



DEAKIN
UNIVERSITY AUSTRALIA

DEFINING OUR FUTURE

FACULTY OF BUSINESS AND LAW RESEARCH PROFILE 2011



FROM THE PRO VICE-CHANCELLOR

PROFESSOR GAEL MCDONALD, PRO VICE-CHANCELLOR, FACULTY OF BUSINESS AND LAW



PROFESSOR GAEL MCDONALD

***WE ARE PROUD TO BE PART
OF DEAKIN'S COMMITMENT
TO THE ESTABLISHMENT OF
SEVERAL NEW STRATEGIC
RESEARCH CENTRES AND
FACULTY RESEARCH
CENTRES.***

Deakin University's Faculty of Business and Law is committed to research that is high in academic standard, flexible in nature, and highly relevant. Crossing a variety of disciplines, our projects aim to be meaningful to commercial and business interests, and to the broader community.

The Faculty encompasses five schools: Accounting, Economics and Finance; Information Systems; Management and Marketing; Law; and Deakin Graduate School of Business.

We are proud to be part of Deakin's commitment to the establishment of several new Strategic Research Centres and Faculty Research Centres. The Centre for Sustainable and Responsible Organisations, Centre for Regional Economic and Public Policy, and the China and Emerging Markets Research Centre, will all assist in driving Deakin to the forefront of research in the years to come.

The valued partnerships the Faculty has established with private, public and not-for-profit organisations – as well as professional associations, also ensure that both our teaching and research programs maintain high standards of content and relevance. Recent work in areas such as applied economics and sustainability are testament to our commitment to researching topics that are both up-to-date and engaging.

Our researchers and students are jointly focused on producing high standard material that informs practice and policy.

Please use this publication to gain an insight into some of the quality research being undertaken by the Faculty of Business and Law.

FROM THE ASSOCIATE DEAN (RESEARCH)

PROFESSOR PASQUALE SGRO, ASSOCIATE DEAN (RESEARCH), FACULTY OF BUSINESS AND LAW

The Faculty of Business and Law is the largest of Deakin University's four Faculties. It currently boasts 14 500 students and 400 staff in an institution that has twice taken out the prestigious Australian University of the Year award.

Deakin and the Faculty share an aim: to see their research feature in the top one-third of the Australian education sector, while ensuring projects are innovative, relevant, and responsive to a variety of industry and community needs.

This publication allows those within the University and beyond to share some of the innovative projects recently and currently undertaken by Faculty staff and students, many of whom are recognised across the country, and the world, for their work.

The establishment of Deakin's research centres have exciting implications for those undertaking research in the Faculty of Business and Law. The Centre for Sustainable and Responsible Organisations addresses the ability of public and private organisations to become environmentally sustainable and financially responsible long term. It aims to improve management theory and practice, plus industry and government policy.

The Centre for Regional Economic and Public Policy focuses on areas including factor and product markets, macroeconomic policy and growth, and political economy and public choice; while the China and Emerging Markets Research Centre aims at developing a better understanding of the economic links between Chinese and Australian industries and markets.

The Research Profile 2011 features projects encompassing all five of the Faculty's schools.

For further information on our research activities, visit the Faculty web site www.deakin.edu.au/buslaw/research or email research-buslaw@deakin.edu.au.

THE CENTRE FOR SUSTAINABLE AND RESPONSIBLE ORGANISATIONS AIMS TO IMPROVE MANAGEMENT THEORY AND PRACTICE, PLUS INDUSTRY AND GOVERNMENT POLICY.



PROFESSOR PASQUALE SGRO

REVOLUTIONARY CHANGE FOR MARKET RESEARCH

ASSOCIATE PROFESSOR DAVID BEDNALL, SCHOOL OF MANAGEMENT AND MARKETING
ASSOCIATE PROFESSOR SHARMAN LICHTENSTEIN, SCHOOL OF INFORMATION SYSTEMS

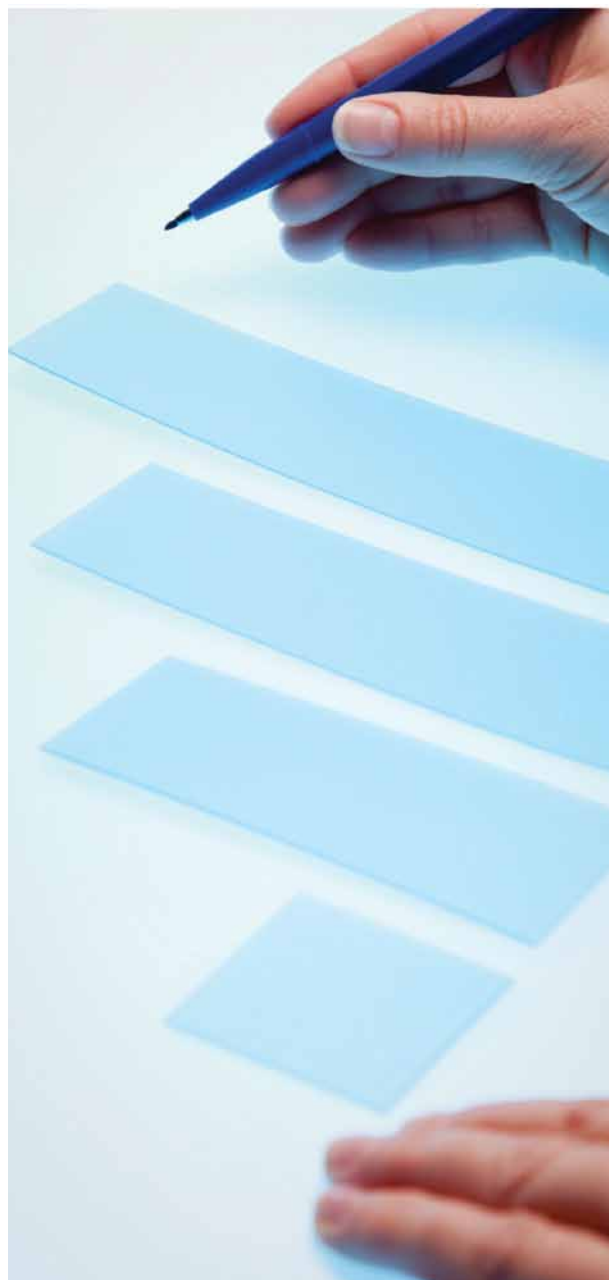
The market research industry faces an era of extraordinary change, mainly because of the massive amount of data now available on the behaviour of individuals, households and organisations.

New technology involving loyalty programs, customer contacts and monitoring devices such as Radio Frequency ID tags can now collect data automatically and at little cost. Rapidly emerging analysis software can merge this information with geographic, attitudinal and media use data, to produce detailed profiling, micro segmentation and behavioural modelling.

This approach, known as customer analytics, can make traditional market research activities such as tracking studies, advertising response research and segmentation projects redundant.

Previous Deakin research has shown that organisations that coordinate the use of customer analytics with their market research are successful in the short-term. But such is the degree of overlap (and, therefore, duplication and waste) between the two functions, to continue in this way is impractical. For this reason, the team's research will investigate alternative scenarios relating to the market research industry. These will include changing a business model into consultancies that interpret rather than collect or analyse data; becoming a niche player in the marketing industry by focussing on qualitative research; or becoming an adjunct to the customer analytics function.

For the market research industry, currently boasting a billion dollar turnover, each scenario will produce massive changes in size and nature. Deakin is seeking prospective PhD students to work on this project in both the traditional market research and emerging customer analytics industries.



