



School of Business Research Report 2015

Never Stand Still

School of Business



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Foreword



Professor Michael O'Donnell
Head of School

Over 2013 and 2014 the School of Business at UNSW Canberra has made great strides in improving its research performance and focus, and a strong research culture is evident across the School. Following an external review of the School in late 2013, the School identified three key areas of research focus: logistics and business systems modelling; public sector management; and governance and strategic decision-making. Over the coming years, the School aims to strengthen its international reputation for high quality research based on increased collaboration among staff in the School across these three research areas.

Over 2013 and 2014 the School recruited a substantial number of academic staff who have strong records of publication or who are early career researchers of high potential. These new colleagues include: Professor Elizabeth Chang; Professor Deborah Blackman; Professor Kerry Jacobs; Professor Max Tani; Associate Professor Graham Heaslip; Dr Marina Zhang; Dr Sue Williamson; Dr Omar Hussein; Dr Naeem Janjua; Dr Wendy Shelton; Dr Leon Jiang; Dr Junfan Yu; and Dr Charles Yala. The School also welcomed Ms Dora Gava to the newly created role of School Manager (Research) in late 2014.

The quality and focus of the research undertaken in the School of Business at UNSW Canberra has increased markedly over 2013-14. The School published a growing number of high quality journal articles. The School also attracted research grant support from a broader range of local and international funding bodies. We also graduated an increasing number of PhD and Master of Philosophy students, with 11 research students graduating in 2014.

I am confident that the School's research performance will maintain this impressive trajectory over coming years.

Research themes

Research in the School of Business has three focus areas of research concerning the business of organisations. These areas are interrelated and cross-area collaborative research is expected to develop further in the future. Across these three areas, we co-operate with a range of external stakeholders and research partners.

Logistics and Business Systems Modelling

One key field of research is the area of logistics and business systems modelling. The School has staff with expertise in humanitarian logistics, business analytics, modelling and big data at the intersection of business and advanced information technology. Research is carried out through partnerships with industry to develop innovative solutions in logistics networks, asset management and sustainment. Industry partners include WA Department of Transport, ADF Joint Logistics Command, and Royal Australian Navy Logistics.

Public Sector Management

The School also has a research focus on public sector management. This domain comprises the ways in which public services are delivered and the capabilities and knowledge required for the provision of those services. One particular research strength in this area is public sector human resource management, including performance management. External engagement in this research area involves the Australian Public Service Commission and the Defence People Group (Department of Defence).

Governance and Strategic Decision-Making

The third major area of research in the School is governance and strategic decision-making. Decision-making, evaluation and accountability are crucial aspects of good governance in public and private organisations. The School has expertise in each of these aspects informed by the use of rigorous research methods and analyses. Relevant external stakeholders include the Institute of Chartered Accountants, the World Bank and the Asian Development Bank.



Academic research profiles

Professor Deborah Blackman

Public administration and management are core areas of the School's research agenda. One academic who is at the forefront of this important research field is the School's Professor of Public Sector Management Strategy, Deborah Blackman.

Professor Blackman is interested in the formulation of strategy and how it is operationalised to achieve organisational objectives. From a public sector perspective, this means Professor Blackman's research is focussed on the issues that arise when policy intentions are not realised through implementation. That is, when strategic plans do not deliver the desired results. As Professor Blackman explains, 'I'm interested in why things don't work'.

Professor Blackman draws on her previous management experience in the private sector and her academic expertise to ascertain the challenges involved in a specific context and to gain critical insights for future practice. Professor Blackman's areas of academic expertise include knowledge management, organisational learning, strategic human resources and performance management. This unique perspective allows her to understand the development and operationalisation of strategy at both the individual and organisational levels. This has led Professor Blackman to state that, 'you can't have a change in behaviour without a change in knowledge. It's fundamentally impossible'. Such an observation determines how she approaches the development of new implementation plans.

At present, Professor Blackman is working on an international research project to gain a better understanding of the management skills required to operationalise strategy. Her project is specifically comparing the management capabilities and training of Canadian public servants with those of their Australian peers. Prior to this, Professor Blackman and her colleagues developed the diagnostic framework currently being used by the Australian Public Service to determine the effectiveness (or not) of their performance management systems. Professor Blackman was also involved in a large Australian Research Council research project which looked at the barriers and enablers of effective whole-of-government working.

Professor Blackman, in conjunction with Professor O'Donnell, will work with one of the School's three research groups – Public Sector Management. Not only does Professor Blackman believe that the variety of disciplines available in the School provides unique opportunities, she also thinks the diversity will enhance the collaboration with the other research groups. In this respect, she considers the Governance and Decision-Making group to provide the most potential, but also sees the possibility to connect with projects from the Logistics research group.

Professor Kerry Jacobs

Kerry Jacobs is a Professor of Accounting at UNSW Canberra who is interested in understanding how governance and accountability operates within society. This interest means Professor Jacobs is not your typical accounting academic as his research often traverses disciplinary boundaries in an effort to better understand the nature of practice. In fact, it is the intersection between various academic disciplines and practice that he finds most fascinating. As Professor Jacobs points out, 'I'm interested in how accounting fits into everything else'. Furthermore, he explains that his expansive approach is primarily thanks to the interdisciplinary co-authors that he has published with in the past. The result of this broad research focus means that Professor Jacobs' research has not only been published in accounting journals, but has also found its way into journals that specialise in public administration and public policy.

The specific focus of Professor Jacobs' research has been on the evolution and practice of performance audit in government and the nature of accountability in the public realm more generally. This has led to a number of projects that have had a direct impact on society at both the strategic and operational levels. From his work developing performance audit approaches with the Australian National Audit Office (ANAO), to the assistance that he has provided Aboriginal corporations in establishing better governance arrangements, Professor Jacobs' research has clearly had a positive influence. Combine this with his contributions on the two Auditors-General Committees he sits on and it's easy to see that practice is, indeed, an integral part of his research agenda. 'The trick', Professor Jacobs argues, 'is to use your research to speak to two worlds' – academia and practice.

