



AIB Research Candidate Conference 2022

Wednesday 5 October to Friday 7 October 2022

Book of Abstracts

AIB Annual Research Candidate Conference Welcome

It is my pleasure to welcome you to the 2022 AIB Research Candidate Conference. I'm Gayle Morris, the Associate Dean Research at AIB. We are delighted to have all AIB candidates come together over three days to share their research projects, whether they are at the developmental stage, knee-deep in research data, or close to completing their research interrogation.

The conference provides both a candidate professional development and a networking opportunity for the broader AIB research community. Importantly it provides a networking opportunity for candidates across the cohort years and an opportunity to obtain feedback from peers and academics.

The program has 31 candidate presentations across the three half days. At the end of each session, break-out rooms are provided for individual session presenters for additional questions and discussion. The final session on the third and final day will be facilitated by candidates Paul Long and Ivan Ocampo, with support from Dr Parth Patel at the beginning. Parth and Paul will share the details of the HDR Peer Mentoring Program, to be followed by a session on "Getting to Know the System". All candidates are strongly encouraged to participate in this session which will provide a great opportunity to share experiences.

I'd like to extend my sincere thanks to:

- Conference Steering Group colleagues: Uwe Kauffman, Parth Patel, Bora Qesja, Kuldeep Kaur, Mahan Poorhosseinzadeh, Paul Long (candidate rep), and Sophie Hammond.
- Supervisors and academics for guiding candidates and sharing your knowledge through probing questions
- Session chairs for ensuring timely presentations and for abstract review feedback
- Ingrid Day, our Academic Dean, for her unwavering support
- Finally, candidates for your insightful and inspiring presentations and for embracing this development opportunity

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PROGRAM					
Day one: Wednesday 5 October		Day two: Thursday 6 October		Day three: Friday 7 October	
Day one time	9 am – 1:30 pm	Day two time	9 am – 12:50 pm	Day three time	9 am – 1:00 pm
9:00 - 9:05 am	Welcome Prof Gayle Morris, ADR	9:00 - 9:20 am	"High-performance virtual teams: an action research study for high performance at BFT Automation Australia and BFT Automation New Zealand." Daniele Dal Cengio (4th year DBA: thesis writing stage) 15 minute talk & 5 minute question time	9:00 - 9:15 am	"A study of women's career pathways and progression in the Australian mining industry: gendered patterns and barriers" Giulia Savio (2nd year DBA) 10 minute talk & 5 minute question time
9:05 - 9:40 am	KEYNOTE "The Factors Influencing Medical Staff Engagement at not for profit hospitals in Australia" Paul Long (4th year DBA: thesis writing stage) 30 minute talk & 5 minute question time	9:20 - 9:35 am	"Using Artificial Intelligence to Augment and Enhance Human Resource Strategy and Functions" Adrian Kamniski (3rd year DBA) 10 minute talk & 5 minute question time	9:15 - 9:23 am	"Mature age women and their career change experience into the real estate industry" Karen Harvey (1st year DBA: coursework stage) 5 minute talk & 3 minute question time
9:40 - 9:55 am	"Improving attendance rate in outpatient clinics using a mixed methods action research approach" Claire Pierce (3rd year DBA: researching stage) 10 minute talk & 5 minute question time	9:35 - 9:50 am	"The Thicker the Agreement; The Poorer the Relationship" Teigan Lawton (2nd year DBA: research collation stage) 10 minute talk & 5 minute question time	9:23 - 9:38 am	"AFL Masters: A study of social gerontology to determine how sport participation can assist in successful ageing" Jennifer Pitson (2nd year MMgt: post-proposal stage) 10 minute talk & 5 minute question time
9:55 - 10:15 am	"Examining the Interactive Effects of Core Self-Evaluations on the Relationships Between Perceived Support, Employees' Engagement and Performance in the Australian Mining Sector" Tafara Chipamaung (4th year DBA) 15 minute talk & 5 minute question time		Session Chair: Dr Sehrish Shahid	9:38 - 9:46 am	"Describing the Practice of Sales Coaching in the Australian Environment" Dean Mannix (1st year DBA: coursework stage) 5 minute talk & 3 minute question time

10:15 - 10:30 am	"Understanding the relationship between remote work intensity and employee well-being" Ivan O'Campo (2nd year DBA: post-proposal stage) 10 minute talk & 5 minute question time				<i>Session Chair: Dr Parth Patel</i>
	<i>Session Chair: Dr Syed Mohyuddin</i>	9:50 - 10:00 am	Open session in break out rooms	9:46 - 10:00 am	Open session in break out rooms
10:30 - 10:40 am	Open session in break out rooms	10:00 - 10:15 am	15 minute break	10:00 - 10:15 am	"Exploring the success-sustainability nexus of development projects: The role of project governance" Sinikinesh Jimma (2nd year DBA: post-proposal stage) 10 minute talk & 5 minute question time
10:40 - 10:50 am	10 minute break	10:15 - 10:30 am	"Investigating the barriers to MNC innovation in emerging markets - a case study of MTR in Hong Kong" Jayson Williams (2nd year MMgt) 10 minute talk & 5 minute question time	10:15 - 10:23 am	"Exploring Dance Customer Journeys: Learning from the Past to Shape the Future" Sarah Ahmadi (1st year DBA: coursework stage) 5 minute talk & 3 minute question time
	<i>Dr Mohsen Varsei</i>	10:30 - 10:45 am	"Peer-to-Peer finance platforms in Australia" Geoffrey Toone (2nd year DBA: post-proposal stage) 10 minute talk & 5 minute question time	10:23 - 10:31 am	"The effectiveness of agritourism in educating the urban consumer" Cole Ambrock (1st year DBA: coursework stage) 5 minute talk & 3 minute question time
10:50 - 11:10 am	"Integration of Risk Management with Company strategy and Business Planning: A Case Study of XYZ Mining Company" Amson Hove (3rd year DBA: thesis writing stage) 15 minute talk & 5 minute question time	10:45 - 11:00 am	"Values and drivers of private security in office buildings across Australia" John Gellel (2nd year DBA) 10 minute talk & 5 minute question time	10:31 - 10:51 am	"The impact of Cloud Computing on Business Performance and Competitive Advantage in Australia" Satha Pillay (3rd year DBA: thesis writing stage) 15 minute talk & 5 minute question time

