

# 2002 DEST Publications

In 2002 the Faculty managed to again increase the number of approved DEST research publications to a total of 130 which is the highest number of DEST publications we have ever achieved. As a faculty we produced the third highest number of DEST approved publications after the Faculties of Applied Science and Engineering. Within the faculty the total number of publications has steadily increased over the past few years as shown in the table below:

Year	Total number of DEST Publications
1999	44
2000	66
2001	122
2002	130

For the 2002 publications, the breakdown of publications by School and Centre is provided in the table below:

School / Centre	Number of DEST Publications in 2002*	Number of DEST Points Generated
Accounting & Law	9	7.66
Business Information Technology	29	14.16
Centre for Management Quality Research	16	11.66
Economics & Finance	12	8.16
Management	31	19.66
Marketing	24	13.906
Office of the Dean	22	11.89

\* Note: The number of DEST publications in some instances is duplicated across Schools where co-authored publications by RMIT Business authors from more than one School or Centre exist. The number of DEST points generated accounts for this, and is calculated based on the number of authors contributing to each publication.

Of particular note is the dramatic increase in the number of DEST publications produced within the School of Marketing, in 2001 the School had 10 DEST publications compared to 2002 in which they more than doubled their number to produce 24 DEST publications.

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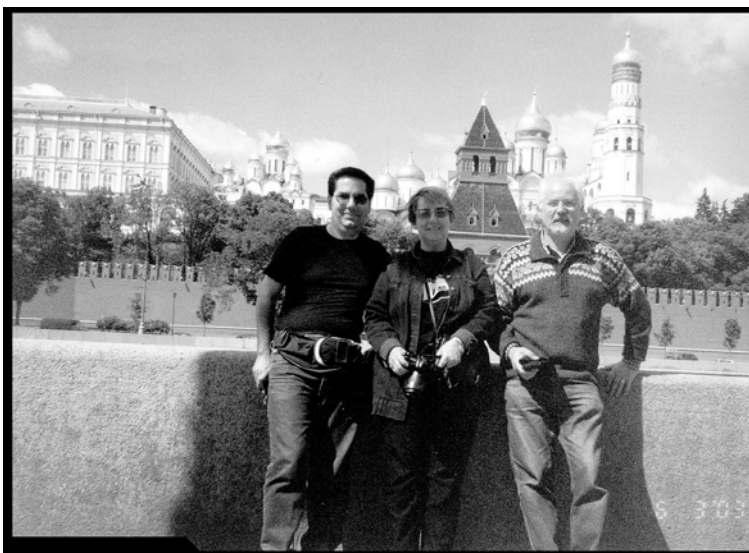
Also the number of staff and research students contributing to the total DEST publication output has continued to expand - in total 75 staff members in RMIT Business contributed to the total DEST publication output in 2002 compared to 62 in 2001 and 35 in 2000.

The 2002 RMIT Business Research Report is currently being compiled and will showcase the research achievements of the Faculty as we continue to grow and expand our research capacity, so look out for this soon !

Finally, staff and research students are reminded about the Faculty Publication Award Scheme which exists to encourage researchers to report details of their publications to us. The RDU is now taking information about 2003 publications so for further information on the Faculty Publication Award Scheme please visit: [www.rmit.edu.au/bus/rdu/fpa](http://www.rmit.edu.au/bus/rdu/fpa) or contact Bronwyn Coate in the RDU email: [bronwyn.coate@rmit.edu.au](mailto:bronwyn.coate@rmit.edu.au)



## Doctor of Project Management 'students' Present at Moscow Conference



Left to Right: James Norrie, Lynda Bourne, Derek Walker

In the first week of June, two of the Doctor of Project Management (DPM) students and Professor Derek Walker presented papers at the 17th World Congress on Project Management in Moscow Russia. Each of the papers presented by the DPM students flow from coursework assignments and reflective learning papers written by the DPM candidates then shaped

with Professor Derek Walker into refereed conference papers. The photograph shows James Norrie, Lynda Bourne and Derek Walker on the Moscow River with the walls and fortress of the Kremlin behind them.

James Norrie from Toronto Canada presented his paper entitled ' Using the Balanced Scorecard To Improve Project Management Practice ' this flows from his doctoral study work and the paper was written jointly with Professor Derek Walker. The paper was also developed into a refereed journal article that has been accepted by the Project Management Institute in the USA for publication in the Project Management Journal. The paper was related to linking a balanced scorecard approach to IT project performance with business strategy.