Moving forward, Professor Jacobs' research experience will also prove invaluable in helping the School of Business develop one of its three research groups. The research group, Governance and Decision-Making, will benefit from Professor Jacobs' expertise to drive a number of projects whilst also developing the research skills of junior academics. Along with Professors Chand and Tani, Professor Jacobs will provide the academic guidance required for the Group's success.





Dr Omar Hussain

Dr Hussain is interested in understanding how organisations measure and manage risk in an ever-changing environment caused by technological advances. Primarily, these advances are being driven by the networking advantages provided by cloud computing and recent access to vast amounts of data (Big Data) which will lead to uncovering many different insights by which decisions in environments, such as logistics, can be made better.

Dr Hussain is guided primarily by traditional risk management frameworks, but he argues that these frameworks need to be adapted in the face of a rapidly changing technological environment. This means traditional approaches – that have relied heavily on historical events to predict future risks scenarios – have their limitations. The insurance industry is clearly an example of this. Although an understanding of history is, indeed, necessary, it is not a sufficiently reliable predictor of future risks. To this end, Dr Hussain, through his research and collaboration with research professors such as Professor Elizabeth Chang, has designed a tool that provides businesses with more information and a decision support system that will assist them in making informed decisions. Dr Hussain named his tool the Risk Based Decision Support System (RBDSS).

The impact of Dr Hussain's research has the potential to provide significant benefits to society. The focus of Dr Hussain's research is Australia's service sector which represents approximately 68% of Australia's GDP. The success of this sector increasingly relies on its use of technologies, such as cloud computing and informed decision-making, to enable service organisations to better understand the risks involved in their business. In addition, such decision-making tools can assist firms to choose vendors that pose a lower risk to the organisation over those that pose a higher risk.

To demonstrate the nature of the risks involved, if organisations are unable to access important business data or access a service, because the cloud service is unavailable, business could be lost. Although reduced access to information could lead to a variety of issues – large and small – in extreme situations, business failure could ultimately be the price that is paid. Therefore tools that reduce this risk can, indeed, contribute greatly to the stability of Australia and its economy.

Staff research interests

Professor Deborah Blackman

Professor of Public Sector
Management Strategy

- Performance management in the public sector
- Public sector reform
- Disaster risk management

Professor Satish Chand

Professor of Finance

- Peace and economic prosperity
- Property rights and economic development
- Land tenure, productivity and economic development

Professor Elizabeth Chang

Professor of Logistics

- Defence logistics
- Ambient security, trust and risks
- Cyber-physical systems and Internet of Things for intelligent transportation
- Data quality, data cleansing and co-joint data mining

Dr James Connor

Senior Lecturer

- Loyalty and social interaction
- Social interaction and sport
- Social interaction and project management

Dr Natalie Cujes

Lecturer

- The business of Australian Federal Courts (including their operation, access to justice issues, practice and procedure and judicial decision-making)
- Contract law
- Trade practices law (competition and consumer law)
- Business law

Dr Saskia de Klerk

Senior Lecturer

- Entrepreneurship (nascent, immigrant and female)
- Business management (innovation)
- Creative industries (bricolage, social capital and entrepreneurship)
- Business networking, social capital and bricolage
- Business climate and social integration

Dr Denise Faifua

Senior Lecturer

- Focus on individual in groups, and societies, and person-centred constructs as they relate to work, careers, vocational rehabilitation and employability
- Examination of careers in organisations and institutions from a range of perspectives in career theory (career cognition, career development, career management, career vocation)

Mr Michael Forsyth

Deputy Head of School – Teaching & Education
Undergraduate Coordinator

- Government as a complex adaptive system

Dr James Hanson

Senior Lecturer

- Educational psychology
- Business education and management development

Associate Professor Twan Huybers

Deputy Head of School – Research

- The economics of travel and tourism
- The use of choice experiments in decision-making analysis
- Student evaluation in higher education
- Scandal and consumer behaviour

Dr Nelia Hyndman-Rizk

Lecturer

- Cross-cultural management
- Multiculturalism, migration studies, ethnic entrepreneurship
- Lebanese diaspora
- Contemporary Middle East and Lebanon – social movements, women's rights – Arab Spring

Dr Omar Hussain

Lecturer

- Logistics service management
- E-logistics risk management
- Decision support and their applications to logistics areas

Professor Kerry Jacobs

Professor of Accounting

- Public sector accountability, governance and audit
- Financial management and reform
- The relationship between accounting and politics
- Indigenous accounting and governance

Dr Naeem Janjua

Post Doctoral Fellow

- Web-based decision support systems
- Logistics process modelling and services orchestration
- Virtual collaborative logistics

Dr Leon Jiang

Lecturer

- Accounting
- Finance
- International business
- Strategic management

Dr Jason Mazanov

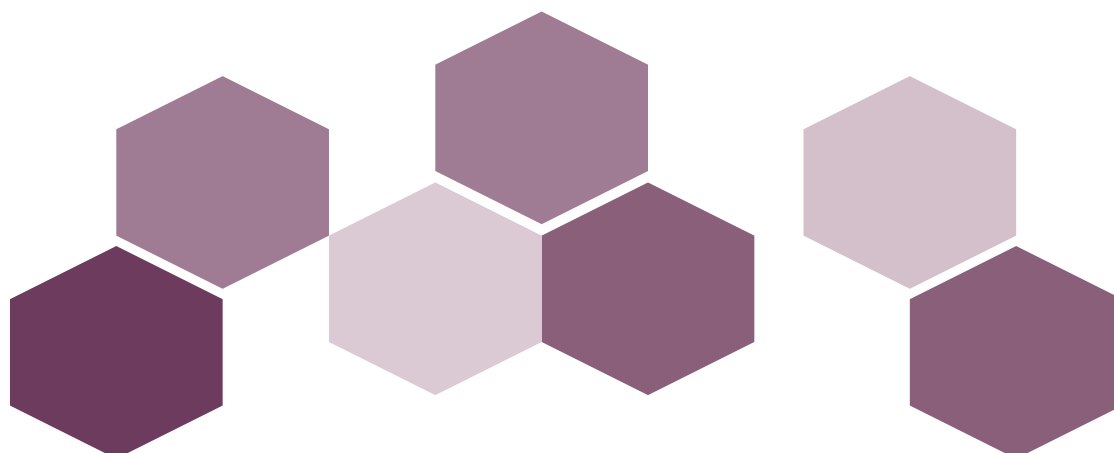
Senior Lecturer, Postgraduate Coordinator