11:10 - 11:18 am	"Technologies of Industry 4.0: A Conceptual Model for Building Antifragility in Supply Chain Management" Khalib Ismail (1st year DBA: coursework stage) 5 minute talk & 3 minute question time		<i>Session Chair: Dr Mingwei Sun</i>		<i>Session Chair:Dr Svetlana De Vos</i>
11:18 - 11:33 am	"A case study of pallet network resilience in Australia during Covid-19" Andrew Clark (2nd year DBA) 10 minute talk & 5 minute question time	11:00 - 11:10 am	Open session in break out rooms	10:51 - 11:05 am	Open session in break out rooms
11:33 - 11:43 am	Open session in break out rooms	11:10- 11:18a m	"The Perceived Cognitive Load Impact of Virtual Workplace Settings on Employees and the Subsequent Business Performance Outcomes" Bianca Lemon (1st year DBA: coursework stage) 5 minute talk & 3 minute question time	11:05 - 11:20 am	15 minute break
	<i>Session Chair: Dr Christiana Osei Bonsu</i>	11:18- 11:26a m	"An investigation of multinational enterprises' (MNEs) mental health supports for company-assigned expatriates during pre-departure and post-arrival for international assignments" Donna Derksen (1st year DBA: coursework stage) 5 minute talk & 3 minute question time	11:20 - 11:55 am	"Building business relationship and trust in an online environment: An exploratory case study of Iranian immigration law firms" Ali Shahami (2nd year DBA) Proposal presentation: 30 minute talk & 5 minute question time
11:43 - 11:58 am	"An investigation of the operation of boards of privately held, medium-sized companies in Thailand " Brenton Mauriello (2nd year DBA) 10 minute talk & 5 minute question time	11:26- 11:34a m	"The post-pandemic workplace: Focusing on leader behaviours and the cultivation of psychological safety for hybrid knowledge workers" Angela Ainsworth (1st year DBA: coursework stage) 5 minute talk & 3 minute question time	11:55 am - 12:00 pm	<i>Session Chair: Dr Samaneh Soleimani and Conference Close: Professor Gayle Morris</i>

11:58 am - 12:06 pm	"Stakeholder perspectives on the factors that affect the adoption of predictive analytics for acute kidney injury" Lisa Tyndall (1st year DBA: coursework phase) 5 minute talk & 3 minute question time		<i>Session Chair: Dr Kuldeep Kaur</i>		
12:06 - 12:14 pm	"Canada's carbon tax and its impact on the oil and gas industry's financial performance" Ali Albabba (1st year DBA: coursework stage) 5 minute talk & 3 minute question time	11:34 - 11:45 am	Open session in break out rooms	12:00 - 12:15 pm	Breakout room (only for Proposal Assessment Panel members)
12:14 - 12:30 pm	Open session in break out rooms	11:45 - 12:00 noon	Coffee Break	12:15 - 12:30 pm	Coffee Break
12:30 - 12:40 pm	Coffee Break	12:00 - 12:35 pm	Concurrent Proposal presentation sessions: 30 minute talk & 5 minute question time Concurrent Sessions Session I: "Disorders, Disruptions & Deployments - A case study of Antifragility in Australian Defence Industry Supply Chains" Amanda Mackinnel (2nd year DBA) Session II: "The financial impact of COVID-19 and building resilience in the hospitality industry in Adelaide" Russel Clark (2nd year MMgt)	12:30 - 1:00 pm	Candidate lead session Facilitated by: Paul Long (outgoing R&HDC candidate rep) and Ivan Ocampo (incoming R&HDC candidate rep): "Getting to Know the System"

12:40 - 1:15 pm	<p>"An investigation of Non-tariff measures affecting Vietnamese exporters of fresh fruits and vegetables"</p> <p>Phung Phuong (1st year PhD)</p> <p>Proposal presentation session: 30 minute talk & 5 minute question time</p>		<p><i>Session Chairs: Session 1 Dr Kasun Chandrasekara (pending), Session 2 Dr Mamun Ala</i></p>		
	<p><i>Session Chair: Dr Ethan Nikookar</i></p>	12:35 - 12:50 pm	Breakout rooms (only for Proposal Assessment Panel members)		
1:15 - 1:30 pm	Breakout room (only for Proposal Assessment Panel members)				

Keynote Presenter: Paul Long (4th year DBA)

Title: The factors influencing Medical Staff Engagement at not-for-profit hospitals in Australia

Background

The case for enhancing the engagement of doctors has now been widely publicised (Dickinson et al. 2016; Long et al. 2018a; Spurgeon et al. 2018). To the doctor, these include improved job satisfaction and a reduced risk of burnout. To the health service organisation (HSO), benefits include lower mortality rates; fewer serious incidents; achievement of service targets; improved financial management; and reduced staff absenteeism and turnover. Patients benefit from higher quality care and a better experience. A gap analysis of the existing case research into medical engagement illustrates there is no apparent research into the non-profit healthcare sector in Australia. And none that is that across state jurisdictional boundaries.

Much of the medical engagement literature reviewed focuses on the activity conducted at the macro and meso levels of the health care system. However, without the medical engagement at a collective level and the individual level, it is difficult to address variations in practice or care at the micro level. Following this logic, the researcher's attention needs to understand the interaction at all levels while closely observing engagement at the micro level.

Purpose and aims

This study will examine the factors that influence employee engagement of medical staff working in the not for profit healthcare sector of Australia. Specifically, the study looks at doctors working in one public hospital in Sydney and one public and one private hospital co-located in Melbourne.

Methods

The research approach was qualitative. The study was exploratory in nature and used case study method as the research design. The study was informed by critical realism. Data was collected through interviews with medical professionals working across public and private hospitals in Melbourne and Sydney., and was analysed using content analysis.

Conclusions

The research has come up with seven conclusions which have been formulated from the data analysis findings and synthesised with the literature.

Contributions/Research limitation

This research was exploratory in nature and limited to analytical rather than statistical generalisation. The study scope is limited to Australia, the not-for-profit sector, and to limited contexts within each of the selected sites. Because all three hospitals are located in metropolitan areas the results may not apply to regional or rural hospitals. Methodologically, the study was limited to a single qualitative methodology.

Presenter: Claire Pierce (3rd year DBA)

Title: Improving attendance rate in outpatient clinics using a mixed methods action research approach

Access to outpatient services is a challenge for most countries that offer universal healthcare. Increasingly patients are having to wait as demand exceeds capacity, and the more urgent patients get priority. Long wait times for an outpatient appointment may worsen outcomes or reduce expected health gains compared with timely treatment. Patients routinely fail to attend allocated appointments. The cost of one patient failing to attend an appointment is an opportunity missed for another patient to attend. Whilst government Access Policies detail best practice for optimising attendance rates Australian public hospital have wide ranging failure rates, sometimes as high as 50%. International research indicates that a failure of 5% is best practice. Whilst forgetfulness is the most common reason for failing to attend there is no other research findings available to guide how to fix this problem. Reducing the non-attendance rate is complex and multifactorial.

The goal is to identify the reasons for failing to attend an outpatient appointment and to develop a change process to improve the failure rate. The research methodology is mixed methods action research (MMAR) using a sequential Qual Quan design. The research will be conducted over two phases. Phase 1 will focus on the collection of information through semi structured interviews combined with secondary data - the failure to attend rates at the researcher's organisation. Phase 2 will be the establishment of action research groups tasked with implementing improvement solutions using the following data collection approaches; observational study, observational checklists and review of the secondary data. The findings of the research have the potential to create more capacity in the outpatient services at no additional cost for the researcher's organisation as well as policy implications via the transfer of learnings to other health services.

