23rd ANZAM Conference 2009 'Sustainability Management and Marketing'

1 – 4 December 2009

Crown Promenade Hotel
Southbank [Melbourne]

Peer Reviewed Papers: The conference papers included on this website were double-blind, peer reviewed in accordance with DIISR requirements

Editor: Dr Nicholas Beaumont, Department of Management, Monash University, Victoria

Handbook

MONASH University

Conference Secretariat
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ANZAM Website: www.anzam.org

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file://D:\Menu.html

10/12/2009
ANZAM Welcome

Welcome from the ANZAM President
On behalf of the ANZAM Executive I welcome you to the 23rd ANZAM Conference hosted by the Department of Management, Monash University, Melbourne 2009.

The conference theme this year is both timely and of great significance, not only for our academic disciplines of course, but it also reflects one of the 'great challenges' facing us all in the 21st Century. Keynote presentations by Professor Tim Flannery and Professor Dexter Dunphy will present opportunities for further insights into Sustainable Management and Marketing, particularly in respect of their recognised fields of sustainable development and environmental strategy.

Presentations from authors of papers in a program across 16 streams, interactive workshops and poster presentations will provide educators, managers and leaders in all fields of industry and endeavour the opportunity to engage with the conference theme in a responsive and strategic manner.

The academic program this year is further enhanced by a collaborative approach in bringing together the primary professional bodies for management and marketing educators, researchers, students, scholars and practitioners in a combined day of activity.

We look forward to other opportunities for collaboration and interaction with you during the program of social activities including the Happy Hour Welcome, a Cocktail Reception at the National Gallery Victoria and the Conference Dinner.

I thank participants and guests from twenty-four international locations, New Zealand and Australia for their commitment to ANZAM, and hope that you enjoy your stay in the City of Melbourne.

My thanks also go to the Monash Team who have worked in collaboration with the ANZAM Secretariat and Promasco to bring us together for ANZAM 2009.

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Dear Mrs. Malan:

Following a process of double-blind peer review, I am pleased to advise that your manuscript entitled "The importance of individual mental models for strategic thinking in organisations." has been accepted in the refereed stream for the 23rd Annual Australian and New Zealand Academy of Management Conference, subject to you addressing the MINOR REVISIONS recommended by the reviewers and included at the foot of this letter for your reference.

Final paper submission date is FRIDAY 2 OCTOBER 2009.

To revise your manuscript, PLEASE FOLLOW THE STEPS BELOW:

1. Log into http://mc.manuscriptcentral.com/anzam2009 and enter your Author Center, where you will find your manuscript title listed under "Manuscripts with Decisions."

   Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

2. You will NOT be able to make revisions on the originally submitted manuscript. Instead, revise your manuscript using a word processing program and save it to your computer.

   When the revised manuscript is ready, upload it and resubmit it through your Author Center.

3. When submitting your revised manuscript, to assist with checking, please ensure you clearly outline the changes/revisions made to the original manuscript in the first section - 'View and Respond to Decision Letter'.

   PLEASE DO NOT leave tracking in your document.

4. Final papers for publication should include the title, all author details (affiliations, emails) the abstract and keywords.

5. The presenting author* must be indicated with an asterisk.

6. Final papers MUST CONFORM TO THE ANZAM AUTHOR GUIDELINES regarding paper length, layout and spacing. It is important that you edit your paper as necessary, as all final papers will be CHECKED FOR CONSISTENCY.

7. The author must also ensure the paper is complete, grammatically correct and without spelling or typographical errors.

8. IMPORTANT: Your original files will be available to view when you upload your revised manuscript. To avoid any confusion, please DELETE all redundant files before completing the resubmission.

COVER PAGE - Should include title, authors, affiliation, email, abstract, keywords. Title (please ensure that the title is short, simple and conveys the academic focus of the paper clearly). Limit of 200 characters. Abstract (summarise paper including
findings and conclusions, limit 120 words)

BODY OF PAPER - The page limit for paper submission is twelve (12) x A4 pages with double-spaced text, 11-point Times New Roman font. Note: page limits EXCLUDE the cover page with title, author details, abstract and keywords, references/bibliography and tables/figures (which can be placed at the end of the document OR within the document as preferred).

The two files (cover and paper) will be merged for publication by the system.

9. The paper title and abstract will also be downloaded from within the system. Therefore any edits to your paper title and abstract must also be made in the online version. The full paper will be published in the conference proceedings.

10. Oral presentations will be limited to 15 minutes, plus 5 minutes for questions.

A reminder that as a commitment to attend and support the conference, presenters must complete earlybird registration by FRIDAY 2 OCTOBER 2009.

Online registration and a pdf registration form are currently available at http://www.anzam.org/conference

Thank you for your contribution. On behalf of the 23rd Annual Australian and New Zealand Academy of Management Conference, we look forward to receiving your revised paper.

Sincerely

Michelle Ainsworth
Conference Coordinator
on behalf of

Prof. Quamrul Alam
Stream Chair, 23rd Annual Australian and New Zealand Academy of Management Conference

Chair Comments to the Author:
(There are no comments)

Reviewer(s)' Comments to Author:

Reviewer: 1
Significance/Importance of the Topic : 1-Poor

Reviewer: 2
Significance/Importance of the Topic : 4-Above Average

Reviewer: 1
Conceptual Foundation / Building on Relevant Literature : 2-Below Average

Reviewer: 2
Conceptual Foundation / Building on Relevant Literature : 5-Excellent

Reviewer: 1
Development of research questions/aims and objectives: 2-Below Average

Reviewer: 2
Development of research questions/aims and objectives: 3-Average

Reviewer: 1
Methodology (may not be relevant for a conceptual paper): 1-Poor

Reviewer: 2
Methodology (may not be relevant for a conceptual paper): N/A

Reviewer: 1
Quality of Analysis/Coherence of Argument : 2-Below Average

Reviewer: 2
Quality of Analysis/Coherence of Argument : 4-Above Average

Reviewer: 1
Relevance of Findings for Theory/Policy/Practice: 2-Below Average

Reviewer: 2
Relevance of Findings for Theory/Policy/Practice: 3-Average

Reviewer: 1
Clarity/Readability: 3-Average

Reviewer: 2
Clarity/Readability: 5-Excellent

Reviewer: 1
Overall Evaluation as a contribution*: 2-Marginal

Reviewer: 2
Overall Evaluation as a contribution*: 4-Good

Reviewer: 1
Strengths of this Paper: : See attachment

Reviewer: 2
Strengths of this Paper: : This paper is very interesting and quite timely. Post GFC, managers and organisations are being encouraged to take a strategic approach to running organisations and to critically revisit many of the strategies that they have used in the past.

