

# Australian Centre for Research in Employment and Work (ACREW)

THREE YEAR REPORT OF RESEARCH  
UNIT/CENTRE PERFORMANCE  
2006 - 2008

March 2009 (Revised May 2009)

**Director:**

Professor Helen De Cieri (2004-)

**Deputy Directors:**

Associate Professor Anne Bardoel (2006-)

Dr Peter Holland (2007-)

Dr Marjorie Jerrard (2009-)

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## ACADEMIC STAFF WHO CONTRIBUTED TO ACREW IN 2006-2008

Name	Department/Centre
Eve Anderson	Management, ACREW
Greg Bamber	Management, ACREW
Anne Bardoel (Deputy Director)	Management, ACREW
Rowena Barrett	Management, ACREW
Rolf Bergman	Management, ACREW
Donna Buttigieg	Management, ACREW
Gemma Clissold	Management, ACREW
Sandra Cockfield	Management, ACREW
Brian Cooper	Management, ACREW
Christina Costa	Management, ACREW
Pat Davis	Management, ACREW
Helen De Cieri (Director)	Management, ACREW
Ross Donohue	Management, ACREW
Ron Edwards	Management, ACREW
Marilyn Fenwick (Honorary Senior Research Fellow)	ACREW [external]
Susan Freeman	Management, ACREW
Peter Gahan	Management, ACREW
Michelle Greenwood	Management, ACREW
Glennis Hanley	Management, ACREW
Giles Hirst	Management, ACREW
Peter Holland	Management, ACREW
Kate Hutchings	Management, ACREW
Loretta Inglis	Management, ACREW
Marjorie Jerrard	Management, ACREW
Christine Lee	Management, ACREW
Susan Mayson	Management, ACREW
Tui McKeown	Management, ACREW
Jeff McLean	Management, ACREW
Marco Michelotti	Management, ACREW
Andrew Pirola-Merlo	Management, ACREW
Daniel Prajogo	Management, ACREW
Amanda Pyman (Honorary Research Fellow)	ACREW [external]
Al Rainnie	Management, ACREW
Ramanie Samaratunge	Management, ACREW
Jan Schapper	Management, ACREW
Sen Sendjaya	Management, ACREW
Cathy Sheehan	Management, ACREW
Jie Shen	Management, ACREW
Wendy Smith	Management, ACREW
Julian Teicher	Management, ACREW
Wendy Webber	Management, ACREW
Cherrie Zhu	Management, ACREW

## EXTERNAL RESEARCH FUNDING

Listed below is all the external research income received in 2006-2008 that can be attributed to the scope and activities of ACREW.

<b>Year received</b>	<b>Project Title</b>	<b>Type (&amp; category) of research income</b>	<b>Chief Investigators</b>	<b>Source of research income</b>	<b>Total Research Income \$</b>	<b>\$ Research Income attributed to ACREW</b>
<b>2004-06</b>	Business social protection behaviour in China	Grant (1)	Chris Nyland*, R Smyth, Cherrie Zhu	ARC Linkage Grant	\$111,945	<b>\$11,000</b>
<b>2005-07</b>	The Social and Business Implications of Extending China's Social Security System	Grant (1)	R Smyth, Chris Nyland, Cherrie Zhu, Gaby Ramia, G Davies*	ARC Linkage Grant	n.a.	<b>\$20,000</b>
<b>2006</b>	Characteristics of low paid workers	Grant (2)	Helen De Cieri, Julian Teicher, Brian Cooper, Christina Costa	Australian Fair Pay Commission	\$37,696	<b>\$37,696</b>
<b>2006</b>	Peninsula Health Organisational Climate Survey	Grant (2)	Mike Ewing, Susan Mayson Ron Edwards	Peninsula Health	\$25,250	<b>\$12,000</b>
<b>2006</b>	Implications for Victorian Low Paid Workers of Changes in Industrial Relations Legislation	Grant (2)	Al Rainnie, Marjorie Jerrard, Sandra Cockfield	Victorian Government, Office of the Workplace Rights Advocate	\$24,000	<b>\$24,000</b>
<b>2006-08</b>	Applying a Conceptual Framework of Global Work-Life Strategies	Grant (3)	Helen De Cieri, Anne Bardoel	Society for Human Resource Management (SHRM) USA Research Foundation	\$27,500	<b>\$27,500</b>
<b>2006</b>	Monash HR Mobility Project	Contract (3)	Helen De Cieri, Cathy Sheehan, Marilyn Fenwick, Christina Costa	Monash HR Division	\$49,550	<b>\$49,550</b>
<b>2006</b>	Monash HR Mobility Infrastructure Project	Contract (3)	Helen De Cieri, Marilyn Fenwick,	Monash University HR Division	\$20,000	<b>\$20,000</b>

<b>Year received</b>	<b>Project Title</b>	<b>Type (&amp; category) of research income</b>	<b>Chief Investigators</b>	<b>Source of research income</b>	<b>Total Research Income \$</b>	<b>\$ Research Income attributed to ACREW</b>
<b>2007</b>	Occupational health and safety in the labour hire industry	Grant (2)	Julian Teicher, Jeff Keddie, Lesley Day, Susanne Tepe, Eve Anderson, Brian Cooper	Victorian Workcover Authority/ Worksafe	\$81,500	<b>\$81,500</b>
<b>2007</b>	n.a.	Grant (2)	Sandra Cockfield, Donna Buttigieg	Department of Innovation, Industry and Regional Development (DIIRD)	\$14,545.44	<b>\$14,545</b>
<b>2007</b>	HR Staff Literature Review Project	Contract (3)	Anne Bardoel, Trish Pettit, Chris Costa	Monash University HR Division	\$7,000	<b>\$7,000</b>
<b>2007</b>	HR Review of Staff Development	Contract (3)	Helen De Cieri, Marilyn Fenwick, Chris Costa	Monash University HR Division	\$43,065	<b>\$43,065</b>
<b>2008-10</b>	Constructing a Chinese international HRM system in regional Australia: The case of CHALCO	Nationally competitive grant schemes (1)	Cherrie (Jiuhua) Zhu, Helen De Cieri, Kate Hutchings, Chris Nyland, Jie Shen	ARC Linkage Grant	\$213,000 (2008-2010) by ARC, & \$150,000 in cash by Linkage partner	<b>\$117,000</b>
<b>2008</b>	Comparative social policy analysis of work and family initiatives research project	Industry and other research income (3)	Anne Bardoel	The University of Guelph	n.a.	<b>\$10,000</b>
<b>2008</b>	Development of CEO Performance Index – Plot Study	Industry and other research income (3)	Helen De Cieri, Rob Brooks*, Banita Bissondoyal*, Tracey Shea, Christina Costa	Fairfax Digital	\$20,000	<b>\$20,000</b>
<b>2006-08</b>				<b><u>TOTAL EXTERNAL RESEARCH FUNDING</u></b>		<b>\$494,856</b>

## PUBLICATIONS

The following is a list of all 2006-2008 research publications (DEST categories only) that can be attributed to ACREW members. This list does not include papers which are currently under review.

### Research Books (A1)

#### 2006

Holland, P. & De Cieri, H. (Eds.) (2006) *Contemporary Issues in Human Resource Development*, Pearson Education: Sydney.

Holland, P. Teicher, J. & Gough, R. (2006) *Employment Relations in the Asia-Pacific Region: Reflections and New Directions*. Routledge. UK.

Teicher, J., Holland, P. and Gough, R. (2006) *Employment Relations in Australia (2<sup>nd</sup> ed)*. Pearson Education. Australia.

Arup, C., Gahan, P, Howe, J., Johnstone, R., Mitchell, R. & O'Donnell, M., (Eds) (2006) *Labour Law and Labour Market Regulation*. Federation Press, Sydney.

Teicher, J., Lambert R. & O'Rourke A. (Eds) (2006) *WorkChoices: The New Industrial Relations Agenda*, Pearson Education. Australia.

#### 2007

Holland, P., Sheehan, C., Donohue, R. & Pyman, A. (2007) *Contemporary Issues & Challenges in HRM* Tilde University Press, Melbourne Australia

Leighton, P., Syrett, M., Hecker, R. & Holland, P. (2007) *Out of the Shadows: Managing Self-employed, Agency and Outsourced Workers* Butterworth-Heinemann, Oxford UK.

Tharenou, P., Donohue, R. & Cooper, B. (2007) *Management Research Methods*. (1<sup>st</sup> edn.) Cambridge University Press, Cambridge UK.

#### 2008

Barrett, R., & Mayson, S. (2008) *International Handbook of Research on Human Resource Management and Entrepreneurship*. (eds) Edward Elgar Publishing Ltd: Cheltenham, United Kingdom.

### Book Chapters (B1)

#### 2006

Bardoel, E.A. (2006). 'Work-life and HRD' in P. Holland, & H. De Cieri (eds.), *Contemporary Issues in Human Resource Development: An Australian Perspective*, Pearson Education: Sydney, 237-259.

De Cieri, H. & Dowling, P.J. (2006) Strategic Human Resource Management in Multinational Enterprises: Developments and Directions. In I. Björkman & G. Stahl, (Eds.) *Handbook of International HRM Research*. Cheltenham, UK: Edward Elgar.