Presenter: Tafara Chipamaunga (4th year DBA)

Title: Examining the interactive effects of core self-evaluations on the relationships between perceived support, employees' engagement and performance in the Australian Mining Sector

Variations in perceived levels of employee engagement (EE) and employee performance (EP) at Global Mining Conglomerate (GMC) observed on several internal surveys triggered inquisition into understanding their potential causality. EE is a state of mind widely associated with positive organisational outcomes such as EP (Kahn 1990; Schaufeli et al. 2002). While extant literature has widely identified antecedents and outcomes of EE (Saks 2006; 2019), this thesis enhances knowledge by examining the mechanisms that leads to its manifestation. More specifically, the thesis investigates the interactive influence of employees' higher order personality trait of Core Self-Evaluations (CSE) on EE and EP's relationships with support at work comprising of perceived organisational support (POS), perceived supervisory support (PSS), and perceived co-worker support (PWS) in the Australian mining sector.

This research was grounded on several sound theories. Core to the research were two higher order theoretical perspectives of organisational support theory (OST) (Eisenberger et al. 1986) and CSE theory (Judge et al. 1997). These two theoretical perspectives were encapsulated in the broader theory of person-situation interactionism (Joyce et al. 1982; Judge & Zapata 2015; Bono & Judge 2002; Bower 1973). OST is a social exchange evaluation by employees of the care and appreciation they get in exchange for the efforts at work they give (Eisenberger et al. 1986). CSE theory posits that higher order traits of self-esteem, generalised self-efficacy, emotional stability, and locus of control influence subconscious behaviours such as engagement and performance (Bono & Judge 2002). Based on person-situation theory the thesis

conceptualises that the interaction of CSE on situational factors at work can influence engagement and performance of employees in the Australian mining sector.

The thesis was based on a deductive positivist approach. It utilised a cross-sectional quantitative research methodology to administer survey questions. Self-administered questionnaires comprising of six measurement instruments (POS scale, PSS scale, PWS scale, Utrecht Work Engagement scale (UWES), EP scale, and CSE scale) utilising 7-Likert scale statements, and demographics questions assessing gender, tenure and experience were used to extract data from employees (n = 306) at GMC in Australia. Additionally, Marlowe-Crowne social desirability scale (1960) was used to assess and control for response bias in self-report questionnaires used in the thesis. SmartPLS3 (Ringle et al. 2015) software was used to analyse Partial Least Squares- Structural Equation Modelling (PLS-SEM) data.

The research made several contributions to knowledge, literature, and practice. First, the research findings corroborated extant literature on the correlations between POS and EE, PSS and EE, PWS and EE, EE and EP, POS and EP, PSS and EP, and PWS and EP in the Australian mining sector. These findings extend OST to the sector in that, employees in the Australian mining sector also form global perceptions about the appreciation, support, and care they get from the organisations they work for, their supervisors, and their co-workers (Kurtessis et al. 2017). In exchange for the appreciation, support, and care, they invoke the norms of social exchange theory (SET) by enhancing their physical, cognitive, and psychological attachment to work (Kahn, 1990). The second contribution relates to the mediation role of EE on the relationships between support variables at work (POS, PSS, and PWS) and EP. These findings corroborate findings in literature and extends EE's complimentary mediating effects to the mining sector of Australia. The third contribution relates to the theme of the research. The research contributes new knowledge to literature in that employees' subconscious evaluation of their worthy, and capabilities (Judge & Bono 2002) were found to impact their proclivity to engage and perform at work. Employees with high levels of CSE were found to be more inclined to engage and perform than those with lower levels of CSE. Additionally, CSE was found to have buffering effect to lower levels of support. When support levels were low, employees with high levels of CSE were more engaged than those with low levels of CSE. The research also makes contribution to practice by identifying CSE as a psychometric factor that can be used by HRD to onboard candidates predisposed to engage and perform at work.

Keywords: Core Self-Evaluations; Employee Engagement; Employee Performance; Perceived Co-worker Support; Perceived Organisational Support; Perceived Supervisory Support.

Presenter: Ivan O'Campo (2nd year DBA)

Title: Understanding the relationship between remote work intensity and employee well-being

The traditional office environment played a significant role in supporting employee satisfaction and well-being. However, the post-pandemic world is shaped by flexible, remote and virtual work as employees prioritise balance and desire the agency and flexibility afforded during the pandemic. However, while at one point, the physical separation between home and work acted as a barrier between home and work identities, workspaces have been increasingly detached from a central space and the moments and spaces that separate work and personal life are eliminated or rushed, resulting in poor mental preparation between activities. Definitive guiding strategies for remote working remain absent, conflicting, vague, or generalised. However, as remote work is here to stay, the question of its implications on employee well-being becomes pertinent. As remote work alters physiological, temporal and psychological thresholds between employees and their work, this research aims to respond to this question by considering the influences of job demands and resources to understand the relationship between remote work intensity and employee well-being.

Presenter: Amson Hove (3rd year DBA)

Title: Integration of Risk Management with Company strategy and Business Planning: A Case Study of XYZ Mining Company

Risk management is concerned with identifying, assessing, and controlling threats to the capital and earnings of an organisation. A growing body of literature is in consensus that implementation of risk management strategies and the consideration of potential risks ahead of time could save the organisation's future by protecting its financial resources. While there has been growing research on risk management, there is a paucity of research about the integration of risk management with company strategy and business planning in the mining industry. The objective of this study was to investigate how senior management may integrate company strategy plan development with risk identification/management within XYZ mining. The case study research was used to collect in-depth data from XYZ mining corporation with secondary case studies from Rio Tinto and BHP Billiton used to supplement the primary data. Purposive sampling was used to recruit 20 experts from XYZ including business planners, chief financial officers, and risk managers. Thematic analysis was conducted to identify key themes emerging from the primary interview data and secondary case studies. Findings revealed mining companies are exposed to different risks including financial risks, competitive pressure, cybersecurity threats, regulatory obligations, and energy consumption concerns. The impact of risk management on strategy development remains uncertain in the mining industry due to the lack of a prior risk assessment framework, limited management function during risk identification, and delayed risk assessment that occurs only after business strategies have been implemented. Addressing these challenges requires mining to develop robust formal and informal risk identification and management process that factors in pre-strategy assessment, post-strategy evaluation, and continuous monitoring and review of formulated strategies. Formal risk management systems focus on ERM including using risk management policies, risk management committees, risk exposure statements, process mapping, risk registers, and internal audit reports. Informal risk planning includes setting the tone from the top, risk facilitation by first-line and second-line risk specialists, holding risk forums and small group huddles, idea sharing, weekly horizon scanning updates, and alternative strategies to influence employee behaviours, perceptions, and attitudes. These findings show that the mining industry is characterised by hazards and uncertainties that

require systematic processes to identify and manage risks to ensure people, the environment, and the projects are not exposed to risks. The study highlights different methods of risk assessments such as SWOT analysis, and qualitative and quantitative assessments such as decision matrices that are used to identify the likelihood of occurrence of risks and the impact on the organisation, the workers, and the environment. Understanding how different levels of risks impact the organisation's objectives and strategic plans is crucial when integrating risk management strategies into strategic planning.