This paper has a very sound literature review. The author(s) critically analyse the literature and examine some valuable hypothesis and propositions.

This paper makes a contribution to our understanding and limitations of mental models.

Reviewer: 1
Suggestions for Improving this Paper: See attachment

Reviewer: 2
Suggestions for Improving this Paper: This paper could go further to suggest what might be the affect of the paper's conclusions on teaching Strategy and the use of mental models.
25-Oct-2009

Dear Mrs. Malan:

It is a pleasure to accept your final manuscript entitled "The importance of individual mental models for strategic thinking in organisations." for publication in the 23rd Annual Australian and New Zealand Academy of Management Conference.

Thank you for your contribution. We look forward to welcoming you to ANZAM 2009 in Melbourne, Victoria.

Sincerely
Michelle Ainsworth
Conference Coordinator
on behalf of

Prof. Quamral Alam
Stream Chair, 23rd Annual Australian and New Zealand Academy of Management Conference
### Wednesday 2 December 2009

#### 0730 - 0830
**New ANZAM Members Breakfast** - Crown Promenade Mesh Restaurant Level 1

#### 0815 - 0900
**Registration**

#### 0900 - 1000
**ANZAM/ANZMAC Combined Plenary**

**Introduction and Welcome:** ANZMAC and ANZAM Conference Chairs

**Keynote Speaker:** Professor Tim Flannery (writer, scientist, explorer and Australian of the Year 2007): Sustainable management and marketing

**Sponsored by The Office of Environmental Sustainability TOES**

#### 1000 - 1030
**Morning Tea** - Crown Promenade Foyer Level 2

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#### 1030 - 1050
**Demythifying customer engagement: toward the development of a conceptual model**

**Hollebeek, Linda**

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You don't give a second chance at a first impression - assessing the impact of TV spots on perceived brand personality

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E-learning practice: a framework for the implementation of online learning

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**Walsh, Gianfranco**

Mubbali, Nelson; Iben, Kevin

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An evaluation of advertising strategies for anti-hoarding

**Bowen, Jasha**

The Institute for Sustainable Leadership (ISL) presents the 2009 ANZAM Symposia series on leadership and sustainability, Section 1.

**Sustainable Management and Marketing Practices: An Industry Perspective**

**Sustainable Management and Marketing Practices: An Industry Perspective**

#### 1030 - 1050

**Z 100**

Just a job or a satisfying career?

Careers in the aged care industry

**Clarke, Marilyn**

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**Z 114**

Change your mind?

A longitudinal study of expatriates' cognitive changes

**Ferrier, Anthony**

**Gray, Sidney**

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**Z 310**

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**Rathnappulingam, Saisa**

**Daniel, Lisa**

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Does a positive work environment enhance organisational attachment in University academics?

**Ferrer, Judith**

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<td>Personality influences the Mobile Phone Usage</td>
<td>How locus of control influences students' e-satisfaction with self-service technology in Higher Education</td>
<td>Negative emotions in customers' service experience firms' service recovery in the Norwegian Tourism Industry</td>
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<td>You're from where? The influence of distance factors on cross-cultural adjustment</td>
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The Institute for Sustainable Leadership (ISU) presents the 2009 ANZAM Symposium series on Leadership and Sustainability: Session 1; Gender and careers: women, management training and leadership.
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**Sustainable Management and Marketing Practices: An Industry Perspective**

**Gender and careers: women, management training and leadership**

The Institute for Sustainable Leadership (ISL) presents the 2009 ANZAM Symposium Series on Leadership and Sustainability, Session 1:

**Big Ideas Symposium: Marketing, the GFC and Urban Sustainability**

- Assessing varying intensities of personal nostalgia on emotions: Phau, Ian; Marchegiani, Christopher
- Preferences for TV content genre: what Sydney viewers want: Lee, Geoffrey; McGuigan, Robyn
- The influence of failure severity and perceived employee effort on consumers' postcomplaint negative WOM intentions in a service guarantee context: McQuaiken, Lisa
- The impact of gym users' perceived value of fitness centres on their quality of life perceptions: Ouschan, Robyn; Nikola, Meghann
- More than new bottles? Exploring the who and how of talent management in multinational companies: McDonnell, Anthony; Hickey, Catriona; Gunligle, Patrick
- The impact of a multinational corporation's human resource structure and strategy on the international performance appraisal: Maley, Jane
- Training decision making in software services firms: evidence from India: Malik, Ashish; Nilakant, Venkataraman
- A best practice model for the export of fresh food from Australia to the retail market in Thailand: Coath, Emma; Sofial, Amrik
- Work-life balance: in search of effective strategies: Haddon, Barbara; Heide, Andrew
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<td>10:00 - 10:10</td>
<td>Do older consumers differ from younger consumers in their attitudes, information sources and store choice in the Australian clothing retail market?</td>
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<td>10:00 - 10:10</td>
<td>The balanced scorecard as a framework for performance management in the Non profit sector.</td>
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<tr>
<td>10:00 - 10:10</td>
<td>Incentives of international and local hotel chains to invest in congestion-reducing activities within a tourist destination region.</td>
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<tr>
<td>10:00 - 10:10</td>
<td>The role of social capital perceived by subsidiary executives in inter-subsidiary knowledge sharing.</td>
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<td>10:00 - 10:10</td>
<td>Moving beyond awareness: tips and tactics for creating an inclusive intercultural classroom experience.</td>
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<td>025</td>
<td>The universal colour grid: colour research unbiased by verbal labels and prototypical hues</td>
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<td>Stakeholder perspectives on the potential for student consultancy-based projects (SCoP) between a business school and SMEs</td>
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| 1730 | Close of Sessions |

