

## DEPARTMENT OF MANAGEMENT

### RESEARCH COMMITTEE

#### 2004 REVIEW OF RESEARCH UNITS AND CENTRES

##### 1. NAME OF RESEARCH UNIT/CENTRE

**ACREW – Australian Centre for Research in Employment and Work**

##### 4. ACADEMIC STAFF WHO CONTRIBUTE TO RESEARCH UNIT/CENTRE

Name, position, department.

Associate Professor Anne Bardoel  
Associate Professor Rowena Barrett, Director Family and Small Business Research Unit (FSBRU),  
Dr Donna Buttigieg, Senior Lecturer  
Gemma Clissold, Assistant Lecturer  
Sandra Cockfield, Lecturer  
Richard Cooney, Lecturer  
Associate Professor Helen De Cieri, Director ACREW, Member International Business Research Unit  
Dr Marilyn Fenwick, Senior Lecturer. Member International Business Research Unit  
Dr. Susan Freeman, Lecturer, Director HDR Coordinator Master Philosophy (Prelim), Member: IBRU,  
ASCMRU Executive member: ASCMRU, Asian Business and Economic Research Unit: East Asia Coordinator  
Michelle Greenwood, Lecturer A  
Dr. Glennis Hanley, Lecturer, Undergraduate Advisor, B.Comm Co ordinator.  
Peter Holland, Senior Lecturer  
Loretta Inglis, Lecturer, Leadership Unit  
Marjorie Jerrard, Lecturer, Management  
Dr. Andrea Kirk-Brown, Senior Lecturer  
Dr Christine Lee, Assistant Lecturer, Member of Tourism Research Unit & International Business Unit  
Dr Susan Mayson, Lecturer, Member Family and Small Business Research Unit (FSBRU).  
Tui McKeown, Lecturer  
Jeff McLean, Senior Lecturer,  
Amanda Pyman, Research Fellow,  
Dr. Ramanie Samaratunge, Lecturer  
Jan Schapper, Lecturer  
Dr Wendy Smith, Senior Lecturer, Member International Business Research Unit  
Dr RFI Smith, Coordinator, Senior Lecturer  
Professor Julian Teicher, Head of Department  
Wendy Webber, Lecturer  
Assoc Prof Dr Cherrie Jiuahua Zhu, Director, China Research Program, Asian Business & Economics Research Unit (ABERU), Faculty of Business and Economics. Member International Business Research Unit

**5. EXTERNAL RESEARCH FUNDING IN 2004**

List all external funding received in **2004** which is **relevant** to this centre/unit.

<b>Grant/Project Title</b>	<b>Chief Investigators</b>	<b>Years Awarded</b>	<b>Amount</b>	<b>Funding Source</b>
Labour Market Equity for Women in the Victorian Public Sector	D Buttigieg and P Gahan (Deakin)	1994	\$12550	Office of Public Employment
Australian Tax office	Peter Holland/Julian Teicher	2004	\$10000	ATO
The Social and Business Implications of Extending China's Social Security System	Nyland, Smyth, Zhu, Ramia & Davis	2004	\$133,607	ARC Linkage Grant (2005-07)
Business Social Protection Behaviour in Shanghai	Nyland, Smyth and Zhu	2003	\$112,000	ARC Linkage Grant (2004-06)

## 6. INTERNAL UNIVERSITY RESEARCH FUNDING IN 2004

List all internal funding received in **2004** which is **relevant** to this centre/unit, eg Faculty Research Grants, Monash Small Grants, Monash Research Fund, Departmental Research Grants, ACREW Research Grants.

Grant/Project Title	Chief Investigators	Years Awarded	Amount	Funding Source
Work-Life Research Program.	Bardoel, E.A.; De Cieri,H.; Kirk-Brown, A.; Mayson,S.	2004	\$17,030	ACREW Research Grant
Key Performance Indicators of Work/Life Strategies.	Bardoel, E.A.; De Cieri,H.; Kirk-Brown, A.; Mayson,S.	2004	\$11,000	Faculty of Business and Economics New Research Area Grant
Developing a framework for global work-life management strategies.	De Cieri, H. & Bardoel, E.A.	2004	\$14,000	Faculty of Business and Economics Grant
A Pilot Study of the Work-Family Interface: The Australian Perspective.	Bardoel, E.A.	2004	\$9891.20	Department of Management Research Grant
From Exclusion to Aggression: A Pilot Study of Victims' Experiences of workplace Bullying	Bryant, Buttigieg and Hanley	2004-5	\$12,000	Faculty Research grant
Preparation of publication from community and Unions conference	Buttigieg, Cockfield, Cooney, Jerrard, Rainnie	2004	\$10,077.60	Faculty Support Grant
Horizontal and vertical Mapping: implications for Organising	Buttigieg	2004-5	\$10,000	Faculty Support Grant
Community and Unions: mutually beneficial links?	Buttigieg, Cockfield, Cooney, Jerrard, Rainnie	2004-5	\$10,410	ACREW
Faculty research support grant	Buttigieg, D., Cockfield, S., Jerrard, M., Cooney, R.	2004		Faculty of BusEco
ACREW Research and Administrative Support & Equipment.	De Cieri, H. (on behalf of ACREW)	2004	\$27,000	Faculty of Business and Economics Research Support Grant, Monash University
Strategic HRM: what makes it work in Australian organisations?	Sheehan, C., Holland, P. & De Cieri, H.	2004	\$10,000	Faculty of Business and Economics Research Grant, Monash University
Global mobility management: developing a strategic framework in uncertain times.	De Cieri, H. & Fenwick, M.	2004	\$20,792	Monash Institute for the Study of Global Movements

Employee Voice and Voicelessness: Representation, Participation and Influence in the Australian Workplace.	Teicher, J. & De Cieri, H.	2004	\$5000	Faculty of Business and Economics Grant, Monash University, support grant for development of NCG application
'Benchmarking Diversity Practices in multinational organisations operating in the Asia Pacific region'	Sohal, A. & Fenwick, M.	2004-2005	\$8313	ACREW
'Will you still need me, will you still feed me, when I'm 64?'	McKeown, T., Hanley, G.	2004-05	\$9772	ACREW
'Preparation of monograph based on conference proceedings'	Buttigieg, D., Cockfield, S., Cooney, R., <u>Jerrard, M.</u>	2004	\$10,077.60	Faculty Research Support Grant Scheme
'Community and Unions Conference 2004'	Buttigieg, D., Cockfield, S., Cooney, R., Jerrard, M. Rainnie, A.	2004	\$3000	Department of Management
Academics' perceptions of the challenges and opportunities of working in an internationalised context: An exploratory study across departments in the Faculty of Business and Economics	Schapper, J., Mayson, S	2005 - 2006	\$13,000	Faculty of Business and Economics Faculty Grant round 1 2005 (This grant was applied for and awarded in 2004. the project started in March 2005.
Work/Life Research Program & KPI Project	Bardoel, De Cieri, Mayson	2004	\$18,000	ACREW seed funding
Getting and keeping good staff: An analysis of human resource management 'problems' in small firms <b>This is a FSBRU grant but I would like some acknowledgement to ACREW</b>	Barrett and Mayson	2004	\$10,884	CPA Small Business Grants
An analysis of human resource management 'problems' in small firms <b>This is a FSBRU grant but I would like some acknowledgement to ACREW</b>	Barrett and Mayson	2004	\$13,885	Faculty of Business and Economics Matching Funds Grant
Psychological Contract research	Ross Donohue, Jeff McLean	2004/5	\$10,000	ACREW Research Grants
Academics' perceptions of the challenges and opportunities of working in an internationalised context: An exploratory study across departments in the Faculty of Business and Economics	Schapper, J., Mayson, S.	2005 - 2006	\$13,000	Faculty of Business and Economics Faculty Grant round 1 2005 (This grant was applied for and awarded in 2004. the project started in March 2005.
"Global Tertiary Education – the Impact of Monash Alumni on Malaysian National Development"	Smith, W	2004-2005	\$54,838	Monash Institute for the Study of Global Movements
"Varieties of Global Religious Organization"	Smith, W., Bouma, G.	2004-2005	\$36,441	Monash Institute for the Study of Global Movements