Presenter: Khalib Ismail (1st year DBA)

Title: *Technologies of Industry 4.0: A conceptual model for building antifragility in supply chain management*

Organisations in today's business world rely heavily on their supply chain operations to meet their business objective (Deloitte 2020). Consequently, there are many strategies developed around the use of technology to better manage the supply chain activities or safeguard the overall supply chain function from negative events (KPMG 2021). Taleb (2012) in his work describes these negative events as disorders which refer to any volatility, randomness, stressors, errors, variability, uncertainty, an imperfect and incomplete knowledge. What if we can gain more from disorder especially through Industry 4.0, which sits at the top of the business trends (BCG 2015; WEF 2015) in this era? The purpose of this research is to develop a conceptual model for building antifragility in supply chain management, particularly through technologies of Industry 4.0, and articulate how these technologies such as those highlighted by (BCG 2015) namely automation, big data analytics and Artificial Intelligence (AI) can help organisations focus on a more holistic view of supply chain. This holistic view, therefore, enables integrated relationships between decision making, resilience, robustness and performance (Shih-Jung, Li & Wei-Hsi 2022) that will increase the likelihood of organisations to adapt and improve, as opposed to avoiding the negative events.

References

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Presenter: Andrew Clark (2nd year DBA)

Title: A case study of pallet network resilience in Australia during Covid-19

This research aims to investigate the pallet network resilience in Australia during Covid-19.

Covid-19 crisis caused major breaks in supply chains that had been well identified in previous literature as fundamental supply chain risks. Australian organisations, like many others, unintentionally increased their vulnerability to disorder (Nikookar et al. 2021; Remko 2020) resulting in many companies facing the problem of not being able to meet customers' orders, and much needed merchandise sat in warehouses, not on retail shelves (Thomson 2021). The cost centric compulsion of modern supply chain practices that revealed shortcomings in the preparation and subsequent responses by organisations during Covid-19, obligated the need for significant improvements in supply chain resilience (Gao & Ren 2020; Ketchen & Craighead 2020; Remko 2020).

The ensuing impacts were hard to predict and control, and seemingly impossible to negate, creating multiple challenges for supply chains when deciding the best potential recovery plan. The strategic management of an organisations' supply chain, and the ability to critically evaluate and create dynamic shifts in conventional modelling to deliver competitive advantage, has become critical. Organisations' need to be decisive and consider a proactive approach to supply chain management through this phenomenon (Xu et al. 2020). Disruptions to supply chains such as Covid-19 require specific, dynamic flexible strategic plans (Golan et al. 2020; Ivanov & Dolgui 2020; Kamalahmadi & Parast 2016; Remko 2020) to create resilience.

Although it has an increased focus, there is still a gap in academic research on the impact of, and ways for pallet networks in supply chains to navigate the Covid-19 pandemic (Derbyshire & Wright 2014; Pournader et al. 2020; Roy et al. 2016).

Presenter: Brenton Mauriello (2nd year DBA)

Title: An investigation of the operation of boards of privately held, medium-sized companies in Thailand

This research focuses on how to better understand and possibly improve the function and effectiveness of boards of directors operating in the Thai context.

Until the Asian Financial Crisis of 1997, Thailand had been one of the best long-term economic growth performers. Since 1997, Thailand's economic growth rate has been somewhat more turbulent.

Post 1997, the Thai business environment has been subject to a series of reform initiatives and one of the main issues was to focus on corporate governance regulation. Semi-governmental organisations (such as the Stock Exchange of Thailand SET/ Security and Exchange Commission SEC) and professional organisations (such as the Thai Institute of Directors IOD) have been active in establishing a framework for boards and directors that allow a better understanding of the directors' responsibilities.

However, much of the framework introduced was established under the guidance of World Bank principles and is based on the Anglo-American model of corporate reforms designed to speed up economic recovery.

The amount of research published - about how specifically Thai boards of directors function within this system is limited and focuses primarily on Thai board structures and performance of publicly listed companies, rather than on medium sized, privately held companies. With an intent to seek improved comprehension and add to the extent literature this research will focus on privately held, medium sized companies by addressing the following principal research question:

How do boards of privately held, medium sized companies in Thailand operate efficiently?

Presenter: Lisa Tyndall (1st year DBA)

Title: An investigation of the operation of boards of privately held, medium-sized companies in Thailand

Predictive analytics is a fundamental function of artificial intelligence (AI) and has been shown to predict the development of medical conditions and diseases such as delirium (Castro et al. 2021). The extant literature on predictive analytics focuses on statistical model development and accuracy (Willis, Cave, and Kunc 2018) and less on adopting advanced AI technologies into clinical care (Kitzmilller 2019, Cravo et al. 2021, Jocelyn Chew and Achananuparp 2022). In addition, the current literature on the acceptance of AI technologies is insufficient to comprehend the holistic process (Pumplun et al. 2021), and the perceptions and needs of stakeholders regarding the use of AI in healthcare are not fully understood (Chew & Achananuparp 2022).

Delirium is a common condition associated with poor short-term and long-term patient outcomes, including mortality (Evered et al. 2021). As many as 50 percent of patients over the age of 65 admitted to the hospital experience delirium (Pezzullo et al. 2019), and its incidence is as high as 87 percent in critically ill patients (Thomas et al. 2019). Further, delirium is associated with increased hospital length of stay and healthcare costs (Thomas et al 2019; Castro et al. 2021). Delirium is challenging to diagnose and is often missed (Thom et al. 2019) or misdiagnosed in most cases (Pezzullo et al. 2019). However, with early recognition, prevention and cure are possible for this ailment (Pezzullo et al. 2019; Castro et al. 2021).

Therefore, this research aims to understand the determinants of the adoption of predictive analytics for the early detection of delirium to improve hospital efficiencies and ensure medical technology innovation aligns with stakeholder requirements.

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Presenter: Ali Albabaa (1st year DBA)

Title: *Canada's carbon tax and its impact on the oil and gas industry's financial performance*

Canada aims to reach net-zero greenhouse gas emissions or to offsets its emissions by 2050 (Government of Canada 2022a). To achieve Canada's net-zero 2050 target, the Government of Canada introduced its carbon tax by pricing pollution to fight climate change and reduce its overall greenhouse gas emissions (Government of Canada 2022b). The oil and gas industry accounted for 26% of total emissions in Canada in 2019 (Government of Canada 2021), which makes the industry the highest greenhouse gas emissions producer in Canada. In addition, the oil and gas companies faced significant financial downsized and some losses due to the oil price collapse in 2014 (Ihejirika 2021).

Moreover, Canada's carbon tax could be an additional operational cost that the oil and gas companies may face. This may increase their overall operational costs, which could impact their financial performance and profits. The researcher stated that this type of research in the study area is the first of its kind in Canada. Therefore, it is essential to investigate and explain the relationship between Canada's carbon tax and the financial performance of the oil and gas industry, as well as its impact on the operational costs of the industry. Furthermore, the research aims to add its findings and results to the existing literature and theory, which could benefit other researchers who have interests in the research area.

