling the Tensions between Mission and Sustainability

Dr Murphy investigated board decision-making within the non-profit sector. The thesis explores how boards of directors’ grapple with the challenge of succeeding financially and simultaneously serving a non-profit mission. This study adds to knowledge about decision making inside the boardroom, and provides an insight into the environmental and cultural factors that impact on the sector and sets out some innovative recommendations in order to assist non-profit boards to manage more effectively the competing influences of the mission/sustainability paradox.

Dr Hua Zhong
Doctor of Business Admin (R) DR061RTS
Supervisor: Dr Fang Zhao
Thesis Title: The Benefits and Problems of Strategic Alliances: A Multi-Case Study of Small Trading Firms in Australia

Dr Zhong explores the role of strategic alliances in the business operations of small trading firms in Australia. The study found from a multi-case study and cross-case analysis that a balanced portfolio approach to the formation and management of strategic alliances contributes significantly to the survival and growth of the small trading firms studied. The study uniquely complements the current literature in terms of its localised and in-depth examination of Australian small trading firms that have been left largely unexplored.
QART Report Extract Action Plan

- **Develop GSB research infrastructure through:**
  
  Development of terms of reference for a Research Committee and associated Standing Committees”.

  Research Committee and two Standing Committees established and met regularly.

  Student Representative elected and through participation contributed to the deliberations of the Committee.

  Candidature Standing Committee assumed responsibility for all Candidature Reviews. More organised and rigorous reviews occurred.

- **Enhance the GSB Research Visibility through:**
  
  Establishment of the GSB Seminar Series.

  Establishment of the GSB Visiting Scholar Program.

  In excess of 22 Seminars held throughout the year, with many international and national eminent speakers (both academic and industry based).

  Approved two Visiting Scholars under this scheme. Both stayed with the GSB for approximately 2 weeks.

- **Increase the Link between research and Industry via:**
  
  Obtaining ARC Linkage Project Grants.

  Introduction of the ARC Linkage Application Encouragement Scheme for all GSB Staff.

  End of 2006 saw one ARC Linkage Grant (Project) Application being worked on:

  - **Improvements in the HDR Candidates research performance.**

  Review of the Progress and Candidature Review Processes.

  These procedures were tightened and made more rigorous by the Candidature Standing Committee resulting in a higher standards for candidates entering the Programs and higher quality thesis proposals.

  **Introduction of Candidates’ Meetings.**

  Staff reported higher standards in operation compared with previous years and consequently better candidate thesis proposals.

  One Candidates’ Meeting held and valuable feedback obtained.

- **Set research output and quality targets for staff:**

  Full implementation of the GSB Research Point Scheme.

  The ‘Phase In’ Scheme was implemented and all staff undertook a workshop and seminar on the Scheme and its rationale.

  This resulted in a 144% increase in research output per capita with a 167% increase in journal articles, many of them high quality.

- **Introduction of a Research Quality Index (RQI) for the internal and competitive benchmarking of the GSB research performance.**

  The RQI was developed and tested and published in an international journal. The RQI was discussed with staff at the Research Committee and at staff meetings. Again, the external focus of the RQI and benchmarking helped staff to focus on research activities.
Business Portfolio Research Report 2006

Research Publications

Book Chapters


Refereed Journal Articles


**Refereed Conference Proceedings**


School of Management
2006 saw the School of Management further focus its attention on learning and teaching, research, and applied and community practice. Increments in quality DEST research publications, postgraduate research student enrolments and completions, conference presentations, and industry collaborations were another feature.

Research Concentrations

Key research concentrations are in the areas of Entrepreneurship and Family Business, Supply Chain Management and Logistics, Health Services Management, Human Resource Management, Knowledge Management, Human Resource Management, Knowledge Management, Organisational Change, and Employment and Industrial Relations.

Research Grants & Funding

Competitive

- Dr Fang Zhao: ARC Linkage Grant (2005-2008). Enhancing Australian Universities’ Research Commercialization Performance. $30,000 per annum over 3 years.
- Associate Professor Adela McMurray: ARC Linkage Grant (2005-2008). The People Police: Victoria Police. $79,000 per annum over 3 years.
- Associate Professor Adela McMurray: ARC Linkage Grant (2005-2008). Proximal and Organizational Leadership and Climate as Predictors of Key Performance Non-Profit Organizations. $41,000 per annum over 3 years.

Industry

- Professor Kosmas Smyrnios: BRW Fast 100 and upstarts Research ($13,000)
- Associate Professor Carlene Boucher Using reflective practice and a strategic management development tool ($10,000)
- Associate Professor Booi Kam and Professor Lynne Bennington: A Commercial-in-Confidence Project ($99,000)

Internal

- Dr Fang Zhao: School of Management Research Seed Fund ($5,000)

National and International Research Links

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

Professor Smyrnios holds 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 Spain. This collaboration has culminated in conferences and a number of publications (see below).