<p>| 1815 - 2030 | ANZAM/ANZMAC COMBINED COCKTAIL PARTY | National Gallery of Victoria International, St Kilda Rd |</p>
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<td>1065</td>
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<td>04 ESB</td>
<td>06 HRM Workplace Health and Safety</td>
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<td>055 Preventing workplace violence across diverse industry contexts: a framework for workplace violence control Bentley, Tim; Carley, Bevan</td>
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<th>Theme</th>
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<th>04 ESB</th>
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<th>06 HRM Learning and Development</th>
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<td>184 A model for sustaining an older workforce in local government Swan, Peter; Wicks, Alison</td>
<td>200 Relations between learning environments, competence development strategies, and learning outcomes in SME’s Koch, Henrik; Ellstrom, Per-Erik</td>
<td>473 An investigation of the influence of nostalgia on tourist destination Aserjo, Carolina; Phau, Ian; Quintal, Vanessa; MacRobbie, Christopher</td>
<td>399 Foreign market entry mode choices in the internationalization of higher education institutions Dolles, Harald</td>
<td>321 Individual correlates of organizational commitment and knowledge sharing practices Wong, Anthony; Tong, Canon; Mula, Joseph</td>
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<td>175 External intelligence capability as a dynamic capability for achieving superior organizational performance Koh, Hock-Tee; Hubbard, Graham; Seet, Pi-Shen; Tan, Joo-Geng</td>
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<td>184 The limits to sustainability as market strategy: the case of Chicle de Vries, Tineke; Bray, David; Gertsen, Frank</td>
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<td>405 Innovation facilitation within a regional industry cluster Chapman, Ross; Beckett, Ronald; Schreyogg, Georg</td>
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<td>032 Organizational paths: how history matters in organizations Sydow, Joerg</td>
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<td>06 HRM Emerging Issues in International Management</td>
<td>07 IM International and Cross Cultural Issues</td>
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<td>105 Shared leadership in arts organizations: Cray, David; Inglis, Loreta</td>
<td>022 The complex hybrid of transnational scientific entrepreneurship and its role in the global knowledges system: Oliver, Amalya; Montgomery, Kathleen</td>
<td>387 Mutual obligations and organisations’ family friendly work practices; do they support attraction and retention of parents? Cliffe, Simone; Lloyd Walker, Beverley; Sims, Rob</td>
<td>229 Developing leadership and management capability for the future of an industry: Becker, Karen; Short, Tom; Stehlik, Tom</td>
<td>481 Academics as part-time marketers in university offshore programs: an exploratory study: Poole, David; Ewan, Craig</td>
<td>452 Cultural differences in attitudes toward plagiarism in undergraduate business students: an empirical investigation: Redfern, Kylie; Barnwell, Neil</td>
<td>287 Exploring the motivational process of transformational leadership: the role of individual differentiation and team identification: Tse, Herman; Chiu, Warren</td>
<td>072 A systems-based corporate sustainability framework: Stubbs, Wendy</td>
<td>235 Innovation in three dimensions: a systems perspective: Daniel, Lisa</td>
<td>318 Explaining organizational change through generative mechanisms: Buttriss, Gary</td>
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<td>119 Firm performance, corporate governance, and CEO turnover: an empirical studies from China: Pi, Li; Lowe, Julian; Zhao Chao</td>
<td>329 The paradoxical nature of venture failure: an entrepreneurship learning perspective: Qaft, Nona; Marrz, Alex</td>
<td>102 Financial transitions and turning points for people with Multiple Sclerosis (MS): engaging emotions for a more compassionate organisational response: Vickers, Margaret</td>
<td>458 Recognising a neglected human resource: a case study in the management of research education: Neumann, Ruth</td>
<td>213 Harmonising Chinese and Australian approaches to learning in the workplace: McWilliams, Alan; Henderson, Fiona</td>
<td>135 Managers’ preferences influence their perceptions and commitment to the organization: Barnabas, Mary</td>
<td>511 Network rivalry: environmental and network characteristics: Galvin, Peter; Davies, Jennifer</td>
<td>328 Climate change policy developments in Australia: a comparison of stern, garnut, and the carbon pollution reduction scheme: Nonmoak, Scott; Harrison, Jennifer; Kouzmin, Alexander</td>
<td>317 Exploring technology transfer and new product development through organisational learning in strategic technology alliances: Jaber, Juhalin; Sosay, Claudine</td>
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**WORKSHOP I**

540 Sport as Business Symposium - Academic Perspectives

- Session Chair: Mark Dibben
- Speakers:
  - Prof Graham Cuskey, Editor, Sports Management Review
  - Prof Harald Dolles, Co-Chair, European Academy of Management
  - "Sport as Business" Special Interest Group*  
  - A/Prof Lionel Frost, Editor, Sporting Traditions

**WORKSHOP J**

491 Human Resource Management (HRM), 'lean' management and organisational issues in healthcare: International perspectives

- Bamber, Greg; Hicks, Chris; Mark, Annabelle; Burchill, Franck; Proctor, Steve

**WORKSHOP K**

047 Mixed methods: the third methodological movement

- Cameron, Roslyn

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**Thursday 3 December 2009**