- Management of human enhancing technologies
- The effect of scandal on consumer behaviour
- Integrity management

Dr David Meacheam

Senior Lecturer

- Knowledge management
- Human resource management
- Public management
- Higher education



Dr Frances Miley

Senior Lecturer

- Qualitative research in accounting and accounting education
- Defence financial management
- Popular culture and accounting
- Accounting history

Professor Michael O'Donnell

Head of School

- International employment relations
- Performance management in the public sector
- Enterprise bargaining in the public sector

Dr Daniel Prior

Postgraduate Research (PGR), Distance Delivery Coordinator

- The role of inter-personal interactions in value creation
- The nature of value destruction and value co-destruction
- Using superior value propositions to support business performance

Dr Keiran Sharpe

Higher Degree Research (HDR) Coordinator

- Decision-making under ambiguity, risk and uncertainty
- Analysis of strategic political interactions using game theory
- Organisational economics – especially the structure and design of organisations

Dr Wendy Shelton

Lecturer

- Governance and accountability
- Financial management in the public and private sectors
- Accounting history

Professor Max Tani

Professor of Finance

- The economics of migration
- The economics of higher education
- Economic growth and knowledge spillovers

Dr James Warn

Senior Lecturer

- Leadership in complex environments, where leaders attempt to influence across organisational boundaries, between agencies or across the community
- Leadership in cross-cultural contexts
- The responsible leadership mindset – a practitioner's guide for leading in a complex world

Dr Sue Williamson

Lecturer

- Gender equality in the workplace
- Public sector human resources and industrial relations

Mr Robert Wylie

Lecturer

- Public policy analysis
- Public policy development
- Defence procurement and policy

Dr Marina Zhang

Lecturer

- Technological catch-up
- Institutional entrepreneurship
- Disruptive and business model innovation
- Emerging markets

Higher Degree Research student profile

Robert Wylie

I joined the School of Business, UNSW Canberra, after 30 years in the Australian Public Service. My PhD journey started when the School engaged me to teach certain postgraduate courses, initially on a 'professional qualified' basis.

Two factors drove my decision to undertake a doctorate. The first factor was the University's requirement for professionally qualified staff to become 'academically qualified' by completing a PhD. The second was my desire to make sense of certain aspects of my professional experience. As a member of the School's staff, I undertook my PhD part time.

My PhD topic emerged from my desire to make sense of my experience with Australian military technological innovation during my work in the Australian Department of Defence. I wanted to understand how Australia chose between local 'make' and imported 'buy' solutions to its requirements for military capability. I particularly wanted to understand why Australia's 'make' solutions became so problematic.

My early reading established that the literature on development of military technology did not explain the Australian experience satisfactorily. While this posed a challenge, it also indicated how I might satisfy the requirement that my thesis contribute to theoretical knowledge. At the suggestion of my supervisor, I turned to the wider innovation literature, particularly that based on evolutionary economics. This culminated in our settling on a system of innovation framework for my research.

Trying to understand the problems that seemed to characterise Australian military technological innovation led naturally to thinking about how Australia's innovation system performed relative to that of other comparable nations. This led in turn to my supervisor and I agreeing on a comparative case study methodology for the thesis. Such a methodology was not only well suited to the thrust of my research, it was also relatively novel in the literature on both military and non-military technological innovation.

However, I took considerable time to grasp the case study methodology. My supervisor's guidance was crucial in curbing my tendency to tell a story and in leading me to develop the robust theoretical framework required for a doctorate. In addition, I underestimated the amount of time and effort required to prepare satisfactory case studies – a challenge exacerbated by my teaching obligations. Critical to my meeting this challenge was my interest in the topic, the sustained encouragement of my supervisor, my obligation to report progress to the school periodically and the steady support of the head of school.

My research question and my case studies co-evolved: the final version of the research question only precipitated out after I had finished assembling the case study data. Production of the final thesis then proceeded relatively quickly. But as I became totally immersed in the drafting, I became increasingly reliant on my supervisor and other colleagues for cold reader testing of my expression and logic.

After initial hesitation, I decided to participate in the University's formal degree conferral ceremony. I was glad I did so: the ritual allowed my family to share my deep personal satisfaction in finally completing what was the most intellectually and emotionally demanding task I have ever attempted.



Higher Degree Research students and their work

PhD students

Ashton-Sayers, Julia

'A study of trends in public sector human resource development practice'

Supervisor: Professor Deborah Blackman

Carroll, David

'Investigating the production of human capital in the higher education sector based on unique micro data on recent higher education graduates from Graduate Careers Australia (GCA)'

Supervisor: Professor Max Tani

Cotton, Anthony

'Research into issues related to employee engagement in the APS'

Supervisor: Professor Deborah Blackman

Forau, Luke

'Economic contribution of peacekeeping: evidence from the Solomon Islands'

Supervisor: Professor Satish Chand

Forsyth, Guy

'Leadership in a socio-historical context: a philosophical analysis of the soldier statesman'

Supervisor: Dr James Warn

Glennie, Miriam

'How successful are minority scientists in their Australian careers?'