Employee Attitudes to Worker Representation and Union-Management Relations in Australia	Holland P., Teicher, J.	2004	\$14,000.00	Faculty of Business and Economics, Monash University, Research Grant
The Extent and Management Implications of e-Government Initiatives in the Australian Public Sector	McKeown, T., Teicher, J.	2004	\$15,500.00	Department of Management Research Grant
The changing role of HRM in transitional economies: Evidence from China	Zhu, C	2004	\$14,000	Faculty Research Grant (2005 round 1)
For submitting an ARC Linkage application in April 2004	Nyland, Smyth, Zhu, Ramia & Davis	2004	\$15,000	Faculty of Business and Economics, Dept. of Economics
Occupational Health and Safety and labour management in China	Zhu, C.	2004	\$7000	Faculty of Business and Economics Research Support Grant
Editing costs for Zhu's research book on "HRM in China"	Zhu, C.	2004	\$4000	Faculty Research Support Grants
Perceptions of Subjective Well-being and Support for Market Reform Among China's Urban Population.	Nyland, Smyth, Zhu	2004	\$14,000	Faculty Research Grant
Global Markets, Human Mobility and Social Protection (one third of this grant focuses on migration, social protection and their impact on HRM in China)	Nyland, Smyth, Zhu	2003	\$133,333	Monash Institute for the Study of Global Movements (2003-04)
FRSG - The Relationships of Work for Organisations Using Contractors	Tui McKeown & Glennis Hanley	2004	\$15,500	Faculty of Business and Economics
Rapidly internationalizing small firms: how do they do it?	S. Freeman	2003	\$13,000	Faculty Research Grant Round 1
An exploration of turbulent and transitional markets: Eastern European and Western markets	S Freeman	2004	\$13,172	International Business Research Unit, dept of Management Grant
Supply chain success of small to medium-sized Victorian exporters.	Q. Alam, S. Freeman	2004	\$7112	Dept of Management Grant
Marketing survey for post-grad diploma of law practice, skills and ethics	S Freeman	2004	\$2700	Faculty of Law
Australia's 'tru exports' to Central Europe and the CIS	S Freeman	2005	\$9004	Faculty Research Support Grant
Strategic management of supply chain approaches by Australian small to medium-sized exporters in the Australian wine industry	S Freeman	2005	\$12,000	Faculty Research Grant
Barriers to foreign market entry for professional service firms in newly emerging markets	S Freeman, D. Cray	2005	\$28,392	Institute for Global Movements

## 7. PUBLICATIONS

List all **relevant** DEST-category publications in **2004**. Do not include papers which are submitted and have not yet been accepted for publication.

### Authoried Research Books (A1)

- Zhu, C. J. (2005) *Human Resource Management in China: Past, current and future HR practices in industrial sector (285 pages)*. London and New York: Routledge Curzon.
- Russell Smyth, On Kit Tam, Malcolm Warner and Cherrie J. Zhu (Eds) (2005). *China's Business Reforms: Institutional Challenges in a Globalised Economy* London and New York: RoutledgeCurzon.

### Book Chapters (B1)

- Bardoel, E.A. (2005). 'Work-life and HRD' in P. Holland, & H. De Cieri (eds.), *Contemporary Issues in Human Resource Development: An Australian Perspective* (Acceptance date June 30, 2005).
- Dowling, P.J. & De Cieri, H. 2004, in press. Convergence and divergence: Central concepts in strategic human resource management and marketing in an international context. In Festing, M, Martin, A., Mayrhofer, W., Nienhüser, W. (Hrsg.) *Personaltheorie als Beitrag zur Theorie der Unternehmung*, München/Mering: Hampp Verlag. Accepted November 2003.
- Webber, W: "Triple Bottom Line: A Review of the Literature" in Henriques, A., & Richardson, J (2004) *The Triple Bottom Line: does it all add up? Assessing the sustainability of business and CSR* Earthscan, London, UK1-84407-016-6

### Refereed Journal Articles (C1)

- Bardoel, E.A. (2004). Success to the successful: The use of systems thinking tools in OB, *Organization Management Journal*, 1, 2, 1-12.
- Bardoel, E.A. (2003). The provision of formal and informal work-family practices: The relative importance of institutional and resource dependent versus managerial explanations, *Women in Management Review*, 18, 1, 7-19.
- Fenwick, M. & De Cieri, H. 2004. Interorganizational network participation: Implications for global career management. *Journal of Management Development*, 23 (9): 798-817.
- Fenwick, M. 2004. On international assignment: Is expatriation the only way to go? *Asia Pacific Journal of Human Resource Management*, 42 (3): 365-377.
- Freeman, S. and Browne, E. (2004) 'The influence of national culture on dissolution communication strategies in Western versus Asian business relationships: A theoretical model', *Supply Chain Management: An International Journal*, Vol.9, No. 2. pp.169-182.
- Greenwood, M. R., & Simmons, J. 2004. A stakeholder approach to ethical human resource management. *Business & Professional Ethics Journal*, 23(4).
- Carton, P., Gannon, M., Jerrard, M., & Shah, K. (2005 forthcoming) Matching the training program to the call centre model for best practice, *International Employment Relations Review*
- Jerrard, M.A., & Chang, T.Y. (2003). A case study of how technology and trust enable the projectized team-based organization. In L.A. Joia (Ed.), *IT-Based Management: Challenges and Solutions* (pp.111-129). Hersey, PA: Idea Group Publishing.
- Jerrard, M.A. (2004). Union renewal: New Zealand meat industry unions under the Employment Relations Act 2000. In M. Barry & M. Brosnan (Eds.). *Proceedings of the 18th AIRAANZ Conference, Vol. 1*, 263-272. February 3-6. Brisbane: Griffith University.
- Kirk-Brown, A. and Wallace, D. (2004) Predicting burnout and job satisfaction in workplace counselors: the influence of role stressors, job challenge, and organisational knowledge, *Journal of Employment Counseling*, 41 (1) : 29-38.