Industry-Based Collaborative Research Inputs

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.

Conferences

Academic staff and students have presented their research work at highly regarded conferences.

Dr Cathy Brigden and Dr Iain Campbell (Centre for Applied Social Research) organised the ‘New Standards for New Times? The Eight Hour Day and Beyond’ Conference, 22-23 June 2006. This conference was part of the program of events celebrating of the 150th anniversary of the 8 hour day in 2006.

Dr Robert Inbakaran gave two keynote addresses in international tourism and environment conferences and also organised an international conference concerning Natural Hazards and Disasters.

Seminars

The School held regular colloquia over the year with invited speakers (e.g., Professor Peter Fairbrother (School of Social Sciences, Cardiff University), academics, and postgraduate students contributing empirical and conceptual papers, some of which were presented at international conferences.

Associate Professor Carlene Boucher with Associate Professor Sandra Jones ran a Qualitative Research Seminar Series covering such topics as: Analysing data: grounded theory, thematic analysis and template analysis, designing and conducting interviews, novel and emerging qualitative methodologies, doing a literature review, choosing a qualitative research approach: what are the options and how do you choose? designing qualitative questionnaires managing the supervisor/candidate relationship: tales from supervisors and students, and action research. These sessions were well attended by academics and postgraduate students from around the university.

Postgraduate Students Enrolments and Recommendations for Award

In 2006, 37 PhD students and 11 Master of Business (by Research) students were enrolled in the School. Of these, 8 were recommended for award, of which 5 were PhD candidates and 3 Master (by Research).

Notable examples of successfully completed PhD research projects included the following students:

Dr Angela Chambers
Dr Louise Mahler (Awarded Portfolio Research Prize)
Dr Robert Pech
Dr Jacinta Ryan
Dr Geoffrey Sharrock

John Leavesley, Alberto Ramirez and Petra Triandos were awarded Master degrees (by Research).

Research Supervisors & Training

a) Total Number enrolled 43
b) Number of commencements 9
Membership of Editorial Boards, Editorial Roles Associated with International Academic Journals

Professor Kosmas Smyrnios is Associate Editor of Family Business Review.

Dr Fang Zhao serves on the Editorial Board of Idea Group Publishing Ltd (USA) and the Editorial Board of International Journal of E-Business Research

Research Awards

Dr Fang Zhao was awarded the 2006 RMIT Business Portfolio University Innovation Award.

Expert Media Commentary

Several staff from within the School were interviewed for various TV and radio programs, and newsprint.


Professor Kosmas Smyrnios in Gome, A., (01 June 2006). She Inc... BRW (Cover Story), p.36.

Professional Publications

Research Profile
Associate Professor Adela McMurray
Director of Entrepreneurship

Adela is RMIT Business and the Director of Entrepreneurship in the School of Management and has both academic and industrial experience gained through her business, research and consulting activities in both manufacturing and service industries. Her work in the area of culture and cultural diversity, innovation and learning is recognised internationally resulting in over 60 refereed publications. She is the recipient of three major Australian Research Council grants in including an Australian Research Council Centre for Research Excellence.

Adela is the Chair Management Consulting Stream for the International Federation of Scholarly Associations of Management IFSAM, the International Entrepreneurship Chair for ANZIBA, is an Editorial Advisory Board member of the Journal of Management History, the Journal of Small Business & Enterprise Development, and the International Journal of Entrepreneurial Behaviour & Research. Adela reviews for the Academy of Management and is a Committee member of the International Themes Committee for the Carolyn Dexter Best International Symposium and Emerald Best International Paper Awards.

Visiting/Adjunct Positions/ Presentations

- Editorial Advisory Board member of the Journal of Small Business and Enterprise Development. Emerald Group Publishing. 2007 to date.


- Chair of National Global Student Entrepreneurship Awards Judging Panel. International panel of judges drawn from Canada, India, US and Australia.

- External Examiner, University Tunku Abdul Rahman, Malaysia. External examiner and reviewer of the Bachelor of Business Administration (Honors) Entrepreneurship program in the Faculty of Accountancy & Management. Works closely with Head of School and the President of University Tunku Abdul Rahman. Presents lectures on current research, liaises with and mentors academic staff; and facilitates a workshop with 150 entrepreneurship students from 2006 to 2009 (Contract position).

- Adjunct Professor Australian Graduate School of Entrepreneurship Swinburne University of Technology (SUT). Supervise PhD, DBA and Masters students. Examiner for PhD, DBA theses and Masters dissertations. Guest lecture. 2005 to date.

current grants held

australian research council linkage grant

Project title - Proximal and organizational leadership and climate as predictors of key performance in non-profit organizations. (Chief Investigators Associate Professor Adela J McMurray, Professor James Sarros, Dr Andrew Pirola-Merlo.)