Supervisor: Professor Michael O'Donnell

Hammond, Tanya

'How human resource practitioners in the Australian public sector effectively develop their HR competencies'

Supervisor: Professor Michael O'Donnell

Huang, Jenny Shih-Suan

'A collaborative digital ecosystem framework for sustained social, economic and environmental development'

Supervisor: Professor Elizabeth Chang

Huang, Qiong

'Trade liberalisation and wage inequality: evidence from China's firm-level data'

Supervisor: Professor Satish Chand

Khanjaninejad, Leila

'Gender and doping in sport'

Supervisor: Dr Jason Mazanov

Kropp, Elisha Brooke

'The relevance of military loyalty'

Supervisor: Dr James Connor

Kutan, Lindsay

'Peace prosperity nexus: the case of post conflict Bougainville'

Supervisor: Professor Satish Chand

Lim, Wai Kwen

'Diversity mentoring: an examination of the role of culture in the processes and outcomes for mentees and mentors in diverse mentoring relationships'

Supervisor: Dr Nelia Hyndman-Rizk

Lithgow, Shirley

'Community engagement in urban planning in the ACT'

Supervisor: Professor Michael O'Donnell

McCormack, Matthew

'More accurate logistic requirements determination through total asset management'

Supervisor: Dr Jason Mazanov

Mackie, Kathleen

'Federal environment policymaking in Australia: avoiding failure: pursuing success'

Supervisor: Dr David Meacheam

Maddumage, Kapila

'Cost of doing business in post-conflict Jaffna, Sri Lanka'

Supervisor: Professor Satish Chand

Matthews, Katie

'Examine impediments to the career transitions of Defence personnel as they exit the Australian Defence Force and enter/return to civilian employment, with a focus on transitions to the APS'

Supervisor: Dr Denise Faifua

O'Keefe, Peter

'How do people management (HR) practices support creativity and innovation in leading research and development organisations?'

Supervisor: Professor Michael O'Donnell

Rana, Tarek Ahmed

'Accountability practice in Australian Public Sector: a case study'

Supervisor: Professor Kerry Jacobs

Rees, Leanne

'Developing a framework for collecting credible data in complex and dynamic military operational environments'

Supervisor: Associate Professor Twan Huybers

Rizki, Ahmad

'Independence and the work of the Auditor General: explaining the Indonesian case'

Supervisor: Professor Kerry Jacobs

Saberi, Morteza

'Framework for developing an intelligent customer relationship management framework through multi-hetero information sources'

Supervisor: Professor Elizabeth Chang

Sayem, Muhammad

'Antecedents and consequences of social entrepreneurship: an empirical study'

Supervisor: Dr Saskia de Klerk

Stewart, Paul

'An exploration of self-efficacy in relation to high performing organisations and high performing managers'

Supervisor: Professor Deborah Blackman

Valentine, Andrew

'Signalling and screening under asymmetric information in labour markets. A series of studies considering the impact of screening and signalling in reducing asymmetric information adverse selection problems in labour markets'

Supervisor: Professor Max Tani

Vosikata, Sunia

'The influence of social capital through network ties on human resource selection policies and decision-making in the Fiji Public Service'

Supervisor: Dr Denise Faifua

Warren, Alastair

'How organisational citizenship behaviours are shaped by the culture of the organisation and the extent to which these behaviours are linked to employee wellbeing'

Supervisor: Professor Deborah Blackman

Wu, Baocheng

'Housing, location and the measurement of externalities: a case of Guangzhou'

Supervisor: Dr Saskia de Klerk

Yu, Junfan

'Overcoming barriers to enterprise in New China: the story of property development enterprise'

Supervisor: Dr Saskia de Klerk

Zhou, Yuepeng

'Land tenure and its impacts on agricultural productivity and household income in China'

Supervisor: Professor Satish Chand

MPhil students

Ahmed, Rumana

'The Feminisation of Poverty'

Supervisor: Dr Nelia Hyndman-Rizk

Bell, Ray

'Leadership Gen Y & Z in the military environment'

Supervisor: Dr James Warn

Coaker, Warren John

'Decision bias in defence procurement'

Supervisor: Dr Jason Mazanov

De Souza, Ricardo

'This thesis will be focusing on the cultural changes and social behaviours influenced by the influx of migrants into Australian communities, how it plays out in the nation's cultural identity and how it impacts in the workplace'

Supervisor: Dr James Connor

Dhawan, Puja

'The impact of brand identity of stakeholders'

Supervisor: Dr Daniel Prior

Goodfellow, Elizabeth

'What is so difficult? Listening to managers implementing change'

Supervisor: Dr Jason Mazanov

Harris, Michael

'Balancing accountability and secrecy in defence media'

Supervisor: Professor Kerry Jacobs

Kilpatrick, Bradley

'Redesigning a military training program with adolescent learning strategies'

Supervisor: Dr James Hanson

Lawson, Jenelle

'Improving the Recruitment of Women Strategy'

Supervisor: Professor Michael O'Donnell

Mulholland, Lorraine

'The challenges of leadership of interagency organisations in the Australian national security sector'

Supervisor: Dr David Meacheam

Murugan, Senthamizh

'Integrated enterprise portfolio management for managing complex environment'

Supervisor: Dr James Connor

Prakash, Surya

'Investigating the adequacy of prevailing management education and proposing a value-based education culture by which character is formed, strength of mind is increased and the intellect is expanded'