- Lee, C. and Spisto, M. International travel, illnesses and the global employee. *Employment Relations Record* Vol 4 No 1, 2004 – accepted for publication.
- Schapper, J and Mayson S. 2004. ‘Taylorisation of academic work: a case study of internationalisation’, *Journal of Higher Education Policy and Management* 26 (2): 189 – 205.
- Smith, W. and Asma A. (2004) “HRM Changes in Malaysia after the Asian Financial Crisis” in *Asia Pacific Business Review* (Vol. 10 nos. 3-4, pp.402-421)
- As-Saber, S., Holland, P. & Teicher, J. (2004) ‘Call Centres in India: An Eclectic Phenomenon in Global Human Resource Management’, *Labour and Industry*, vol.14(3), April, pp. 39-57
- Smith, RFI, Anderson, E. & Teicher, J. (2004) “Toward Public Value?” Symposium Introduction, *Australian Journal of Public Administration* 63 (4): 14-15 December, pp. 14-15
- Nyland, C.; Smyth, R. and Zhu, C. J. (2005) “Globalisation and Occupational Health and Safety Regulation in China” in Russell Smyth, On Kit Tam, Malcolm Warner and Cherrie Zhu (Eds) *China’s Business Reforms: Institutional Challenges in a Globalised Economy: pp 177-198*. London and New York: RoutledgeCurzon.
- Smyth, R.; Tam, O. K.; Warner, M. and Zhu, C. J. (2005). “Institutional Challenges for China’s Business Reforms in a Globalised Economy” in Russell Smyth, On Kit Tam, Malcolm Warner and Cherrie Zhu (Eds) *China’s Business Reforms: Institutional Challenges in a Globalised Economy: pp1-10*. London and New York: RoutledgeCurzon
- Zhu, C. J.; Nyland, C. and Cooper, B. (2005) “Employee Perceptions of Social Protection Reform in Shanghai: Diversity across Ownership Forms and Occupations”. in Russell Smyth, On Kit Tam, Malcolm Warner and Cherrie Zhu (Eds) *China’s Business Reforms: Institutional Challenges in a Globalised Economy: pp 139-156*. London and New York: RoutledgeCurzon
- Zhu, C. J., Cooper, B., De Cieri, H. & Dowling, P. J. (2005). The problematic role of a strategic approach to human resource management in industrial enterprises in China. *The International Journal of Human Resource Management*, 16 (4): 517-535.
- Zhu, C. J. & Nyland C. (2005) “Marketization, globalization and social protection reform in China: Implications for the global social protection debate and foreign investors”. *Thunderbird International Business Review*, 47 (1): 49-73.
- Zhu, C. J. & Nyland, C. (2004) “Globalization and social protection reform: Emerging HRM issues in China”, *The International Journal of Human Resource Management*, 15 (4) and 15 (5): 853-877.

#### **Refereed Conference Papers (E1)**

- Bardoel, E.A. (2004). The case for flexible work options and the “on-demand” professional, *Proceedings of the Australian and New Zealand Association of Management Educators Conference (ANZAM)*, CD Rom.
- Bardoel, E.A. (2003). Building a global work/life strategy, *International Conference on Families Facing up to Global Challenges: Building Resilient Families and Caring Communities Proceedings*, Kuala Lumpur, June 23-26, CD Rom.
- Clissold, G. 2004, Understanding safety performance using safety climate and psychological climate, *Proceedings of the Australian and New Zealand Academy of Management (ANZAM) Conference*, Dunedin, New Zealand, Dec., ISBN 0-473-08309-4.
- Pettit, T., Donohue, R., & De Cieri, H. 2004. Triadic employment relationships: An exploratory study of expectations within contract employment. In G.Elkin (Ed.) *People First - Serving our Stakeholders*. Proceedings of the 18th ANZAM Conference, Dunedin, New Zealand, December 8-11.
- Browne, E., Freeman, S. & Edwards, R. (2004) ‘Managing dissolution in Chinese-German buyer-seller

relationships', ANZAM Annual Conference, New Zealand, December 2004 (Accepted). E1

- Sandwell, M. and Freeman, S. (2004) 'The process of foreign market entry for professional service firms: A case study of an Australian law firm in a newly emerging market', Industrial Marketing and Purchasing (IMP) 2004 Conference Proceedings, Copenhagen, Denmark, September 2-4, 2004, CD, pp. 1-28. E1
- Freeman, S., Young, L. & Lim, C. (2004) 'Business-to Business Relationships in Chinese Contexts: Conceptualising the interconnections of key *Guanxi* constructs', EMAC Annual Conference, Murcia, Spain, 2004, CD, PP. 1-9. E1
- Greenwood M. (2004). 'Social auditing at The Body Shop Australia: Using AA1000 in Australia' *ISBEE Third World Congress 14-17 July 2004* University of Melbourne, Australia
- Inglis, Loretta. 2004. The importance of context in understanding leadership in nonprofit organizations. In Proceedings of the 18<sup>th</sup> Conference of the Australian New Zealand Academy of Management. Dunedin, New Zealand, December 8-11.
- Inglis, Loretta. 2004. Who really matters? Stakeholders in nonprofit organisations. In Proceedings of the Australian and New Zealand Third Sector Research conference, 2004, Brisbane, Australia. November 24-26.
- Inglis, Loretta. 2004. Alternatives to the "Heroic" Leader: An investigation of distributed leadership in nonprofit organisations. In the Proceedings of the British Academy of Management, 2004, St Andrews, Scotland, August 30 – September 1.
- Minahan, Stella and Inglis, Loretta. 2003/4. Managing Diverse Stakeholders in Victorian Community Organizations. In Proceedings of the Managing Diversity Conference 2003, City of Darebin, Melbourne, Australia, October 1-3.
- McKeown, T. (2004) Supporting the Non-standard Worker: Who Do They Turn To and Why?- AIRAANZ 2004
- McKeown & Hanley, 2004 'Relationships of Work: Retaining and Sustaining the Contract Worker, ANZ Dunedin, NZ December
- Hanley and Rogers 2004 "It's a Whole New Ball Game: Industrial Relations in Australian Sport" AIRAANZ, Noosa, February.
- Shah, K. (45%), Jerrard, M. (45%) & Holland, P. (10%) (2004) Searching for Best Practice Training Programs in Indian Call Centres: A Pilot Study, Paper presented at the annual ANZAM Conference, University of Otago, Dunedin, New Zealand, 8 December - 11 December 2004.
- Van Dijk, P. and Kirk-Brown, A. (2004). It can be exhausting being someone else: An Evaluation of Emotional Labor and Emotional Dissonance in the Service Experience, a refereed, full text paper accepted for the 18<sup>th</sup> ANZAM Conference, Dunedin, New Zealand, December 2004.
- Van Dijk, P. and Kirk-Brown, A. (2004) A model of the moderating Influence of emotional intelligence on the relationship between emotional labor, burnout and the service experience, a refereed, full text paper accepted for the *CAUTHE 2004: Creating Tourism Knowledge Conference*, Brisbane, Australia, February, 2004.
- Mayson, S., & Barrett, R. 'Paid maternity leave in small firms and large firms: Some background thoughts, issues and concerns. *A paper accepted for the 18<sup>th</sup> Annual Conference of the Australian and New Zealand Academy of Management\_8-11 December 2004*
- Barrett, R., & Mayson, S 'What are the problems? HRM in small firms', *A paper accepted for the 17<sup>th</sup> annual Small Enterprise Association of Australia and New Zealand\_Conference, 26-29 September*