De Cieri, H. & Holland, P. (2006) The Strategic Role of Human Resource Development. In P. Holland & H De Cieri (Eds.) *Contemporary Issues in Human Resource Development*, Pearson Education: Sydney.

De Cieri, H. & Fenwick, M. (2006) Global human resource development. In P. Holland & H De Cieri (Eds.) *Contemporary issues in human resource development*, Pearson Education: Sydney.

Donohue, R. (2006) The Evolution of Career Management. In P Holland, & H. De Cieri (Eds). *Contemporary Issues in Human Resource Development* (pp. 211-236). Sydney: Pearson Australia.

Freeman, S. & Lim, C. (2006) 'Trust, Dependency and Reciprocity: Interconnections of Key Dimensions of Guanxi', in *Studies of Small and Medium Enterprises in East Asia: Small and Medium Enterprises in East Asia – Sectoral and Regional Dimensions*, (Vol.4). In C. Harvie & B.C. Lee (Eds), University of Wollongong, Section II. International Perspectives and Linkages, Chapter 5. Cheltenham, UK: Edward Elgar. (10% ACREW, 80% IBRG)

Freeman, S., Matanda, M. & Lam, T. (2006) 'The Relationship Between Market Orientation, Internal Marketing Process and Guanxi', in *The Global China - Institutional Challenges*. In R. Smyth & M. Bhattacharya (Eds), pp. 1-22. London: Routledge. (10% ACREW, 80% IBRG)

Gahan, P. & Brosnan, P. (2006) 'The Repertoires of Labour Market Regulation'. In C. Arup, P. Gahan, J. Howe, R. Johnstone, R. Mitchell & M. O'Donnell, (Eds) *Labour Law and Labour Market Regulation*. Federation Press, Sydney. pp.127-146. (70% ACREW, 20% IBRG)

Gahan, P. (2006) 'Trade Unions as Regulators: Theoretical and Empirical. In C. Arup, P. Gahan, J. Howe, R. Johnstone, R. Mitchell & M. O'Donnell, (Eds) *Labour Law and Labour Market Regulation*. Federation Press, Sydney. pp.261-281. (70% ACREW, 20% IBRG)

Gough, R., Holland, P. & Teicher, J. (2006) 'Employment Relations in the Asia Pacific Region'. In P. Holland, J. Teicher, & R. Gough, (Eds.) *Employment Relations in the in the Asia-Pacific Region: Reflections and New Directions*. UK: Routledge.

Gough, R., Holland, P. & Teicher, J. (2006) 'Globalization, Labour Standards and Flexibility'. In P. Holland, J. Teicher, & R. Gough, (Eds.) *Employment Relations in the in the Asia-Pacific Region: Reflections and New Directions*. UK: Routledge.

Greenwood M.R., Holland P. & Choong K. (2006) 'Re-evaluating Drug Testing: Questions of Moral and Symbolic Control'. In J. Deckop, R. Giacalone & C.L. Jurkiewicz (Eds) *Human Resource Management Ethics*, pp.161-180. Greenwich CT: Information Age Publishing.

Holland, P. & Pyman, A. (2006) 'Exploring the Concept of the Corporate University'. In P. Holland, & H. De Cieri (Eds) *Human Resource Development: A Contemporary Perspective*. Australia: Pearson Education.

Hutchings, K. (2006) 'Diversity and HRD', In P.Holland & H. De Cieri (Eds) *Contemporary Issues in Human Resource Development: An Australian Perspective*. Australia: Pearson. (50% ACREW, 50% IBRG)

Lambert, R., O'Rourke, A. & J Teicher (2006) 'Conclusion: WorkChoices and the Struggle for Australian Society. In J Teicher, R Lambert & A O'Rourke (Eds) *WorkChoices: The New Industrial Relations Agenda*, Australia: Pearson Education. pp.160-163. (J Teicher, 30% ACREW)

Mayson, S. & Barrett, R. (2006) HRM in Small Growing Firms: Evidence from Australia. In R. Henneman & J. Tansky (Eds.) *Human Resource Strategies for the High Growth Entrepreneurial Firm*. Greenwich: Information Age Publishing Inc.

Mayson, S. (2006) The contribution of current ideas in adult learning to human resource development in P. Holland and H. De Cieri eds *Human Resource Development: A Contemporary Perspective*, Brisbane, Pearson Education. 77-94.

McKeown, T. & Teicher, J. (2006) "HRD in a Deregulated Environment ", in Holland, Peter & DeCieri, Helen (eds) *Contemporary Issues in Human Resource Development: An Australian Perspective* , Pearson, Melbourne

Smith, W. (2006) 'Japanese Management and Japanese Miracles: The Global Sweep of Japanese Economic and Religious Organisations'. In J. Hendry, & D. Wong (Eds) *Dismantling the East-West Dichotomy: Views from Japanese Anthropology*. London: Routledge. pp.74-80. (30% ACREW, 70% IBRG)

Steen, J., Holland, P. & Shulman, A. (2006) 'Managing Knowledge Workers; Exploring the New Dynamics of Work Organisation'. In Holland, P. & De Cieri, H. (Eds) *Human Resource Development: A Contemporary Perspective*. Australia: Pearson Education.

Teicher, J., Lambert R. & O'Rourke, A. (2006) 'Introduction: The Work Choices Act as the Triumph of Neoliberalism' In J Teicher, R. Lambert & A. O'Rourke (Eds) *WorkChoices: The New Industrial Relations Agenda*. Australia: Pearson Education. pp.1-9. (J Teicher, 30% ACREW)

Teicher, J., O'Rourke, A. & Pyman, A. (2006), 'Abolishing the Independent Umpire: The Demise of Equity'. In J Teicher, R. Lambert & A O'Rourke (Eds) *WorkChoices: The New Industrial Relations Agenda*, Australia: Pearson Education. pp.142-159. (J Teicher, 30% ACREW)

Teicher, J., Van Gramberg, B. & Holland, P. (2006) 'Outsourcing in Electricity Generation and Union Responses'. In P. Holland, J. Teicher, & R. Gough, (Eds.) *Employment Relations in the Asia-Pacific Region: Reflections and New Directions*. UK: Routledge.

Zhu, C.J. (2006) Human Resource Management in China. In Nankervis, A.; Chatterjee, S. & Coffey, J. (Eds) *Perspectives of Human Resource Management in the Asia Pacific*, pp 12-40. Pearson Education: Australia. (30% ACREW, 70% IBRG)

## 2007

Buttigieg, D., Deery, S. & Iverson, R. (2007) 'Mobilising Members: Evidence From Two Enterprise Bargaining Agreements'. In D. Buttigieg, S. Cockfield, R. Cooney, M. Jerrard, & A. Rainnie, (Eds) *Trade Unions in the Community: Values, Issues, Shared Interests and Alliances*, Melbourne: Heidelberg Press.

Greenwood, M. & De Cieri, H. 2007 'Stakeholder Theory and the Ethicality of Human Resource Management'. In A. Pinnington, R. Macklin & T. Campbell, (Eds.) *Ethics in Human Resource Management and Employment Relations*. Oxford: Oxford University Press.

Hayes, W. & Jerrard, M. (2007) 'Traditional and Instrumental Union and Community Links: A Case Study of an ETU Campaign'. In D. Buttigieg, S. Cockfield, R. Cooney, M. Jerrard, & A. Rainnie, (Eds) *Trade Unions in the Community: Values, Issues, Shared Interests and Alliances*, Melbourne: Heidelberg Press.

Jerrard, M. (2007) 'Building Alliances to Protect Jobs: The AMIEU's Response to Live Animal Export. In D. Buttigieg, S. Cockfield, R. Cooney, M. Jerrard, & A. Rainnie, (Eds) *Trade Unions in the Community: Values, Issues, Shared Interests and Alliances*, Melbourne: Heidelberg Press.

Jerrard, M., Cooney, R., Buttigieg, D., Cockfield, S., & Rainnie, A., (2007) 'Introduction: Union Revitalisation and the Community'. In D. Buttigieg, S. Cockfield, R. Cooney, M. Jerrard, & A. Rainnie, (Eds) *Trade Unions in the Community: Values, Issues, Shared Interests and Alliances*, Melbourne: Heidelberg Press.

Michailova, S. & Hutchings, K. (2007) 'Re-Examining Knowledge Sharing in an Intercultural Context: Findings from the Transition Economies of China and Russia', In K. Hutchings & K. Mohannak, (Eds) *Knowledge Management in Developing Economies: A Cross-Cultural and Institutional Approach*. London: Edward Elgar.

Schapper, J. & Mayson, S. (2007) 'Valuing Knowledge: A Strategic Approach to Embedding Research-Led Teaching in a Large Australian University'. In I. Morley (Ed) *The Value of Knowledge*. Oxford: Inter-Disciplinary Press

Teicher, J., Holland, P., Pyman, A. & Cooper, B. (2007) 'Australian Workers: Finding Their Voice?' In R.B. Freeman, P. Boxall & P. Haynes (Eds.) *What workers say: Employee voice in the Anglo-American workplace*. USA: IRL Press.