Associate Professor
David Bednall



Associate Professor
Sharman Lichtenstein

PREVIOUS DEAKIN RESEARCH HAS SHOWN THAT ORGANISATIONS THAT COORDINATE THE USE OF CUSTOMER ANALYTICS WITH THEIR MARKET RESEARCH ARE SUCCESSFUL IN THE SHORT-TERM.

HEALTH INFORMATICS – SUPPORTING PATIENTS, FAMILY CARERS AND PROFESSIONAL CARE STAFF WITH E-HEALTH TECHNOLOGIES

DR LEMAI NGUYEN, SCHOOL OF INFORMATION SYSTEMS

Research carried out by Dr Lemai Nguyen focuses on the information needs and behaviours of various groups within the healthcare sector, including patients, carers, care staff and other healthcare professionals. Her research also introduces and evaluates innovative technology-enabled solutions that support those information needs and behaviours, and improves information flows between them.

Dr Nguyen has a particular research interest in the areas of chronic illness and aged care. She and her colleagues examined the online journey of a Vietnamese man who cared for his wife as she battled cancer. Their research examined information needs and behaviours of family carers, and showed that these carers played an influential role in the care of the patient.

DR NGUYEN AND HER COLLEAGUES ARE NOW EXPLORING THE POTENTIAL USE OF TABLET COMPUTERS, SUCH AS THE iPad, TO IMPROVE INFORMATION SERVICES AND SOCIAL CONNECTION IN AGED CARE.

Dr Nguyen's current research projects with the Villa Maria Society are focused on the information and social needs and information behaviours of aged people and their family carers, plus the information needs and behaviours of professional care staff. The aim is to assist them to improve care services and adopt appropriate technologies for addressing the needs of, and improving the connection between, aged care recipients and their family, friends, healthcare and aged care teams, the local community and wider society. In 2009, one such project received a sizeable Faculty research grant.

Dr Nguyen and her colleagues are now exploring the potential use of tablet computers, such as the iPad, to improve information services and social connection in aged care. In 2010, Dr Nguyen received a Deakin University Industry Based Placement grant for academics, and spent the second half of the year with the Villa Maria Society. During this time, she conducted an empirical evaluation of the impacts that a newly-adopted electronic nursing information system had on staff and service provision in residential aged care and residential disability support facilities.

Dr Nguyen's research has been widely published in international journals, book chapters, and at international conferences. Since 2008 she has been a member of the *Health Informatics Society of Australia (HISA) Special Interest Group in Aged Care Informatics*, and was program chair for the *Aged Care Informatics Symposium 2009* held in Canberra, in conjunction with the *Health Informatics Conference*.

Since 2002, Dr Nguyen has often acted as program chair and local organising chair for the Australian Workshop on Requirements Engineering. She is a member of the editorial board of various journals including: *International Journal of Advanced Pervasive and Ubiquitous Computing*; *International Journal of Technology Enhanced Learning*; *International Journal of Social and Humanistic Computing*; and *Journal of Information Systems and Small Business*. In addition, she has acted as a reviewer for many other journals. Prospective PhD candidates and research collaborators are invited to contact Dr Nguyen to discuss possible research topics related to health informatics or regarding information analysis for innovative business solutions.



Dr Lemai Nguyen



SHUTTING THE GATES: HIGH PRESSURE IN-HOME SELLING TO VULNERABLE CONSUMERS

DR PAUL HARRISON, DEAKIN GRADUATE SCHOOL OF BUSINESS

In the past 20 or so years consumer groups and policy makers have become concerned about high pressure selling and marketing strategies surrounding the in-home sale (IHS) of a range of consumer products.

Examples include house cladding, home security alarms, food freezer schemes and, most recently, educational software. Policy and government bodies such as the Consumer Action Law Centre and Consumer Affairs Victoria have received large numbers of complaints related to the sale of these computer programs. The high pressure selling of these products is of great concern, given that the software packages are very expensive, are sold with high-interest credit financing, and contribute to Australia's rising level of consumer debt. Despite these concerns, little is known about the processes used during IHS and their effect on consumer decision-making.

Research conducted by Dr Paul Harrison of the Deakin Graduate School of Business has focused on the psychology behind the in-home sale of educational software and has found that a range of psychological factors influence the consumer's decision to enter into such agreements. He noted that it is the cumulative effect of these factors that put vulnerable consumers at risk.

With software programs priced up to \$6000, credit charges can raise the final cost of a package to more than \$10 000.

Dr Harrison and his research colleague, Dr Marta Massi of Lumsa University, Rome, found that parent beliefs and attitudes about the school system – rather than demographic factors – are one of the strongest predictors of a consumer's decision to sign up. The IHS process explored by the two researchers was found to be somewhat different to door-to-door and personal selling, where the salesperson visits various homes uninvited and at random. With IHS a consumer makes an appointment and, therefore, has made a practical and psychological commitment. Often the invitation has been orchestrated by the seller of the product, for example, via a competition entry or by soliciting names at a shopping centre or home-show. In this way the consumer has 'invited' the sales person into their home environment to provide what many believe is an educational assessment.

The sales person then undertakes an extended and highly contrived sales process to convince the consumer of the need for the educational software. During the sales process key psychological and social processes are used to increase the likelihood of a consumer signing up. Finance components often compound financial stress caused by the agreement.

The research funded by the Consumer Credit Fund of the Victorian Department of Justice, found the key factors influencing consumers during the IHS process are: consistency, trust, scarcity, reciprocity, and the activation of anxiety. These variables are influential because they enhance the likelihood of automatic behaviour, or behaviour that requires little cognitive effort and rational thought.


The act of inviting a sales person into your home immediately changes the dynamics of a meeting from business to personal. It sets up a range of psychological factors that frame the decisions a consumer might make because a home is more than just a place of safety and security. It can represent warmth, belonging, control and autonomy. A home is also a reflection of an individual's personality and identity. To invite someone into your home requires a certain level of trust and is usually reserved for people who are in some kind of personal relationship with you.

In addition to the publication of the report and associated media appearances, Dr Harrison wrote, directed and produced an award-winning short film highlighting the key findings from the research – particularly the highly contrived sales process undertaken in the home. His research was conducted in conjunction with the Consumer Action Law Centre and is likely to influence future consumer policy at state and federal level.

Dr Harrison's latest efforts continue his interest in the area of consumer decision making. Along with Deakin colleagues Dr Nichola Robertson and Dr Lisa McQuilken, he is currently investigating decision-making amongst consumers in the telecommunications market, funded partly from a grant from the Australian Communications Consumer Action Network (ACCAN). He is also currently co-supervising a number of PhD students investigating the influence of marketing on young children and adolescent food choices.



Dr Paul Harrison



THE ACT OF INVITING A SALES PERSON INTO YOUR HOME IMMEDIATELY CHANGES THE DYNAMICS OF A MEETING FROM BUSINESS TO PERSONAL. IT SETS UP A RANGE OF PSYCHOLOGICAL FACTORS THAT FRAME THE DECISIONS A CONSUMER MIGHT MAKE BECAUSE A HOME IS MORE THAN JUST A PLACE OF SAFETY AND SECURITY.