Lynda Bourne from Melbourne presented her paper entitled 'Tapping into the Power Lines- A 3<sup>rd</sup> Dimension of Project Management Beyond Leading and Managing '. This paper relates to the requirement for an infusion of enthusiasm and commitment powered by the

full range of project stakeholder energy sources, particularly from project management colleagues, that can be tapped much like connecting to an energy grid. She argued that the key to successfully doing this is knowing how and when to connect to this organisational grid and identifying who the key connectors (stakeholders) should be. Without attention to the needs and expectations of a diverse range of project stakeholders, a project will probably not be regarded as successful even if the project manager was able to stay within the original time, budget and scope.

A third DPM candidate Dale Christenson from Victoria British Columbia, Canada, wrote two papers with Professor Derek Walker but was unfortunately at late notice unable to attend the conference however Derek was able to present both papers. The first was entitled 'Vision as a Critical Success Factor to Project Outcomes'. The paper argues that a significant driver of project management success is effective and intelligent leadership communicated through an inspiring vision of what the project is meant to achieve and how it can make a significant positive impact. This is because much of what project management leaders do, relies upon negotiating commitment using the power of persuasion rather than influencing through the application of contractual or formal power. A particularly interesting project was used as a case study in this paper to illustrate how project vision provided the glue that attached and maintained commitment to a complex project involving diverse stakeholders in whom the project manager had no formal power over to demand resources or the commitment of participants. This IT project ended up being judged a success compared to similar projects despite the difficulties described. This success was substantially attributed to the project leadership group's use of a vision of what project success might mean. The second paper was entitled 'Project Stewardship: The Convergence of Project Leadership and Management'. In this paper it was argued that there are countless examples in the public and not for profit organizations of their boards, executive directors and staff members confusing and misinterpreting the constructs of management and leadership. This lack of appreciation for these two important social constructs can significantly impact the effectiveness of most organizations. The need for a clear understanding between these two constructs is equally important, if not more so, in a project environment. The authors used an analysis of a case study to highlight the importance of the need for delineation between the two constructs and argued that there must be reconciliation between the social constructs of leadership and management, and this reconciliation must be applied in the project environment to increase the likelihood of successful project outcomes.

Professor Derek Walker presented his paper entitled 'Reflective Learning and the Role of Professional Development of Project Managers Upon Learning Organisations'. In this paper he discussed how the guiding principle of professionalism has been that professionals perform a service beyond merely doing a particular job. Rather, they reflect on the environment that influenced their past performance and seek ways to not only understand what they do and how they do it, but how they can improve their performance. In considering that the medical profession gained much from research into the science of medicine, public health and the environment for well over a century, medical practitioners also developed a rich source of learning from studying their medical practices. Other professions have more recently emulated this reflective research approach to provide deep insights into their work practices. This has the potential to enhance the profession's reputation, service levels provided to its clients, and its impact upon society. The development of professional development programs (and at their peak the recent introduction of professional doctorates in project management or DBA's with a dominant project management focus) has provided a strong impetus for participants to productively engage in reflective learning. Prof. Walker's paper presented experiences from the development of the Doctor of Project Management (DPM) program at RMIT University in Melbourne, Australia. The program specifically targets coursework and research elements of the program at senior project managers' reflection on their project management experience. This has unearthed a hidden opportunity for research by mature-age practitioners that appears to generate in them an important intrinsic motivation to not only participate in profound learning about project management but to do so in a way that provides high level recognition of a doctoral qualification.

The DPM students come from a variety of professional backgrounds and are located across the globe with candidates from Canada, USA, Argentina, and Australia working together in groups and individually researching their projects on the web-based DPM program. The Moscow conference is one of numerous opportunities to present their research work that showcases them and the RMIT Business' DPM program.



## Research Funding Opportunities

For details regarding other current research funding opportunities please visit the Research & Development Funding website which provides a list of grants, awards, scholarships and fellowships available to staff and students and is updated weekly at: [www.rmit.edu.au/rd/funding](http://www.rmit.edu.au/rd/funding)

Also for a listing of scholarships available please visit the Joint Academic Scholarship Online Network (JASON) website. JASON is an on-line database of scholarship information for postgraduate students. For further information please visit: [www.jason.unimelb.edu.au](http://www.jason.unimelb.edu.au)

Some current research funding opportunities that are open to suitably qualified staff and research students are:

### Criminology Research Council (CRC) General Grants

The Criminology Research Council (CRC) administers the Criminology Research Fund, which is used for research grants to researchers in universities, government depts, and elsewhere. Grants are only made for research in Australia. CRC is empowered by section 47(1) Criminology Research Act 1971 to make grants for " ... such purposes of, or related to, criminological research (incl. dissemination of information and advice and the publication of reports, periodicals, books and papers in connection with criminological research and the results of criminological research) as are determined by CRC "The term "criminological research" is defined in the Act to mean "research in connection with: causes, correction and prevention of criminal behaviour and any related matter."