## 2008

Bardoel, E.A. & De Cieri, H. (2008) 'Policy Deployment Across Borders: A Framework for Work/Life Initiatives in Multinational Enterprises'. In S. Poelmans & P. Caligiuri (Eds) *Harmonizing Work, Family, and Personal Life in Organizations: From Policy to Practice*, pp. 166-205, Cambridge UK: Cambridge University Press.

Barrett, R., Mayson, S., & Warriner, N. (2008). 'The Contribution of HRM Practices to Small Firm Growth'. In R. Barrett & S. Mayson (Eds) *International Handbook of Research on Human Resource Management and Entrepreneurship*. Cheltenham, UK: Edward Elgar Publishing Ltd.

Cray, D., & Inglis, L. (2008). 'Arts Management Issues in the 21<sup>st</sup> Century'. In *21<sup>st</sup> Century Management, A Reference Handbook*. Thousand Oaks CA: Sage.

De Cieri, H. & Hutchings, K. (2008) 'The International Context of People Management. In K. Macky (Ed) *Managing Human Resources in New Zealand*, Auckland: McGraw-Hill.

De Cieri, H. & Sheehan, C. (2008). 'Performance Management in Australia'. In Varma, A., Budhwar, P., & DeNisi, A. (Eds), *Managing Performance Management*. London: Routledge.

Freeman, S. & Lim, C. (2008) 'Trust, Dependency and Reciprocity: Interconnections of Key Dimensions of Guanxi'. In C. Harvie & B.C. Lee (Eds) *Small and Medium Enterprises in East Asia: Small and Medium Enterprises in East Asia – Sectoral and Regional Dimensions, Studies of Small and Medium Sized Enterprises in East Asia*. Cheltenham, UK: Edward Elgar Publishing Ltd.

Freeman, S., Matanda, M. & Lam, T. (2008) 'The Relationship between Market Orientation, Internal Marketing Process and Guanxi'. In R. Smyth & M. Bhattacharya (Eds) *The Global China - Institutional Challenges*. London: Routledge.

Mayson, S. & Barrett, R. (2008) 'HRM and Small Firms in Australia: What Do They Really Do?' In R. Barrett & S. Mayson (Eds) *International Handbook of Research on Human Resource Management and Entrepreneurship*. Cheltenham, UK: Edward Elgar Publishing Ltd.

## Refereed Journal Articles

2006

Anderson, E., Pyman, A. & Teicher, J., (2006) 'Cultural Tensions – Exploring Call Centres in the Public Sector', *International Journal of Human Resources Development and Management*, 6 (2/3/4): 279-296 (J Teicher, 30% ACREW)

Bardoel, E.A. & Haslett, T.R. (2006) 'Exploring Ethical Dilemmas Using the "Drifting Goals" Archetype', *Journal of Management Education*, 30(1):134-148.

Barrett, R. & Mayson S. (2006) 'Exploring the Intersection of HRM and Entrepreneurship: Guest Editor's Introduction to the Special Edition on HRM & Entrepreneurship', *Human Resource Management Review*, 16(4): 443-446.

Cockfield, S. (2006) 'Arbitration and the Workplace: A Case Study of Metters' Stovemakers, 1902 to 1922', *Labour History*, 90 (May):43-60.

Donohue, R. & Stevenson, L. (2006) 'EQ or IQ?' *Monash Business Review*, (2): 18-19.

Donohue, R. (2006) 'The Influence of Person-Environment Congruence in Relation to Career Change and Career Persistence', *Journal of Vocational Behavior*, (68): 504-515.

Freeman, S. & Reid, I. (2006) 'Constraints Facing Small Western Firms in Transitional Markets', *European Business Review*, 18(3): 187-213. (10% ACREW, 80% IBRG)

Gough, R., Holland, P. & Teicher, J. (2006) 'Employment Relations in the Asia Pacific Region: Reflections and New Directions'. *Asia Pacific Business Review*, 12(2):119-130.

Gough, R., Holland, P. & Teicher, J., (2006) 'Globalization, Labour Standards and Flexibility in the Asia Pacific Region', *Asia Pacific Business Review*, 12(2): 257-259 (J Teicher, 30% ACREW)

Hanley, G. & McKeown, T (2006) 'Baby-Boomer Boomerangs: Some Insights into Australia's Greying Workforce', *Monash Business Review*, 2: 38-41.

Holland, P., Sheehan, C., & De Cieri, H. (2006) 'Talent Quest', *Monash Business Review*, 2(2): 15-17.

Holland, P.J. & Pyman, A. (2006) 'A New Perspective on Corporate Universities', *Journal of Development and Learning in Organisations*.

Holland, P.J. & Pyman, A. (2006) 'Corporate Universities: A Catalyst for Strategic Human Resource Development?' *Journal of European Industrial Training*, 30(1):19-31.

Howell, S., Buttigieg, D. & Webber, W. (2006) 'Management Attitudes to Older Workers in the Retail Sector', *Monash Business Review*

Hutchings, K. & Michailova, S. (2006) 'Impacts of Culture and Institutions on Knowledge Sharing in Russia and China', *International Journal of Emerging Markets*, 1(1): 21-34. (50% ACREW, 50% IBRG).

Hutchings, K. & Weir, D. (2006) 'Guanxi and Wasta: A Comparative Examination of the Impact of Internationalisation and Modernisation on Traditional Ways of Networking in China

and the Arab World', *Thunderbird International Business Review*, 48(1): 141-156. (50% ACREW, 50% IBRG)

Hutchings, K. & Weir, D. (2006) 'Journeys Along the Silk Road: Intercultural Approaches to Comparative Business Systems and Practices', *Thunderbird International Business Review*, 48 (1): 1-7. (50% ACREW, 50% IBRG)

Hutchings, K. & Weir, D. (2006) 'Understanding Networking in China and The Arab World: Lessons for International Managers', *Journal of European Industrial Training*, 30(4):272-290. (50% ACREW, 50% IBRG)

Hutchings, K., & Ratnasari, S. (2006) 'Culture Shock in Indonesia: The Experience of Relocated Domestic Employees and their Families', *Cross Cultural Management*, 13(1):114-131. (50% ACREW, 50% IBRG)

Jerrard, M.A. (2006) 'Meat Industry Unions, Industry Restructuring, and Industrial Relations Change in New Zealand and Australia', *New Zealand Journal of Employment Relations*, 1 (1): 37-59.

Mayson, S. & Barrett, R. (2006) 'The "science" and "practice" of HRM in small firms', *Human Resource Management Review*, 16 (4):447-455.

McGuire, D. & Hutchings, K. (2006) 'A Machiavellian Analysis of Organizational Change', *Journal of Organisational Change Management*, 19(2):192-209. (50% ACREW, 50% IBRG)

Merlot, E.S., Fenwick, M. & De Cieri, H. (2006) 'Applying a Strategic International Human Resource Management Framework to International Non-Governmental Organizations', *International Journal of Human Resource Development and Management*. 2/3/4: 313-327.

Michailova, S. & Hutchings, K. (2006) 'National Cultural Influences on Knowledge Sharing in China and Russia', *Journal of Management Studies*, 43(3): 383-405. (50% ACREW, 50% IBRG)

Nielsen, I., Nyland, C., Smyth, R., Zhang, M. & Zhu, C.J. (2006) 'Effects of Inter-Group Contact on Attitudes of Chinese Urban Residents to Migrant Workers', *Urban Studies*, 43 (3):475-490. (30% ACREW, 70% IBRG)

Prajogo, D.I. & Ahmed, P.K. (2006) 'Relationships between Innovation Stimulus, Innovation Capacity, and Innovation Performance', *R&D Management*, 36 (5): 499-515 (D. Prajogo, 5% ACREW)

Prajogo, D.I. & Brown, A. (2006) 'Approaches to Adopting Quality Management in SMEs and the Impact on Quality Management Practices And Performance', *Total Quality Management & Business Excellence*, 17(5): 555-566 (D. Prajogo, 5% ACREW)

Prajogo, D.I. & Sohal, A.S. (2006) 'The Integration of TQM and Technology and R&D Management in Determining Organizational Performance - An Australian Perspective', *Omega - International Journal of Management Science*, 34(3): 296-312 (D. Prajogo, 5% ACREW)

Prajogo, D.I. & Sohal, A.S. (2006) 'The Relationship between Organization Strategy, Total Quality Management (TQM), and Organization Performance - The Mediating Role of TQM', *European Journal of Operational Research*, 168 (1): 35-30 (D. Prajogo, 5% ACREW)

Prajogo, D.I. (2006) 'Progress of Quality Management Practices in Australian Manufacturing Firms', *TQM Magazine*, 18 (5): 501-513 (D. Prajogo, 5% ACREW)

Prajogo, D.I. (2006) 'The Implementation of Operations Management Techniques in the Service Organisations – An Australian Perspective', *International Journal of Operations and Production Management*, 26 (12): 1374-1390 (D. Prajogo, 5% ACREW)

Pyman, A., Cooper, B., Teicher, J. & Holland, P. (2006) 'A Comparison of the Effectiveness of Employee Voice Arrangements in Australia'. *Industrial Relations Journal*, 37(5): 543-559.