Supervisor: Dr David Meacheam

Sheppard, Daryl

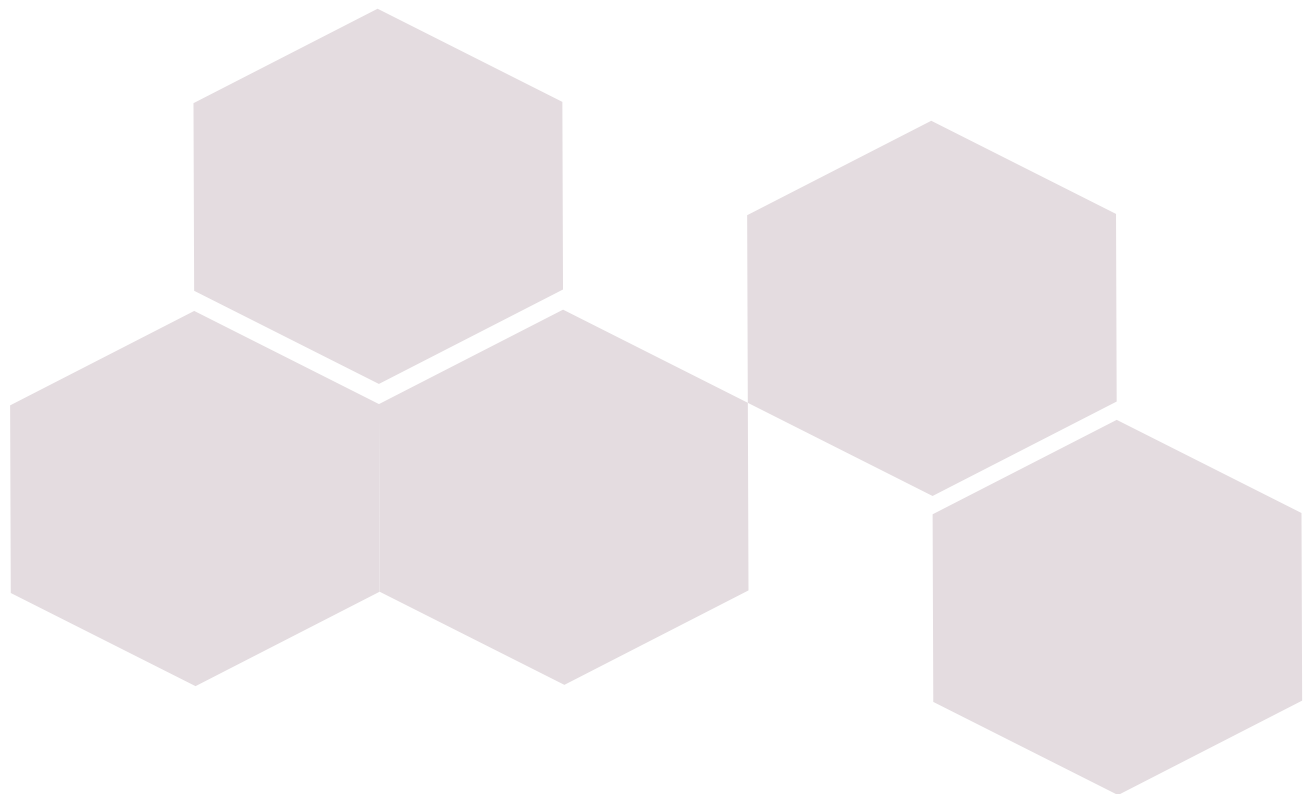
'Patching the human firewall – the human element in IT security'

Supervisor: Dr Jason Mazanov

Sayem, Muhammad

'Antecedents and consequences of social entrepreneurship: an empirical study'

Supervisor: Dr Saskia de Klerk



Higher Degree Research students graduations

2013

JIANG, Long

'Understanding company credibility in China: the case of financial reporting processes'

(PhD; Supervisor: Professor Michael Hess)

MENG, Zhaoxi

'Patterns and determinants of household demand growth for PV systems: an international study of the early-stage diffusion of a renewable energy innovation'

(PhD; Supervisor: Professor Peter Hall)

SIALLAGAN, Windraty Ariane

'The implementation gap: financial management reform in Indonesia 2003-2010'

(PhD; Supervisor: Professor Jenny Stewart)

SUN, Jiaqi

'Individual investor behaviour on the Shenzhen stock exchange'

(PhD; Supervisor: Dr Daniel Prior)

SUN, Xiaoran

'Leadership, management, and change in a Chinese public-owned corporation: the case of Haier from 1984-2013'

(PhD; Supervisor: Dr Nelia Hyndman-Rizk)

WANG, Yurong

'Business start-ups and development strategies of Chinese immigrant entrepreneurs in Australia'

(PhD; Supervisor: Dr James Warn)

2014

GONG, Xue

'Higher education destination choice: Australian universities and Chinese student demands'

(PhD; Supervisor: Associate Professor Twan Huybers)

HE, Dan

'Social identify and leadership in Chinese project teams'

(PhD; Supervisor: Dr James Warn)

LI, Qiang

'Market transition and housing commodification in urban China'

(PhD; Supervisor: Professor Satish Chand)

MIA, Parvez

'The impact of mandatory reporting requirements on discretionary environmental disclosure: the case of the National Greenhouse and Energy Reporting (NGER) Act 2007 and the Clean Energy Act 2011'

(MPhil; Supervisor: Dr Nelia Hyndman-Rizk)

REHMAN, Fahd

'Economic measurement of consumers and firms: a model consistent approach'

(PhD; Supervisor: Professor Michael O'Donnell)

ROLLSTON, Adam

'The Association to Advance Collegial Schools of Business (AACSB): the strategic human resource management and change management impacts of accreditation'

(MPhil; Supervisor: Dr David Meacheam)

SANDAY, Henry

'The impact of regulations on doing business in the Pacific Islands: the case of Fiji'

(PhD; Supervisor: Professor Satish Chand)

SHINGLES, Joshua

'The psycho-logical contract for Australian Defence Force officers and human resource practices'

(PhD; Supervisor: Professor Michael O'Donnell)

SIMILI, Sylvia

'The factors influencing entrepreneurship in post-conflict regions: the case of Bougainville, Papua New Guinea'

(MPhil; Supervisor: Dr Saskia de Klerk)

WYLIE, Robert

'Why innovation outcomes differ among defence innovation systems: a comparative study of radar innovation in Sweden and Australia'

(PhD; Supervisor: Emeritus Professor Peter Hall)

ZHANG, Ruoxi

'Why Hong Kong mitigated the worst impact of the 1997 Asian financial crisis'

(PhD; Supervisor: Professor Satish Chand)

Research publications

2013

Books

- Hussain, O., Dillon, T., Hussain, F. & Chang, E. (2013). *Risk assessment and management in the networked economy*, 412, Springer Berlin Heidelberg.
- Stapenhurst, R., Pelizzo, R. & Jacobs, K. (2013). *Following the money – Parliamentary Public Accounts Committees*. United Kingdom: Pluto Press.