GREEN MARKETING: UNDERSTANDING AND ADDRESSING GLOBAL WARMING

PROFESSOR MICHAEL POLONSKY, SCHOOL OF MANAGEMENT AND MARKETING

Professor Michael Polonsky has researched environmental issues within the marketing and management area for almost 20 years. A recent review of associated literature (Chamorro, Rubio and Miranda 2009) identified him as a leader in the field, and in 2010 he was awarded the Elsevier Distinguished Scholar award by the Society for Marketing Advances for his green marketing work.

Professor Polonsky has explored a range of strategy, consumer, governmental and other macro-system issues that impact on how marketers and managers affect the environment and can assist by providing solutions to environmental issues.

While marketing is often criticised as a major cause of environmental problems, it also has the potential to drive improvements. The problem lies in the way people translate needs and wants into consumption. The main culprit here is an underlying assumption that we need to own 'things' to address these needs and wants, rather than looking to alternative mechanisms to satisfy them. Unfortunately, the view that consumption brings about advancement translates into what is called the dominant social paradigm: how we view the economic systems we have. This means that any attempts to modify consumer behaviour are possibly doomed to fail without some change to the way consumers view their relationship with the environment.

Professor Polonsky's recent international collaborative research found that consumers in different cultures view the dominant social paradigm differently. For example, those from Eastern cultures tend to see mankind, and therefore human activity, as interconnected with the environment. However, many Western societies see mankind as dominating the environment. Therefore, bringing about changes in consumer behaviour within Eastern societies may be easier than doing so in Western societies because of the disconnection between society and the environment.

WHILE MARKETING IS OFTEN CRITICISED AS A MAJOR CAUSE OF ENVIRONMENTAL PROBLEMS, IT ALSO HAS THE POTENTIAL TO DRIVE IMPROVEMENTS.

Professor Polonsky and his colleagues have suggested that this research implies the need for alternative mechanisms to address climate issues. They claim that managers tend not to engage in higher level thinking on environmental issues such as, how can we create organisational, consumer and environmental value all at the same time? This in turn has implications for the current debate on climate issues and the policies necessary to mitigate them.

A choice to impose either carbon taxes or environmental trading schemes has both short-term implications and long-term consequences. Professor Polonsky and his colleagues propose that schemes allocating the true environmental costs to those who generate them will ultimately stimulate innovation. To reduce their costs, firms that pollute will seek out alternatives. The costs to polluting industries will then make alternative technologies relatively cheaper (because the polluting industries will incorporate the hidden costs that society previously bore), and new industries that seek out frame breaking technologies to redefine how human wants are met will be developed.

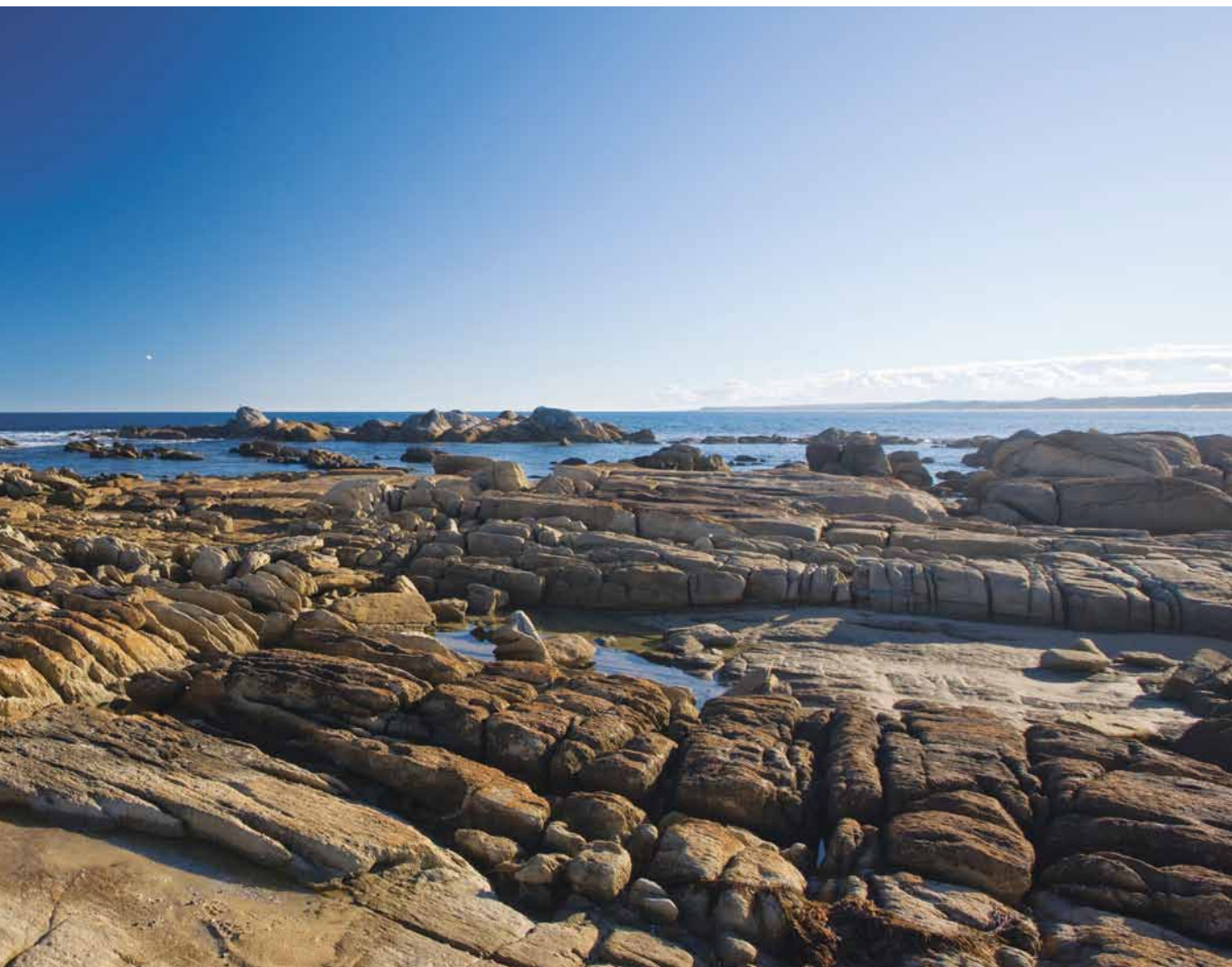


The solution, however, will still rest with consumers changing their behaviour to consider the environmental consequences of their actions, and that depends on them being given information that is meaningful and enables them to act. Professor Polonsky has found that consumers – even environmentally knowledgeable ones – find difficulty grasping some of the emerging issues. How organisations and governments communicate information to consumers in a meaningful way is a critical challenge facing green marketing.

Professor Polonsky proposes that for system wide changes to take place, all parties (consumers, firms and governments) have an important role to play. Green marketing that creates value for firms, consumers and the environment, is one tool that if effectively implemented will assist in driving positive change.

Chamorro, A., S. Rubio and F.J. Miranda (2009) *Characteristics of research on green marketing*, *Business Strategy and the Environment* 18, 223–239.

Professor
Michael Polonsky



DIVERSITY JUSTICE MANAGEMENT – THE PATH TO SOCIAL CHANGE

DR YUKA FUJIMOTO, SCHOOL OF MANAGEMENT AND MARKETING

A major research area within the Faculty is focused on managing differences in the workplace and communities at large. In order to promote social inclusion and equitable employment outcomes for minority groups and women, organisations are increasingly aware of the need to incorporate diversity management practices. Unfortunately, despite legal enforcement (over the past 50 years) and diversity management initiatives (over the past 20 years), the number of workforce discrimination claims and associated social costs in Australia are on the rise. This research seeks to bridge the gap between diversity management and organisational justice literature, in an effort to minimise discrimination, negative stereotypes and prejudices in workplaces.