- **Theme**: DISCUSSION
- **02 L&G**: An analysis of small business owners' participation in online learning
- **04 ESB**: The impact of overseas training on human capital development: a study on the Bangladesh Civil Service
- **05 GDO**: Environmental imprinting, pre-entry/learning, and the survival of new entrants
- **06 HRM**: Emerging Issues in International Management
- **07 IM**: Executive development: learning from effective practices in the Papua New Guinea public service
- **08 MED**: Identity and Commitment
- **10 IM**: The carbon market: an investigation of the current state and trends
- **13 SM**: Renewable energy new technologies and Australian small and medium enterprises
- **14 SSM**: Sustainable Management
- **15 TIM**: Theories of Change II
- **16 OC**: Change II

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**Workshop Details**

- **1150**: DISCUSSION
- **1050 - 1210**: Lunch - Grown Promenade Foyer Level 2
- **1230 - 1400**: ANZAM AGM (1230 - 1400)
- **1300 - 1330**: Poster Presentations Session 1 - All poster authors to be available with their poster
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<td><strong>01 POM Wisdom Workshop</strong></td>
<td><strong>02 L&amp;G Leaders and Led</strong></td>
<td><strong>04 ESB</strong></td>
<td><strong>06 HRM Work Life Balance</strong></td>
<td><strong>10 OB Personality at Work / Co-workers</strong></td>
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<td><strong>15 TIM Innovation III</strong></td>
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<td>1330</td>
<td>Wisdom, management and moral duties: a Greco-Roman perspective Small, Michael</td>
<td>375 Face values on trust in loyalty and empowerment: a study of managers in China's public sector Wang, Kan; Fang, Yongqing</td>
<td>242 Factors influencing HRM of family firms in China: an empirical study Kim, Youngok; Gao, Fei Yi</td>
<td>021 Flexible work arrangements in higher education: a tale of two groups Paul, Megan; Cnari, Maryam; Sharatzad, Fleur</td>
<td>024 Organizational and group antecedents of work group innovativeness in the service sector Ndenduka, Evani; See, Himanshu</td>
<td>340 Job embeddedness and turnover: an empirical test with dispositional antecedents Gong, Yuyuan; Chow, Irene; Li, Weifan</td>
<td>386 Customer orientation in an Australian public service agency and its effect on public service motives: developing a research study Wood, Christal</td>
<td>528 The internationalization of emerging market firms: a focus on inward-outward linkages and business group experience Ma, Xufei; Lu, Jane; Yu, Daphne</td>
<td>447 Are SME printers accidental environmentalists? Lawrence, Phillip; Davis, Douglas; Benn, Sue</td>
<td>429 Identifying innovators in the workplace Chapman, Geoffrey; Dardich, Ann; Sloan, Terry</td>
<td>360 Exploring the application of positioning theory to the analysis of organisational change Zelle, Gregor</td>
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<td>Special and wise: the paradoxical nature of the representation of women in management Boyle, Maree; Roan, Amanda</td>
<td>396 Theoretical analyses of employee perceptions of leadership: further support for the construct of effective leadership within local councils of Australia Muchiri, Michael; Cooksey, Ray</td>
<td>327 Conflict in family firms: moderating role of continuance commitment Sardeeshmukh, Shrut</td>
<td>323 The work-life balance psychological contract: making sense of organisational signals Grin, Kery; Mayson, Susan; Bardoe, Anne</td>
<td>197 Human resource management in project-based organization: towards an orthogonal approach Bourgeon, Laurent</td>
<td>492 Nonprofit executive succession: a preliminary model Santora, Joseph; Saros, James; Seaton, William</td>
<td>070 Intra-firm competition as a strategic option to enhance innovation performance Law, Kaokw; Bian, Lin</td>
<td>354 The relationship between environmental performance and environmental disclosure: empirical evidence from Australia Santlloper, Ares; Lindt, Margaret; Prior Jones, Elizabeth</td>
<td>254 Turning an innovation intention into a reality: the role of champions and external agencies Unsworth, Kerri; Mazzu, Tim; Reboud, Sophie</td>
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**Thursday 3 December 2009**
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<th>Time</th>
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<td>1410</td>
<td>040 A review of practical confucian wisdom and learning organisations</td>
<td>Zhu, Yuxia</td>
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<td>Transformational leadership and innovation: a moderated mediation model</td>
<td>Tse, Herman; Chiu, Warren</td>
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<td>141 Perceptions of success and achievement by females and males in small</td>
<td>Hede, Andrew; Sharma, Bismo; Heddon Barbara</td>
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<td>059 Using the theory of planned behaviour to explain work-life balance</td>
<td>Ting, Donald; Wood, Elliot; Servatos, Peter</td>
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<td>325 Personality differences in organizational design: contingency</td>
<td>Kiff, Peter; Sanders, Jordan; Greene, Sear; Gou, Geoff</td>
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<td>468 Uniquely political: rebuilding resources in opposition</td>
<td>Coghlin, Ken; Holland, Peter; Donohue, Ross; Lewis, Colleen</td>
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<td>501 A further revision of Stopford and Wells Model for MNC Matrices</td>
<td>Dui, Jane; Donaldson, Lex</td>
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<td>469 Encouraging SME to participate in the management of common pool resources</td>
<td>Carr, Rodney; Graham, Mary; Mason, Cecily; Parker, Craig</td>
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<td>169 Performance improvement in small new product development with effective</td>
<td>de We, Gerrit; Knott, Paul</td>
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<td>118 Through the practice looking glass: re-viewing workers as practitioners</td>
<td>Price, Oriana; Johnsson, Mary</td>
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<td>1430 144 Collective intelligence, communal mind, and the ecology of</td>
<td>Hays, Jay</td>
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<td>353 Gratitude makes the organization go around: followers’ response to</td>
<td>Pekerti, Andre; Sendjaya, Ayoko; Otureni</td>
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<td>480 Innovativeness: perspective on entrepreneurial orientation: developing a</td>
<td>Dembek, Krzysztof; Sarros, James; Dibben, Mark</td>
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<td>277 What a difference a year makes: older workers and the global financial</td>
<td>Mountford, Helene</td>
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<td>158 Interdisciplinarity research: a review of contextual and process factors</td>
<td>Siedlik, Fran; Hibbert, Paul</td>
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<td>360 Reconsidering type A personality as a risk factor for Anglia:</td>
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<td>273 Ethical dilemmas in the governance of nonprofit organisations</td>
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<td>071 Adaptation of export marketing strategy in Zimbabwean export firms</td>
<td>Parker, Craig; Fraunhoz, Bando; Zutshi, Antmka</td>
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<td>472 How do Australian small and medium enterprises communicate their</td>
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<td>201 Trends in product innovation: how manufacturing and services blend</td>
<td>Kilien, Catherine</td>
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<td>443 Organisational change: dynamics of culture, learning and resistance to</td>
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<td>Why we need wisdom in knowledge intensive organisations: when theory goes bad</td>
<td>A silent cry for leadership: organizing for leading (in) clusters</td>
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<td>Rooney, David</td>
<td>Sydney, Joern; Lorch, Frank; Huxham, Chris; Hibbert, Paul</td>
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<tr>
<td>1330 - 1510</td>
<td>Sport as Business Symposium - Industry Perspectives</td>
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<td>Session Chair: Max Couttshead</td>
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<td>Mark M'Allon CEO Vicsport</td>
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<td>Anne-Marie Harrison, CEO, Victorian Institute of Sport</td>
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<td>Kate Palmer, CEO Netball Australia</td>
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<td>Danny Corroran, CEO, Athletics Australia</td>
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<td>Dr Peter Hertan, Executive Director, Sport &amp; Recreation Victoria (tbc)</td>
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<td>Kate Roffey, Tennis Australia</td>
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<td>Danielle Sleazby, Events Manager, Australian Football League</td>
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<td>Martin Doulton, Director, Monash Sport</td>
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<td>Geoff Lord, MD, Belgravia Group and CEO Melbourne Victory (tbc)</td>
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<td>Mike McKenna, GM Marketing Services, Cricket Australia (tbc)</td>
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<td>1510 - 1540</td>
<td>Afternoon Tea - Crown Promenade Foyer Level 2 and Tilde University Press BOOK LAUNCH - Julia Connell &amp; Stephen Too (Editors), Strategic HRM: Contemporary Issues in the Asia Pacific Region</td>
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<td>How do I design a robust qualitative study? A practical guide to research design</td>
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<tr>
<td>1540 - 1720</td>
<td>M11 Exploring sustainable farm level productivity in the New Zealand food and beverage sector Renton, Michelle; Campbell, Charles; Dadlenbach, Urs; Davenport, Sally; Motion, Judy; Letch, Shirley; Love, Matene; Bryson, Jane; Haar, Jarrod</td>
<td>M12 Human resource management practices of multinational corporations in Australia Burgess, John; McDonnell, Anthony; Stanton, Pauline; Boyle, Brendan; Dowling, Peter</td>
<td>423 Management of innovation research after Cutler: setting the agenda McLaughlin, Ian; Charles, David</td>
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<tr>
<td>1845 - 1915</td>
<td>Pre-Dinner Drinks and ANZAM Awards Presentations</td>
<td>Promenade – P1</td>
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<tr>
<td>1915 - late</td>
<td>Conference Dinner</td>
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**FRIDAY 4 DECEMBER 2009**