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Presenter: Phung Phuong (1st year PhD)

Title: An investigation of Non-tariff measures affecting Vietnamese exporters of fresh fruits and vegetables

Vietnam is a relatively large producer of fresh fruit and vegetables (FFV), however, businesses' export value of these products is still limited and mostly directed to a few neighbouring developing countries. One of the main reasons for the poor export performance of Vietnamese FFV is attributed to the low capacity of the Vietnamese FFV sector in meeting Non-tariff measures (NTMs) of foreign markets, especially those of advanced countries. NTMs are defined by UNCTAD (2010, pg.99) as "policy measures other than ordinary customs tariffs that can potentially have an economic effect on international trade in goods, changing quantities traded, or prices or both". Therefore, NTMs are more complicated in their application, hard to predict and their impact is more difficult to measure than ordinary customs tariffs. Currently, there is limited comprehensive research on foreign markets' NTMs and their impact on Vietnamese products in general and none for Vietnamese FFV products. Therefore, this research aims to fill the gap by investigating the determinants and effects of major NTMs (i.e., Sanitary and Phytosanitary measures (SPS) and Technical Barriers to Trade (TBT)) of selective export markets on Vietnamese FFV products. The research proposes to adopt a mixed methodology research approach with the quantitative part focusing on the stringency comparison and impact quantification of SPS and TBT measures of selective export markets, and the qualitative part dealing with interviews with various FFV stakeholders. It is expected that the research will have both theoretical and practical contributions to support Vietnamese FFV exporters to meet NTMs of foreign markets in order to increase export value and take full advantage from the benefits offered by international trade.

Presenter: Daniele Dal Cengio (4th year DBA)

Title: High-performance virtual teams: An action research study for high performance at BFT Automation Australia and BFT Automation New Zealand

In the calendar year 2018, BFT Automation Australia (BFTA) and BFT Automation New Zealand (BFTNZ), two virtual wholesales organisations in the access automation field, did not achieve their combined sales and Ebit goals. Previous research demonstrated how virtual team performance could be enhanced, and the positive impact of customer and employee satisfaction on a firm's financial performance. However, it fails to show how action research (AR) can be utilised to augment virtual team performance in the access automation field by leveraging on an organisation's leadership, team composition, team conditions, and team development interventions. At the beginning of the project, this study assessed BFTA and BFTNZ's performance in terms of financial performance, and customer and employee satisfaction, as well as the organisations' leadership, team composition, and team conditions. The data was used during an AR cycle to devise strategies to improve the two firms' virtual performance. At the end of the project, the study reassessed the organisations' performance to find considerable improvements in their financial performance, and customer and employee satisfaction. This study contributes to the AR body of knowledge by demonstrating how the AR methodology can be used to enhance virtual team performance in the access automation field.

Presenter: Adrian Kamniski (3rd year DBA)

Title: Using Artificial Intelligence to Augment and Enhance Human Resource Strategy and Functions

Problem Statement

Artificial Intelligence (AI) has the potential to provide organisations with a competitive advantage, produce desirable financial outcomes and may help to better understand possible failures. It is inevitable that AI will further change the landscape of Human Resource Management (HRM). While there is a potential to augment HRM functions (e.g., planning, work design, staffing, learning and development, and performance management) and gain competitive advantages, efficiencies may also act as a catalyst for some organisations to replace employees with technology solutions. The landscape has changed significantly with the hybrid model of working from home as a result of the COVID-19 pandemic.

Purpose

This study offers a greater understanding of the perspectives of HR and senior management by asking the following research questions 1. What are the perceptions of management about the contributions of AI across the functions of strategy, HR planning, job/work design, staffing, learning and development and performance management? 2. What is the level of understanding of management on the capability of AI, including what it can and cannot do? 3. How can organisational understandings of AI be effectively leveraged to augment and enhance human resource managers and line managers. This is significant since there has been little research surrounding AI in HRM or AI in general in the Australian commercial media industry.

Methods

Qualitative data collection in this study has been undertaken by conducting interviews and surveys with senior HRM managers and senior managers across the Australian commercial media sector including television, radio and digital media to capture perspectives and opinions.

Results

Preliminary results indicate there is a great deal of interest from senior management and HR management in the contributions AI can make in the areas of learning and development such as the possible use of AI for training simulations and conducting training needs analysis. In the areas of staffing, it was felt there is a good potential capability for automated sorting and categorising of resumes, although there was strong feelings around humans having the final decision when it comes to candidates proceeding to the next stages.

There are also concerns around ethical implications such as machine bias. Participants responded positively to the possibility of AI being used to capture regular performance data that could help support employees with performance management. Participants felt that AI could assist with job/work design by potentially augmenting their role by taking care of mundane and repetitive tasks allowing employees and management to focus on people centric tasks. Almost all participants felt that strategy and planning was one area that they did not feel AI could contribute well to, creativity and human thought is the domain of people.

There were also some concerns and ethical implications raised by participants such as machine bias, privacy, loss of jobs and whether society is ready for massive social changes if AI were to be used extensively. There is also very strong feelings around the importance of human to human communication, feelings, emotions and relationships that are inherently part of working life. Participants highlighted the importance of the connections employees have with their organisations and team members and the relationships and trust the organisations have with their clients, listeners and community.

Presenter: Teigan Lawton (2nd year DBA)

Title: The thicker the agreement; The poorer the relationship

The COVID-19 health emergency represented a significant business disruption in the world. Managers in unionised environments struggled with uncertainty, reoccurring business disruptions, and rapid technological changes. Some literature suggests that during the COVID-19 health emergency, there was a lack of information about management's plan in responding to the pandemic. Management cannot plan for every contingency. Operational changes by management will occur because of the significant business disruptions attributable to COVID-19. This research conducted semi-structured interviews with sixteen managers (of varying responsibility levels from frontline to executive) across Canada in various public service organisations. This included federal and provincial government departments and associated Crown entities. The research attempted to find the intersection between collective bargaining agreements (CBAs), management rights clauses, and managerial responses to COVID-19. The significant finding of the interviews was that there does not appear to be an intersection between CBAs, management rights, and business decisions made in unionised settings. Instead, antecedent relationships before the health emergency appear to have guided the responses to management decisions between employers and unions.

Presenter: Jayson Williams (2nd year MMgt)

Title: Investigating the barriers to MNC innovation in emerging markets - a case study of MTR in Hong Kong

This research project aims to investigate how barriers influence innovation in MNCs that are operating in emerging markets. Preliminary research indicates Multi-national Companies (MNCs) contribute a great deal to global economy, playing a very important role in the globalisation process and being responsible for most of the technological innovations happening around the world. In this context, the majority of research examining MNC innovation appears limited to developed countries, with very limited research being conducted on MNC innovation in the world and particularly, in the context of emerging markets. Preliminary literature indicates MNCs operating in emerging markets face greater challenges to engage in innovation because of two main reasons: the lack of internal firm-level capabilities; and due to the underdeveloped nature of institutions in these markets. This research further indicates they can be categorised into three categories: organisational factors; environmental factors; and individual factors. This report will investigate how these three categories influence innovation in MNCs operating in emerging markets.

Whilst research on innovation in MNCs has accelerated in the last decade, research on the factors influencing MNC innovation remain limited. To further develop this knowledge, this study will investigate what factors influence innovation in MNCs operating in emerging markets. The methodology selected for this draft proposal is a single case study of the MTR Corporation in Hong Kong. The MTR is a majority state-owned Hong Kong company listed on the Hong Kong Exchange that runs Hong Kong's Mass Transit Railway and is a significant property developer and landlord. The research will consider two applicable theoretical lens', namely agency theory and institutional theory.