Book chapters

- Miley, F. M. & Read, A. (2013). Indigenous spirituality at work: Australia. In J. Neal (Ed.), *Handbook of faith and spirituality in the workplace* (Vol. 1, pp. 175-194). New York: Springer.
- Miley, F. M. & Read, A. F. (2013). Making accounting interesting: achieving the impossible through storytelling? In A. Flood & A. S. Coleman (Eds.), *Disciplines: the lenses of learning* (pp. 111-122). Champaign, Illinois: Common Ground Publishing LLC.
- Robertson, P. & Jacobson, D. (2013). Capabilities for incremental innovation - the adoption of electronic health records. In J. Abel, G. Bender & K. Hahn (Eds.), *Traditionell Innovativ* (pp. 83-99). Berlin: Edition Sigma.
- Stewart, J. & Maley, M. (2013). The public sector. In A. Fenna, J. Robbins & J. Summers (Eds.), *Government and politics in Australia* (Vol. 10, pp. 71-86). Sydney: Pearson Australia.

Journal articles

- Chan, K. Y., Dillon, T., Chang, E. & Singh, J. (2013). Prediction of short-term traffic variables using intelligent swarm-based neural networks. *IEEE Transactions on Control Systems Technology*, 21(1), 263-274.
- Chan, K. Y., Dillon, T. S. & Chang, E. (2013). An intelligent particle swarm optimization for short-term traffic flow forecasting using on-road sensor systems. *IEEE Transactions on Industrial Electronics*, 60(10), 4714-4725.
- Chand, S. (2013). Reasons for regionalism within the Pacific Islands. *The Journal of Pacific Studies*, 32(1), 25-43.
- Chang, E. J., Hussain, O. K. & Dillon, T. S. (2013). Application of fuzzy inference systems in real world scenarios. *Studies in Fuzziness and Soft Computing*, 298, 101-107.
- Connor, J. & McDermott, V. (2013). Service teaching and the sociological critique: lessons from a military academy. *Journal of Sociology*, 49(4), 501-514.
- Connor, J., Woolf, J. & Mazanov, J. (2013). Would they dope? Revisiting the Goldman dilemma. *British Journal of Sports Medicine*, 47(11), 697-700.
- Dillon, T. & Chang, E. (2013). Trust, reputation, and risk in cyber physical systems. *IFIP Advances in Information and Communication Technology*, 412, 1-9.
- Dong, H., Chang, E. & Hussain, F. K. (2013). UCOSAIS: A framework for user-centered online service advertising information search. *Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics)*, 8180 LNCS(PART 1), 267-276.
- Dong, H., Hussain, F. K. & Chang, E. (2013). Semantic web service matchmakers: state of the art and challenges. *Concurrency and Computation: Practice and Experience*, 25(7), 961-988.

- ElSawah, S., McLucas, A. & Mazanov, J. (2013). Using a cognitive mapping approach to frame the perceptions of water users about managing water resources: a case study in the Australian Capital Territory. *Water Resources Management*, 27(9), 3441-3456.
- Esfijani, A., Chang, E. & Hussain, F. (2013). University social responsibility ontology. *Engineering Intelligent Systems*, 21(4), 271-281.
- Han, S., Dillon, T., Potdar, V. & Chang, E. (2013). RFID mutual authentication protocols for tags and readers with and without a server. *Computer Systems Science and Engineering*, 28(2), 91-99.
- Hanson, J. M. (2013). Collaborative thinking: a review of cognitive and social perspectives. *Journal of Knowledge & Human Resource Management*, 5(10), 80-100.
- Hatcher, C., Linger, H., Owen, J. & Algeo, C. (2013). The challenges of managing complexity in projects: an Australian perspective. *International Journal of Project Management*, 31(8), 1069-1071.
- Hussain, O. K., Chang, E. J., Dillon, T. S. & Hussain, F. K. (2013). Understanding risk and its importance in business activities. *Studies in Computational Intelligence*, 412, 1-313.
- Huybers, T. (2014). Student evaluation of teaching: the use of best-worst scaling. *Assessment & Evaluation in Higher Education*, 39(4), 496-513.
- Jacobs, K. (2013). Making sense of social practice: theoretical pluralism in public sector accounting research: a reply. *Financial Accountability & Management*, 29(1), 111-115.
- Jayawardana, A. K. L., O'Donnell, M. & Jayakody, J. A. S. K. (2013). Job involvement and performance among middle managers in Sri Lanka. *The International Journal of Human Resource Management*, 24(21), 4008-4025.
- Lei, C., Zhang, R. & Wu, B. (2013). Labor reallocation in China: 1978-2011. *Economic Modelling*, 35(C), 668-673.
- Li, Q., & Chand, S. (2013). House prices and market fundamentals in urban China. *Habitat International*, 40(C), 148-153.
- Lodhia, S. & Jacobs, K. (2013). The practice turn in environmental reporting: a study into current practices in two Australian commonwealth departments. *Accounting, Auditing & Accountability Journal*, 26(4), 595-615.
- Mazanov, J. (2013). Beyond sport: performance enhancement in music and work. *Performance Enhancement & Health*, 2(1), 1-2.
- Mazanov, J. (2013). Overcoming the dark side of performance enhancement. *Performance Enhancement & Health*, 2(3), 85-86.
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2014