Diversity management often refers to strategic managerially initiated programs, and/or HRM policies and practices that seek to empower the diverse workforce (e.g. Thomas & Ely, 1996). Under its tenet, there should be a fair decision making process behind every diversity program, HR policy and practice, that seeks to empower everyone unhindered by social identities such as race, gender and age. Rising discrimination claims and associated economic and social costs have led us to examine the black box of diversity management. Integrated research into diversity management and organisational justice seeks to examine the effect of diversity oriented events on individual perceptions of organisational justice.

The outcome of this research will include justice-based diversity management methods, plus guidelines on how organisations can ensure their diversity policies and practices are just and inclusive. The research also aims to promote open attitudes to diversity, as well as behaviours and cognitions that underpin a socially inclusive workplace.

***RISING DISCRIMINATION
CLAIMS AND ASSOCIATED
ECONOMIC AND SOCIAL
COSTS HAVE LED US TO
EXAMINE THE BLACK BOX OF
DIVERSITY MANAGEMENT.***



Dr Yuka Fujimoto



USING RADIO FREQUENCY IDENTIFICATION (RFID) IN HOSPITALS

MR BARDO FRAUNHOLZ, SCHOOL OF INFORMATION SYSTEMS

As worldwide concern grows over hospital waiting lists and increasing healthcare costs, hospitals are forced to look for ways to increase their efficiency without jeopardising patient care.

While there are numerous strategies used to reduce costs, many of them are met with scepticism or criticism. However, research conducted by Deakin University and RMIT University, in conjunction with the St Vincent's and Mater Group of Hospitals in Sydney, is addressing the issue. Bardo Fraunholz of Deakin's School of Information Systems, is leading investigations into how the use of information technology – more specifically, Radio Frequency Identification (RFID) – can be instrumental in the analysis and optimisation of processes in hospitals.

RFID technology is commonly used to track and trace goods. For example, it can track pharmaceuticals from the manufacturer, through the supply chain, to the consumer. With this technology it is possible to identify the point of sale, and, possibly the customer. In an emergency, the information could be used to recall a faulty product.

Some early adopters in Australian hospitals are testing the usefulness of RFID in tracking patients or assets. This research project has taken RFID a step further. Not only is it aimed at building a best practice model for the effective uptake of RFID in Australian hospitals, it focuses on the use of RFID technology in analysing processes in hospitals, and on using simulation to optimise these processes. People frequently do things intuitively or spontaneously without full knowledge of the greater picture. Using RFID as an instrument to capture process data, and using this data to build a process model, is an innovative approach to learning about the whole organisation.

Hospitals cannot be treated in the same way as other organisations, and the primary purpose of patient care is not always compatible with economic demands. Deploying RFID technology to study and model a hospital will not only facilitate a more efficient use of resources, it has great potential to enhance patient care while increasing overall efficiency.

A range of inspiring projects await HDR students interested in the area outlined above, or in other health informatics field. For example, the impact of social media such as Facebook on health, and if/how social networks can contribute to good health by providing healthy interaction.

HOSPITALS CANNOT BE TREATED IN THE SAME WAY AS OTHER ORGANISATIONS, AND THE PRIMARY PURPOSE OF PATIENT CARE IS NOT ALWAYS COMPATIBLE WITH ECONOMIC DEMANDS.



Mr Bardo Fraunholz





POSTCODE JUSTICE – IS OUR LEGAL SYSTEM GIVING RURAL VICTORIA A FAIR DEAL?

MR RICHARD COVERDALE, SCHOOL OF LAW

Within Australia's justice system lies a basic obligation to provide all citizens with equal access to the law, and to equity within its systems of administration. In Victoria this obligation is expressed under the Victorian Charter of Rights and Responsibilities Act, while internationally it is contained under the Universal Declaration of Human Rights and International Convention on Civil and Political Rights.

While the delivery of health, education, banking, telecommunication and transport services to rural communities continues to be a prominent research and policy issue – limited attention has been given to the delivery of judicial services in rural and regional Australia.

Following the success of a Victoria Law Foundation grant application, Richard Coverdale, a research fellow with the School of Law, is confronting the question: How well are the systems involved in administering the law being provided to rural communities?

Mr Coverdale is examining the nature and extent to which disadvantage – as a result of the activities, processes and priorities of legal institutions – may be experienced by rural and regional communities in comparison to metropolitan areas.

The research includes consultation with, and surveys of, legal practitioners, plus advocacy and support services working within rural/regional communities. It focuses on living in those communities and how the nature of the justice you receive may well be influenced by where you live.

Examples of disadvantage identified include a disparity in court services and programs between regional and metropolitan areas, limited access to legal representation and expert evidence, reduced availability of support services, and variations in the consequence of sentencing and penalties.

The research will provide a valuable contribution to this field of knowledge and is intended to be used to influence government policy and promote further research.

Mr Coverdale proposes extending this research to the level of a national project. A competitive grant has also been provided by the Legal Services Board to investigate the effectiveness of legal practices in rural and regional Victoria in relation to meeting the current and emerging needs of rural small business.

In response to a growing awareness of law and justice issues impacting on regional Victoria, investigations are taking place into setting up a *Centre for Rural Regional Law and Justice* based at Deakin University. A funded research project is underway to scope the role, priority activities and governance structure of the proposed centre.



Mr Richard Coverdale

WHAT EXPLAINS PRODUCT SPECIALISATION AND HYSTERESIS IN INTERNATIONAL TRADE?

DR CONG PHAM, SCHOOL OF ACCOUNTING, ECONOMICS AND FINANCE

Dr Cong Pham is a trade economist working mainly on empirical trade-related issues. In a recent study he examined the question of whether or not – and to what extent – trade patterns at the product level can be explained by the level of technology, the capital-labour endowment involved, and the size of exporters.

Recent US import data on product levels reveals some interesting facts. First, while developing economies like Vietnam and the Philippines, and developed economies like South Korea and Japan, export the same products: televisions, shoes, cotton shirts etc. to the US market; these products differ substantially in their quality. Specifically, televisions exported by the first group are those of standard non-luxurious quality, while those sourced from the second group involve the latest technology (plasma and LCD screens, thin televisions with multiple functions for high definition digital TV). Similarly, Japanese-made cotton shirts are, on average, three times as expensive as similar products originating in the Philippines.

Secondly, developed economies generally outperform developing economies in terms of the diversification level of their exports. However, when size is taken into account there are exceptions to the rule. In spite of being classified as 'developing economies', China and India export a large range of products.

Thirdly, geographic proximity has been found to be an extremely important factor in determining the diversification level of trade. For example, while Mexico is comparable to Australia and Spain in terms of GDP, it exports almost twice as many products to the US than either of the two developed countries.

Finally, technologically advanced economies like Japan, Germany and France are major exporters of new products to the US.

Results from Dr Pham's study show that trade specialisation patterns at the product level are determined by a combination of factors such as the capital-labour endowment, the level of technology, and the size of exporting countries. Countries that are capital abundant and technologically advanced have a comparative advantage because their products have high unit values. Large, capital abundant, and technologically advanced economies have a comparative advantage in the range of products they can produce and export. Also, technologically advanced countries have a comparative advantage with their new products.

A second study by Dr Pham and some of his Deakin colleagues is in its preliminary stage. It relates to the question of whether or not – and to what extent – different types of sunk costs influence the behaviour of firms in the export market.