2006 RMIT Emerging Researcher $10,000
Project title - Manufacturing Australia’s Future – Striving for Global Competencies and Capabilities. (Peter O’Neil Chief Investigator, Associate Professor Adela McMurray mentor).

australian research council linkage grant


grants completed

2006 RMIT Seed Grant $5,000
Project title – Achieving Business Sustainability: Director’s Perceptions of Information Technology Investment, Corporate Mentoring and Governance. (Fang Zhao Chief Investigator, Associate Professor Adela McMurray mentor and second investigator).
**2006 Completions**

**Dr Sharon Lee Bryant**  
PHD (Bus Admin)  (R)DR046RTS  
Supervisors: Prof John Fien and Dr Roslyn Russell  
*Thesis Title: Community Foundations the Asset-based Development of an Australian Community Organisation as a Foundational Source for Sustainable Community Development*  
Dr Bryant conducted action research in a community centre to explore the organisational development processes required for such centres to promote community sustainability. Her research found that a change from deficit- to asset-based approaches to community development is a necessary pre-condition for this to occur. She uncovered significant barriers to this in the embedded history and culture of the community centre and so successfully explored and tested a range of organisational development processes for sustainable community development.

**Dr Adeline Pek Kay Ong**  
PHD (Bus Admin)  (R) DR046RTS  
Supervisor: Prof Kosmas Smyrnios  
*Thesis Title: The Impact of Disruptions on Routinization of Goal-Directed Grocery Shopping Behavior*  
Dr Ong’s thesis examined key drivers of routinised grocery shopping behaviours and the impact of disruptions on these routines. Utilising a 2-study paradigm, Study 1 developed a conceptual framework of behavioural routines, demonstrating the integral role of personal goals. Study 2 tested this model empirically using structural equation modelling procedures, showing that regardless of goal stability, behavioural deliberations change when model components are disrupted. Her thesis reveals that consumers are unlikely to forego non-negotiable goals in the face of disruptions.

**2006 Graduates**

**Dr Angela Chambers**  
PHD (Bus Admin)  (R)  DR046RTS  
Supervisors: A/Prof Sandra Martin A/Prof David Kimber  
Dr Chambers explored the process of incorporating human rights into the operations of an international commercial organisation by constructing a dialogue to bridge the gap between human rights discourse and commercial realities. This case study identified the unique roles required to develop dialogue and a created a model as a diagnostic and educational tool. Theoretically this research challenges the appropriateness of traditional organisational change concepts when dealing with human rights.

**Mr John Alfred Leavesley**  
M Bus (Logistics)  (R)  MR079  
Supervisor: Dr Dave Wilson and Mr G Christopherson  
*Thesis Title: The Capacity of Port Facilities For Sea - Containerisable Cargoes*
Dr Louise Mahler  
PHD (Bus Admin) (R) DR046 
Supervisors: Dr Carlene Boucher and Dr Paul Gibson  
*Thesis Title: Getting Business Humming: Personal coherence through vocal intelligence within the organisational context*  
Dr Mahler’s research explored coherence in communication, focusing on voice and our ability to effectively use this complex instrument in an organisational context. She de-constructs the thinking and practice around voice, uncovering ineffective paradigms, fragmented professional approaches and a culture that works towards misunderstanding, which has led to its almost total abandonment in the field of practice. She reconstructs voice as a critical ingredient of personal coherence, linking medium, context, content, relationships and emotions in work she calls Vocal Intelligence.

Dr Robert Pech  
PHD (Bus Admin) (R) DR046RTS  
Supervisors: Dr Erica Hallebone and Prof Peter Sheldrake  
*Thesis Title: Innovation and Change Management: A Case-study Approach*  
Dr Pech explored innovation and change management in three companies located in New Zealand, Australia and the People's Republic of China. He investigated how innovation and change generated sustainable leadership in these companies' respective markets. The work advanced the fields of innovation and change management through the revelation of new industrial applications. These included radical and disruptive innovation, purchased designs, the deployment of alliances and franchises, the implementation of organisational learning, initiating outsourcing and creating virtual subsidiaries.

Alberto Ramirez  
M Bus (Management) (R) MR073RTS  
Supervisors: Dr Julie Wolfram Cox and Dr Maureen Fastenau  
*Thesis Title: Gender, Emotion and Aggression in the Workplace: an Investigation on the Role of Emotional Intelligence*  

Dr Jacinta Therese Ryan  
PHD (Bus Admin) (R) DR046RTS  
Supervisors: Dr Carlene Boucher and Ms Anne Smythe  
*Thesis Title: An exploration of the relationship between spiritual expression and health and well-being in the workplace.*  
Dr Ryan investigated the role of Spirituality in the Workplace and its impact on employee wellbeing in the business context. The research findings found a positive relationship between the presence of spirituality and higher levels of health and well-being in the workplace. This thesis argues that there is a need to develop pathways that facilitate bringing spiritual/biotic influences into business systems. This would impact directly on employee’s levels of health and well-being whilst also maximising business growth potential.
Dr Geoffrey Sharrock
PHD (Bus Admin) (R) DR046
31/08/2005 04/04/2006
Supervisors: Prof Peter Sheldrake and Dr Ernest Reeders

Thesis Title: Leadership and Change in an Australian University

Dr Sharrock studied recent structural changes in the Australian higher education sector, and the problems of strategic adaptation these create for universities. The thesis examines in detail how a group of academic and administrative managers in one university approached the task of leading change in this setting. It offers insights into the social dynamics of adaptive change, and suggests tactics for promoting necessary change in a university context.