Reid, I. & Freeman, S. (2006) 'Foreign Market-entry into Central and Eastern Europe: Australian Firms in Poland and the Czech Republic', *Journal of East-West Business*, 12 (2/3): 109-129. (10% ACREW, 80% IBRG)

Sheehan, C., Holland, P. & De Cieri, H. (2006) 'Current Developments in HRM in Australian Organizations', *Asia Pacific Journal of Human Resources*, 44: 132-152.

Smyth, R., Nyland, C. & Zhu, C.J. (2006) 'What Determines the Extent to which Employers will Comply with Their Social Security Obligations? Evidence from Chinese Firm Level Data', *Social Policy and Administration*, 40 (2):196-214. (30% ACREW, 70% IBRG)

Teicher, J., Alam, Q. & Gramberg, B. (2006) 'Managing Trust and Relationships in PPPS: Some Australian Experiences', *International Review of Administrative Sciences*, 72(1): 85-100. (J Teicher, 30% ACREW)

Teicher, J., Van Gramberg, B. & Holland, P.J. (2006) 'Outsourcing in Electricity Generation and Union Responses'. *Asia Pacific Business Review*, 12 (2): 243-256.

Water, M. A. & Bardoel, E.A. (2006) 'Work-Family Policies in the Context of Higher Education: Useful or Symbolic?', *Asia Pacific Journal of Human Resources*, 44 (1): 1-16.

Zhao, S.M.; Zhu, C.J.; Engle, A.D., & Mendenhall, M.E. (2006). 'Kuaguo Gongsi Gongxiaoxue: Kuaguo Gongsi Renli Ziyuan Guanli Xinxuepai' ('Transnational Ergonomics: A New School of Transnational Human Resource Management'), *Jingji Guanli – Xin Guanli (Economic Management-New Management)*. 12: 4-10. (30% ACREW, 70% IBRG)

## 2007

Bardoel, A. & De Cieri, H. (2007) 'Reconciling Work and Family Responsibilities: A Global Perspective', *Anima, Indonesian Psychological Journal*, 23 (1): 17-23

Bardoel, A., Morgan, L. & Santos, C. (2007) "'Quality" Part Time Work in Australian Organizations for HRD', *Human Resource Development International*, 10 (3): 281-299.

Barrett, R., & Mayson, S. (2007) 'Human Resource Management in Growing Small Firms', *Small Business and Enterprise Development*, 14 (2): 307-320

Buttigieg, D., Deery, S. & Iverson, R. (2007) 'An Event History Analysis of Union Joining and Leaving', *Journal of Applied Psychology*, 92: 829-839.

De Cieri, H., Wolfram Cox, J., & Fenwick, M. (2007) 'A Review of International Human Resource Management: Integration, Interrogation, Imitation', *International Journal of Management Reviews*, 9 (4): 281-302.

- Donohue, R. (2007) 'Examining Career Persistence and Career Change Intent Using the Career Attitudes and Strategies Inventory', *Journal of Vocational Behaviour*, 70 (2): 259-276
- Holland, P., Sheehan, C. & De Cieri, H. (2007) 'Attracting and Retaining Talent: Exploring Human Resources Development Trends in Australia', *Human Resources Development International*, 10 (3): 247-262
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- McGuire, D. & Hutchings, K. (2007) 'Visionary and Transformative Change; Revisiting and Deconstructing the Charismatic Leadership of Martin Luther King', *Leadership and Organization Development*, 28(2): 154-166.
- McGuire, D., Todnem, R. & Hutchings, K. (2007) 'Towards a Model of Human Resource Solutions for Achieving Intergenerational Interaction in Organizations', *Journal of European Industrial Training*, 31(8): 592-608
- Minbaeva, D., Hutchings, K., & Thomson, S.B. (2007) 'Developing Hybrid Human Resource Management in Post-Soviet Kazakhstan', *European Journal of International Management*, 1(4): 350-371.
- O'Donohue, W., Donohue, R. & Grimmer, M. (2007) 'Research into the psychological contract', *Human Resource Development International*, 27(2): 301-318
- Rungrang, P. & Donohue, R. (2007) 'Transferability of Skills and Education and Thai Academics' Organisational Commitment', *Asia Pacific Journal of Education* 27(2): 171-187
- Sheehan, C., Cooper, B., Holland, P. & De Cieri, H. (2007) 'The Relationship between HRM Avenues of Political Influence and Perceived Organizational Performance', *Human Resource Management*, 46 (4): 611-629.

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- Abbott, J. & De Cieri, H. (2008) 'Influences on Work/Life Benefits Decision Making: Management and Employee Perspectives', *Journal of Management and Organization*, 14 (3): 303-322.
- Bardoel, E.A., De Cieri, H. & Mayson, S. (2008) 'Bridging the Research-Practice Gap: Developing a Measurement Framework for Work-Life Initiatives', *Journal of Management and Organization*, 14(3): 239-248.
- Bardoel, E.A., De Cieri, H. & Santos, C. (2008) 'A review of work-life research in Australia and New Zealand', *Asia Pacific Journal of Human Resources*, 46: 316-333.
- Barrett, R. & Mayson, S. (2008) 'Small Firms, the Paid Maternity Leave Debate in Australia and the Business Case', *Equal Opportunities International*, 27(3): 276-291.
- Burns, P. & Schapper, J. (2008) 'The Ethical Case for Affirmative Action', *Journal of Business Ethics*, 83 (3): 369-379.
- Coghill, K., Holland, P., Donohue, R., Rozzoli, K. & Grant, G. (2008) 'Professional Development Programmes for Members of Parliament', *Parliamentary Affairs*. 61(1): 73-98.

- Fan, D., Nyland, C. and Zhu, C.J. (2008) 'Strategic Implications of Global Integration and Local Responsiveness for Chinese Multinationals: An Area for Future Study', *Management Research News*, 31 (12): 922-940.
- Freeman, S., & Sandwell, M. (2008) 'Professional Service Firms Entering Emerging Markets: The Role of Network Relationships', *Journal of Services Marketing*, 22 (3): 198-212.
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- Hutchings, K., French, E. & Hatcher, T. (2008) 'Lament of the Ignored Expatriate: An Examination of Organisational and Social Network Support for Female Expatriates in China', *Equal Opportunities International*, 27(4): 372-391.
- Newton, S., Hutchings, K. & Kabanoff, B. (2008 ) 'Repatriation in Australian Organisations: Effects of Function and Value of International Assignment on Program Scope', *Asia Pacific Journal of Human Resources*, 45(3): 295-313.
- Van Buren III, H. & Greenwood, M. (2008) 'Enhancing Employee Voice: Are Voluntary Employer-Employee Partnerships Enough?' *Journal of Business Ethics*, 81(1): 209-221.
- Zhu, C.J., Cooper, B., De Cieri, H., Thomson, S.B. & Zhao, S.M. (2008) 'Devolvement of HR Practices in Transitional Economies: Evidence from China', *The International Journal of Human Resource Management*, 19 (5): 840-855.
- Zhu, C.J., Thomson, S.B. & De Cieri, H. (2008) 'A Retrospective and Prospective Analysis of HRM Research in Chinese Firms: Implications and Directions for Future Study', *Human Resource Management*, 47 (1): 135-158.

## Refereed Conference Papers

*Note: This category of data was not collected by ACREW in 2006 so was not available at the time of preparing this consolidated 2006-08 report.*

### 2007

Bardoel, A., De Cieri, H. & Mayson, S. (2007) 'A framework of work/life key performance indicators', Paper presented at the 8th international research conference on quality, innovation and knowledge management, *Industry and Academia Collaborating to Meet the Challenges of the Global Economy*, New Delhi, India, 11-14 February.

Bardoel, E.A., De Cieri, H., Mayson, S., Crozier-Durham, M. & MacKenzie, S. (2007), 'A Framework of Work/Life Key Performance Indicators'. Paper presented at the 8th international research conference on quality, innovation and knowledge management, *Industry and Academia Collaborating to Meet the Challenges of the Global Economy*, New Delhi, India, 11-14 February.

Mayson, S. & Schapper, J. (2007) 'Internationalisation of academic work and global career mobility: Problems, perceptions and implications' for developing academic staff across international borders', Paper presented at the 8th international research conference on quality, innovation and knowledge management, *Industry and Academia Collaborating to Meet the Challenges of the Global Economy*, New Delhi, India, 11-14 February.

### 2008

Coghill, K., Holland, P. Donohue, R. Richardson, A., Neesham, C. (2008) 'Capacity Building for new MPs: Survey of Orientation and Induction Programmes'. Paper presented at the *Eighth Workshop of Parliamentarians*, Wroxton College, Oxfordshire, England.

Freeman, S., Lazaris, M. & Zyngier, S. (2008) 'An Exploration of the Effect of Trust on Absorptive Capacity in Smaller Born-Global Suppliers'. Paper presented at *Business & Economics Society International (BESI) Conference* Lugano, Switzerland, July 15-19.

Greenwood, M. (2008) 'Classifying Employees as Stakeholders'. Paper presented at the *Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) Conference 2008 'Workers, Corporations and Community: Facing Choices for a Sustainable Future'*, La Trobe University, Australia, 6-8 February.