This study has been motivated by two factors. Firstly, while many empirical studies found that sunk costs were an important factor of a firm's behaviour in international trade, there has been no study investigating to what extent organisations differ their behaviour in the presence of different types of sunk costs.

Secondly, the recent availability of production and trade data from Chinese companies allows us to look at the question from a microeconomic perspective. Specifically, the study empirically looks into how behaviour in trade of homogeneous products having prices quoted on exchange markets, differs from the behaviour of companies exporting differentiated products. The first group of products is associated with constant sunk costs, which are independent of the interaction between the exporter and the importer. While the sunk costs associated with trade in differentiated products are decreasing in the interaction between the exporter and the importer.

Dr Pham and his colleagues believe that the findings of their study will provide further insights into the well-established evidence of hysteresis in an exporter's decision to stay in or out of the export market. More broadly speaking, the results from the study may also shed light on the causes of the empirical phenomenon that trade patterns exhibit persistence in the presence of temporary shocks.



Dr Cong Pham



***COUNTRIES THAT ARE
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COMPARATIVE ADVANTAGE
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A BRIBE: TO PAY OR NOT TO PAY?

DR ACHINTO ROY, SCHOOL OF MANAGEMENT AND MARKETING

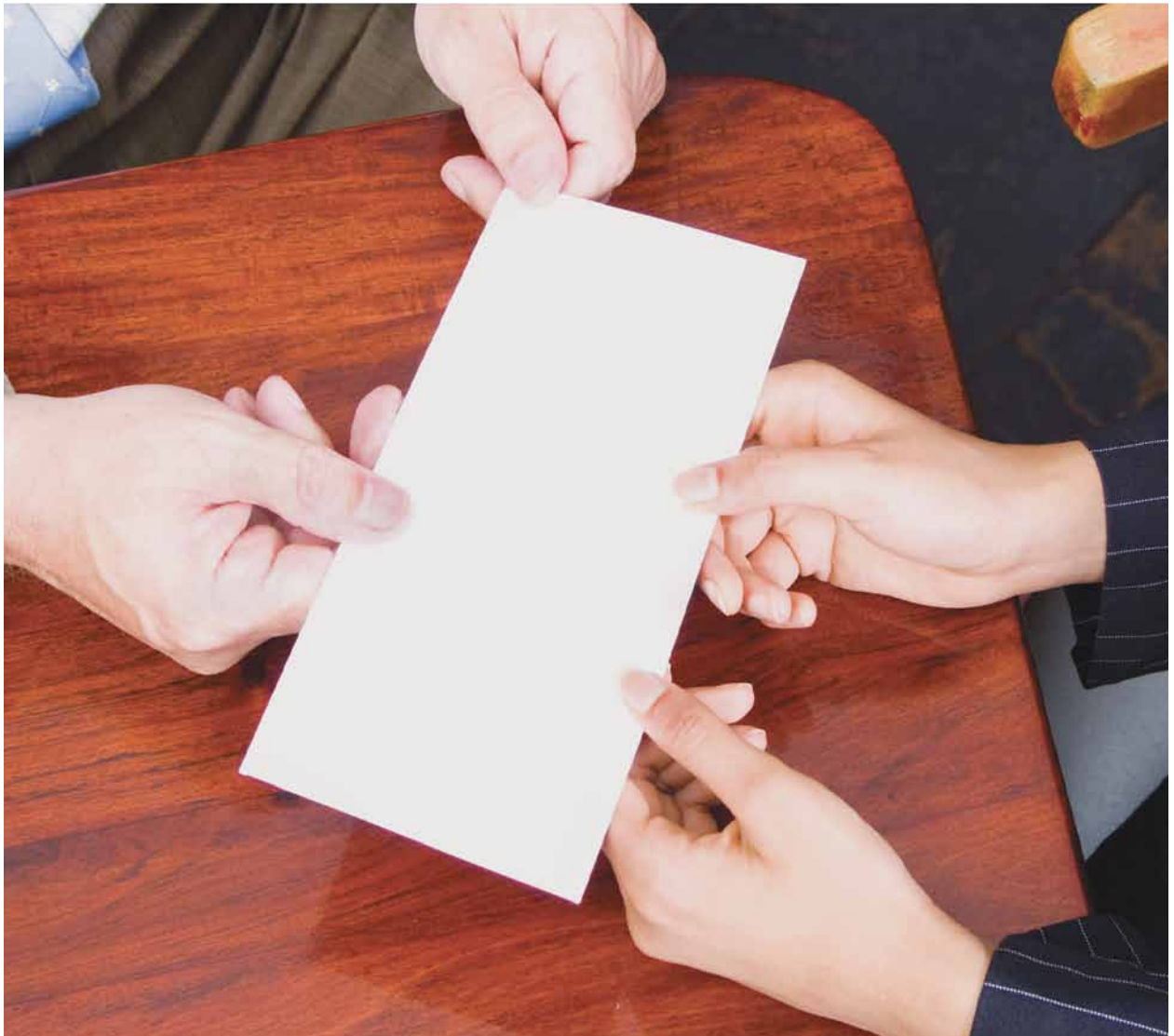
Managers face questions like this every time lucrative business opportunities are linked to extortionate bribe demands or the subtle corrupt expectations of public officials.

In such situations, managerial decision-making is influenced by several factors: fear of a loss of business to competition, desire to advance one's personal career credentials, stock market performance pressures, prior bribery experience, and feedback from line managers (Roy, 2005).

Ethical considerations or the consequences of getting involved in such acts pale into insignificance against these commercial compulsions. More importantly, despite the presence of two international anti corruption conventions (United Nations Convention against Corruption, 2003, and OECD Anti-Bribery Convention, 1999) that criminalise acts of bribery and corruption in international business, the incidence of corruption and bribery is on the rise. This is evidenced by the works of World Bank experts, Transparency International and research scholars.

Dr Roy believes that from now, these factors are external control mechanisms with serious practical, legal and jurisdictional limitations. For civil society and business to thrive, internal review mechanisms are also required at the individual manager/company level to deal with corruption and bribery. This research aims to provide a framework for managerial decision-making that is ethical, stakeholder-conscious and practical.

Dr Achinto Roy



CORPORATE SOCIAL RESPONSIBILITY— NOT JUST FOR LARGE COMPANIES

DR FARA AZMAT, SCHOOL OF MANAGEMENT AND MARKETING



Dr Fara Azmat



DR AZMAT'S RESEARCH RELATES TO THE SOCIALLY RESPONSIBLE BEHAVIOUR OF SMALL AND MICRO-BUSINESSES IN DEVELOPING COUNTRIES.

Generally, the term 'corporate social responsibility' (CSR) has been limited to large companies in OECD countries. It usually does not refer to the social responsibility of individual small entrepreneurs, who fail to implement the kind of CSR practices in terms of their financial reporting, codes of conduct, procedures, strategies and structures, that are common to large firms (Spence 2007).

Dr Azmat's research relates to the socially responsible behaviour of small and micro-businesses in developing countries. In a recent article (*Journal of Business Ethics*, 2009), she introduced the term 'small scale individual entrepreneurs' (SIEs) to refer to micro entrepreneurs – those ranging from petty traders to personal service workers, such as small street vendors, market traders, barbers, and small shop owners. She uses the term 'responsible entrepreneurship' to refer to their CSR practices.