Ms Petra Triandos
M Bus (Management) (R)MR073RTS
26/08/2005 21/02/2006
Supervisors: Dr Roslyn Russell and Prof Peter Sheldrake

Thesis Title: Melbourne’s Tourism Accommodation Market: Cycles and Entrepreneurship

QRT Report Extract Action Plan

School of Management will endeavour to:

- *Raise the School’s research profile by encouraging ARC and competitive grants applications, especially in sustainable business practice*

- *Develop focussed areas of excellence in research and scholarship that reflect our global engagement with industries and communities*

Encourage fewer but higher quality/impact publications

Recruit PhD qualified and research active staff

- *Implement research methods training workshops for staff*

- *Run at least 2 business sustainability workshops/seminar*

- *Attract, develop, reward and retain staff who will embrace the future with energy and creativity and who are focussed on the needs of our students and partners”*

- *Support staff initiatives especially in Linkage applications*

- *Achieve greater focus in research*

Reward only that research that is supported by indicators; pref. for research that fits within sustainable business practices theme.

Provide time for research active staff through teaching/workload reductions and other incentives as appropriate

- *Initiate serious discussions about Research activities with or through partner organisations*

- *Enhance closer management of research students/supervisors*
Research Publications

Books

Book Chapters


Jones, S & Lockwood, O 2006, 'Communities of practice – An Australian case study: Leveraging knowledge by complementing technology with social participative learning', Public
Information Technology and E-Governance: Managing the Virtual State.
Jones & Bartlett, Sudbury, MA, pp. 470 – 475.


Refereed Journal Articles


Kumari, S, Tewari, R & Inbakaran, R 2006, 'Sustainability criteria and indicators as tools to evaluate the visitor impact on fragile ecotourism destinations: A case study of Kanchandzonga Biosphere Reserve, Sikkim, India', *The Indian Geographical Journal*, 80 (1), – – –.


**Refereed Conference Proceedings**


Inbakaran, R & Thirumaran, K 2006, 'Tourist Shopping: A study on Indian tourists' reasons for shopping in Little India, Singapore', *of Asian Origin* *Rethinking Tourism in Contemporary Asia*, Dr Tim Winter, Assoc Prof Peggy Teo and Assoc Prof TC Chang (ed.), Rethinking Tourism in Contemporary Asia, National University of Singapore, Singapore.

Inbakaran, R, Jackson, M & Mann, K 2006, 'Stakeholder Perspectives on Quality Service in Nature Based Tourism: A Case Study of Anglesea-Port Campbell Region, Victoria, Australia', *CAUTHE 2006 To the city and beyond*, Dr Barry O'Mahony & Paul Whitelaw (ed.), To the City and beyond, Melbourne, Victoria.


Inbakaran, R, Jackson, M & Zhang, J 2006, 'Understanding resident attitudes and pro-tourist behaviour toward regional tourism development: Application of the theory of planned behaviour', *International Conference on Natural Hazards and Disasters: Local to Global Perspectives*, Dr Subbiah et al (ed.), Natural Hazards and Disasters: Local to Global Perspectives, Sri Krishnadevaraya University, Anantapur, India.

Lau, C 2006, 'Managing natural hazards and disasters: An Australian perspective', International Conference on Natural Hazards and Disasters: Local to Global Perspectives, Dr K. Ravindra Reddy (ed.), International Conference on Natural Hazards and Disasters: Local to Global Perspectives, Anantapur, India.


Malaysia.


Zhang, J, Inbakaran, R & Jackson, M 2006, 'Regional community attitudes toward tourism: identification of community clusters in murrindindi shire, Victoria', CAUTHE 2006 To the city and beyond', Dr Barry O'Mahony & Paul Whitelaw (ed.), To the City and beyond, Melbourne, Victoria.

Office of the
Pro-Vice Chancellor
Business
The Office of the Pro-Vice Chancellor (OPVC) includes a number of groups that were involved in various research activities; the Academic Development Unit, the Innovation Unit, the Centre for Management Quality Research, the Smart Internet Technology—Cooperative Research Centre and the Research Development Unit.

The Research Development Unit (RDU) will be renamed the Business Research Office (BRO) and all research academics will be transferred to the appropriate Schools by mid 2007 in line with the Portfolio’s research strategy. The unit will continue to provide support for research administration and management within the Business Portfolio.