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Conference papers

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- De Klerk, S., Bean, K. & Kroon, J. (2014). The role of culture and generation in networking: uncovering differences at a Gauteng mine. Paper presented at the *Southern African Institute for Management Sciences*.
- De Klerk, S., Hossain, S. & Connor, J. (2014). The antecedents of social entrepreneurship practice – a content analysis. Paper presented at the *ISBE the Future of Enterprise: The Innovation Revolution Conference*, 4-6 November 2014, Manchester.
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- Hussain, W., Hussain, F.K. & Hussain, O.K. (2014). Maintaining trust in cloud computing through SLA monitoring. Paper presented at *21st International Conference, ICONIP 2014*, 3-6 November 2014.
- Le, S., Dong, H., Hussain, F.K., Hussain, O.K., Ma, J. & Zhang, Y. (2014). A hybrid fuzzy framework for cloud service selection. Paper presented at the *2014 IEEE International Conference on Web Services (ICWS)*, 27 June – 2 July 2014.
- Le, S., Dong, H., Hussain, F.K., Hussain, O.K., Ma, J. & Zhang, Y. (2014). Multicriteria decision-making with fuzziness and criteria interdependence in cloud service selection. Paper presented at the *2014 IEEE International Conference on Fuzzy Systems*, 6-11 July 2014.
- Saberi, M., Hussain, O.K., Janjua, N.K. & Chang, E. (2014). In-house crowdsourcing-based entity resolution: dealing with common names. Paper presented at the *11th IEEE International Conference on E-Business engineering, ICEBE 2014 including 10th Workshop on Service-Oriented Applications, Integration and Collaboration, SOAIC 2014 and 1st Workshop on E-Commerce Engineering ECE 2014*.
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- Zhang, M.Y. (2014). Institutional entrepreneurship in technological transitions: the development of TD-SCDMA. Paper presented at the *Academy of Management*, Philadelphia, USA.
- Zhang, M.Y., Guo, L., Dodgson, M. & Cai, H. (2014). An integrated patent indicator system for patent portfolios: evidence from the telecommunication manufacturing industry. Paper presented at the *R & D Management Conference*, 3 – 6 June 2014, Stuttgart, Germany.

Research funding

Externally-funded active grants in 2013

Grantor	School of Business investigators	Project title	Funding award dates	Total amount of funds awarded
World Anti-Doping Agency (CA)/Social Science Research Grant Program	Connor, James; Henne, Kathryn; McDermott, Vanessa.	Legitimizing the fight: cross-cultural perspectives on anti-doping strategies in the Pacific	2013 – 2014	\$28,518.00
Sports Medicine Australia – Victorian Branch	Connor, James; Lyons, Keith; Mazanov, Jason	Over-training educational/information resources and evaluation	2010 – 2014	\$23,571.00
World Anti-Doping Agency (CA)/Social Science Research Grant Program	Connor, James; Mazanov, Jason	Death for performance – what would athletes trade-off for success?	2012 – 2015	\$17,357.76
Project Management Institute/Sponsored Research Program	Connor, James; Linger, Henry	The project as a tool of policy implementation: the role of project management in health	2012 – 2013	\$44,497.44
Australian Public Service Commission	O'Donnell, Michael	Strengthening the performance framework	2011 – 2013	\$54,545.45
IP Australia	Connor, James	Post implementation review of ICSD Tranche 1	2011 – 2013	\$54,050.00
Asia Pacific Civil-Military Centre of Excellence/Research Grant	Chand, Satish	Civil military interface for community-engagement in fragile states	2010 – 2013	\$265,000.00
Australian Indigenous Leadership Centre	Stewart, Jenny; Warn, James	What does it mean to lead? How Aboriginal Australians conceptualise and create Indigenous leadership in complex governance situations	2012 – 2015	\$10,000.00

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Australian Indigenous Leadership Centre	Stewart, Jenny; Warn, James	What does it mean to lead? How Aboriginal Australians conceptualise and create Indigenous leadership in complex governance situations	2012 – 2015	\$10,000.00
ARC Linkage Project LP100200203	Jacobs, Kerry	The practice of accountability in Australian indigenous corporations	2013 - 2014	\$68,632.00
ARC Linkage Project LP100200203 – ORIC	Jacobs, Kerry	The practice of accountability in Australian indigenous corporations	2013 – 2014	\$17,230.12
Royal Melbourne Institute of Technology/ CPA Australia Global Research Perspectives Program	Jacobs, Kerry	Public sector performance audit: a critical review of scope and practice in the contemporary Australian context	2014 – 2015	\$3,612.39
Korea Foundation	O'Donnell, Michael	Promotion of social sciences within the Korean studies research and education in Southeast Asia: the Korea-ASEAN comparative policy research community with 8 leading national universities in ASEAN as national hubs	2014	\$USD179,000.00
Coffey International Development	Chand, Satish	PNG – Australia economic and public sector program	2014 – 2015	\$662,500.00

Research seminars

2013

Thursday 7 March

A new model for research engagement between industry and tertiary institutions
Associate Professor Andrew Sense, Wollongong University and Senior visiting Fellow, School of Business

Thursday 21 March

Aligning off balance sheet risk, on balance sheet risk and audit fees: A PLS path modelling analysis
Yuyu Zhang, Lecturer, School of Business

Thursday 28 March

Civil-military pedagogy and the establishment of the Faculty of Military Studies at the Royal Military College Duntroon: 1963-1968
Summer Scholar Jason Andrews and Dr James Connor, Senior Lecturer, School of Business

Thursday 11 April

Sustainable supply chain management: exploration, creation and evaluation of concepts, models and a roadmap
Dr Hendrik Reefke, Researcher, University of Auckland