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<tr>
<td>0830 - 0900</td>
<td>Registration – Crown Promenade Foyer Level 2</td>
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<td>0900 - 0920</td>
<td>ANZAM Track Award Presentations: 9-16</td>
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<td>0920 - 1000</td>
<td>KEYNOTE PLENARY: Professor Dexter Dunphy (Distinguished Professor, University of Technology Sydney)</td>
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<td>1000 - 1030</td>
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**CONCURRENT SESSIONS**

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<tr>
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<th>M9</th>
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<td>01 POM</td>
<td>06 HRM The HR Profession</td>
<td>10 DB Managing Conflict / Teams</td>
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<td></td>
<td>Deadly vision – economic and socially speaking: what future can we build? Fernandes, Manuel</td>
<td>Human resource management in TAFE Institutes in Australia Smith, Andrew</td>
<td>Exploring trust building processes in the face of conflict No Li Xu Li; Ayoko, Olumere</td>
<td>The creation, development and integration of client charters in the Malaysian public sector: a progress report Abdullah, Hazman; Mustapha, Raja</td>
<td>Should partial least squares be used for analysing psychological constructs? Rouse, Anne</td>
<td>Environmental Surroundings and Personal Well-Being in Urban China Nielsen, Ingrid; Smyth, Russell</td>
<td>The role of projects in organisations – an executive leadership approach Zwickel, Ofer; Smyth, John</td>
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<td>Language as a force for sustainability and management</td>
<td>Challenges for human resource practitioners: some empirical evidence of New Zealand organisation's expectations</td>
<td>Political skill, self monitoring and emotional intelligence as antecedents to organisational retaliatory behaviours</td>
<td>Governance and goodness in the public arena</td>
<td>Qualitative and quantitative research published in the International Journal of Human Resource Management, 1998-2007</td>
<td>Sustaining a positive approach to the quality of working life: work engagement and work-family enrichment</td>
<td>Risk and trust in cross-sector R&amp;D projects</td>
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<td>Miranda, McVille</td>
<td>Du Plessis, Andries; Paine, Sonja; Botha, Christoff</td>
<td>Westerhake, Krista; Jordan, Peter; Ramsay, Sheryl; Woods, Peter</td>
<td>Wolfram Cox, Julie; Hughes, Owe; Schuler, Jan; Jones-Ellis, Jennifer; Caillard, Georgina</td>
<td>Grimmer, Martin; Hanson, Dallas</td>
<td>Lewis, Suzan; Brookes, Mick; Mark, Annabelle</td>
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<td>Sustainability and faddishness in management and in organizational research – raising some fundamentals?</td>
<td>Dirty work and the HR profession</td>
<td>Process development in project teams and the emergence of team members' conflict and emotions in a virtual environment</td>
<td>Managing governance reform in the public sector</td>
<td>Accentuating the positive: developing a qualitative research framework linking complexity theory and appreciative inquiry</td>
<td>Complexity sciences and business ethics: a different perspective</td>
<td>The role of culture in supply chain risk management in China</td>
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<td>Rayner, Charlotte; Durkovic, Nikola; McCormack, Darcy</td>
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<td>Meditation and its relationships within the workplace</td>
<td>Employment terrain: how youth construe work, career and family life</td>
<td>Team communication failure in operating rooms: preliminary findings from an observational study</td>
<td>Different views of accountability</td>
<td>Adaptation of quantitative research instrument to Australian nursing practice environment</td>
<td>Structures, processes and performance of corporate and business ethics in supply chains</td>
<td>Potential dysfunctionality of performance measurement systems in supply chains: a case study of an automobile assembler</td>
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<td>Deyaram, Kandy; Taylor, Ruffy; Coffey, Jane; Holmes, Kirsten</td>
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<td>Gund, Bruce; Memon, Maqbool</td>
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### Workshop R
- **M11**
  - 1030 - 1210: The impact of the psychological contract in executive coaching
    - Saller, Sebastian; Beames, Colin
- **M12**
  - 125: Translating and disseminating research to those who need to know
    - Dadich, Ann; Fitzgerald, Jamma
- **M13**
  - 108: Gatekeeper negotiations: luck, skill or some other magic ingredient
    - Paul, Megan; Fulcher, Patricia