Although SIEs are burgeoning in developing countries, they form a major part of the informal workforce and contribute significantly to economic growth, but their potential is undermined when they engage in irresponsible and deceptive business practices. Dr Azmat's research contributes to the understanding of the unique realities of SIEs in developing countries, and investigates factors relevant to their responsible entrepreneurship.

Dr Azmat has also extended her research interests to immigrant entrepreneurship. In another article (*European Management Journal*, 2009) she presents a contextual framework consisting of a number of propositions specifying the influence of home country contextual factors (culture, institutional environment, and level of socio-economic development), on the shaping of the perceptions of social responsibility of immigrant entrepreneurs. She has also successfully completed a research project investigating the social responsibility perceptions of Sri Lankan immigrant entrepreneurs in Victoria. A paper related to this project saw her take out the Best Presenter Award at *The Global Business and Finance Research Conference* in London in 2008.

Recently Dr Azmat was invited to join the academic peer review group to review proposals for the UK's Department for International Development (DFID) and Economic and Social Research Council (ESRC), for the ESRC-DFID Joint Scheme for Research on International Development, with a budget of £23m.

In addition to her interests in social responsibility, Dr Azmat's research also encompasses issues relating to sustainable development, governance and market oriented reforms in developing countries.

***A GLOBAL ANALYSIS OF
SOCCER CHAMPIONSHIPS
CAN SHOW THE
CONCENTRATION OF
POLITICAL AND ECONOMIC
POWER, BOTH ACROSS THE
WORLD AND WITHIN
A COUNTRY ITSELF.***



ROMES WITHOUT EMPIRES – SOCCER HOLDS KEY TO WEALTH AND INFLUENCE

ASSOCIATE PROFESSOR MEHMET ULUBASOGLU, SCHOOL OF ACCOUNTING, ECONOMICS AND FINANCE

Cities that are home to a leading soccer club are winners – not just on the field but in the game of political and economic influence. That is the view of Deakin University economist, Associate Professor Mehmet Ulubasoglu.

Associate Professor Ulubasoglu says a global analysis of soccer championships can show the concentration of political and economic power, both across the world and within a country itself.

Successful soccer teams can hire the best talent, a feat requiring command over relatively large resources that need to be raised from fans, supporters, merchandise sales and broadcast revenues.

Typically, most of these sources are local, but Associate Professor Ulubasoglu argues that teams that credibly contest championships are the ones located in cities that command relatively more resources.

Associate Professor Ulubasoglu was particularly attracted to soccer because teams competing for the championships in professional premier leagues have been associated with urban centres. Any city considered 'worth its salt' is represented by at least one soccer team in the league.

Thus, a reasonable measure of geographical distribution of wealth in any country can be obtained by looking at soccer championships and the relative importance of the cities these teams represent.

Being able to see the concentration of political and economic power is important because of the effect it has on a country's economic development.

Associate Professor Ulubasoglu's research found that the concentration of political and economic wealth in one city can act as a brake on the economic development of the country in the long-run. It stops competition and effectively concentrates all the money and resources in one place. This chokes innovation and development due to the political influence it affords.

Such an effect was first noticed in AD2 after Rome became the largest city in the world. Its size meant that Rome could use its military and political power to suppress competition and extract resources from its empire. Researchers believe the parasitic character of Rome was not only responsible for weakening the Italian economy, but also played a central part in the collapse of the empire.

As the world developed, similar patterns were observed, such as Buenos Aires, Istanbul, Cairo and Seoul, which led Bairoch (1988) to label such cities as 'Romes without Empires.'

Economists have long struggled with definitively measuring the implications of high urban concentration and its effect on the economic outcomes of a country, partly because of the difficulty of measurement. A city's population doesn't always convert to a political influence measure.

Appropriately, Associate Professor Ulubasoglu developed an alternative measurement. He created an index of the distribution of soccer championships across cities in a given economy, thereby mimicking the geographic concentration of wealth and political influence. Soccer was chosen because it is one of the most popular sports in the world, played at both professional and amateur level. A FIFA study found that more than 240 million people regularly play soccer in more than 200 countries.

The study covers 100 countries, including Australia. Because not every country's favourite sport is soccer, the implications are cross-checked against a sub-sample of 45 countries that have participated in the FIFA World Cup. Soccer is more likely to be a premier sport in those countries, so similar results hold.

Consider Germany and Paraguay, which respectively possess one of the highest and lowest geographical concentrations of wealth. The analysis suggests an average of two per cent difference in the annual growth rates of these countries over the period 1960-1999, due to differences in the geographical concentration of wealth and its associated effects.

Federal countries like Australia are advantaged because employers, employees and industry can move around and this is likely to reduce political agglomeration.

However, the research suggests Australia can still do better if Melbourne and Sydney's dominance is reduced.

Bairoch, P. (1988) *Cities and Economic Development: From the Dawn of History to the Present*. The University of Chicago Press, Chicago.



Associate Professor
Mehmet Ulubasoglu



***THE MAIN
PURPOSE OF THE
RESEARCH IS TO BETTER
UNDERSTAND HOW PROFESSIONAL
BODIES AND HIGHER EDUCATION
INSTITUTIONS ARE USING
INTERNATIONAL EDUCATION
STANDARDS IN THEIR
PROGRAM DESIGN.***

BALANCING THE BOOKS – INTERNATIONAL STANDARDS IN ACCOUNTANCY EDUCATION

PROFESSOR KIM WATTY, SCHOOL OF ACCOUNTING, ECONOMICS AND FINANCE

A Deakin University professor and her colleagues are set to make a mark nationally and internationally with research in the area of international accounting education standards.

Professor Kim Watty lectures in first year accounting and management accounting at Deakin's School of Accounting, Economics and Finance. Her research interests centre on accounting education, particularly pedagogy, assessment and feedback, quality and standards, and professionalisation within the industry.

Professor Watty is currently leading a project funded by the International Accounting Education Standards Board (IAESB) and the Association of Chartered Certified Accountants (ACCA). The work will explore models of accounting education and the adoption of International Education Standards (IES) by professional bodies and tertiary institutions in Australia, Japan and Sri Lanka.

Assisting Professor Watty is Associate Professor Satoshi Sugahara from the Faculty of Commercial Science, Hiroshima Shudo University, Hiroshima, Japan, along with consultant researchers Luckmika Perera and Dr Nadana Abayadeera, and research assistant Dr Jade McKay, all from Deakin University.

The main purpose of the research is to better understand how professional bodies and higher education institutions are using IES in their program design.

Professor Watty explains: 'Because accounting education is vocational, there is a process and that involves Initial Professional Development (IPD) which is generally offered by higher education providers (usually universities). Then, for graduates who want to be a professionally qualified accountant, they continue their professional development by undertaking a professional program offered by the professional accounting bodies. After that, they are required to maintain that qualification by continuing with their professional development. This is referred to as Continuing Professional Development (CPD).'

With such a broad range of stakeholders in the accounting field – employers, professional bodies, students, investors and universities – there is a strong need for a means of unifying IPD standards. In addition to factors such as evidence of quality in curriculum design and learning outcomes, and accountability of stakeholder performance, there are other questions requiring attention.

'How do we find out if professional bodies are using international education standards, what is their level of awareness of those standards, and compliance at the professional level – do they comply? Understanding and awareness is a very important step.'

The globalisation of higher education brings students from a range of diverse backgrounds to study in Australia. Furthermore, accounting is a global profession. As a consequence, Professor Watty and her team have chosen to include Japan and Sri Lanka in their research, along with their focus on Australia.