These activities include:

- Research strategy planning and development
- Reporting on research activities and outcomes to the University, and Federal Government
- Student administration, pre-enrolment (e.g. queries, applications), scholarship ranking, enrolment, re-enrolment and candidature management through to completion (excluding progress reviews)
- Administering the Research Student Support Fund, and Portfolio Higher Degree by Research Student Scholarships
- Managing ethics applications from research students, course work students and staff undertaking research involving human participants
- Collection of material on research grants
- Collection of research publications for DEST returns
- The production of an annual Business Portfolio Research Report

- Co-ordination of the Portfolio Higher Degrees Sub Committee (PHDSC)
- Co-ordination of the Portfolio Human Research Ethics Sub Committee (PHRESC)
- Research training for both staff and research students, for example Supervisor Training Sessions and the Business Research Interns (BRI) program
- Co-ordination of Portfolio Supervisor Register
- Managing the Research Scholar Facility
- Contributing to the development and maintenance of Research Master
- Provision of Higher Degree by Research Student Reports to the Schools
- Coordination and delivery of Business Research Methods
- Providing support to affiliated academic staff for special projects

Academics within these groups continue to contribute to the DEST publications output, present papers at conferences and are engaged in other significant research activities which are positively acknowledged by the Office of the Pro-Vice Chancellor.
2006 Completions

Mr Phillip Anthony Hingston
PHD (Transport Res Cte) (R) DR008
Supervisors: Prof Tim Fry and Dr John Byrne
Thesis Title: Animated Proportional Venn Diagrams: A Study into their Description, Construction and Business Application
Dr Hingston investigated the applicability of data animation for meaningful rendition of large volume multidimensional datasets to business audiences. His study focussed on animated Venn diagrams and improved our understanding of how audiences assimilate information from business graphics. His work leads towards better, more intuitive presentations of information in the future.

Dr Francisco Fernando Ribeiro Ramos
Doctor of Phil (by Public)PH018RTS
Supervisors: Prof Tim Fry and Dr Heather Mitchell
Thesis Title: Essays in Time Series Econometrics and Forecasting with Applications in Marketing
Dr Ramos investigated the development and application of time series econometric models in Marketing from 1970 onwards. His focus is on the modelling of the effects of marketing actions on performance variables, such as sales and market share, in a range of competitive markets - automobiles, packaged goods and tourism. The research shows the advantages of using Bayesian vector autoregressive models when we wish to understand both the dynamic and interaction effects of marketing variables such as price and advertising on outcomes of interest.

2006 Graduates

Dr David William Kimber
Doctor of Phil (by Public) PH018RTS
Supervisors: A/Prof Rosalie Holian and Dr Erica Hallebone
Thesis Title: Values, Business and Society and Higher Education: Seeking Meaning
Dr Kimber studied the relationship between values and ethics, business and society and higher education. His PhD by publication drew together 14 papers, written in the previous 15 years, which investigated the themes of values, business ethics, trust, corporate governance, corporate social responsibility and higher education. The papers, and the accompanying essay, advance knowledge about the growing interaction between these arenas. His work also provides insight into processes educational and management researchers use to seek awareness and to develop meaning.

Dr Carlos Rodriguez
PHD (Transport Res Cte) (R) DR008RTS
Supervisors: Dr Ian Thomas and Dr John Jackson
Thesis Title: The Need for "Dynamism" in Planning for Sustainable Development. The Case of Three Strategic Plan Documents in Australia
Dr Rodriguez made important contributions to our improved understanding of vehicle judder – severe vibrations transferred through the chassis during braking and caused by the developed disc thickness variation in motor vehicle brakes. He successfully designed and tested (in a wide range of operational conditions) smart brake pad systems, comprising thick films and fibre optic sensors embedded into an automotive brake pad. These new powerful experimental tools for the investigation of motor vehicle brake problems will lead to improved comfort levels for motorists.
Smart Internet Technology
CRC
In 2006, the Smart Internet Technology Cooperative Research Centre continued work that began in 2005, researching the relationship between security, trust, identity, and privacy in online business, financial and personal transactions. These insights from qualitative and quantitative research contribute to the better design of security, privacy and identity. They also suggest actions businesses can take to enhance these four factors so that e-commerce, e-services, m-commerce and e-services find greater acceptance with the general public.

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

The Project

The project had two streams.