### Workshop S
- **M11**
  - 1030 - 1210: The impact of the psychological contract in executive coaching
    - Saller, Sebastian; Beames, Colin
- **M12**
  - 125: Translating and disseminating research to those who need to know
    - Dadich, Ann; Fitzgerald, Jamma
- **M13**
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    - Paul, Megan; Fulcher, Patricia

### Workshop T
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    - Paul, Megan; Fulcher, Patricia

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- **M11**
  - 1030 - 1210: The impact of the psychological contract in executive coaching
    - Saller, Sebastian; Beames, Colin
- **M12**
  - 125: Translating and disseminating research to those who need to know
    - Dadich, Ann; Fitzgerald, Jamma
- **M13**
  - 108: Gatekeeper negotiations: luck, skill or some other magic ingredient
    - Paul, Megan; Fulcher, Patricia

### Lunch
- Crown Promenade Foyer Level 2

### INSTITUTIONAL MEMBERS DISCUSSION FORUM (1230 - 1400)
- **M11**
  - 1230 - 1400: INSTITUTIONAL MEMBERS DISCUSSION FORUM (1230 - 1400) - M11

### Poster Presentations Session 2
- All poster authors to be available with their poster.

### Concurrent Sessions

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<thead>
<tr>
<th>Theme</th>
<th>01 POM</th>
<th>05 HRM: Managing Conflict / Teams</th>
<th>10 OB: Managing Conflict / Teams</th>
<th>11 PSN</th>
<th>12 RM: Research Methods I</th>
<th>14 SSM</th>
<th>15 TIM: Project Management and Risk</th>
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<td><strong>Discussion</strong></td>
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<td><strong>234</strong></td>
<td><strong>188</strong></td>
<td><strong>Discussion</strong></td>
<td><strong>445</strong></td>
<td><strong>The role of hard and soft technologies in improving competitive capabilities: the case of Thailand</strong></td>
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<td><strong>1230 - 1400</strong></td>
<td><strong>INSTITUTIONAL MEMBERS DISCUSSION FORUM (1230 - 1400)</strong></td>
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<td><strong>122</strong></td>
<td><strong>063</strong></td>
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<td><strong>100B Teams / Psychological Contract and Justice</strong></td>
<td><strong>Research epistemology and methodology: a comparative perspective and the case of Kaupapa Maori research</strong></td>
<td><strong>Determinants of enterprise risk management (ERM) adoption among Malaysian companies</strong></td>
<td><strong>Developing a multi-dimensional scale for ethical decision making: The Managerial Ethical Profile (MEP)</strong></td>
<td><strong>Antecedents of interorganisational IT system (IOS) adoption in food supply chain operations-institutional and relational perspectives</strong></td>
<td><strong>Healthcare management: progress, problems and solutions</strong></td>
<td><strong>People in infrastructure management symposium</strong></td>
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**Room**
- **M9**
- **M1**
- **M2**
- **M3**
- **M4**
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- **M12**
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**Theme**
- **01 POM**
- **05 HRM: Managing Conflict / Teams**
- **10 OB: Managing Conflict / Teams**
- **11 PSN**
- **12 RM: Research Methods I**
- **14 SSM**
- **15 TIM: Project Management and Risk**

**053**
- **532**
- **The profit imperative and good management practice: re-thinking value inter-relationships**
  - Neesham, Cristina
  - Murray, Peter; Whiteoak, John

**409**
- **The effects of learning behaviours and team contexts on team performance**
  - Stablein, Ralph; Panoho, Joy

**372**
- **Research epistemology and methodology: a comparative perspective and the case of Kaupapa Maori research**
  - Hussin, Mohd Rased

**282**
- **Determinants of enterprise risk management (ERM) adoption among Malaysian companies**
  - Wan Daud, Wan Norhayati; Yazid, Ahmad Shukri; Hussin, Mohd Rased

**348**
- **Developing a multi-dimensional scale for ethical decision making: The Managerial Ethical Profile (MEP)**
  - Casali, Gian Luca

**495**
- **Antecedents of interorganisational IT system (IOS) adoption in food supply chain operations-institutional and relational perspectives**
  - Meheux, Suhana; Soosay, Claudine