Contact; CRC Administrator, Criminology Research Council, Australian Institute of Criminology tel 02-6260 9237 fax 02-6260 9201 email [crc@aic.gov.au](mailto:crc@aic.gov.au)

For further information please visit: [www.aic.gov.au/crc/applications/](http://www.aic.gov.au/crc/applications/)

RMIT deadline: **Monday 18 August 2003** (external 22 Aug) Ethics clearance is required.

### Academy of the Social Sciences in Australia (ASSA) Exchange Program with Chinese Academy of Social Sciences

The deadline is July 31 each year for travel to China in following year. Note: Exchanges are preferably for a period of 4 weeks. Sending country pays international excursion fares to capital city of host country and host provides transport and accommodation. Eligibility: Research scholars in social sciences, who are Australian citizens, are eligible to apply.

Applicant should be junior faculty member (including those who have recently completed their doctorate). Program aims include collaboration between Australian and Chinese scholars, the opportunity for access to research and research materials not easily accessible outside the countries concerned, and the development of networks of scholars with related interests both within and between the two countries. Applicants need to propose a program for the approval of the host academy. A reciprocal agreement covers the cost of visits by Chinese scholars to Australia.

For further information please visit: [www.assa.edu.au/International/china.htm](http://www.assa.edu.au/International/china.htm)

RMIT deadline: **Thursday 25 July 2003** (external 31 July)

## **DAAD Leibniz Scholarships**

Scholarships as part of this program are open to graduates, PhD students and postdocs from around the world. Scholarships can be awarded for 6 - 36 months. It is also possible to gain a doctorate in Germany. Leibniz-Institutes are non-university research and service facilities which are organised in the Leibniz Association (WGL). Detailed information about the Leibniz-Association and its institutes is available from <http://www.leibniz-gemeinschaft.de/>. DAAD-Leibniz-Scholarships provide young foreign academics and scientists with an opportunity to complete a research project or a program of continuing education and training at a Leibniz-Institute. Scholarships are financed by participating Leibniz-Institutes and are awarded according to regular DAAD-scholarship conditions.

Contact: German Embassy, Canberra tel 02-6270 1911, fax: 02-6270 1951

email: [embgerma@bigpond.net.au](mailto:embgerma@bigpond.net.au), website [www.daad.de/en/form](http://www.daad.de/en/form)

For further information please visit: [www.daad.de/deutschland/en/2.7.3.html#1](http://www.daad.de/deutschland/en/2.7.3.html#1)

RMIT deadline: **Friday 25 July 2003** (external 31 July)

## **Australian Department of Foreign Affairs and Trade**

### **➤ Australia-India Council Grants**

Funding is provided for activities that will contribute to the AIC's objectives of promoting a broader and deeper relationship between Australia and India.

For further information please visit: [www.dfat.gov.au/aic/](http://www.dfat.gov.au/aic/)

### **➤ Australia-China Council Grants**

The Australia-China Council aims to promote Australia's national interests in China through furthering a greater awareness of Australia in China, and building a greater awareness of China in Australia, with particular emphasis on customs, cultural and ethical values, business priorities and contemporary issues. The Council supports activities in the following key areas: education; culture and publishing; and business.

For further information please visit: [www.dfat.gov.au/acc/](http://www.dfat.gov.au/acc/)

**Closing date:** Applications should preferably be made at least six months in advance of the starting date of the proposed activity to enable consideration by Council meeting (normally three or four each year) and to allow adequate time for the relevant financial procedures.

## University of Cambridge - Smuts Visiting Fellowships in Commonwealth Studies 2004-2005

Applications are invited for one or two Smuts Visiting Fellowships in Commonwealth Studies in association with a Visiting Fellowship at Wolfson College to be held during the academic year 2004/2005. Fellowships are available for research in the field of Commonwealth Studies, including the Commonwealth related aspects of archaeology, anthropology, economics, history, human geography, law, literature, oriental studies, sociology, politics and social psychology.

Intending applicants should email the Secretary, Smuts Memorial Fund at [kfw20@admin.cam.ac.uk](mailto:kfw20@admin.cam.ac.uk) for an application package.

External closing date **28 August 2003**

### Australian Research Council Linkage - International (Awards)

The scheme provides funds to build strong ongoing collaborations between research groupings or centres of excellence in Australia and overseas, involving the exchange of researchers at both senior and junior levels; strengthen international research experience for junior researchers at both postdoctoral and postgraduate levels; and enhance existing, and develop new, collaborations among senior researchers.

For further information please visit:

[www.arc.gov.au/ncgp/linkage/international/default.htm](http://www.arc.gov.au/ncgp/linkage/international/default.htm)

Applications for International Linkage Awards may be submitted to the ARC at any time during the year.