Thursday 18 April

Sustaining public sector innovation: the balance between flexibility and control
Professor Jenny Stewart, Professor of Public Policy, School of Business

Thursday 2 May

Understanding the emergence of STI policies in the EU: the genesis of EU security research and the role of the EU Commission as policy entrepreneur
Dr Andrew James, Senior Lecturer, Manchester Business School, University of Manchester, UK

Thursday 9 May

Fair Work Act, 2009 and individual flexibility arrangements
Dr Sue Williamson, Lecturer, School of Business

Thursday 16 May

Contractors and the military: recent aspects in US research and prospective

issues in ADF support

Dr Malcolm Hugh Patterson, Macquarie University

Wednesday 29 May

Corporate governance and seasoned equity offerings: offer methods and flotation costs
Professor Chandrasekhar Krishnamurti, Head of Finance Discipline and Director of Research, University of Southern Queensland

Thursday 30 May

The role of R&D in open and closed innovation
Professor Paul Robertson, Visiting Professor, School of Business

Thursday 6 June

Brain drain or jobless growth? Migration policy dilemma in a small developing economy
Associate Professor Stefan Markowski, School of Business and Visiting Professor, Centre of Migration Research at University of Warsaw

Thursday 13 June

Accounting as symbolic power: a case study of CPAs in South Korean Government
Mr Paul Ahn, Associate Lecturer, School of Business

Thursday 25 July

Can transport and logistics systems resilience and sustainability be economically efficient?
Associate Professor Cameron Gordon, Senior Visiting Fellow, School of Business

Thursday 1 August

Hedging industrial metals with stochastic volatility models
Associate Professor Michael Chang, Deakin University

Tuesday 13 August

Military misconduct: organisational culture or a few bad apples?
Dr Ben Wadham, Director of the Doctor of Education, Flinders University

Thursday 5 September

The 'right to request' provisions under the Fair Work Act: a case study

Dr Sue Williamson, Lecturer, School of Business

Thursday 26 September

Labour relations and the Bougainville conflict: stage 1

Professor Michael Hess, Honorary Professor, School of Business

Thursday 10 October

A new paradigm? Indigenous leaders exercising influence and working across boundaries

Professor Jenny Stewart, Deputy Head of School, School of Business and Dr James Warn, Senior Lecturer, School of Business

Tuesday 15 October

Humanitarian logistics: challenges and opportunities

Dr Graham Heaslip, Deputy Head of School, NUI Maynooth

Thursday 24 October

The role of sports science in Australian sport: an analysis of a Senate Inquiry

Dr Jason Mazanov, Senior Lecturer, PG Coordinator, School of Business

2014

Thursday 27 February

Profiling patterns of participation with on-line activities and their impact on marks using the Community of Inquiry framework

Dr Jason Mazanov, Senior Lecturer, PG Coordinator, School of Business

Thursday 20 March

A case study of enterprise bargaining under the Fair Work Act 2009: beyond the legislative limits?

Dr Sue Williamson, Lecturer, School of Business

Thursday 27 March

The role of institutional entrepreneurship in industry convergence: a comparative study of mobile payments in Korea and China

Dr Marina Zhang, Lecturer, School of Business

Thursday 3 April

Theorising public sector accounting research

Professor Kerry Jacobs, School of Business

Thursday 10 April

Researching public policy and public administration: the role of academic agendas

Professor Jenny Stewart, School of Business

Thursday 17 April

Measuring poverty in Papua New Guinea using household level data

Professor Satish Chand, School of Business

Thursday 24 April

Controlling the proliferation of small arms: lessons from a policy-driven research agenda

Professor Peter Hall, School of Business

Thursday 8 May

The struggle for legitimacy at the military academy

Dr James Warn, Senior Lecturer, School of Business

Thursday 15 May

Creating competition: an anti-competitive approach to competition regulation

Dr Wendy Shelton, School of Business

Thursday 29 May

Engaged service worker coping: implications for stakeholder perceived value and satisfaction

Dr Daniel Prior, Senior Lecturer in Management, School of Business

Thursday 5 June

Defence logistics, research and innovation

Professor Elizabeth Chang, School of Business

Thursday 24 July

The key informant technique in qualitative research

Dr Denise Faifua, Senior Lecturer, School of Business

Thursday 31 July

Assessment approaches and methods in online teaching

Dr Daniel Prior, Dr Jason Mazanov and Dr Denise Faifua, School of Business

Thursday 7 August

The conceptualisation and measurement of employability and transferable skills in Australia, the UK and the European Union
Dr Denise Faifua, Senior Lecturer, School of Business

Thursday 14 August

The six-step SEED process – co-creation of new models for sustainable enterprise development

Ms Jenny Huang (PhD student),
Supervisor: Professor Elizabeth Chang,
School of Business
Co-presented by Takeshi Masuda,
Department of Knowledge Science

Thursday 28 August

Enhancing performance in the Australian Public Service: a case of co-production
Professor Deborah Blackman, School of Business

Thursday 4 September

An integrated patent indicator system for patent portfolios: evidence from the telecommunication manufacturing industry
Dr Marina Zhang, School of Business

Wednesday 10 September

Efficacy, efficiency and reuse of Big Data
Dr Michael Brodie, Massachusetts Institute of Technology

Thursday 18 September

Data cleansing through intelligent fuzzy analytics with common variations in personal names

Mr Morteza Saberi (PhD student),
Supervisor: Professor Elizabeth Chang,
School of Business

Thursday 25 September

Organisational failure: a holistic factor analysis of a government IT/change program

Dr James Connor, School of Business

Thursday 2 October

Realisation of argumentation-driven reasoning in information systems
Dr Naeem Janjua, School of Business

Thursday 9 October

Cloud service management for improving business productivity
Dr Omar Hussain, School of Business



School research contacts

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