Stream 1: Banking, Personal Communications & Financial Decision Making led by Professor Supriya Singh

- To understand how new information and communication technologies change the way people manage financial information and make decisions about money, a banking study was undertaken which asked people from a range of socio-economic groups – including people of Indigenous background and people with disabilities – how they conducted their banking within the context of their social relationships, values and availability of services. The study found that
  - People used Internet banking because they found it useful and they trusted the bank. People used Internet banking even when they were not totally comfortable with its security. They trusted the bank because the bank had dealt satisfactorily with previous credit card losses and fraud.
  - Some people routinely shared passwords. This sharing was not because of a lack of awareness of security, but because shared passwords were essential to the access and management of banking. Some married people who had both joint and separate accounts shared their Internet banking passwords. People with disabilities had to share passwords for at times it was the only way they could access some banking services. Indigenous people in remote locations also shared passwords in order to access cash and banking services not available in their locality. We recommend that security be designed keeping the social and cultural context in mind. The central question for security designers is how to make shared passwords more secure.
  - There has been a change in the way we bank because of changes in the form of relationships over a person’s life cycle. De facto partnerships have increased as have blended and step families. Married women also have more separate accounts...
Migrant families from Asia, the Middle East and Africa also send money home. This change of relationships, values and practices leads to a different mix of joint and separate accounts.

- Women today do not report discrimination in banking, except to say that bank officers more often direct their conversation and communication to their male partners, rather than the women.

Stream 2: Identity Management & Impact of Changing Roles in E- and M-Commerce led by Professor Margaret Jackson

This stream continued to investigate identity management and the impact of changing roles in electronic and mobile commerce and services.

The first area of research was concerned with identity and focused on people’s perceptions, concerns and issues relating to a health and social security access card or an identity card. Resistance from potential users for these types of cards related to a lack of confidence and trust in the systems to ensure privacy and security of personal information.

The second research area focused on the impact new technologies such as wireless was having on electronic and mobile commerce and electronic and mobile services. A project involving 14 case studies of business organisations that developed or used wireless technology found that the shift to mobile commerce and services was occurring only gradually due in part to concerns held by users and providers alike in the technology being able to ensure security and privacy of personal, financial and business information. Another main issue found in the case studies was that the wireless technology might work but the pilot projects were often not able to demonstrate a strong business case for its use.

Researchers

The RMIT researchers in both streams included: Anuja Cabraal, Julian Ligertwood, Jonathan O’Donnell, Marita Shelly, Mats Bjorklund, Jan Browne and Ron van Schyndel. Our team continued to work with researchers in Griffith and Wollongong universities.

Research Students

In 2006 we had the following PhD research students:

Anuja Cabraal
The Social Impact of Microfinance

Chris Law
Understanding Business Decision-Making in the Development of Environments, Standard Products and Services for Use by People with Disabilities

Christine Satchell
A Young Nomad’s Guide to New Digital Terrains

Professional Contribution

The Smart Internet team in the Research Development Unit continued to organise the fortnightly Business Research Interns seminar series. This seminar series provided a space for researchers, staff and students, to present on their ongoing work.
Research Project Profile

In October 2006, Professors Supriya Singh and Margaret Jackson together with Associate Professor Roslyn Russell organised the Financial Literacy Banking and Identity Conference at RMIT, sponsored by ANZ and the Smart Internet Technology CRC.

Following on from the research being undertaken in the Smart Internet CRC and from projects with the ANZ conducted by Professor Russell, the conference was an opportunity for the banking sector, law, academia, government bodies and community organisations to explore the social, legal and cultural implications of money relationships and the impact of the Internet on these relationships and on banking generally. Over a one and half day period, a range of academic and industry papers were presented. Attendees heard from three key note speakers, including the Banking and Financial Services Ombudsman, on the current issues in the areas of financial literacy, banking and identity.

Research Publications

Book Chapters


Refereed Journal Articles


Refereed Conference Proceedings

Research, Griffith University, Brisbane.


Singh, S 2006, 'Placing the social and cross-cultural at the centre of community informatics', *Constructing and sharing memory: Community informatics, identity and empowerment*, Larry Stillman and Graeme Johanson (ed.), Constructing and Sharing Memory: Community Informatics and Empowerment Conference, Monash Centre, Prato.


Centre for Management
Quality Research
Professor John Dalrymple is a Professor of Quality Management and the Director of the Centre for Management Quality Research (CMQR).

John continued to develop the centre’s national and international reputation for research excellence in management quality and presented papers at a number of conferences such as the ANZAM conference, the CRC Construction Innovation Conference and was a keynote speaker at QUALCON-APQO.

John was also the keynote guest speaker at the first ICHQHE conference in Lahore, Pakistan where he was the recipient of a prestigious ward for excellence in higher education. He was also the keynote speaker at the ISO9000 and TQM conference in Hong Kong.

John’s expertise and informative presentations ensured that the centre, as part of RMIT’s Business Portfolio, was well represented with a significant influence in the international arena in quality management. John’s diligent networking attracted visiting international scholars with benefits to RMIT’s research community. He is extensively involved with ‘Standards Australia’ which reviewed the Australian Business Excellence Framework.

John headed a successful team of researchers which included Dr Lionel Boxer and Dr Peter Bryar and also supervised a number of local research students which included Gitachari Srikanthan and Warren Staples. John was also invited to examine a PhD submission in Edinburgh this year and also acted as an examiner for the Asia-Pacific Awards in Hong Kong.

The centre continues to attract significant research funding and recognition by academy, industry, commercial and public sector organizations.