2004. with FSBRU

- Powell, L. Mayson, S., & DeLange, P. (2004). Experiential Learning: Evaluating the Experiences of Accounting Students. *AFAANZ Annual Conference*, July.
- Shao, S. J.; Nyland, C. & Zhu, C. J. (2004) The application of tripartism in China in its transition toward a market economy – NTCC case study. Paper presented at the ANZIBA 2004 Conference, 5-6 November 2004, Canberra, Australia
- Smyth R.; Nielsen, I., Nyland, C. & Zhu, C. J. (2004) Marketization and perceptions of social protection in China's cities. Paper presented at the ANZIBA 2004 Conference, 5-6 November 2004, Canberra, Australia.
- Smyth R.; Nyland, C. & Zhu, C. J. (2004) What determines the extent to which employers will comply with their social security obligations? Evidence from Chinese firm level data. Paper presented at the ANZIBA 2004 Conference, 5-6 November 2004, Canberra, Australia. Submitted to *Journal of Social Policy*, under review.
- Nielsen, I., Nyland, C., Smyth, R., Zhang, M. & Zhu, C. J (2004) Which rural migrants receive social insurance in Chinese cities? Evidence from Jiangsu survey data. Paper presented at the Ninth International Metropolis Conference, 27 Sept.- 1<sup>st</sup> Oct. 2004, Geneva, Switzerland. Submitted to *Global Social Policy*, under review.
- Zhu, C. J., Cooper, B., De Cieri, H. & Dowling, P. (2004) "The human resource management role in transition: Evidence from industrial enterprises in China". Paper presented to the Academy of Management Annual Meeting at New Orleans, Aug. 6-10, 2004. Working Paper 05/04, Department of Management, Monash University
- Zhang, R.; Zhu, C. J.; Nyland, C. & Smyth, R. (2004) 'A comparative study of the Australian and United Kingdom pension systems with implications for China'. Paper presented at the 5<sup>th</sup> International Conference on Management, 3-5 May 2004, Macao, China. Published in S. W. Cheng (Ed.) *Management Sciences and Global Strategies in the 21<sup>st</sup> Century*. pp.1573-1586. Macao: Macao University of Science & Technology Press.

#### **Non - Refereed Conference Papers**

- Mayson, S., Holland P. & Pyman A. 'The impact of information and communications technologies (ICTs) on organisational systems: Evidence from a case study of virtual HRM in the Australian finance industry', A paper accepted and presented at the *Work, Employment and Society Conference*, Manchester September 2004.
- Powell, L. Mayson S., & DeLange, P. (2004). Experiential Learning: Evaluating the Experiences of Accounting Students. *AFAANZ Annual Conference*, July.
- Pyman, A. (2004) "Union Rights of Entry: The New Contested Terrain", 18<sup>th</sup> AIRAANZ Conference – New Economies, New Industrial Relations, Refereed Proceedings, M. Barry & P. Brosnan (eds.), ISBN: 909291 90 X, pp. 421-429.
- Pyman, A., Holland, P. & Teicher, J. (2004) "Trade Union Strategies in a Sophisticated Human Resource Management Environment", 18<sup>th</sup> AIRAANZ Conference – New Economies, New Industrial Relations, Refereed Proceedings, M. Barry & P. Brosnan (eds.), February, ISBN: 0 909291 90 X, pp. 430-438.
- Pyman, A. (2004) 'Individualism and collectivism: Competition or coexistence?' *Industrial Relations and Management Letter*, 21(15), 8<sup>th</sup> November: pp. 3-5.
- Holland, P. & Pyman, A. 'Changing the Face of Training and Development', *Human Capital*, Issue 2.5, pp. 27-29.
- Chin, D. and Smith, W. (2004) Servant Leadership in Organizations: The Case of Australia" *Third ISBEE World Congress*, Melbourne, Victoria, Australia, July 14-17, 2004. (full paper)

- Smith, W. A. (2004) "Industrial Production Technologies and Culture in a Malaysian Workplace: When Japanese management software encounters Islam" in Marika Vicziany (ed.), "Cultures and Technologies in Asia: the paradigm shifts (Proceedings of the conference held on 9-13 February 2004 in Mumbai", Maharashtra State, India, Monash Asia Institute, 2004, ISBN 1876924 31 4 , Monash University Press.
- Pyman, A., Holland, P. & Teicher, J. (2004) 'Trade Union Strategies in a Sophisticated Human Resource Management Environment', in M. Barry & P. Brosnan eds., *New Economies: New Industrial Relations, Proceedings of the 18<sup>th</sup> AIRAANZ Conference*, 3-6 February, Noosa, QLD, vol. 1, pp. 430-438
- As-Saber, S., Holland, P. & Teicher, J. (2004) 'Managing call centres in India: An international business perspective', to be presented at *First Annual Conference of the Monash Asia Institute*, Conference Proceedings, Monash University Press, CD ROM 9-13 February, Mumbai ISBN 1 876924 31 4.
- Anderson, E., Smith, R & Teicher, J. eds., (2004) *Toward Public Management? Management and Employment for Outcomes*, Department of Management, Monash University, Proceedings CD-ROM
- Anderson, E., Leech, B. & Teicher, J. (2004) 'Performance Management in the Australian Service', in Anderson, E., Smith, R & Teicher, J. eds., *Toward Public Management? Management and Employment for Outcomes*, Department of Management, Monash University, Proceedings CD-ROM
- Pillay, S & Teicher, J. (2004) 'ICT – Social Control through E.mail: An Australian Experience, in Anderson, E., Smith, R & Teicher, J. eds., *Toward Public Management? Management and Employment for Outcomes*, Department of Management, Monash University, Proceedings CD-ROM
- Carton, P. (10%), Shah, K. (30%), Jerrard, M. (50%) & Gannon, M. (10%) (2004) *Towards best practice training programs for call centres: A practitioner's perspective*, paper presented at the 2nd National Call Centre Conference, Institute of Regional Studies, Monash University, Gippsland Campus, 19-20 August.
- Jerrard, M.A. (2004) *Developing and Using the Case Study Method as Assessment in Employment Relations*, paper presented at the 4th IERA Teaching & Learning Conference, University of Ballarat, 23-25 November.

#### **Other (Non-DEST)**

- Bardoel, E.A. (2004). Review of Barbara Pocock's book "The Work/Life Collision", *Journal of Industrial Relations*, 46, 2, 243-246.
- Zhu, C.J., Cooper, B. De Cieri, H. & Dowling, P.J. 2004. *Does human resource management play a strategic role in industrial enterprises in China?* Poster presentation in the International Management Division, Academy of Management Annual Meetings, New Orleans, LA.

## 8. HIGHER DEGREE BY RESEARCH (HDR) STUDENTS

List the names of all HDR students supervised in 2004 and/or currently being supervised by you in some capacity and undertaking a project that falls within the work of ACREW. If you are one of these HDR students, please provide your own details.