'We have chosen three geographically, linguistically, culturally and socially diverse countries and we are going to interview key people in their professional bodies,' Professor Watty says. 'We will be contacting the key program developers in universities to ask them if they are aware of the international education standards, do they comply with them and is it worthwhile converging.'

It is not a foregone conclusion, she adds. 'There is some debate about whether a one-size-fits-all approach to program design will work. Is one set of accounting standards the right way to go?'

Three in-depth case studies will be conducted in the three countries, allowing the researchers to come up with an accounting model that will show the various levels needing consideration.

Professor Watty adds: 'There will be different expectations in the different countries so we will be looking at the issues – legal, political and cultural, at the professional development required, and how the professional bodies and higher education providers operate. We will be looking for a non-prescriptive generic model that can be modified to suit any country. The model will be accompanied by questions and guiding notes for those seeking to build a model of accounting education in any country.'

It is part of the requirements of the project funding that progress reports are presented three times – in South Africa (already occurred), Italy and the Netherlands. Being part of research that has a global impact helps recognise Deakin's role in the field, as does the attainment of an internationally competitive grant among high level competition.

Professor Watty says: 'We received one of only three grants out of 24 applications. It gives a voice to the quality of Deakin research on an international scale and it links the research back to curriculum design – making us think about the quality of our students' learning in our own accounting degrees.'



Professor Kim Watty

CENTRE FOR SUSTAINABLE AND RESPONSIBLE ORGANISATIONS (CSaRO)

Financial meltdowns, climate change, corporate collapses and the quest for sustainability. They all happen globally and all push the need for effective management and practical solutions to the top of the world wish list.

Arguably, never before has there been such a loud cry for high quality research that is collaborative, well organised and effective in the long term. It is needed globally, nationally and locally. Likewise, there is pressure on governments and organisations to develop and demonstrate responsible organisation, leadership and governance.

Enter Deakin University's Centre for Sustainable and Responsible Organisations (CSaRO). Located at the Melbourne Burwood Campus, the CSaRO was established in 2010. The centre brings together researchers from a variety of disciplines and a range of schools in Deakin's Faculty of Business and Law. The idea is to better understand and promote long-term sustainable and responsible organisational behaviour and to do so via research and discussion with a variety of appropriate individuals and groups, including the research community, business leaders, policy advisers and the general public.

As well as undertaking independent, high quality research in the areas of sustainability and responsible organisational practices, CSaRO's objectives include undertaking cutting edge research. Members want to advance both theory and practice, engage the academic and professional communities, and promote debate and recommendations for better governance and policy making. The centre also aims to develop research collaborations with suitable partners from government, industry and community, and to attract and train high quality research students and staff.

CSaRO's director is Professor Nava Subramaniam, a lecturer in accounting. She says one of the standout features of the centre is that it draws on the skills and knowledge of people from different areas. 'It is very multi-faceted – unlike some of the other research centres that focus on specific areas of research.'

The current climate means the centre has a vital role to perform, adds Professor Subramaniam. 'In the previous financial crisis and in current times when we have a highly volatile and dynamic environment, there is a lot of anxiety about what is happening with the stock market and in some European economies. There is a lot of economic uncertainty and that leads to uncertainty for organisations. The need for sustainable and reputable organisations becomes particularly important.'

How those organisations conduct themselves is also an important factor and one that CSaRO can play a role in, Professor Subramaniam says. 'These economic times mean it is even more important that organisations have the capacity to act ethically and responsibly – that is a key message.'

'Organisations like CSaRO help to make connections to the real world – they can engage in dialogue, see who is doing well, who is adopting effective practices, and can academically assess their developments.'

A strategic planning meeting of CSaRO members and other Faculty of Business and Law staff held during the first half of 2011 led to a restructure of the centre and the formation of its three key clusters.

The Risk Management and Corporate Governance research group, coordinated by Professor Subramaniam, focuses on the governance and economics of sustainable practices and responsible behaviours.

The Employee Health and Wellbeing research group is coordinated by Andrew Noblet, the deputy director of the centre and an associate professor in organisational behaviour at Deakin's Graduate School of Business. This group covers three broad themes: assessing the levels of health and wellbeing across working populations; identifying the sources and consequences of health-related outcomes such as job stress and employee engagement; and developing and evaluating strategies that can promote employee wellbeing and enhance organisational effectiveness.

The third group, titled Impacts of Marketing, is led by Dr Paul Harrison, senior lecturer in marketing, consumer behaviour and advertising. This cluster group focuses on research involving the broader effects of marketing on society within consumer decision-making, consumer regulation and policy, and macro-marketing. Operating under the three groups allows researchers working on common themes to come together.

In the past year, CSaRO members have been successful in gaining significant grants. For instance, Professor Subramaniam, along with Professors Barry Cooper and Graeme Wines, received the ARC Linkage grant (\$181 000 and \$60 000) for work on risk management of carbon emissions. In addition, a large VicHealth grant to Associate Professor Andrew Noblet will fund a project aiming to trial the development of comprehensive job stress prevention initiatives in a number of Victorian-based workplaces. The project will be funded over three years at \$100 000 per annum.

Other examples of excellence achieved by CSaRO members include Professor Wines' involvement in an ARC Linkage grant to research migrant professionals, and Dr Melissa Parris receiving the Vice-Chancellor's Award for Outstanding Contribution to Research: Early Career Researcher. Dr Elsa Underhill has also been acknowledged for running a successful international symposium on regulating OHS for precarious workers.

In the past few months, the centre has run a number of successful research training workshops and several key events. They include a Big Talk Event on the theme of sustainability and consumption, and a one-day symposium titled Sustainable Governance. On the back of the popularity of the initial QNVivo training day, a second will be held in coming months.

It has been a rosy first year for CSaRO and it is clear that many more exciting and productive times lie ahead.

Professor Nava Subramaniam



AS WELL AS UNDERTAKING INDEPENDENT, HIGH QUALITY RESEARCH IN THE AREAS OF SUSTAINABILITY AND RESPONSIBLE ORGANISATIONAL PRACTICES, CSaRO'S OBJECTIVES INCLUDE UNDERTAKING CUTTING EDGE RESEARCH.



DEVELOPING LEADING PRACTICE IN LEARNING AND DEVELOPMENT: GOOD DECISIONS BEGIN WITH GOOD INFORMATION

DeakinPrime, the corporate education arm of Deakin University, is a pioneer and leader in the development of corporate education partnerships. It is linked with organisations across Australia, reaching over 50 000 people in work each year.

DeakinPrime can advise, integrate, coordinate and deliver educational solutions that provide real and immediate benefits to organisations and their staff.

It is committed to understanding best practice learning and development theories and initiatives. Through DeakinPrime, strategic and solutions consultants conduct meta-analysis of the latest corporate education research and engage expert thought leaders. This enables corporate Australia to connect with the expertise of leading academics and the teaching and research strengths of Deakin University.

DeakinPrime is focused on workforce professionalisation. Its aim is to assist the development of the character, scope and scale of corporate education in a way that aligns with broader workforce and performance management strategies, and brings sustained value to an organisation over time.

More information about DeakinPrime can be found at www.deakinprime.com or call +61 03 9918 9000.

DEAKIN PRIME IS COMMITTED TO UNDERSTANDING BEST PRACTICE LEARNING AND DEVELOPMENT THEORIES AND INITIATIVES.