Hanley, G. & Benson, P 'The Silent Epidemic: Workplace Bullying in Ireland and Australia: The Role of Legislation and Supervision'. Paper presented at the Irish Academy of Management, Dublin. September.

Hanley, G., Benson, P., & Gilbreath, B 'Variations of Dysfunctional Supervision: When is Supervision Bullying, Abusive, or Simply Bad?'. Paper presented at the *6<sup>th</sup> Conference on Workplace Bullying: Sharing our Knowledge, Ecole des Sciences de la Gestion*. Université du Québec à Montréal, Canada. June.

Hanley, G. & Bryant, M. (2008) 'Workplace Bullying: The Use of Conceptual Metaphors as Interpretive Tools in Qualitative Research'. Paper presented at the *6<sup>th</sup> Conference on Workplace Bullying: Sharing our Knowledge, Ecole des Sciences de la Gestion*. Université du Québec à Montréal, Canada. June.

Holland, P., Pyman, A., Cooper, B., & Teicher, J. (2008) 'The Development of Joint Consultation in Australia'. Paper presented at the British Universities Industrial Relations Association (BUIRA) Conference. Bristol, England.

Holland, P.J, Pyman, A. & Hecker, R., (2008) 'Services Offshoring- Reflections and New Directions'. Paper presented at the International Academy of Business and Economics. Stockholm

Holland, P.J, Pyman, A. & Hecker, R., Beaumont, N. (2008) 'The Future of offshoring – Destination Australasia?' Paper presented at the 22nd Australian and New Zealand Academy of Management Conference. Auckland, New Zealand

Hutchings, K., Metcalfe, B., and Cooper, B. (2008) 'Middle Eastern Women in International Management', *Academy of International Business Conference Proceedings.* , Milan, Italy: AIB, June.

Lee, C. (2008) 'International human resource challenges in medical tourism in an international environment'. Paper presented at the *Pacific Employment Relations Association, (PERA), 8<sup>th</sup> Teaching, Learning and Research Conference.* Ballarat, 19-22 November.

Lee, C. (2008) 'Triage in Tertiary Education. Pacific Employment Relations Association'. Paper presented at the *Pacific Employment Relations Association (PERA), 8<sup>th</sup> Teaching, Learning and Research Conference.* Ballarat, 19-22 November.

Lee, C., Morgan, D. & Townsend, P. (2008) 'Business Responses to Small Accommodation Providers to Demand Seasonality in Coastal Victoria'. Paper presented at the *SME-Entrepreneurship Global Conference 2008: Creating Sustainable Entrepreneurship Ecosystem and High Performance SME's.* Melbourne, 3-4 July.

Lee, C. & Spisto, M. (2008) 'Challenges in Providing Suitable Accommodation for Medical Tourists'. Paper presented at the *13<sup>th</sup> International Conference on ISO 9000 and TQM.* Malaysia, 24-26 March.

Lee, C. & Spisto, M. (2008) 'Revisiting Feedback for Quality Improvement in Tertiary Education', *13<sup>th</sup> International Conference on ISO 9000 and TQM.* Malaysia, 24-26 March.

Smith, W., Cuthbert, D. & Boey, J. (2008) 'Education, Democracy and Civil Society: Exploring Links in the Experiences and Attitudes of Australian-Educated Malaysians'. Paper presented at the *ASAA 2008 Biennial Conference,* Melbourne, 1-3 July.

## RESEARCH REPORTS

These reports are available at:

<http://www.buseco.monash.edu.au/mgt/research/acrew/research-reports.html>

ACREW (2006) Characteristics of employers of the low paid. Report commissioned by the Australian Fair Pay Commission, Commonwealth of Australia, Barton ACT, September 2006.

ACREW (2007) *Labour Hire Research Report: Best Practice Models for Managing Joint Responsibilities in the Labour Hire Sector*. Prepared for WorkSafe / Victorian Workcover Authority by the Australian Centre for Research in Employment and Work (ACREW), Monash University.

De Cieri, H., Costa, C., Pettit, T. & Buttigieg, D. (2008) *Managing a Diverse Workforce: Attraction and Retention of Older Workers*. White Paper prepared by the Australian Centre for Research in Employment and Work (ACREW) and Family and Small Business Research Unit (FSBRU) Faculty of Business and Economics Monash University. May 2008.

Brooks, R., Bissoondoyal-Bheenick, B., Shea, T., Costa, C. & De Cieri, H. (2008) *Interim report - Development of the CEO Performance Index: Consumer Staples*. ACREW Research Report, November 2008.

## ACREW E-BULLETINS

At least four ACREW Bulletins are e-mailed to ACREW members each year, to share news of research projects, events and relevant information. These Bulletins are posted on the ACREW website:

<http://www.buseco.monash.edu.au/mgt/research/acrew/annual-reports-bulletins.html>

## HIGHER DEGREE BY RESEARCH (HDR) STUDENTS

The following is the names of all HDR students who were supervised by members of ACREW in some capacity in 2006-2008 and who undertook a project which falls within the theme of ACREW.

*Note: Students shown in this table are all PhD students in the Department of Management, unless otherwise shown.*

	<b>Student</b>	<b>Research Topic</b>	<b>Main Supervisor/s</b>
1.	ABEYSEKERA, Lakmal	Differences in coping strategies of work-family conflict: A study of individuals from different ethnic backgrounds	P. Gahan
2.	BOEY, Janice	Addressing the gender blindness in international education: A case study of the study experience and career outcomes of Malaysian women alumni from Monash University Australia	W. Smith
3.	BURNS, Prue	Organisational life and Generation X'ers - the lost or found generation?	J. Schapper
4.	COCHRANE, Robyn	The psychological implications of outsourcing in Australia: The workers' perspective	R. Donohue/ H. Decieri
5.	DWYER, Samantha	The influence of personality and cognitive attributes on leader success and derailment in terms of both managerial advancement and effectiveness	R. Donohue
6.	ECKERT, Christopher	Linking acquisition strategy and integration: An exploration of Haspeslagh and Jemison's capability framework	H. De Cieri
7.	FAN, Youqing	Union revitalisation with Chinese characteristics? A union revitalisation perspective on Chinese new unionism	P. Gahan
8.	GIUCA, Vincent	From Fast Growth to Sustainability: How Firms Make the Transition	S. Mayson
9.	GRIGG, Kerry	Antecedents and consequences of a work life balance (WLB) employer brand	A. Bardoel/ S. Mayson
10.	HARLING, Susan	The ethics of the psychological contract in a global business environment	J. Schapper
11.	HEWEGE, Chandana	Quality of management controls in privatised entities: Study of the dynamics of modern and traditional controls	J. Teicher

12.	JOHNSTON, Susan	Careers, family and the part time professional woman: An Australian retail study	J. Teicher
13.	KIM, Hyuk-Young	Women in management	S. Mayson
14.	LEE, Leanda	International human resource strategies to achieve high performance from expatriates across cultural boundaries - with an emphasis on Australian/Western expatriates in Japan	R. Donohue
15.	LODWICK, Desley	Recruitment - a new model	J. Schapper
16.	MCCORMICK, Leanne	The psychological contract of volunteers	R. Donohue
17.	MCNULTY, Yvonne	Leveraging return on investment in expatriate management	H. De Cieri / K. Hutchings
18.	MERLOT, Elizabeth	Strategic international human resource management in nonprofit organisations	H. Decieri
19.	PAGE, Liam	Positive psychological capital and innovative behaviours: Understanding the relationship between positive affective states and behaviours that increase potential for innovation outcomes.	R. Donohue
20.	PEKAREK, Andreas	Industrial Relations: An investigation of the characteristics, motivations, leadership styles and effectiveness of shop stewards in Australian workplaces.	P. Gahan
21.	PETTIT, Trisha	Outsourcing and the psychological contract	H. De Cieri/ R. Donohue
22.	PETTITT, James	The management of change in an industry downturn: a study of four Australian organisations	R. Donohue
23.	RAYMOND, Jeanette [M. Phil]	Towards best practice in public procurement: A comparative study of Australian State and Federal Departments	M. Jerrard
24.	REITER, Murray	Investigation of the extent to which personal life factors impinge on performance in the workplace	R. Donohue
25.	RYAN, Gary	A system for the capture and dissemination of organisational stories for the purposes of enabling others in the organisation to learn from the stories so that they too deliver service excellence	J. Schapper
26.	SANTOS, Clarice	A cross-national investigation of the work-life interface in South America	A. Bardoel

27.	TROPEA, Kelly	Female representation on boards of publicly listed companies in Australia: An examination of supports and barriers	H. De Cieri/ C. Sheehan
28.	WAITE, Matthew	The nature and extent of non-traditional employment in regional Victoria	P. Gahan
29.	WEBBER, W.	Strategic human resource management in the Victorian power industry	D. Buttigieg/ H. Decieri
30.	YAMAO, Sachiko	Human resource management and knowledge in subsidiaries of multinational corporations	H. De Cieri / K. Hutchings
31.	YOSHIDA, Diah	Organisation capabilities factors which strongly correlate with organisations' success in change management process	S. Sendjaya

## HDR COMPLETIONS

The following is the names of all HDR students who completed a higher degree by research in ACREW between 2006 and 2008.