Presenter: Geoffrey Toone (2nd year DBA)

Title: Peer-to-Peer finance platforms in Australia

My research is looking at the Peer-to-Peer finance platform industry (P2P) within the Australian financial sector. This area of research explores an industry that has been commercialised over the past decade with little evidence of sustainable financial success. The premise of these platforms was to bring a better way to provide financial services to the Australian consumer via the model of financial disintermediation delivered by the internet.

The two research questions to be explored are Why have Australian P2P platforms failed to become financially sustainable? and What strategies and policy responses are needed to foster financial stability of P2P platforms?

These research questions are expected to be answered using mixed methods research methodology. Research to date has established that light and incomplete secondary data sets are available. Thus, mixed methods research offers ability to blend quantitative and qualitative data sets together. Primary and secondary sources of data will be used across legislation and governance sources, industry case study, customer surveys, semi-structured interviews and focus groups.

The researcher expects findings to have benefits for regulators, P2P sector, consumers, academics and the Australian financial sector as a whole.

Presenter: John Gellel (2nd year DBA)

Title: Values and drivers of private security in office buildings across Australia

An Australian Office Survey by global real estate company CBRE (2019) of what office tenants want found a 'high level of building security' as the sixth highest building attribute. A NeilsonIQ (2021) survey found 41% of Australians felt unsafe at some point at work. Beyond Australia, a survey in the United States of America (USA) by the Building Owners and Managers Association (BOMA) (2020) found 'safety and security' as the third reason to pick one property over another. In Malaysia, Adnan, Daud and Razali (2012) found 'security and access control' was the second highest building attribute.

The value and drivers of private security might appear multi-dimensional, as can be seen by office building industry reports (BOMA 2020; CBRE 2019) and academic papers (Adnan & Daud 2012; Appel-Meulenbroek 2007), which regularly state tenants rank the building's security as one of their top ten wants. Based on the findings of building industry reports and academic papers, it can be argued tenants do place a value on a building's security system as part of their leasing decision, however previous literature has never researched the value of security to tenants and what are the main drivers of that value.

Mixed-methods research will be used as the topic is considered complex and requires thorough consideration of the robustness of the findings so that generalisations can be made. This research will provide the first Australian evidence on whether (and how) building owners can utilise building security packages to augment the value proposition of their office buildings to tenancies and what aspects of business security solutions are most valued by the tenancies.

Presenter: Bianca Lemon (1st year DBA)

Title: The perceived cognitive load impact of virtual workplace settings on employees and the subsequent business performance outcomes

The COVID-19 pandemic accelerated the shift towards more virtual workplace arrangements, in which information communication technology (ICT) tools, such as Zoom and Teams, have anecdotally become increasingly essential to enable effective engagement, productivity, and interaction. It is envisaged that these working arrangements will continue post-COVID, and business managers will need to consider what impact this could have on the employee's cognitive load and subsequently, their individual performance outputs. Research that emerged during the pandemic is of particular relevance to the current research; it identified the premise that overuse of ICT tools was closely related to an increase in perceived negative feelings (i.e., loneliness) and fatigue, which had a subsequent impact on employee engagement when working in a virtual workplace setting. As an extension of the emerging findings, a mixed methods research (including observation, surveys, and internal secondary data) will be undertaken to better understand the extent to which regular use of ICT tools may contribute to perceived feelings of workplace-related negative feelings and fatigue (informed by Cognitive Load Theory), and the subsequent impact on employee performance. Businesses like SKOPE Industries Limited are formulating work from home policies as a permanent arrangement for employees. To ensure maximised employee productivity, consideration into best workplace practices will need to be factored into these operational business policies.

Presenter: Donna Derksen (1st year DBA)

Title: An investigation of multinational enterprises' (MNEs) mental health supports for company-assigned expatriates during pre-departure and post-arrival for international assignments

This research explores the mental health supports that MNEs provide to their company- assigned (traditional) expatriates as part of their pre-departure and post-arrival preparation for international assignments. There is considerable literature that has examined the pre- departure and post-arrival preparation, training and support that MNEs provide to expatriates and their families (i.e., trailing spouse and children) when preparing them for international assignments (Littrell et al. 2006; Chen & Shaffer 2016; Okpara & Kabongo 2017; Okpara, Kabongo & Lau 2021). Within this stream of literature, however, an important area that has received inadequate attention is the expatriate's psychological adjustment (Selmer 2004; Fenner & Selmer 2008; Truman, Sharar & Pompe 2012; Tausova et al. 2019; Webber & Vogel 2019; Gai, Brough & Gardiner 2022). Furthermore, the extant literature also indicates that MNE expatriate management is not cognizant of the impact that family issues have on the expatriate's experience or subsequent self-directed early termination (Teague 2015; Chen & Shaffer 2016; Webber & Vogel 2019; Goade 2020; Shah et al. 2021). Drawing upon Bader and Berg's (2014) stress outcome model, this study will adopt a qualitative and exploratory research agenda using multiple case study research design to gather empirical data from MNEs operating in Canada's service sector. The findings will contribute towards developing a better theoretical understanding of the literature on expatriate psychological adjustment and towards developing better practical understanding of MNE expatriate management practices.

Presenter: Angela Ainsworth (1st year DBA)

Title: The post-pandemic workplace: Focusing on leader behaviours and the cultivation of psychological safety for hybrid knowledge workers

The COVID-19 pandemic saw fundamental shifts in the work environment, the impacts of which we are starting to understand. For organisations to provide a psychologically safe work environment, knowing how leaders react and behave during uncertain times is beneficial to ensure their team members feel secure enough to speak up in challenging situations. Therefore, the proposed research explores how leader behaviours cultivate a psychologically safe workplace for hybrid knowledge workers.

The published literature on leader behaviour and the experience of knowledge workers during the COVID-19 pandemic identified differing effects on leaders compared to knowledge workers. Still, the studies have not looked extensively into the causes and antecedents of the impacts and what leaders can do to cultivate a psychological safety workplace. Hence there is a significant knowledge gap about leader behaviour, psychological safety, and hybrid workplaces. Understanding leadership impacts on psychological safety in the hybrid workplace and how leader behaviours affect knowledge workers' psychological safety will contribute to understanding how leaders can cultivate a psychologically safe workplace for hybrid knowledge workers.

A single holistic case study design is appropriate for the proposed research because the research aims to understand the 'how' and 'why' aspects of the proposed research topic, is being conducted within a single organisation and will focus on one quality, leadership capabilities. The research will investigate leader behaviour and cultivating a psychologically safe workplace for knowledge workers because understanding these factors is essential as organisations adopt hybrid business models.

Presenter: Amanda Mackinnel (2nd year DBA)

Title: Disorders, disruptions & deployments - A case study of Antifragility in Australian Defence Industry Supply Chains

Global Supply Chains and the management of the operations that both steer, and are shaped by them, have been tested severely by the events of the early 21st Century. The disruptions caused by financial challenges, geoclimatic events, bushfires, conflict and most recently: the COVID-19 Pandemic; all pose threats to business continuity and long-term operational stability. The condition of resilience has been explored prior to the COVID-19 era and the term has been employed to acknowledge the actions and processes utilised by businesses and organisations to regain an acceptable level of functionality during the period of disorder. However, with successive disturbances imposing a concussive sequence of disruptions, resilience and actions to recover to an original level of operational status in order to achieve survival is not conducive to achieving longer term outcomes.