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## Proposed Australian City and Regional Network (ACRN) Across Australian Universities

Those engaged in urban research in Australia have long sustained a variety of small networks some of which cross a number of disciplines while others are discipline bound, some are focused on theoretical and methodological issues while others more empirical and descriptive, some are energized by concern over various aspects of urban policy and yet others depend on personal connections.

Whilst many of the networks we have developed focusing on areas such as housing, employment, the urban environment, the history of the suburbs, transport and social infrastructure, were created because of problems and issues perceived by individual scholars at different times, they nonetheless involved researchers from a large number of universities. The networks often provided important support and created forums for scholars from different institutions to co-operate and collaborate as well as providing a focus for different disciplines in the same institution.

More recently the pressures on scholars to be 'competitive' and the reduction in support services they now experience has tended to reduce co-operation among them and the lack of resources has often led to the network breaking down after some event the network was created to sponsor was held. At the very least this is a waste of resources. The proposed new program will provide much needed support to maintain the networks as energized continuing forums and as ways of achieving synergies within and between institutions.

We propose an Australian City and Regional Network (ACRN) that has ten or eleven nodes with at least one node in each State. The nodes would represent the major present concentrations of scholars working on urban issues. They are not intended, however, to be institutional in their importance but the network is based around individual scholars each of whom has a network within which they work. There are some significant overlapping reinforcing elements in the combinations of these personal networks. That is, by acknowledging the personal networks we can build a national network that is greater than the sum of its parts.

This proposal is to create a network that accepts that the most interesting research issues and policy initiatives cut across disciplinary boundaries. The proposal is founded on the assumption that we need to develop ways of constructing forms of inquiry and dialogue that acknowledges the validity of those boundaries yet reach across them to better understand what is happening in our cities and regions and how we might best address the issues that arise. The proposal acknowledges that space and location are important considerations in city and regional problems but that focus on one method of exploring them is unlikely to lead to a sophisticated understanding of them nor will it lead to appropriate policy initiatives.

Development of an Australian City and Regional Network would not mean that the kind of special collaborations we establish for specific research projects or for special symposiums would no longer be sustained. The development of an ACRN would more likely foster such collaborations and exchanges and encourage them because of the larger value that could be gained by providing support for such collaborations and forums.

This is an important ARC initiative, the purposes of which can be met by establishing a Australian City and Region Network (ACRN). While the ARC initiative properly draws attention to research funded by the ARC many projects that come under the 'urban' umbrella are funded from other sources. We would need not only to identify the scholars who would be embraced by the ACRN who are or have been funded by the ARC but include those funded from other sources. We would like to see an ACRN that built on the characteristics of the disparate networks we have periodically developed in the past. We envisage a network that sponsored research into Australian cities and regions, created opportunities to explore the policy implications of research and/or the research needs of urban development policy, created opportunities to enhance research training, pursued ways of improving the research base of teaching about Australian cities and regions and fostered international scholarship on urban and regional issues generally but on Australian issues in particular.

In short, we seek to establish a network that is avowedly multi disciplinary in its approach to the consideration of urban and regional issues. The network would have scholars from the humanities and social sciences but would also desirably include environmentalists (especially those concerned with the urban environment) and others who had an interest in some of the infrastructure services and the policy issues that arise from their development and operation.

**This then is a proposal to create a national network that:**

- fosters work on Australian cities and regions,
- seeks to improve the standard of undergraduate teaching in Australian universities on urban and regional issues,
- encourages post graduate research and training in Australia on urban and regional issues and creates opportunities for young scholars to meet, exchange ideas, research methods and information,
- seeks to develop regular fora to engage with private and public sector officers to apprise them of the current state of research on Australian cities and regions and to explore the directions in which such research might be directed,
- seeks to develop and strengthen connections with international scholars working on urban and regional issues,
- seeks to disseminate the results of research into urban and regional issues to the wider public.

We would like to receive your comments on the desirability and feasibility of establishing an ACRN.

Interested researchers wishing to contribute to this proposal are invited to contact:

Prof Bill Randolph, University of Western Sydney, email: [b.randolf@uws.edu.au](mailto:b.randolf@uws.edu.au)

Prof Brendan Gleeson, Griffith University, email: [b.gleeson@uws.edu.au](mailto:b.gleeson@uws.edu.au)

Prof Patrick Troy, Australian National University, email: [troy@cres.anu.edu.au](mailto:troy@cres.anu.edu.au)



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**Allison Dutka**, Research Student Admin. Officer

The aim of this newsletter is to keep staff informed of research activity within RMIT Business and of research opportunities both outside and within the faculty. If you have any contributions (we are always interested in research or researchers for our feature article) that you think would be of interest to the faculty please contact Bronwyn Coate at the RDU.

The *Business Research News* is also available for viewing on the RDU's web site shortly after it has been distributed in paper form. The web site also contains information for research staff and students including the RDU's library holdings.