Student Name	Course	Department	Supervisors in Research Unit
Abdulmajeed Alhussein	PhD	Management	Wendy Smith (main) Amrik Sohal
Alan McWilliams	PhD	Management	J. Teicher
Alice Hsu	PhD	Management	Wendy Smith (joint 50%) Charmine Hartel (Deakin Uni)
Andrea Howell	PhD	Management	Andrea Kirk-Brown
Anne Hammond	DBA	Management	Andrea Kirk-Brown James Sarros
Brett Leech	PhD	Management	J. Teicher
Bruce Thomson	PhD	Management	Wendy Smith (main) Gary Bouma (Faculty of Arts)
Chanika (Amy) Suksaard	PhD	Management	Wendy Smith (joint 50%) Ron Edwards
Chris Eckert	PhD	Management	De Cieri, H.
Courtney Clowes	PhD	Management	J. Teicher & T. Mckeown
Danny Evans	PhD	Management	Sandra Cockfield
David Bennett	PhD	Management	Donna Buttigieg, Sandra Cockfield
David Chin	PhD	Management	Wendy Smith (main) James Sarros
E. Merlot	PhD	Management	M. Fenwick & H. De Cieri
Edwin Yu	DBA	Management	Joint supervision (half and half) between C J Zhu and C. Nyland (ACREW & IBRU)
Elizabeth Merlot	PhD	Management	M. Fenwick (PS) & H. De Cieri (AS)
Endang Soesilowati	PhD	Management and Women's Studies (Faculty of Arts)	Wendy Smith (joint 50%) Denise Cuthbert
Gemma Clissold	PhD	Management	Buttigieg and DeCieri
Jacqui Abbott	PhD	Management	De Cieri, H. & M. Fenwick
Jan Schapper	PhD	Management	De Cieri, H. (with J. Wolfram- Cox)
Jane Menzies	PhD	Management	De Cieri, H.
Jie Liu	PhD	Management	Richard Cooney Donna Buttegeig
Kelly Fisher	DBA	Management	Wendy Smith (main) James Sarros
Kishore Krishnamoorthy	PhD	Management	Sandra Cockfield
Lucy Kim	PhD	Management	Susan Mayson and Cherrie Zhu
Marie Mikic-Little	PhD	Management	Andrea Kirk-Brown
Marjorie Jerrard	PhD	Management	Rowena Barrett
Melissa Giles	D.Psych	Psychology	A/Prof Anne Bardoel
Michelle Greenwood	PhD	Management	De Cieri, H. (with E. Prior- Johnson)
Mona White	PhD	Management	Wendy Smith (main), Max King

Pieter Van Dijk	PhD	Management	Andrea Kirk-Brown
Robyn Cochrane	Hons	Management	Tui McKeown
Ross Blakie	Masters	Management	Richard Cooney
Ruby Ranjan	PhD	Management	Susan Mayson
Sachiko Minamitani	PhD	Management	M. Fenwick (H. De Cieri as associate post March 05)
Sally Howell	Hons	Management	Buttigieg
Sijun Shao	PhD	Management	Joint supervision (half and half) between C J Zhu and C. Nyland (ACREW & IBRU)
Sofia Sofi	Hons	Management	Tui McKeown
Stella Matrakis	Hons	Management	Tui McKeown
Trisha Pettit	PhD	Management	H. De Cieri & R. Donohue
Wendy Webber	PhD	Management	Buttigieg and DeCieri
Yvonne McNulty	PhD (external)	Management	M. Fenwick (H. De Cieri as associate post March 05)

**9. HIGHER DEGREE BY RESEARCH (HDR) COMPLETIONS**

List the names of all HDR students you supervised who have completed a higher degree by research relevant to ACREW in 2004. If you were one of these HDR students, please provide your own details.

<b>Student Name</b>	<b>Course</b>	<b>Year Awarded</b>	<b>Department</b>	<b>Supervisors in Research Unit</b>
Sally Howell	Hons	Completed in 2004	management	buttigieg
Andrea Howell	PhD	2004	Management	Andrea Kirk-Brown
Amanda Pyman	PhD	2004	Management	Julian Teicher & Glennis Hanley
Robyn Cochrane	Hons	2005	Management	Tui McKeown
Stella Matrakis	Hons	2005	Management	Tui McKeown
Sofia Sofi	Hons	2005	Management	Tui McKeown

## 10. EVENTS AND ACTIVITIES RUN BY ACREW (EG SEMINARS, WORKSHOPS)

Please add any events and activities you have conducted relevant to ACREW in 2004.

Thursday, 3rd June, 2004 - 9.30 am to 11.00 am

Caulfield Campus

Topic: Expatriate Return on Investment

Speaker: Yvonne McNulty (B.Bus. [Hons]) presented the paper co-authored with Professor Phyllis Tharenou. This was awarded 'Best Paper International Management Division' at this year's Academy of Management annual meeting. Yvonne is an external Department of Management PhD student, visiting the Department as part of the residential component of the program.

Friday October 15, 2004 12 noon to 1.30pm

Caulfield campus

Topic: Facilitators of, and Impediments to, Knowledge Sharing in Russia and China

Speaker: Dr Kate Hutchings, Queensland of Technology

Wednesday November 17, 2004, 12noon – 2pm

in conjunction with the Work/Life Association (Chaired by A. Bardeel)

*Roundtable*

Monash University, level 7, 30 Collins Street, Melbourne

Topic: *Work/Life Collision & Other Impacts*

Speaker: Assoc. Prof. Barbara Pocock, Research Fellow in the School of Social Sciences, University of Adelaide.

September 27 & 28, 2004

Conference - Unions and Community

(organising committee – Marjorie Jerrard, Donna Buttigieg, Al Rainnie, Richard Cooney, Sandra Cockfield) Victorian Trades Hall

### **ACREW Research Seminars:**

McNulty, Y. 2004. *Expatriate return on investment*, Monash University, Caulfield campus, 3rd June. (Speaker: Y. McNulty, Doctoral student, Monash University)

Hutchings, K. 2004. Facilitators of, and impediments to, knowledge sharing in Russia and China, Monash University, Caulfield campus, October 15 (Speaker: Dr Kate Hutchings, Queensland University of Technology)

Pocock, B. 2004. *Work/life collision & other impacts*, Monash University, 30 Collins Street, Melbourne, November 17. Roundtable in conjunction with the Work/Life Association (Chaired by A. Bardeel) (Assoc. Prof. Barbara Pocock, Research Fellow in the School of Social Sciences, University of Adelaide).

De Cieri, H. 2004. *Publishing qualitative research*, Professional Development Workshop, Academy of Management Meetings, New Orleans, August (Presenter).

Smith: Convenor of international conference with Chris Nyland: *International One Day Workshop on "Social Protection in South Asia, China and Malaysia* 10 June 2004, Monash University, Clayton Campus

Smith: Convenor of Toward Public Value conference, November 2003 and arranged publication of selected papers in Australia of Public Administration, December 2004 and AJPA (2005) forthcoming.

## 11. PROFESSIONAL ACTIVITIES IN 2004

Please provide full details if you were

- keynote speaker at national or international conferences in 2004.
- members of an editorial board or international advisory panel in 2004
- members of any professional committees in 2004

### **A/Prof Anne Bardoel**

#### Professional Committees

- President, Work/Life Association Inc.