*Note: Students shown in this table are all PhD students in the Department of Management.*

	<b>Student</b>	<b>Research Topic</b>	<b>Main Supervisor/s</b>	<b>Completion Date</b>
1.	BENNETT, David	The organising union model and the Australian union movement	J. Teicher	7/22/2008
2.	CLISSOLD, Gemma	An application of Bandura's social cognitive theory to the explanation of safety-related behavior	H. De Cieri/ D. Buttigieg	9/19/2006
3.	GRANT, Julie Ann	Regional development policy and practice in Gippsland	A. Rainnie	9/2/2008
4.	GREENWOOD, Michelle	The relationship between social auditing and the moral treatment of stakeholders: a case study of social auditing at The Body Shop Australia from 1998-2005 focusing on employees qua stakeholders.	L. Prior-Jonson/ H. De Cieri	1/29/2008
5.	INGLIS, Loretta	Boards lead, managers manage: An examination of leadership in non-profit organisations	J. Sarros	5/15/2007
6.	RUNGRUANG, Parisa	Antecedents of organisation commitment: a longitudinal study of academics in Thailand	R. Donohue	2/13/2007
7.	PAULET, Renee	The impact of place on HRM in call centres	A. Rainnie	9/12/2006

## EVENTS AND ACTIVITIES CONDUCTED BY ACREW

### Conferences

#### 2006

In 2006, ACREW co-hosted the ACREW/Kings College London Conference 2006 at Monash Prato Campus, Tuscany, Italy, 1-4 July, 2006. Conference Theme: Socially responsive, socially responsible approaches to employment and work. Co-chaired by ACREW, Monash University and Department of Management, Kings College, London. Approximately 180 delegates.

#### *Proceedings:*

De Cieri, H., Bardoel, A., Barrett, R., Buttigieg, D., Rainnie, A. & K. McLean (Eds.) *Socially responsive, socially responsible approaches to employment and work. Proceedings of the ACREW/KCL Conference, Prato Italy, July 1-4.*

#### 2008

In November 2008, ACREW co-sponsored the Trade Union Conference: 'Unions in the Twenty-First Century and Beyond: The Environment, Politics, and Education'. The 2008 conference continued a tradition initially established by the National Key Centre for Industrial Relations in 1998, 2000, and 2002 and continued under the auspices of the ACREW with conferences in 2004 at Melbourne Trades Hall and 2006 in Prato. The conference is unique in its focus on trade unions and in combining academic and trade unionist contributions in the one forum. The conference is of significance given the changing industrial relations landscape and the refocusing on trade union activities and achievements that extend beyond the workplace. The organisers (Dr Marjorie Jerrard, Dr Sandra Cockfield, Dr Donna Buttigieg) worked with the ACTU, individual trade unions, the Faculty's Industry Engagement Group, and the Monash Media Communications Office to promote the conference and to disseminate the conference presentations to media (e.g. ABC, The Financial Review, The Age, and The Australian).

## Research Seminars - Visitors Program

ACREW has an active research seminar series of presentations by visiting academics.

<b>Date</b>	<b>Academic Visitor</b>	<b>Seminar Title</b>
<b>2006</b>		
<b>31 January</b>	Prof Peter Turnbull (Cardiff Business School, Cardiff University)	<i>Labour and the Global Economy</i>
<b>25 May</b>	Prof Mark Huselid, Rutgers University USA	<i>Strategic Human Resource Management: Where do we go from here?</i>
<b>5 December</b>	Dr Jarrod Haar, Waikato Management School, University of Waikato, New Zealand	<i>Negative Attitudes towards Work-Family Practice Use and Job Outcomes: How Employees Cope with the Dark-Side of Helping</i>
<b>2007</b>		
<b>1 March</b>	Dr. Finola Kerrigan, Department of Management, King's College London	<i>Trade Associations and Corporate Social Responsibility: Evidence from the UK Water and Film Industries</i>
<b>5 April</b>	Dr. Isabel Metz, The University of Melbourne	<i>Do social factors assist women's advancement in all organisations?</i>
<b>3 July</b>	Professor Bob Drago, Penn State University, USA	<i>Business and Balance: A New Agenda for Work, Family and Life</i>
<b>29 November</b>	Theresa M. Welbourne, President & CEO, eePulse, Inc. and Adjunct Professor, University of Michigan	<i>Data and Dialogue Driven Leadership: A journey from research to practice and back again</i>
<b>2008</b>		
<b>22 January</b>	Dr Derek Chapman, University of Calgary, Canada	<i>Attracting employees: Finding fit through persuasive recruitment</i>
<b>4 February</b>	Prof Daniel G. Gallagher, James Madison University, USA ( <i>joint seminar with WERRC</i> )	<i>The Growth of Contingent Employment (Work) Contracts: Do We Need to Reframe Behavioural Theories and Research?</i>
<b>21 February</b>	Karen Korabik, University of Guelph, Canada	<i>An Integrative Model of Gender and Leadership</i>
<b>6 March</b>	Fang Lee Cooke, University of Manchester, UK	<i>Managing diversity in India and China: Implications for western MNCs</i>

<b>10 April</b>	Prof Chris Brewster, University of Reading, UK	<i>Strategic HRM and the Employee Voice</i>
<b>3 April</b>	E. Jeffrey Hill, BYU School of Family Life, USA	<i>Work-Life Harmony: Productivity and Peace</i>
<b>20 May</b>	Prof Rick Iverson, Simon Fraser University, Canada	<i>The Process of Downsizing: Task Performance and Organizational Commitment as Layoff Criteria</i>
<b>8 August</b>	Professor Min Li, South China University of Technology (joint seminar with SEIRnet & IBRG)	<i>How Human Resource Practices Shape Workers' Attitudes in Cosmetic Firms in China</i>
<b>3 October</b>	Professor Shuming Zhao, Nanjing University, P.R. China (joint seminar with IBRG, WERRC & SEIRnet)	<i>Reform in the Labour Regulatory Environment in China and its Impact on Human Resource Management and Labour Relations</i>
<b>14 October</b>	Dr Santina Bertone	<i>Importing skilled labour- a comparison of labour market experiences from Australia and North America</i>

## Research Seminars – ACREW Members’ Presentations

ACREW introduced a seminar series, inviting ACREW members to present on their research projects:

<b>Date</b>	<b>Presenter(s)</b>	<b>Seminar Title</b>
<b>2006</b>		
<b>3 October</b>	Donna Buttigieg and Sandra Cockfield	<i>Union and Community Relationships in Victoria</i>
<b>24 October</b>	Anne Bardoel, Helen De Cieri and Susan Mayson	<i>Key Performance Indicators (KPI) of work-life best practice</i>
<b>1 November</b>	Susan Freeman and Loretta Inglis	<i>Leadership in Australian Arts Organisations: An exploratory study</i>
<b>12 December</b>	Cathy Sheehan, Christina Costa, Helen De Cieri, Marilyn Fenwick	<i>Talent Flow: Australian Professionals Living and Working Overseas</i>
<b>2007</b>		
<b>15 May</b>	Peter Holland and Ross Donohue	<i>Corporate Universities in Australia: A Silent Revolution in Strategic Human Resource Development?</i>
<b>21 August</b>	Susan Freeman	<i>Networks and Forms of Capital in the Visual Arts</i>
<b>3 September</b>	Cathy Sheehan	<i>Developments and Paradigms in International Human Resource Management</i>
<b>15 October</b>	Cherrie Zhu	<i>Occupational Safety in China: Possible Contributions from the Fields of Safety Culture and Safety Climate</i>
<b>22 October</b>	Susan Mayson and Dr Jan Schapper	<i>Internationalisation of Academic Work and Global Career Mobility: Problems, Perceptions and Implications for Developing Academic Staff Across International Borders</i>
<b>2008</b>		
<b>17 September</b>	Jane Maree Maher, Jo Lindsay and Anne Bardoel, Monash University (joint seminar with Faculty of Arts- School of Political and Social Enquiry)	<i>The Process of Downsizing: Task Performance and Organizational Commitment as Layoff Criteria</i>
<b>14 October</b>	Professor Greg Bamber	<i>Contrasting Management Strategies: An International Study of Airlines’ Management of People</i>

## ACREW Member Meetings

At least four meetings of ACREW members are held each year, to discuss current projects and future plans.

## Research Workshops

ACREW has hosted numerous workshops for ACREW members:

**2006**

### **Meeting and workshop on developing Research Strategy - 25th August 2006**

Graeme Russell (Manager, Business Development, Faculty of Business and Economics) offered an opportunity for ACREW members to work together on identifying research and other opportunities; and then working out strategies and actions to pursue these opportunities. This session was aimed at all ACREW members, but especially those that have received ACREW funding for research projects.

### **Scale Construction and Validation Workshop –29 November 2006**

Presented by: Ross Donohue and Brian Cooper.

Survey researchers typically use multi-item measures or scales to measure complex constructs. This course is a primer on scale construction and validation. At the end of the course you will have acquired knowledge and learnt skills in how to construct and validate a multi-item measure, and how to critique published scales in your field.