**122**
- **Healthcare management: progress, problems and solutions**
  - Brunetto, Yvonne; Shacklock, Kate; Banham, Tim; Stanton, Pauline

**063**
- **People in infrastructure management symposium**
  - Bartlett, Jennifer; Imre, Bernd; Bradley, Lisa; Hyland, Paul; Becker, Karen; Thompson, Robert; Jorgensen, Brad; Browning, Vicki
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<td>A Heideggerian perspective on the relationship between care and technique in management, nursing and leadership</td>
<td>Psychological contract breach / fulfillment: the role of procedural and interactional justice</td>
<td>Evaluating change in the Australian Tertiary Education System: a critical theory perspective</td>
<td>Exploring performance differentials via resource possession and firm capabilities</td>
<td>The principled legal firm: insights into the professional ideals and ethical values of partners and lawyers</td>
<td>The Future of M-commerce: prediction of the adoption of m-commerce in underdeveloped countries using the extended Technology Acceptance Model (TAM)</td>
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<td>Whitehead and Balbir: a process conceptualisation of leadership</td>
<td>Creating and fulfilling psychological contracts: the role of manager personality and organisational context</td>
<td>Mutual disappointments: the relationship between Auckland temporary staffing agencies, their client organisations and temporary clerical workers</td>
<td>Path dependency in strategic human resource management: a case study in Victorian electricity generation</td>
<td>Dealing with corruption/brbribery in a host country</td>
<td>Taxonomy of IT outsourcing decision models</td>
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<td>Autonomy, autarkia, autarchy and anarchy: what do we need in business organisations?</td>
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<td>Guans and corruption: a continuum and model</td>
<td>Dispatching policy selection and orbit design in the low viaduct rail transportation system</td>
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<td>1430 - 1500</td>
<td>Closing Ceremony and Overview of the 2010 ANZAM Conference</td>
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## ANZAM PROVISIONAL PROGRAM 2009

### 2009 TRACK CHAIRS

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<tr>
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<tr>
<td>POM</td>
<td>Assoc Prof Mark Dibben and Dr Cristina Neesham</td>
<td>Assoc Prof Andrew Parsons</td>
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<td>LAG</td>
<td>Dr Sen Sendjaya</td>
<td>Prof Mary Barrett</td>
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<td>Prof Gabriel Donehey</td>
<td>Assoc Prof Ken Coghill</td>
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<td>Prof Udo Staber</td>
<td>Prof Ray Cooksey</td>
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<tr>
<td>GDO</td>
<td>Prof Glenda Strachan and Dr Erica French</td>
<td>Dr Quamrul Alam</td>
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<td>Dr John Molineux</td>
<td>Assoc Prof Greg Wood</td>
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<td>Assoc Prof Katherine Hutchings</td>
<td>Dr Nicholas Beaumont</td>
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<tr>
<td>MED</td>
<td>Assoc Prof Anne Ross-Smith</td>
<td>Dr Melanie Bryant</td>
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*Tracks of interest to both ANZAM and ANZMAC

### MONDAY 30 NOVEMBER 2009

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### TUESDAY 1 DECEMBER 2009

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<td>Doctoral Student Workshop continues at the Victoria University, Melbourne CBD</td>
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<td>1230</td>
<td>Outgoing ANZAM Executive Meeting (concludes 1630)</td>
<td>Crown Promenade – Executive Boardroom</td>
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<td>1645</td>
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<td>1800</td>
<td>Welcome Happy Hour - Crown Promenade Foyer Level 2</td>
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<td>1930</td>
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### Combined ANZMAC/ANZAM Conference Program 2009

<table>
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<tbody>
<tr>
<td>1. EBM Marketing</td>
<td>Shauna Purcell and Catherine Sutherst-Perry</td>
<td>10. Relationship Marketing</td>
<td>Michael Bonaros and Adam Lindgren</td>
</tr>
<tr>
<td>2. Events and Brand Management</td>
<td>Debra Niel and Lyndal Paterson</td>
<td>11. Research Methods*</td>
<td>Felix Evangelista and Alex D’Ambrosio</td>
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<tr>
<td>6. Marketing Communications*</td>
<td>Glynis Kerr and Doug West</td>
<td>15. Supply Chain Management, Logistics &amp; E-Commerce*</td>
<td>Paul Panagopoulos and John Devlin</td>
</tr>
<tr>
<td>M2</td>
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<td>The culture of communication</td>
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<td>A model for sustaining an older workforce in local government Shriver, Michael</td>
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<td>Mutual obligations and organizational family friendly work practices: do they support attraction and retention of parents? Ohrin, Timnew; Lloyd Walker, Beverley; Sivas, Ravi</td>
<td>Developing leadership and management capability for the future of an industry Byck, Karen; Short, Tom; Gottlieb, Tom</td>
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<td>Firm performance, corporate governance, and CEO turnover: an empirical analysis of Chinese firms' performance and leadership characteristics McDonald, Andrew; Chapman, Russ</td>
<td>The interface between entrepreneurship, innovation and corporate governance McDonald, Andrew; Chapman, Russ</td>
<td>Financial institutions and training programs for people with Multiple Skills: engaging怆 partners for a more comprehensive development response Vickers, Margaret</td>
<td>Recognizing a neglected human resource: a case study in the management of human resources and operational excellence Novak, Ruth</td>
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**Thursday 3 December 2009**

**CONCURRENT SESSIONS**

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**OCCASIONS**

- The use of simulations in management education
- Roth, Diantra
DAY THREE - ANZAM PROVISIONAL PROGRAM 2009

2009 TRACK CHAIRS

| PDM | 1. Philosophy of Management | Assoc Prof Mark Olbourn and Dr Cristina Neefnum |
| LAG | 2. Leadership and Governance | Dr Sen Sendjaya |
| SMS | 3. Critical Management Studies | Prof Gabriól Donway |
| EBA | 4. Entrepreneurship, Small Business and Family Enterprises | Prof Uwe Stahl |
| GDO | 5. Gender and Diversity in Organisations | Prof Glennia Brencher and Dr Erica French |
| HRM | 6. HR Management and Development | Dr John Molleux |
| IM | 7. International Management* | Assoc Prof Kathleen Haltogins |
| MGT | 8. Management Education and Development* | Assoc Prof Anne Ross-Smith |

* Tracks of interest to both ANZAM and ANMAC

Presenting authors (where known) are underlined.