#### Invited Speaker

- Invited speaker at the *Professional Responsibilities - Where to now... Ethics, Etiquette and Culture (Perspectives of Professional Lives) Conference* and presented paper 'Work/life balance – Is it possible for the "on demand" professional?', Crete, May 24, 2004.
- Invited speaker at the *Alliance of Work Progress Conference* and presented paper 'Working Families Around the world: Implications for childcare, eldercare and corporate programs', Phoenix, AZ, Feb 20, 2004.

#### Symposiums

The following two symposiums were presented at the Society for Industrial and Organizational Psychology:

- *Cross-Cultural Approaches to Work-Family Conflict: 10-Country Investigation* (2004) Aycan, Z.; Ayman, R.; Bardoel, A.; Desai, T.; Drach-Zahavy, A.; Hammer, L.; Huang, T-P.; Korabik, K.; Lero, D.; Poelmans, S.; Rajadhyaksha, U.; Shafiro, M.; Somech, A. Symposium, Chicago, April 2-4
- *Collaborative International Research on Work and Family: A Process Perspective* (2004) Allen, T.; Aycan, Z.; Ayman, R.; Bardoel, A.; Cooper, C.; Desai, T.; Drach-Zahavy, A.; Francesco, A.; Hammer, L.; Huang, T-P.; Joplin, J.; Korabik, K.; Lau, T.; Lero, D.; O'Driscoll, M.; Poelmans, S.; Rajadhyaksha, U.; Sanchez, J.; Schein, V.; Shaffer, M.; Shafiro, M.; Somech, A.; & Spector, P.;

#### Miscellaneous

- Invited to attend International Research Project Team Workshop: Cross-cultural Perspectives in Work-Family Conflict hosted by Professor Zeynep Aycan, Koc University, Istanbul, Feb 9-14, 2004.
- 1. Invited reviewer for the 2004 Missy Carter Doctoral Dissertation Award for the Community, Families and Work Program at Brandeis University, USA
- Invited judge for the 2004 *Annual Kanter Award for Excellence in Research on Work and Family*, Center for Families, Purdue University. The Kanter Award is given to the authors of the best piece of work-family research published during a calendar year.

Bardoel, E.A. 2004. Ad hoc reviewer for journal articles:  
Industrial Relations: A Journal of Economy & Society  
ANZAM Conference 2004

### **R. Cooney**

Opening Keynote Address, State Conference of Group Training Victoria. 14-15<sup>th</sup> July 2004. RACV Country Club. Healsville, Victoria.

Member of the International Organizing Committee for *Eighth International Workshop On Teamworking*. University of Trier, Germany, 16<sup>th</sup> – 18<sup>th</sup> September, 2004.

**Helen De Cieri:**

De Cieri, H. 2004. Australian-based Reader, Australian Research Council grant assessment process, 2004.

De Cieri, H. 2004. *Human Resources Division Junior Faculty Consortium*, Academy of Management Meetings, New Orleans, August (Committee member).

De Cieri, H. 2004. Invited member of judging panel for the *Australian National Human Resource Management Awards*, 2004.

De Cieri, H. 2004. Ad hoc reviewer for journal articles:

- *Journal of International Business Studies*
- *Management International Review*

De Cieri, H. Editorial activities:

- (with K. Hutchings & P. Dowling) guest editor for special issue of *The International Journal of Human Resource Management*, 'International HRM: An Asia-Pacific Focus' in press, April 2005

- Member, Editorial Board, *Journal of Management*
- Member, Editorial Board, *Human Resource Management*
- Member, Editorial Board, *Asia Pacific Journal of Human Resources*

**Fenwick:**

Convenor, Australian Human Resources Institute (Vic) Special Interest Group in international HRM

**Hanley:**

Refereed papers for International Council for Small Business 2005 Conference – Washington USA

Refereed papers for ACREW conference.

Joint article published in US trade magazine: Barrett, R & Hanley, G (2004) 'Family Business' What do we know?' to be published in US Families in Business Magazine, September issue.

HR Division of the Academy of Management: Member Junior Faculty Consortium Organising Committee

HR Division of the Academy of Management: Presenter Junior Faculty Consortium Organising Committee

**McLean:**

Member, Editorial Review Board, *Journal of Leadership & Organizational Studies*

**Smith:**

Editorial Board member of JAWS Series, RoutledgeCurzon

[http://www.routledgecurzon.com/series\\_list.asp?series=19](http://www.routledgecurzon.com/series_list.asp?series=19)

**Teicher:**

Member of Executive Committee of AIRAANZ

**Zhu**

On the Faculty Board Committee in 2004.

**12. MEDIA AND PUBLICITY IN 2004**

List all media activities, promotional events and other publicity relevant to ACREW in 2004

Bardoel: Quoted in Print Media

- *Sun Herald Sunday Life*, High Infidelity, 29/08/2004 by Amy Cooper
- *BRW*, No holding back: Self made women in business, Sept 16-22, 2004 by Amanda Gome & Emily Ross.
- *BRW*, Work-life balance: The Expert's Guide, Dec 16-22, 2004 by Emily Ross & Andrew Heathcote.

DeCieri: ACREW Launch, 27 October 2004.

Fenwick: Interview with Carolyn Rance, published as "Careers on the rocks– for those in peril overseas" in *The Age* and the *Sydney Morning Herald*, HR & Recruitment section, Saturday 21 August 2004.

Mayson: Monash News – Paid Maternity Leave research (with FSRU)

Mclean: Co-ordinated the Monash / Glen Eira Business & Education (BusEd) Seminar series

Teicher: Colvin, M. (Compere) & Stayner, G. (Reporter) 'Union moves to double unpaid maternity leave', *PM*, ABC Radio, Broadcast 1 September, Melbourne

### **13. COLLABORATION WITH KINGS COLLEGE**

**If you are involved in any collaborative projects with people at Kings College, please provide details below**

Buttigieg, D., Deery, S (Kings College) and Iverson, R. (2005) Union joining and Leaving: An Event History Analysis, Paper accepted for presentation at the Academy of Management meetings, Hawaii, 1-5 August, 2005.

Buttigieg, D, Deery, S (Kings College) and Iverson, R. (2004) Mobilising Members: evidence From four enterprise Agreements', paper presented at the Unions and Community conference, Victorian Trades Hall.

Buttigieg, D, Deery, S (Kings College) and Iverson, R. (In progress). A Longitudinal Analysis of Union Commitment, Citizenship Behaviour and Performance.

#### 14. BRIEF BIOGRAPHICAL NOTE

Please provide a brief, up-to-date, biographical note (1-2 paragraphs). This will help us when we need to prepare reports in future.

**Dr Anne Bardoel** is an Associate Professor in the Department of Management, Faculty of Business and Economics at Monash University, Melbourne, Australia. She has an MBA from the University of Melbourne and a PhD in Management from Monash University. The current focus of her research is organisational strategies for work and family balance and she has published a number of articles in academic journals on this topic. She is recognised as one of Australia's leading researchers in the work-family area and have been recently invited to participate as Australia's representative on an international project on cross-cultural dimensions of work-family conflict. The international research team involves participating work-family researchers from the US, Canada, India, Indonesia, Israel and Turkey. She is also the President of the Work Life Association in Australia and the international representative for the Alliance of Work Life Professionals (AWLP). She has extensive consulting experience with a wide range of public and private sector organisations including undertaking company work-life assessments, organisational cultural audits, and benchmarking quality management programs.