Editorial Roles Associated with International Academic Journals

- Professor John Dalrymple is the editor of the International Journal Quality Assurance in Education.
- Professor John Dalrymple is on the Editorial Board of international journals:
  - Managing Service Quality
  - Benchmarking: An International Journal
  - TQM Magazine
  - Measuring Business Excellence

- Dr Gitachari Srikanthan is Associate Editor of the International Journal Quality Assurance in Education.

John was awarded the 2006 Asia-Pacific Business Excellence Standard (APBEST) Award in recognition to the fields of Quality Management and Business Excellence; and an elected Fellow of Australian Organisation of Quality.

Research Scholar

Warren Staples PhD

*Thesis Title: Public Sector Construction Procurement*

Supervisor: Prof John Dalrymple

Warren Staples was awarded a University Research Prize in recognition of the achievement excellence in a higher degree by research program. Through his involvement with the Australian and New Zealand Academy of Management (ANZAM), Warren organised two highly successful doctoral workshops attended by over on hundred management doctoral students.
Research Publications

Book Chapters


Refereed Conference Proceedings


Grants and Research Awards
RMIT Emerging Researcher Grants

➢ Project Title
E-business assimilation and its effects on the growth and export performance of Australian horticulture firms

Chief Investigators
Dr Alemayahu Molla and Dr Konrad Peszynski

➢ Project Title
Manufacturing Australia’s future - striving for global competencies and capabilities

Chief Investigator
Dr Peter O’Neill, and Associate Professor Adela McMurray as mentor

ARC Discovery Projects

➢ Project Title
Enhancing Capacity for Change: Promoting Leadership in Sustainable Consumption amongst Australian Youth

Chief Investigators
Professor John Fien and Professor Judith Bessant and Dr Olivier Jolliet (Swiss International Institute of Technology Lausanne)

Summary
Building societal capacity for sustainable consumption is vital if the destructive impacts of current patterns of development and lifestyle choices are to be reversed. Directly relevant to the 'Sustainability' and 'Good Health' National Research Priorities, this research will develop the change agent potential of a significant, high spending consumer class youth and young adults. The research will result in practical guidelines and program materials for youth organizations to use in capacity building for change leadership. The resultant modelling and encouragement of sustainable consumption through 'purchasing differently' will help stimulate the growth of sustainable products and services in Australia.

➢ Project Title
An investigation of illicit tobacco use, its prevalence, economic impact and the motivations and perceptions of consumers.

Chief Investigators
Professor Tim Fry, Dr Lisa Farrell (University of Melbourne) and Dr CK Aitken

Summary
Black market tobacco costs the Australian government at least $450 million in lost taxes per annum. Little is known about the prevalence and economics of illicit tobacco use, or the motivations, attitudes and perceptions of consumers. Using a national telephone survey of licit and illicit tobacco consumers, we will investigate their economic thresholds, decision making processes, and perceptions of health effects. Our work will lead to improved supply and demand reduction measures for illicit tobacco, and enable development of appropriately targeted health promotion strategies, generating enduring benefit to Australia’s economy and public health.
ARC Linkage Projects

- Project Title

  Building Capacity for a Sustainable Future

- Partner Organisation(s)

  Department of Sustainability and Environment

  The Hornery Institute Department of the Environment and Heritage

  Victorian Schools Innovation Commission

- Chief Investigators

  Dr Sarah Bekessy, Associate Professor Ian Thomas, Professor John Fien, Professor Ronald Wakefield, Dr Carolyn Hayles, Professor Lynne Bennington, Associate Professor Barbara de la Harpe

- Summary

  The concept of sustainability has been proposed as a practical and useful concept capable of providing solutions to social, environmental and economic problems. Global interest in the concept also stems from the advantages that organisational change for sustainability can impart, including improved efficiency and profitability. The project will develop sustainability capabilities of graduates entering a diverse range of industries, enhancing the national skills base. The models and processes of institutional change developed in this project can be adopted by universities, governments and corporations throughout the world, enhancing Australia’s reputation as a world leader in institutional and corporate sustainability.

- Project Title

  Towards the ‘Semantic Web’: Standards and Interoperability across Document Management and Publishing Supply Chains

- Partner Organisation

  Fuji Xerox

- Chief Investigators

  Professor Mary Kalantzis, Professor Margaret Jackson, Professor William Martin and Dr William Cope

- Summary

  At a critical point in the development of the information economy, this project sets out to address the fundamental challenges of electronic standards and interoperability in the text and graphic media industries. These industries are a source of enormous and growing employment in Australia; their products also touch every person’s life in profound ways. This project will develop an extensive industry focussed knowledge base, and take this knowledge back to industry and the broader community through its proposed publications, conferences and workshops.
ARC Linkage Projects

Project Title

Building community capital to support sustainable numeracy education in remote locations

Partner Organisation

Northern Territory Department of Employment, Education and Training

Chief Investigators

Associate Professor Dianne Siemon, Associate Professor M Christie, Professor John Fien, Mr Thomas Evison and Ms Deborah Efthymiades

Summary

Numeracy for all is a national policy priority. It enables students to make choices that lead to healthy, productive and fulfilling lives for themselves and their communities. Despite some improvements, the gap between Indigenous and non-Indigenous achievement on territory wide assessments of numeracy is growing. Indigenous elders believe their children and grandchildren have less literacy and numeracy skills than they do. As a consequence, new, more effective, and sustainable ways to improve Indigenous numeracy education are urgently needed. The proposed research will address this need by exploring a model for building community capital to support sustainable numeracy education in remote locations.