FRIDAY 4 DECEMBER 2009

0930 - 0950 | Registration - Crown Promenade Foyer Level 1 |
0950 - 1020 | ANZAM Track Award Presentations: 9-16 |
1020 - 1040 | KEYNOTE SPEAKER: Professor Dexter Napth (Distinguished Professor, University of Technology Sydney)
Rekindling the Business of Sustainability and the Sustainability of Business |
1040 - 1050 | Ministry Tea - Crown Promenade Foyer Level 1 |

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<td>Deadly vision – economic and social perspectives: what future can we build? Fernandes, Manuel</td>
<td>Human resource management in IAME institutes in Australia: Smith, Andrew</td>
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<td>Language as a force for sustainability and management</td>
<td>Challenges for human resource practitioners: some empirical evidence of New Zealand researchers' expectations: De Plater, Aitken, Pinx, Sorge, Boite, Crowther</td>
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Friday 4 December 2009

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<td>Mental health and its relationship with the workplace: Marsel, Marsel, Muthayath, Ackla</td>
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DISCUSSION

- A project assessing the link between collaboration and performance agreements: Moloney, John
- Spill-over effects of organisational justice: how perceptions of unfair treatment at work influence organisational and community misconduct, job satisfaction and turnover intentions: Cordery, John, Gaskin, Josh
- Public accountability: the perceived qualities of school annual reports: Tickle, Stewart, Nesbitt, Jill

APPLIED METHODS | Applying mixed methods research to a cost-benefit analysis: Murphy, Lee, Magazine, William |

DISCUSSION | The role of hard and soft technologies in improving the productivity of health facilities: the case of Thamnaknong, Thamnaknong, Prakaz, Daniel, Schal, Amirk |
1300 - 1310 The impact of the psychological contract in executive coaching: A qualitative exploration of the experiences of both parties. 
Suzanne Ginter, Suzanne Black, Colin Black.

1310 - 1320 Translating and disseminating research to those who need to know - A qualitative study of how researchers approach dissemination. 
Marie Johnston, Peter FitzGerald, Jane Mezey.

1320 - 1330 Developing a multi-attribute approach to the evaluation of public services: A case study of the provision of community support services. 
Catherine Pollard, Sue Aitchison, Jane Mezey.

1330 - 1340 Antecedents of internationalisation in small and medium-sized enterprises (SMEs) - A qualitative study of the factors influencing internationalisation decisions. 
John Dobbie, Sue Aitchison, Jane Mezey.

1340 - 1350 The role of the project leader in the successful implementation of change management initiatives. 
Sue Aitchison, Jane Mezey.

1350 - 1400 A qualitative study of the relationship between leadership style and organizational climate. 
Catherine Pollard, Sue Aitchison, Jane Mezey.

1400 - 1410 Developing a multi-attribute approach to the evaluation of public services: A case study of the provision of community support services. 
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1450 - 1500 The role of the project leader in the successful implementation of change management initiatives. 
Sue Aitchison, Jane Mezey.
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15. Technology, Innovation and Supply Chain Management*

The creation, development and integration of client charters in the Malaysian public sector: a progress report
Abdulah; Hazam; Mustapha, Roja
11. Public Sector and Not-for-Profit*

Technological invention to product innovation: a project management approach
Ahn, Mark; Zwikael, Ofer; Bednarok, Rebecca
15. Technology, Innovation and Supply Chain Management*

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Alam, Quamrul, Haque, Mohammed Ziaul Haque
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10. Organisational Behaviour*

Innovation, marketing, banking and economic progress; a structural equation modelling approach to predicting and explaining consumer savings and investment behaviour in Vietnam
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09. Marketing and Communication*

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Armstrong, Anora; Francis, Ronald
11. Public Sector and Not-for-Profit*

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Arnulf, Felix; Slaber, Udo
13. Strategic Management

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Asenso, Caroline; Phau, Ian; Quintal, Vanessa; Marchegiani, Christopher
07. International Management*

Global strategies for social product consumption: identifying the socially-conscious consumer
Auger, Pat; Devinney, Timothy; Louviere, Jordan
09. Marketing and Communication*

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10. Organisational Behaviour

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05. Gender and Diversity in Organisations

Employee participation as a moderator on the high performance work systems and the perception of quality of care relationship in a large

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Bartram, Timothy; Casimair, Gian; Leggatt, Sandra; Stanton, Pauline; Bonias, Dimitra; Cheng, Cindy
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Online social networking and the creation of new organizational issues
Bass, Mia; Piester, Barbara
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Developing leadership and management capability for the future of an industry
Becker, Karen; Short, Tom; Sielik, Tom
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Moderating influences of team member heterogeneity on patterns of participation and voice: a comparison across individualist and collectivist cultures
Bennett, Hadyn; Wright, Norman
07. International Management

Preventing workplace violence across diverse industry contexts: a framework for workplace violence control
Bentley, Tim; Cafrey, Bevan
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Management education and wisdom: what they can do for promoting sustainable development?
Blasiavo, Roberto
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What about me? Avoiding fatigue and gaining personal time in the work to leisure transition in work-life balance initiatives
Brown, Kerry; Ling, Sharrin; Bradley, Lisa; Lingard, Helen; Townsand, Keith
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Performance appraisal cynicism: causes and consequences
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Relationships between safety climate perceptions, personality and employee stress and burnout: modelling the relationships in a healthcare setting
Bruening, Nealia; Wilkinson, Nicole; Irvine-Day, Shelley
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