**Rowena Barrett** is the Director of the Family and Small Business Research Unit (FSBRU) and an Associate Professor in the Department of Management. Rowena's research focuses on work and employment with a specific focus on small business. Her research in the FSBRU deals with a range of other organizational and management issues in small and/or family business.

**Dr Donna Buttigieg** has published in internationally refereed journals such as *Relations Industrielles*, *Journal of Management Studies* and *Human Relations* as well as domestic publications in *Journal of Industrial Relations* and *Labour and Industry*. Dr Buttigieg has presented at a number of international conferences, including the Academy of Management and the Emerging Union Structures conference in Sweden. She has just returned from working three years as a Senior Bureaucrat for Industrial Relations Victoria. Prior to that, Donna was a Research Associate at Oxford University and a Research Fellow at the University of Melbourne. Her research interests include HRM and performance, union and organisational commitment, union and organizational turnover, union participation, EEO and diversity, bullying, absenteeism and community-union alliances

**Gemma Clissold** is currently completing a doctorate exploring the relationship between larger organisational factors, such as perceptions of leadership, teamwork and occupational stress, and safety outcomes. As part of her doctorate research, Gemma is also exploring the relationship between safety climate and individual safety performance and safety involvement. This research is being conducted within a large utility provider and was endorsed by the Queensland Department of Industrial Relations, Division of Workplace Health and Safety. Gemma is particularly interested in the relationship between management practices, which are traditionally linked to high performance, and safety behaviour and involvement.

Previously, Gemma was involved in research projects concerning fatigue and in particular, the risk that fatigue presents in the workplace. Gemma has conducted research on fatigue in populations of underground coal miners and nurses. Of particular

interest in these studies was the vastly different cultures of the work groups, and yet the same basic problems of managing shiftwork, extended hours with social and family expectations. In the population of coal miners fatigue management training sessions were conducted in conjunction with the collection of sleep diary data. In the population of nurses, sleep diary data was also collected and individual interviews were conducted.

Gemma has a range of additional research interests including training and development, performance management and career progression. Gemma currently lectures and tutors undergraduate students in Human Resource Management and Organisational Behaviour.

**Dr Sandra Cockfield** has published in the *Journal of Industrial Relations*. Dr Cockfield's current research focuses on the possibilities and limitations of information and communication technologies in relations to union renewal strategies, including in the Hospitality and Higher Education sectors. She has presented initial research findings at both local and international conferences.

**Helen De Cieri** (B.A. Hons., M.A., Ph.D.) is associate professor in human resource management (HRM) and Director of the Australian Centre for Research in Employment and Work (ACREW) in the Department of Management at Monash University. Helen's employment experience includes assignments in the U.S.A., Malaysia, China, and Hong Kong. Helen has consulted to private and public sector organisations in a variety of strategic and international HRM areas. Her current research interests include the changing role of the HR function, global mobility and international talent flows, strategic HRM in multinational enterprises, and the management of work-life issues. She has published numerous journal articles, monographs and book chapters on a variety of human resource management topics. She is a departmental editor (strategic HRM and International industrial relations) for the *Journal of International Business Studies* and a member of the editorial boards for *Academy of Management Journal*, *Journal of Management*, *Human Resource Management*, and *Asia Pacific Journal of Human Resources*.

**Marilyn Fenwick** received her Bachelor of Arts/Bachelor of Business degree from Chisholm Institute of Technology, and her PhD from the University of Melbourne. She is a Senior Lecturer with the Department of Management, teaching human resource management, international management and qualitative research methods. She has also developed and taught corporate and university management education programs in Australia and Malaysia.

Marilyn has published refereed international journal articles and book chapters in the areas of performance management, international human resource management and international management. She convenes the Victorian chapter of the Australian Human Resources Institute special interest group in International HRM. Marilyn's current research and consulting activities include projects on the global mobility of HRM and talent, performance management, and the impact of HRM policies and practices on individuals in for-profit and non-profit multinational enterprise. Her most recent research consultancy was with the United Nations World Food Programme.

**Michelle Greenwood** (M.A., Boston University, Massachusetts) is an academic staff member of the Department of Management, Monash University where she teaches and researches in the area of Business Ethics. Her specific fields of interest are ethical issues

in HRM, stakeholder theory and social and ethical auditing. Her research has been published in international journals including the Journal of Business Ethics, Journal of Corporate Citizenship, Business and Society Review, Business Ethics: A European Review and Journal of Management Studies. She has contributed several book chapters and monographs, and presented at a number of international conferences. Michelle currently serves on the editorial board of Journal of Business Ethics.

**Glennis Hanley** lectures in management, small firms, and employee relations at Monash University. Her research interests are: ageing workforce; workplace bullying; and trade unions.

Glennis' latest journal article [Employee Relations January 2005) examines trade union views on performance related pay.

**Peter Holland** (M.A. Kent., PhD, Tas) is Senior Lecturer in Human Resource Management and Employee Relations in the Department of Management at Monash University. Peter has worked in the Australian Finance industry in training and development and has consulted to private and public sector in a variety of areas related to human resource development and employee relations. His current research interests include corporate universities, monitoring and surveillance in the workplace, new patterns of work and strategic unionism. He has published 3 books and numerous journal articles, monographs and book chapters on a variety of human resource management and employee relations topics.

**Loretta Inglis**. BBus Chisholm I.T. GradDipBus Deakin TTTC MMgt Monash. Loretta teaches into the Management, Organisational Behaviour and Leadership subjects at undergraduate and postgraduate levels. Research interests include leadership and the management of non-profit organisations.

**Marjorie Jerrard**, Graduate Program Co-ordinator, Industrial and Employee Relations

PhD: 'Victims of their Past? A Comparison of the strategy of the AMIEU (Qld) and the AMIEU (Vic)' (Monash University; in final stages of completion).

Masters of Arts: 'Roman Industrial Relations: Did it Exist?' (University of Queensland).

Research interests: Two main streams: 1. New work forms and HR practice and strategy; 2. the meat processing industry and the AMIEU which fits into industrial and employee relations strategy. A third related interest derives from teaching industrial and employee relations and human resource management.

**Andrea Kirk-Brown** is a Senior Lecturer in the Department of Management at Monash University in the areas of Organisational Behaviour and Strategic Management. In addition to her academic career Andrea spent ten years working as a clinical psychologist in the Victorian and New South Wales Public Services. Andrea has a particular interest in researching Employee Assistance in the Australian context, and has published numerous journal articles and reports on the practice of EAPs in Australia.

**Dr Christine Lee** has a background in the biological science, management, accounting and tourism. Her current research interests are in the areas of international travel and health, special interest tourism, international business and international human resource management.