HIGHER DEGREES BY RESEARCH (HDR) AT DEAKIN: JOIN THE RESEARCH EFFORT AND HELP MAKE A DIFFERENCE

Deakin University has built an enviable international reputation for fostering outstanding research programs in areas relevant to our future. As a student you will be taught by leading researchers and be exposed to cutting edge research and technology.

The Faculty of Business and Law is looking for outstanding Higher Degree by Research (HDR) candidates and offers a vast range of research areas to choose from.

Admission to HDR candidature is normally granted on the basis of a bachelors degree with honours or a masters degree with a substantial research component. It is expected

that a candidate for a doctoral program will have achieved the standard of at least second-class honours (upper division), and that a candidate for a masters degree will have achieved the standard of second-class honours. Other qualifications and experience may be considered for entry if accepted as equivalent to those above. Where entry is sought based on alternative qualifications, a key requirement is research leading to a thesis or equivalent publications. The Faculty looks for evidence of research potential and demonstrated ability to produce a significant report. These two qualities are essential for successful candidature.

***DEAKIN UNIVERSITY HAS BUILT AN ENVIABLE
INTERNATIONAL REPUTATION FOR FOSTERING
OUTSTANDING RESEARCH PROGRAMS IN
AREAS RELEVANT TO OUR FUTURE.***

RESEARCH GRANTS

THE UNIVERSITY RECEIVES EXTENSIVE FUNDING FROM INDUSTRY, RESEARCH AGENCIES, FOUNDATIONS AND GOVERNMENT BODIES. BELOW IS A SELECTED LIST OF RESEARCH GRANTS AWARDED SINCE 2010.

Dr Fara Azmat, Dr Yuka Fujimoto, Professor Ruth Rentschler,
Building diverse community engagement: Mix It up project
evaluation 2006–2010.

\$8000

Professor Mirko Bagaric,
Humanising animals – civilising people.

\$15 000

Professor Barry Cooper,
Institute of Chartered Accountants Accounting Research Fund.

\$300 000

Professor Barry Cooper, Professor Graeme Leslie Wines, Professor Navaneetham Subramaniam,
Risk management systems and implications for carbon reporting
and reduction – a study of Australian carbon intensive firms.

\$61 443

Mr Richard Coverdale,
Rural disadvantage and the law.

\$12 000

Dr Annemieke Craig,
Go Girl Go for IT program in Victoria – to ascertain its short term
and longer term impact.

\$5000

Dr Annemieke Craig,
Digital divas: designing approaches to enthuse girls' interest in
ICT studies and ICT careers.

\$14 000

Professor Louis De Koker,
Over-compliance: towards an understanding of compliance
responses of financial institutions in South Africa.

\$13 726

Professor Louis De Koker,
Money laundering and terrorist financing risk and vulnerability
methodology.

\$18 199

Professor Louis De Koker,
Integrity in mobile phone financial services.

\$44 083

Professor Louis De Koker,
National organised crime response plan.

\$8300

Dr Jian Fu,
Buying properties in Victoria: how do Chinese immigrants choose
non-ADI lenders of loans?

\$2600

Dr Hilary Glow,
Arts audiences: measuring quality in the performing arts.

\$9886

Dr Hilary Glow,
Arts and cultural leadership in Australia.

\$25 473

Professor Edward John Hall,
Understanding innovative opera attendees: modelling
the responsiveness to marketing alternatives in a dynamic
subscription market.

\$90 291, \$21 300

Professor Edward John Hall,
Camping and accommodation product and pricing qualitative
and quantitative research project 2009.

\$1979

Professor Edward John Hall,
Review of park visitor usage: constraints and satisfaction.

\$10 000

Professor Edward John Hall,
Promoting and managing national parks into the 21st century.

\$18 755

Professor Edward John Hall, Professor Chris Doucouliagos,
Meta-analysis of national park visitation.

\$10 000

Mr Martin Hardie, Professor David Shilbury,
Doping and Australian professional cycling; attitudes, issues and
a pathway to a new approach.

\$23 020

Dr Paul Harrison,
Selling credit in the home – sales techniques and the impact on
consumer decision making – RCTI.

\$3192

Dr Paul Harrison,
Food and beverage marketing to children using non-broadcast
media.

\$5000

Dr Paul Harrison,
Consumer decision making in telecommunications.

\$30 000

Professor Kevin Hindle,
Indigenous entrepreneurship in Victoria, Australia: reconciling
mainstream business practice and Indigenous community values.

\$26 140, \$7928

Professor Kevin Hindle,

Understanding entrepreneurial success as a regional initiative – sub project of enterprise connect project.

\$18 750

Dr Susan Keller,

Exploring options for the development of a comprehensive food database to support the Australian Government's Industry Partnership Initiative.

\$98 800

Dr Susan Keller, Mr Bardo Fraunholz, Mr Richard Braithwaite,

Investigating the role of extended information on consumer's behaviour in the food industry.

\$5000

Dr Pamm Kellett, Dr Paul Turner, Dr Sheila Nguyen,

SMARTPLAY research and evaluation project.

\$24 843

Associate Professor Monica Keneley, Dr Helen Florence Scarborough,

Addressing institutional and social barriers to science impact in coastal zone management (CSIRO Flagship Cluster).

\$106 270

Dr Arifur Khan, Professor Navaneetham Subramaniam,

Family ownership and control and audit fees in Australian companies.

\$9314

Professor Danuta Mendelson,

Establishment of a Victorian food policy coalition.

\$260 000 (\$130 000 in 2010, \$130 000 in 2011)

Leanne Morris, Dr Elsa Margaret Underhill,

WorkChoices – its impact within Australian workplaces.

\$40 312

Associate Professor Andrew Noblet,

Western Region Health Centre Agreement.

\$9000

Associate Professor Andrew Noblet,

Workplace stress intervention project.

\$90 000

Dr Melissa Parris, Dr Uma Devi Jogulu,

Career aspirations of Australia's immigrant managers from the Asia-Pacific region: developing a cross-cultural framework.

\$42 634

Professor Michael Jay Polonsky,

Understanding barriers and enablers to donate blood of Sub-Saharan African refugees.

\$110 000

Professor Anne Rees, Professor Jean Jacques Du Plessis, Mr Richard Coverdale,

Provision of legal services to small business in rural and regional Victoria.

\$41 948

Dr Scott Andrew Salzman,

Understanding the connections between ground and surface water on the Werribee plains.

\$8163

Dr Helen Florence Scarborough,

Warrnambool–Corangamite land suitability decision framework.

\$208 335

Dr Jason Taliadoros,

Sacred rules, secular revelations: the conceptions of rights in pre-modern Europe.

\$1593

Associate Professor Mehmet Ali Ulubasoglu,

Pre-disaster natural hazard loss estimation.

\$5545

Dr Elsa Margaret Underhill,

For the provision of research into strategies for improving workplace health and safety for labour placement industry workers in Queensland.

\$41 482

Dr Vince Versace,

Genetic variability in *Donax Deltoides*.

\$10 000

Dr Georgia Warren-Myers,

Existing residential buildings research partnership.

\$5000

Professor Kim Watty,

Exploring models of accounting education and IES adoption by professional bodies.

\$7347

Associate Professor Victoria Wise, Dr Vijaya Thyil,

The transition to low carbon footprint: evaluating the opportunities, costs, risks and structural changes for Australian business.

\$13 488

Dr Connie Zheng,

Innovation policies and practices in China and Taiwan.

\$7500

Dr Connie Zheng,

Retaining people in dairy farming – what is working and why.

\$15 000

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