### **Writing for Publication workshop**

Presenter: Carla Taines.

ACREW members have been encouraged to participate in the writing workshops. Helen De Cieri has participated in the workshops as an advisor.

**2007**

### **Inaugural Work-Life Research Workshop**

The *Inaugural ACREW Work-Life Research Workshop* was held in Melbourne on Monday, 3 December, 2007. Participants included 12 invited academics from Australian and New Zealand universities. Participants presented their current work-life research papers and received constructive feedback from other participants to enable them to move their research towards publication. In conjunction with the workshop, there is a special issue of *Asia Pacific Journal of Human Resources* focused on Work-Life, co-edited by Anne Bardoel, Jarrod Haar (Waikato U.) and Helen De Cieri.

**2008**

### **ACREW Roundtable**

*Publishing Roundtable: Publishing research in top tier journals*, 19 May 2008

Presenters: Rick Iverson, Simon Fraser University, Canada ; Peter Dowling, Victoria Uni of Wellington, New Zealand; Julian Teicher, Monash University & Helen De Cieri, Monash University

## PROFESSIONAL ACTIVITIES IN 2006-2008

### Editorships/Memberships of Journal Editorial Boards

Year	ACREW Member	Journal Title
2006	Helen De Cieri	<i>Human Resource Management</i> <i>Academy of Management Journal</i> <i>Journal of Management</i> <i>Asia Pacific Journal of Human Resources</i>
	Al Rainnie	<i>New Technology, Work and Employment</i>
	Julian Teicher	<i>Journal of Industrial Relations</i>
	Cherrie Jiuhua Zhu	<u>Ad hoc reviewer:</u> <i>Human Resource Management</i> <i>Journal of International Business Studies</i> <i>Asia Pacific Journal of Human Resources</i> <i>Asia Pacific Business Review</i> <i>International Journal of Human Resource Management</i> <i>International Business Review</i>
2007	Anne Bardoel	<u>Ad hoc Reviewer</u> <i>Community, Work and Family</i> <i>Journal of Organizational Behaviour</i> <i>Journal of Occupational and Organizational Psychology</i> <i>Asia Pacific Journal of Human Resources</i>
	Helen De Cieri	<u>Editorial Board Member</u> <i>Academy of Management Journal</i> <i>Human Resource Management</i> <i>Asia Pacific Journal of Human Resources</i> <i>Journal of Management and Organisation</i> <u>Ad hoc Reviewer</u> <i>International Journal of Human Resource Management</i>
	Michelle Greenwood	<u>Editorial Board Member</u> <i>Journal of Business Ethics</i>
	Kate Hutchings	<u>Associate Editor</u> <i>Asia Pacific Editor, International Journal of Emerging Markets</i> <u>Editorial Board Member</u> <i>Asia Pacific Journal of Human Resources</i> <i>Strategic Change</i> <u>Ad hoc Reviewer</u> <i>Human Resource Management</i> <i>Personnel Review</i>
	Cathy Sheehan	<u>Book Review Editor</u> <i>Asia Pacific Journal of Human Resources</i> <u>Editorial Board Member</u> <i>Journal of Management and Organization</i> (previously named <i>Journal of Australia and New Zealand Academy of Management</i> )
	Julian Teicher	<u>Regional Editor</u> (Asia Pacific Region), <i>Personnel Review</i> <u>Ad hoc Reviewer</u>

*Asia Pacific Business Review*  
*Asia Pacific Journal of human Resources*  
*Australian Journal of Public Administration*  
*International Journal of Employment Relations*  
*International Employment Relations Review*  
*International Journal of Manpower*  
*Journal of Industrial Relations*  
*Labour and Industry*  
*Relations Industrielles*  
Manuscript Reviewer  
*Australian Council of Educational Research*  
*Bureau of Immigration and Population Research*  
*Harper and Row*  
*Oxford University Press*  
*Pearson International*  
*Productivity Commission*

**Cherrie Jiuhua  
Zhu**

Ad hoc reviewer:  
*Human Resource Management*  
*Journal of International Business Studies*  
*Asia Pacific Journal of Human Resources*  
*Asia Pacific Business Review*  
*International Journal of Human Resource Management*  
*International Business Review*

**2008 Greg Bamber**

Editorial Board Member  
*Employee Relations*  
*International Journal of Asian Management*  
*International Journal of Business Studies*  
*International Journal of Employment Studies*  
*International Journal of Human Resource Management*  
*International Journal of Management Reviews*  
*Journal of Cross Cultural Management*  
*Management Case Study Journal*  
*Personnel Review*  
*Society, Business and Organisation: The Alternative Journal of Business in Society*  
*Thunderbird International Business Review*  
*Global Business and Organizational Excellence: A Review of Research & Best Practices*  
Ad hoc Referee:  
*Human Resource Management Journal*

**Anne Bardoel**

Guest Editor (Bardoel, A., Haar, J. & De Cieri, H.), *Asia Pacific Journal of Human Resources*. 46 (3), 2008.  
Ad hoc Referee:  
*Community, Work and Family*  
*Journal of Organizational Behavior*  
*Journal of Occupational and Organizational Psychology*  
*Asia Pacific Journal of Human Resources*

**Donna Buttigieg**

Guest editor:  
*Labor Studies Journal* (due 2009) with Sandra Cockfield, Marjorie Jerrard & Al Rainnie (Leicester University).

**Helen De Cieri**

Editor:  
 Associate Editor, *Human Resource Management*  
 Guest Editor (Bardoel, A., Haar, J. & De Cieri, H.), *Asia Pacific*

*Journal of Human Resources*. 46 (3), 2008.

Editorial Board Member:

*Asia Pacific Journal of Human Resources*  
*Journal of International Business Studies*  
*Journal of Management and Organisation*

Ad hoc reviewer:

*Academy of Management Journal*  
*International Journal of Human Resource Management*  
*Journal of Management Studies*  
*Journal of Organizational Behavior*  
*Monash Business Review*  
*Qualitative Research in Organizations and Management: An International Journal*  
*Thunderbird International Business Review*

**Susan Freeman**

Ad hoc reviewer

*International Business Review*  
*International Marketing Review*  
*International Journal of Nonprofit and Voluntary Sector Marketing*

**Michelle Greenwood**

Editorial Board Member:

*Journal of Business Ethics*

**Kate Hutchings**

Associate Editor:

*Asia Pacific Editor, International Journal of Emerging Markets*

Editorial Board Member:

*International Journal of Commerce and Management*  
*Asia Pacific Journal of Human Resources*

Ad hoc reviewer:

*Thunderbird International Business Review*  
*International Journal of Human Resource Management*  
*Journal of World Business*

**Cathy Sheehan**

Editorial Board Member:

*Asia Pacific Journal of Human Resources*  
*Journal of Management and Organization*

Book Review editor:

*Asia Pacific Journal of Human Resources*

Ad hoc reviewer:

*Journal of Management Studies,*  
*Personnel Review,*  
*The Asia Pacific Journal of Human Resources,*  
*Journal of Management and Organization*

**Cherrie Jiuhua  
Zhu**

Editorial Board:

*Management Research News*

Ad hoc reviewer:

*Human Resource Management*  
*Journal of International Business Studies*  
*Asia Pacific Journal of Human Resources*  
*Asia Pacific Business Review*  
*International Journal of Human Resource Management*  
*International Business Review*

## Keynote Speeches

Year	ACREW Member	Details
2007	<b>Anne Bardoel</b>	<p>Reconciling Work and Family Responsibilities: A Global Perspective <i>Improving Quality of Human Life: A Multidisciplinary Approach on Strategic Relevance for Urban Issues</i>, University of Surabaya (Keynote Speaker) at JW Marriot Hotel Surabaya, Indonesia, September 6, 2007.</p> <p>Work/family trends and work/life issues (Keynote Speaker), An Informed Look Forward: A Workshop On Social And Cultural Trends To Shape A 10 Year Research Plan for the ARRB Group Ltd (Friday, November 16, 2008) 'Ideal workers' and the concept of bias avoidance. Work Life Panel and Keynote speaker, Equal Opportunity Practitioners in Higher Education Australasia (EOPHEA) Conference for Thursday 22nd November 2007.</p>
	<b>Helen De Cieri</b>	'HRM in China' Ernst & Young Global Mobility Institute, Sydney May 29 and Melbourne May 31, 2007
	<b>Cathy Sheehan</b>	'Australian Professionals Living and Working Overseas', presented at the Eighth National Relocation Conference held by the Relocation Network in Sydney, 21 June 2007.
	<b>Marilyn Fenwick</b>	'Better understanding of the expatriate professional', presented at The Relocation Network conference, 1 March.
2008	<b>Anne Bardoel</b>	<p>Tensions for HR: Who takes responsibility for work-life management, <i>Global Summit 2008: Role of Work-Life in Recruitment, Retention, and Development of Top Talent</i> (Keynote Speaker), Shanghai, February 24.</p> <p>Work-life balance issues, organisation productivity/effectiveness in relation to proposed changes. As part of <i>Monash Graduate School of Business Forum</i> 'Forward with Fairness – an analysis of the Rudd government's proposed workplace relations changes and the impact on management and employees, Westin Hotel, Melbourne, October 27.</p>
	<b>Donna Buttigieg</b>	Key note speech at 'Union Mobilization: A Consideration of the Factors Affecting the Willingness of Union Members to Take Industrial Action (Co authors are Stephen Deery and Roderick Iverson), PERA, Ballarat.
	<b>Helen De Cieri</b>	'HR as Strategy Architect: The relationship between HR influence and organisational performance'. Presentation to Institute of Public Administration Victoria (IPAA), IPAA, Melbourne, September 19.