These disruptions have a particular value in the potential to provide more instruction if the opportunity to consider where gains can be found, and benefits created through disorder is embraced. As a case study, the Australian Defence Industry sector and the complex supply chains delivering and sustaining key capabilities – whether a warship, fighter aircraft or armoured vehicle; are critical in ensuring the ongoing readiness of the Australian Defence Force (ADF) unit as well as equipping it with technology that provides superiority against the threat are of value to consider. Identifying and categorising the antecedents and best practices applied in dealing with disruption and observing where gains have been achieved within this paradigm through application of grounded theory offers the opportunity to develop a framework to guide other operations in cultivating an Antifragile approach and thus: embrace disorder.

Presenter: Russel Clark (2nd year MMgt)

Title: The financial impact of COVID-19 and building resilience in the hospitality industry in Adelaide

At the onset of the Covid-19 Pandemic, globally, federally, and locally, governments-imposed travel, social distancing, and isolation restrictions across all industries. The tourism and hospitality industry were one of the hardest hit with the most severe and sustained restrictions imposed on any industry group. The proposed research aims to explore the short and long-term financial impact to the night-time entertainment sector (e.g., bars & clubs) in the City of Adelaide amid the imposed regulations and restrictions during the Covid-19 pandemic. The study intends to shed light on what short-term recovery strategies contributed to the firms' financial turnaround, and what steps were put in place for the industry segment to become resilient and to ensure long term sustainability once restrictions and impositions were reduced and lifted by governments.

Presenter: Giulia Savio (2nd year DBA)

Title: A study of women's career pathways and progression in the Australian mining industry: gendered patterns and barriers

Research shows that companies with higher numbers of female senior executives have stronger financial and organisational performance, demonstrating that it makes good business sense to have females operate in these positions. Yet even with this strong business case supporting the value of having women in top roles and females both receiving higher education as well as entering into the workforce more than ever, the majority of senior executive positions in almost all OECD countries are primarily still held by men. This study will examine the Australian mining industry which is largely male dominated and constitute of approximately 80% male workforce participation. Despite the sectors attempt to increase the representation of diverse groups over a ten-year period, females still only make-up 20% of the workforce.

The purpose of this research is to help create equitable opportunities for women in the sector with the core objective being to: Identify action focusing on cultural initiatives, as well as potential structural strategies, that facilitate female career advancement, and/or representation in senior roles within the Australian mining industry. Drawing on Acker's gendered organisation theoretical framework (which proposes that organisations are structured to offer more advantages to men), this study will be investigated through the following research question and sub-questions:

Research question: Why are women underrepresented in senior management positions within the Australian mining sector?

Sub-questions:

- How does the cultural context prevent or support women's career progression in the Australian mining industry?
- What are the behaviours and actions that facilitate or block women's career progression in the Australian mining industry?
- How does organisational policy and procedure within the industry facilitate or hinder female career advancement?
- What are the structural dimensions within the industry that prevent or support women's career progression?

Employing Acker's gendered organisation theory, a sociology framework that suggests organisations are not gender neutral but geared to that of masculinity, to gain crucial insights into the research purpose- to better understand gendered patterns and barriers. The qualitative study uses semi-structured interviews with 30 female volunteers from within the sector, recruited through convenience and snowball sampling. This methodology is best suited to this social research due to the context, research problem and type of research questions.

In comparison to men, the very low levels of female attraction, small and slow pipeline progression and percentages of women in senior roles within the Australian mining industry provides strong justification for the need for research in this area. Poor performance in the above mentioned areas cannot be explained with the existing literature alone, to first understand why and secondly analyse interventions to improve it. The research problem was further identified due to challenges incurred by the researcher as a female operating in the industry with aspirations to progress her career, gendered patterns need to be better understood to better support future success for all.

Presenter: Karen Harvey (1st year DBA)

Title: Mature age women and their career change experience into the real estate industry

Through a qualitative case study research approach, utilising unstructured interviews, the purpose of this study will be to explore the experience of mature women, with a tertiary qualification, who have made a career change into the real estate industry in New South Wales (NSW), Australia.

The preliminary literature review did not identify any studies on mature women making a career change into the real estate industry in any geographic location, regardless of their level of education. Whilst there is a large body of literature devoted to the career change experiences of men in comparison to women there is a paucity of studies that focus only on women career changers and their experience. Therefore this research will seek to address a gap in the current literature.

There is an increasing number of women in the workforce, and they are remaining in the workforce longer. Further, women are also more likely to have a tertiary qualification than in the past, particularly a postgraduate one. With an increased number of women in the real estate industry, this research will be an opportunity to give a voice to older women entering the industry.

The findings will contribute to a more general understanding of women's careers and provide the property industry with advice on how to support women making this type of change.

Presenter: Jennifer Pitson (2nd year MMgt)

Title: AFL Masters: A study of social gerontology to determine how sport participation can assist in successful ageing

The current research aims to evaluate the barriers of sport participation to support physical activity and social connectedness in older adults and examines how age-appropriate sport programs can play a role in supporting successful ageing. The research also aims to provide a better understanding of the barriers to sport participation and how sporting organisations can develop age-appropriate strategies and policies to engage with people aged 65 and over to drive market share and long-term business sustainability.

Drawing on social gerontology theory, the proposed study will adopt a mixed method approach to evaluate participants aged 65 years and over who form part of football clubs affiliated with AFL Masters Victorian Metropolitan Football League. The analysis will evaluate health and social wellbeing of older adults and recommend solutions for other sporting organisations to use as a framework to create strategies targeted at this demographic. Further, a systematic review of the social gerontology literature will be undertaken as part of the study.

Presenter: Dean Mannix (1st year DBA)

Title: Describing the Practice of Sales Coaching in the Australian Environment

In 2004 Krafft et al. (2004) noted "the benefits of effectively managing a salesforce have never been greater".

In the 18 years since that research, and despite sales managers, salespeople and subsequent research confirming the value of sales coaching (Peesker 2019), there remains "minimal consensus" on what sales coaching is, the practices it involves and the outcomes it predicts. (Dahling et al. 2016)

This project seeks to understand and describe the practice of sales coaching from the perspective of the Australian sales manager in small to medium enterprises, and in particular:

- How they describe sales coaching
- How they practice sales coaching
- Why they choose to use certain practices when sales coaching

The project will consider these questions from the perspectives of sales managers in Australian companies of small (11-50 employees) to medium (51 – 500 employees) enterprises managing a minimum of 5 salespeople.

The development of this understanding and development of a rich description, will add to existing research and importantly, provide an Australian context taking in the cultural differences between Australia and the USA, Europe and China, where the majority of research in this area has been conducted.

That understanding and description will provide a platform for both qualitative and quantitative research focused on the Australian context and aimed at developing deeper understanding of the practices of Australian sales managers and the outcomes of those practices.