Project Title

Proximal and organizational leadership and climate as predictors of key performance in non-profit organizations.

Chief Investigators

Associate Professor Adela J McMurray, Professor James Sarros, Dr Andrew Pirola-Merlo

Partner Investigator

Charles Hercus

Summary

There is increasing pressure for financial resources and funding in nonprofits to meet growth commitments and innovative strategies for sustainability. Wesley Mission, an Australian nonprofit worldwide church ministry, is pioneering a new system of reporting and leadership. This study will assess the relationship between leadership, at various levels throughout the organisation, performance at the organisational and departmental levels, and assess the role of organisation and department climate as a mediator of this relationship. The results will identify leadership and organisational characteristics required for a transferable model of success among similar Australian nonprofit organisations.
ARC Linkage Projects

- **Project Title**

- **Chief Investigators**
  Associate Professor Adela J McMurray.

- **Partner Investigators**
  David Bradley, and Sanjib Roy

- **Summary**
  This project will provide a transferable model for the development of recruitment and retention policies and procedures for culturally and linguistically diverse groups into Victoria Police and other police jurisdictions. This will enable Victoria Police to recruit and retain members from culturally and linguistically diverse communities, in-so-doing reflect the cultural mix within the community and police jurisdiction. The outcome from this project will be a more culturally and linguistically diverse police force, providing more effective policing policies across the range of police services, better victim support, stronger community leadership, and better able to help build safer neighborhoods.

ARC Discovery Projects 2007

- **Project Title**
  Does Australian Corporate Taxation Matter?

- **Chief Investigators**
  Professor Sinclair Davidson and Professor Richard Heaney

- **Summary**
  On a GDP weighted basis the average OECD corporate rate has fallen from 44 percent in 1985 to 31 percent in 2004. Australia operates a flat thirty percent corporate tax rate and this compares well with the current OECD average. Yet, the Business Council of Australia argues that the Australian corporate tax rate is ‘uncompetitive’. Certainly, the corporate tax burden (i.e. corporate tax revenue as a proportion of GDP) is very high in Australia, the third highest in the OECD, and the highest in the Asia Pacific region. This project will evaluate the extent that the corporate tax burden is a hindrance to Australian firms and economic behaviour.

- **Project Title**
  Storage and the Hotelling Valuation Principle: Understanding the Dynamics of the Oil Industry

- **Chief Investigators**
  Professor Richard Heaney and Professor Bruce Grundy, (University of Melbourne)

- **Summary**
  Understanding the economics of the oil market is important for understanding the shift toward smaller, more fuel efficient motor vehicles and less fuel intensive farming techniques. A better understanding of funda-
mental oil price processes will lead to more accurate oil price forecasting and hence more accurate pricing of oil derivatives (options, futures and swaps) and improved risk management (e.g. airlines hedging the cost of their jet fuel needs).

- **Project Title**

  *Carbon neutral communities: making the transition*

- **Partner Organisations**

  Manningham City Council, City of Playford, NAGA, ICLEI, MEFL, Community Power, Consumer Affairs Victoria

- **Chief Investigators**

  Dr Ralph Horne and Professor John Fien, Professor Steve Hamnett (University of South Australia) and Dr Jonathan Kellet (University of South Australia)

- **Summary**

  This project has well defined National benefits, both economic and social, for the collaborative partners, the business community, policy makers, community groups and the broader Australian community. It contributes toward NRP 1, through developing practical measures for reducing GHG emissions in Australian urban areas, and strategies for overcoming barriers to greater uptake of energy efficiency and alternative technologies; and helping Australia to meet its greenhouse reduction targets. The project economic benefits to through energy savings; stimulating innovation in urban design, building design and transport use; promoting new business opportunities; and encouraging more sustainable lifestyle decisions.

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**Business Research Awards**

**Publications Awards**

*Professor Derek Walker*

Graduate School of Business

**RMIT Innovation Awards Staff**

*Professor Tim Fry*

School of Economics, Finance and Marketing

**RMIT Innovation Award Student**

*Dr Louise Mahler*

School of Management

**RMIT Innovation Award Team**

*Professor Supriya Singh, Professor Margaret Jackson and Dr Roslyn Russell*

Research Development Unit (BRO) and School of Accounting and Law