'The strategic role of HR.' Keynote Presentation, Department of Human Services Inaugural HR Professionals Network Conference, Marriott Hotel, March 13.

'Challenges for HR.' Presentation to the Australian Metals and Minerals Association (AMMA) HR Conference, Flemington Event Centre, Melbourne, April 3.

**Helen De Cieri  
& Cathy  
Sheehan**

'The contribution of strategic HR to organizational performance.' Presentation to members of the Australian Senior HR Roundtable, RMIT University, Melbourne, March 22.

**Wendy Smith**

Invited welcome address for Tun Dr Mahathir Mohamed, former Prime Minister of Malaysia, when he spoke at the Seminar Pembangunan Insan 2008, Sydney Myer Asia Centre, Melbourne University, 11 October.

<http://www.kuamuniti.org/spi2008/welcome.html>.

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## Professional Seminars Presented by ACREW Members

**2007** Anne Bardoel ran a master class for PhD Supervisors 'Publication and Co-publication', Thursday August 23

**2008** Greg Bamber, "Contrasting Management Strategies: An International Study of Airlines' Management of People", Centre for Leadership & Organisational Change (CLOC) Teesside Business School, Teesside University, Middlesbrough, UK, 17 September.

Greg Bamber, 'Realising Decent Work In A Globalising World: Dignity Of Work And Dignity At Work', University of the Witwatersrand, Johannesburg, 7 April.

Greg Bamber, 'Contrasting Strategic Choices in the Airline Industry - Deregulation, Management and Smart Work: in a Globalising World', 8 April.

Helen De Cieri & Greg Bamber, Editorial Panel, 8th Annual Pacific Employment Relations Association Conference, University of Ballarat, 22/November

Greg Bamber, Nikom Chandravithun Foundation & Human Resource Institute, Thammasat University, *Up in the Air: How Airlines Can Improve Performance by Engaging their Employees? Management and Employment Relations Strategies in 'Legacy Airlines' and 'New Entrants' to the Airline Industry: Asian Perspectives.* 23 July.

Michelle Greenwood, invited seminar at the Department of Organisation and Management, UNSW, Social performance measurement and the Body Shop: Strategic management or accountability to stakeholders? 18 September

Anne Bardoel attended the Work- Family Research Workshop hosted by the *Center for Families, Work and Well-Being*, University of Guelph, Canada in October, 2008. A number of prominent work-family researchers attended this workshop (e.g. Professors Stephen Poelmans, Academic Director of the International Center of Work and Family, IESE Business School; Professor Jody Heyman, Canada Research Chair in Global Health and Social Policy, McGill University).

Susan Mayson presented a seminar on Research-Led Teaching for the Faculty of Business and Economics Professional Development in Teaching and Learning programme run by Dr Glenda Crosling, Educational Technology Framework.

## Professional Memberships

### 2007

**Anne Bardoel** appointed by the Victorian Government to the Working Families Council in 2007 and 2008.  
President of the Work/Life Association (Vic) in 2007 and 2008.

### 2008

**Greg Bamber** Australian Institute of Management  
Australian Human Resources Institute  
Australian and New Zealand Academy of Management  
Chartered Institute of Personnel and Development, UK  
Chartered Institute of Management, UK  
Academy of Management (USA)  
Australian Institute of Employment Rights  
Association of Industrial Relations Academics of Australia and New Zealand  
British Academy of Management  
British Universities Industrial Relations Association  
Industrial Relations Society (Australia)  
International Industrial Relations Association  
Labor and Employment Relations Association (USA)

**Donna Buttigieg** Academy of Management  
AIRAANZ  
EAWOP

**Helen De Cieri** Member, Steering Group, Ernst & Young Global Mobility Institute.  
Member, Advisory Council, 100% Project  
  
Academy of International Business  
Academy of Management  
Australian Human Resources Institute (Chartered Member)  
Australia and New Zealand Academy of International Business

**Peter Holland** Academic Advisor – Tilde University Press – 2007 +

**Christine Lee** Committee member of the Pacific Employment Relations Association  
Associate member of New Zealand Institute of Management (ANZIM), New Zealand.  
Member of the Higher Education Research and Development Society of Australasia (HERDSA), Australia

**Cathy Sheehan** Member of National Judging Panel for the Australian Human Resource Institute Awards

## Media and Publicity

The following is a list of media activities and promotional events in which ACREW members were involved. Please note this information was not collected for 2006.

Year	ACREW Member	Details
2007	Anne Bardoel	<p><u>Media</u></p> <ul style="list-style-type: none"> <li>•Herald Sun, Praise for putting his kids in the premier position (Steve Bracks), July 28, p.7</li> <li>•Herald Sun, Invited Opinion Piece, Married to your work, August 13.</li> </ul> <p><u>Expert Radio Commentary</u></p> <ul style="list-style-type: none"> <li>•ABC Derek Guille, Evening Program (March 6). Discussion on Relationship Australia Report Unexpected Tragedy.</li> <li>•Radio 2UE Sydney hosted by Prue Macsween Discussion on workaholism (May 5, 2007).</li> <li>•ABC Mid North Coast Morning program Discussion on Family friendly workplaces (October 15, 2007).</li> </ul>
	Peter Holland	<p><u>Media</u></p> <p>ACREW-funded research being conducted by Julian Teicher, Peter Holland, Amanda Pyman and Brian Cooper was recently covered in the media (see links below).</p> <p><a href="http://www.theaustralian.news.com.au/story/0,25197,22802624-36418,00.html">http://www.theaustralian.news.com.au/story/0,25197,22802624-36418,00.html</a></p> <p><a href="http://news.theage.com.au/lowpaid-workers-unhappy-on-awas-study/20071122-1c4q.html">http://news.theage.com.au/lowpaid-workers-unhappy-on-awas-study/20071122-1c4q.html</a></p> <p><a href="http://www.news.com.au/dailytelegraph/story/0,22049,2280624-5006505,00.html">http://www.news.com.au/dailytelegraph/story/0,22049,2280624-5006505,00.html</a></p>
	Julian Teicher	<p><u>Selected Media:</u></p> <p>Out of the Shadows', Business Review Weekly, p.54, 13-19 September.</p> <p>'For some, it pays to heed the call of the public sector', The Age, Friday, p.10, 7 September.</p> <p>State Wide Drive Time Show; Kathy Weston, Nurses Dispute (pre recorded for 5.30 pm time slot), 23 October.</p>
2008	Anne Bardoel	<p><u>Media:</u></p> <p>Bardoel, E.A. Policy to match demographics, <i>The Age</i>, November.</p>

Year	ACREW Member	Details
	<b>Kate Hutchings</b>	<u>Media:</u> 2008 November "Different Colored Collars in the Workplace" South China Morning Post 2008 June "Global Business Executives" In the Black (CPA magazine)
	<b>Wendy Smith</b>	<u>Media:</u> Interviewed by Jim Middleton for ABC TV Australia Network's "Newshour" on the coming Malaysian 12 <sup>th</sup> General Election, 6 March.

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## ADDITIONAL SUPPORTING MATERIAL: ACREW ADVISORY BOARD

The ACREW Advisory Board was established in 2007 in order to engage with members of the community who are widely recognised in their fields of expertise, and who are willing to assist ACREW in its strategies.

The purpose of the Advisory Board is to:

- Provide advice of strategic matters;
- Facilitate links with the wider community for research, teaching, and/or commercial activities; and
- Consider and report on any matter referred to it

The ACREW Advisory Board meets at least 4 times each year and a Monash portal, with restricted access, has been established to facilitate communication.

The Board has been highly active and has worked to develop ACREW's strategic direction. Noteworthy actions to date include that we have conducted a stakeholder analysis and developed a three-year plan for ACREW and an operational plan for 2009.

The ACREW Advisory Board in 2008 comprised:

- Professor Helen De Cieri, Department of Management - Director, ACREW
- A/Professor Anne Bardoel, Department of Management – Deputy Director, ACREW
- Dr Peter Holland, Department of Management – Deputy Director, ACREW
- Ms Michelle Bissett, Industrial Officer, ACTU, Melbourne (replacing Mr Chris Walton, ACTU)
- Professor Peter Dowling, International Business, School of Marketing and International Business, Victoria University of Wellington, New Zealand
- Ms Frances Feenstra, Director, People Measures Pty Ltd
- Professor Rick Iverson, Management and Organizational Studies, Simon Fraser University, Canada
- Mr Chris Meallin, Manager, Employee Relations Development, GM Holden Ltd
- Ms Leonie Morgan, Manager Projects, Office for the Community Sector, Department of Planning and Community Development.

## SIGNATURE OF DIRECTOR OF UNIT/CENTRE



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**Date: 19/5/09**