**Dr Susan Mayson** researches in the general area of human resource management. Her current research interests are virtual HRM and electronic recruitment and HRM and small firms. In 2005 Susan will chair a presenter symposium titled 'Small & Entrepreneurial Firms in the 21<sup>st</sup> Century: At the Intersection of HRM & Entrepreneurship' at the Academy of Management meeting in Hawaii. The symposium is sponsored by the HR and Entrepreneurship divisions of the Academy.

Susan's other major research interest is in the area of internationalization in higher education. She is currently the joint recipient of a Faculty of Business and Economics grant for a project titled 'Academics' perceptions of the challenges and opportunities of working in an internationalised context: An exploratory study across departments in the Faculty of Business and Economics'.

**Dr Tui McKeown** is a lecturer in the Department of Management, Monash University, Clayton Campus. A New Zealander by birth, she received her Bachelors in psychology, her Honours in psychology and Industrial relations and her masters in psychology from the Victoria University of Wellington NZ and a PhD in management from Monash University.

Dr McKeown lectures in HRM, the Management of technology and Human Resource development at undergraduate level and HRM and Strategic HRM at post graduate level. Her research focuses on the future of work and moves to non-standard working arrangements, E-Government as well as the aging workforce. The result of this research has been presented at both domestic and international level and has recently received awards at the international level. This research has also been published in the International Journal of Human Resource Management, the Journal of Industrial Relations, Journal of the Australian and New Zealand Academy of Management and a chapter in the new Pearson Textbook, Human Resource Development in Australia, due for release later this year.

**Jeff McLean** is a senior lecturer in the Department of Management, Faculty of Business & Economics, Monash University, Caulfield Campus. Over the last few years he has been Director of Graduate Management Programs in the Department and Director of Commercial Activities. He was also the founder and director of the Australian Systems Thinking & Organisational Learning group (ASTOLg) at Monash between 1993 - 2000. Between 2000-2003 he was Co-Director of the Australian Consortium for Effective Organisations.

He currently leads subjects in Managerial Effectiveness and Organisational Learning (incl Knowledge Management) at the post-graduate and masters levels. Previous teaching has included general Management, Organisational Behaviour, Systems Thinking and Change Management at the undergraduate and post-graduate levels including in-company activities. He has been active for over 20 years in consulting to a range of small and large organisations.

Jeff holds a Bachelor of Arts (Psychology) degree, a Post-Graduate Diploma in Applied Psychology and a Master of Business Administration (M.B.A.) from Monash University. He is a registered Organisational Psychologist, an NLP practitioner and a past member

of the Australian Human Resources Institute and the Australian Institutes of Management.

Currently his major interests and research activities are in the areas of Positive Organisational Scholarship especially the role of 'WIN – WIN' relationships both in and out of the work environment, and, integrated knowledge management, organisational learning and innovation processes.

**Amanda Pyman** (PhD, BCom (Hons) Monash University) is a research fellow in the Department of Management. Her current research interests are worker representation and participation, employee voice, unions and the law, union effectiveness and privacy, monitoring and surveillance in the workplace. She teaches undergraduate industrial relations.

**Dr. Ramanie Samaratunge** is Lecturer in the Department of Management at Monash University. She is teaching Management of Change, International Management and International Human Resource Management. Her scholarly interests are in public management, international human resource management and management of change. Her recent publications include *Globalisation and Social Protection in Sri Lanka: Diverging Views between Centre and Periphery* (2004), *E-Government in Developing Countries: A Sri Lankan Experience* (2004), *Performance, skills and attributes needed for senior civil servants in Sri Lanka* (2003), and *The Evolving Role of Trade Diplomacy in Multilateral Trade Negotiations: Experience of Agricultural Trade Liberalisation* (2002).

**Jan Schapper:** The current research interests of Jan Schapper include the study of aesthetics and organisations, and ethics in organisations, with current particular focus on schools. Jan also has interest in the use of different research methodologies such as the narrative and drama.

Jan's other major research interest is in the area of internationalisation in higher education. She is currently the joint recipient of a Faculty of Business and Economics grant for a project titled 'Academics' perceptions of the challenges and opportunities of working in an internationalised context: An exploratory study across departments in the Faculty of Business and Economics'.

**Dr Bob Smith** coordinates the Public Policy and Management Program and the Diplomacy and Trade Program in the Department of Management.

He teaches public policy, policy analysis and e-government for the Master of Public Policy and management degree.

Particular interests include: new models of governance and policy in a changing society, management of technology, and the implications of information and communication technologies for national governance.

He has held public service positions in Queensland and Victoria (Deputy Director General, Department of Primary Industries, Queensland; Deputy Director General, office of the Cabinet, Queensland; Member, Public Service Board of Victoria) and is a National Fellow of the Institute of Public Administration Australia.

**Dr Wendy Smith**, BA (Hons), PhD (Monash), is the Director of the Centre for Malaysian Studies, Monash Asia Institute, and a Senior Lecturer in the Department of Management, Monash University. An anthropologist by training, she has taught core subjects and gender issues in Japanese Studies, and now teaches on Asian management, international management, international business and cross-cultural communication. Her current research interests include Japanese management transfer, managing ethnic and religious diversity, social protection in Malaysia and the globalization of new religious organizations. Wendy has lived and researched in Japan for five years and Malaysia for nine years and speaks Japanese and Bahasa Malaysia. She has published extensively on Japanese management transfer and employee relations in Malaysia.

**Professor Julian Teicher** is Head of the Department of Management at Monash University. He has degrees in economics (B.Ec. Hons; M.Ec.) and law. He holds a PhD from the University of Melbourne.

Prior to entering academia Julian worked in industrial relations gaining extensive experience in the health, maritime, and power industries. In these roles he first developed skills in negotiation and advocacy. Subsequently he has undertaken consultancies and provided advice to a range of public and private sector organisations.

Julian's research and publications have spanned topics including employee participation, enterprise bargaining, industrial relations legislation, occupational health and safety, equal opportunity and diversity management, skill formation, privatisation, outsourcing, e-government and public sector management.

**Wendy Webber** is a Lecturer in Management in the Faculty of Business and Economics of Monash University, Gippsland Campus. Her interests are in organisational aspects of worker participation, equal employment opportunity, strategic human resource management, and new employment relationships. She is currently undertaking PhD studies in SHRM.

**Dr Cherrie Jiuhua Zhu** is Associate Professor at Department of Management, and Director of China Research Program at the Asian Business and Economics Research Unit, Faculty of Business and Economics, Monash University. She received her BA degree from Nanjing Normal University, MBA from Monash University and PhD in human resource management (HRM) from the University of Tasmania. She lectures subjects including HRM, international HRM and international management to undergraduates, postgraduate students and corporate managers in Australia and China. Her research areas cover cross-culture management, especially HRM; the impact of international business/globalization on developing countries, on their social protection systems and on their HRM practices. She has published and presented papers internationally in the areas of HRM and international management. Journals in which her work have appeared include *International Journal of Human Resource Management*, *Human Resource Management*, *Asia Pacific Journal of Human Resources*, *Research & Practice in Human Resource Management*, *Human Resource Planning*, *Thunderbird International Business Review* and *Management International Review*. Her book entitled '*HRM in China: Past, Current and Future HR Practices in the Industrial Sector*' was published by Routledge in November 2004.