Presenter: Sinikinesh Jimma (2nd year DBA)

Title: Exploring the success-sustainability nexus of development projects: The role of project governance

Development projects are vital instruments designed and implemented in developing countries with the common objective of enhancing sustainable development: economic growth, social welfare and environment protection. Development projects have doubled in number since the launch of the 1987 United Nations (UN) 'our common future' report with its call for efforts towards the attainment of sustainable development. In 2020 alone, USD 161.2 billion official development aid (ODA) was given to developing countries. Nevertheless, the development gains from such investments have been insignificant and the achievement of sustainable development goals (SDGs) is slow. Development projects have failed to achieve their set success criteria. Furthermore, sustaining results gained from some apparently successfully completed projects has been challenging as many pre-defined success criteria have not been integrated well with multiple dimensions of sustainable development to create long-term value (benefits) for stakeholders. Prior research indicates one of the factors of failure is project governance. Project management literature has not sufficiently incorporated key dimensions of sustainability criteria beyond the project lifecycle into

project governance. Therefore, the aim of this research is to investigate the role of project governance in the success and sustainability of development projects.

The research will follow an embedded single case study methodology, in which case projects will be selected from the United Nations Environment Programme (UNEP) through purposive sampling from the group of projects that meet the preselection criteria. Primary data will be collected through semi-structured in-depth interviews and secondary data from the case organisation document repository. Data will be sorted, coded, and analysed using NVivo data analysis tool by applying thematic and descriptive analysis. Findings of this research will contribute to theory and practice in the field of project management. It is anticipated they will also enhance knowledge of project governance and help policy makers and practitioners to integrate sustainability criteria beyond the project lifecycle to ensure projects contribute to the attainment of SDGs. In addition, the research will provide some practical and theoretical directions for further research in the field.

Presenter: Sarah Ahmadi (1st year DBA)

Title: Exploring Dance Customer Journeys: Learning from the Past to Shape the Future

Customer Experience Management and its composite elements of customer touchpoints and journeys is a nascent, complex field of study that has emerged in the past two decades. Limited research has been conducted on touchpoints and journeys within the context of specific industries. To address a research gap in understanding customer journeys and their design within the setting of British Columbia's independent dance studios, an emergent, multi-case, embedded case study methodology will be used for a proposed exploratory project. The participants will be drawn purposively from organisations representing a cross-section of dance genre disciplines, delivery methods, geographic locations and program goals. Both dancers and educators will be approached using a semi-structured interview method to collect data that will be analysed in a thematic analysis. The TCQ model (touchpoints, context, qualities) developed by De Keyser et al. (2020) through their meta-analysis of research conducted on customer experiences, will be used as a starting framework for the data collected from participants of their customer journey. The purpose of this exploratory research is to provide a foundation for understanding how customer journeys are perceived by dancers and educators. Applying the knowledge gained will provide a foundation for the industry in developing customer-centric journeys that benefit the consumer. In doing so, the studios can increase class participation, brand loyalty and dance advocacy in the local community.

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Presenter: Cole Ambrock (1st year DBA)

Title: The effectiveness of agritourism in educating the urban consumer

There is a growing disconnect between urban consumers and their knowledge of primary agriculture production. As of 2017, only three percent of Canadians had a direct connection to the family farm; creating common misunderstandings and misconceptions of general food production in Canada. As a result, farmers are feeling pressured to adopt management practices that are harmful to animal welfare (not allowing antibiotic treatment) and overall production levels to drop (organic farming) that puts a strain on global food production and supply. Research has indicated that regardless of efforts to improve transparency and mass marketing communication, a vast majority of Canadians are still under educated in all aspects of food production. A growing sector of agritourism is becoming popular around the globe that aims to promote rural tourism by visiting a working farm for education or recreational purposes. The topic seeks to explore the relationship between the theory of experiential learning, which has been proven as an effective mechanism for inspiring life-long learning and the experience economy model, which consists of four realms of education, entertainment, escapism, and esthetics to better understand the experiential view of consumer behavior. The research topic being proposed is the investigation of agritourism as an educational experience for the urban end-user of food products in overcoming misunderstandings and misconceptions of primary agri-food production. The proposed research methodology is an embedded single-case research design that seeks to collect qualitative data from semi-formal interviews in a longitudinal study. The goal of the research is to reconnect urban consumers with rural farmers to promote educational benefits that will allow consumers to better understand food production and management practices.

Presenter: Satha Pillay (3rd year DBA)

Title: The impact of Cloud Computing on business performance and competitive advantage in Australia

Cloud computing (CC) is a method of providing Information Technology (IT) services utilising remote servers over an internet connection. CC is fast becoming an essential part of most organisations' Information Technology (IT) strategies. This is primarily due expectations that CC will reduce the cost of traditional IT services whilst increasing efficiency. The focus of previous CC studies has been on the factors affecting the adoption of CC without exploring its value to organisations post adoption. This research study aims to investigate the impact of CC adoption factors and exploring its impact on CC post adoption on competitiveness (CA) and business performance (BP) of Australian organisations across all industries, sectors and sizes. The Technology Organisation Environment (TOE) model was extended to include CA and BP. Porter's (1985) competitive strategies of cost and differentiation were adopted to investigate the impact of CC on CA. The impact of CC on BP was assessed from a financial and non-financial perspective.

Using a mixed methods research approach, this research study made several findings including that CC positively influences both CA and BP with each of these factors positively influencing each other; CC adoption has predominantly become a strategic decision with the factors of adoption having a diminishing effect; complexity and competitor pressure did not exert a positive effect on CC adoption which is contrary to prior research; cost reduction positively influences CC adoption but not a primary driver of adoption; CC skills were not a limiting factor in CC adoption and CC positively influenced organisations in mitigating the impacts of COVID-19. This is the first study of post adoption impacts of CC in Australia adding significant new knowledge to the existing body of knowledge.

Presenter: Ali Shahami (2nd year DBA)

Title: Building business relationship and trust in an online environment: An exploratory case study of Iranian immigration law firms

Online environments and social networks have influenced interpersonal relations for immigration law firms, making now the ideal time to rethink exactly how immigration law firms work, communicate, and interact with their clients. Trust – or, more precisely, building trust and business relationships – underpins the whole process of how immigration law firms relate to their clients. Trust develops in significantly different ways depending on each country's culture. Trust is given upfront in certain cultures; in others, like Iran, trust must be earned and nurtured. This research is intended to explore building business relationships and trust in an online environment between Iranian immigration law firms and their clients.

The research has the objectives of:

- Understanding the factors of customer business relationships building and trust for Iranian immigration law firms
- Understanding the factors of trust and customer business relationships in virtual social environments
- Making recommendations to improve trust and customer business relationships in virtual social environments for Iranian immigration law firms

This qualitative research will be a case study to explore how Iranian immigration law firms can build trust and business relationships in an online environmental context to enhance reputation and image within real-life contexts by exploring perspectives of Iranian clients and immigration law firms. There will be 25-30 clients and 15-20 immigration agencies. These clients will be selected based on their qualifications as clients of an Iranian immigration law firm. As clients, all participants have had experiences with immigration law firms and are aware of the factors that influence relationships with these businesses. In addition, 15-20 Iranian immigration agencies that are prominent in the Iranian market will be chosen. This research will be contributed to all Iranian immigration law firms, which they can follow to build trust with their Iranian customers in a virtual and online environment. It will show practical implications for Iranian immigration law firms in the form of guidelines for improved use of online interactions with clients.