

**Tertiary Courses in**  
Business, Computing  
Early Childhood Education  
and English Language

Research Newsletter

Issue 4 April 2011

# Research Outlook

As forecast in the last newsletter we can now congratulate Dana Niko on her graduation with a Master of Commerce from The University of Auckland [with an A- grade!]. And Naomi Pocock has passed her viva voce for her PhD at Waikato University and will shortly be completing it. Naomi has also produced something far more significant—a baby boy, Mitchell, on 28th March. However much we focus on academic successes and developments they are nothing in comparison with another life on our planet. Our congratulations go to Naomi and Travis on this outstanding achievement!

ICL Business School and our partner school Auckland English Academy are now bigger than ever in their respective histories, aggregating nearly 500 students. Our domestic ECE programme has started but we still need to recruit more students for it to fill the government funding allocation. The other areas where there has been significant growth are the core NZDipBus and ICL Diploma in Business programmes and our IELTS Preparation course, in which we will shortly be opening a fifth class. But a school cannot stand still and survive without new programmes, and so this month we are submitting to NZQA an application for course approval for the Graduate Diploma in International Business Innovation [Level 7]. This is a genuinely innovative programme, which is not offered elsewhere in New Zealand, and we are excited at the prospect. The construction of the diploma has been a team effort, led by Naomi, with active participation from several of our business lecturers. This means that the school has palpable ownership of the project. We are not sure how long NZQA will take to assess the application, as their current response time is quite variable!

Research is the subject of this newsletter, and it is increasingly the focus—aside from teaching—of the School. We expect to be making one or two new lecturer appointments in the next few months and we are looking as much at the research interests of potential lecturers as much as their teaching experience. It has also been encouraging to witness the series of internal research presentations our lecturers are making, as is the enthusiasm of their reception. This is what building a research culture is all about, and it is an energising experience for the whole school.

*Ewen Mackenzie-Bowie*

## Research Project of ICL (with NZIM)

**Title:** *Managerial Skills and Competencies in New Zealand Firms*

### Progress Update:

This project is now underway. The staff involved Dana, Dayal and Brent.

### Research Objective:

To identify the necessary skills and competencies required by managers to perform their duties efficiently and effectively and determine how these skills are acquired by New Zealand organisations.

Work has commenced this week on the literature review of past studies as well as other studies and information related to the objective and research questions.

Design of the web based questionnaire, which will be used to gather primary data design will commence in May. Regular meetings will allow us to update you all on progress.

## Next Research Seminar at ICL

- *Date:* 12 May 2011
- *Time:* 1.10-1.40pm *Room:* 304
- *Speaker:* Subhan Ali. Subhan will speak on 'Use of Adobe Flash in Developing Interactive Learning Episodes'.

## ICL BUSINESS SCHOOL

Level 3  
238 Queen Street  
Auckland  
New Zealand  
Phone: (09) 368 4343  
[www.icl.ac.nz](http://www.icl.ac.nz)

# Recent Academic Seminars presented at ICL Business School

---

**Ewen Mackenzie-Bowie**, Principal, ICL Business School, gave a presentation on 23rd February to 50 students studying on ICL's Early Childhood Education programme and Auckland English Academy's two TESOL programmes.

Title: *The Role of the Wolf in Children's Literature*

## Abstract

The perception of the wolf in children's literature has changed in the last generation from one that is essentially negative to a much more positive view. The late twentieth century values of heritage, preserving the environment and political correctness, among others, have transformed the wolf from a stereotypical villain, uncomplicatedly evil with evil intentions, into a misunderstood, if not actually heroic figure. The classic Halliwell rendition of "The Three Little Pigs", with the wolf eating two pigs and only defeated from eating the third by its superiority of intelligence, has become Scieszka's version of a miscarriage of justice with the wolf as the victim, and Trivizas's story of wolves as heroes persecuted by the big bad pig. The wolf that for centuries was notorious for eating Red Riding Hood and her grandmother is now educated, socially aware, helps little boys pick wild strawberries and attends the Ballet. The hypothesis is supported by a survey of primary school children, which demonstrates a sympathetic attitude to wolves.

The presentation included illustrated readings of *The Three Little Pigs* and Helen Oxenbury's recent classic, *The Three Little Wolves and the Big Bad Pig*.

**Brent Hawkins**, Senior Lecturer of ICL Business School presented a paper in the ICL monthly research seminar at ICL on 31 March 2011.

Title: *The Use of Competitive Intelligence in New Zealand by NZ organizations (a past study)*

## Abstract:

This presentation discussed studies related to the topic of Competitive Intelligence in New Zealand. Competitive Intelligence (CI) is the systematic process initiated by organizations in order to gather and analyze information essentially about competitors but also on suppliers, customers and the general socio-political/economic environment of the firm. The author undertook two CI studies on the NZ Business environment - one, a pilot study in 2003, and a full study in 2004. The pilot study in 2003, funded by AUT University Research Committee was used to write a paper on the use of CI in New Zealand. This resulted in a paper presented to a CI conference in USA and a paper in the "Journal of Competitive Intelligence and Management". The results found were supported by the full study in 2004. The second full study gathered 212 completed questionnaires from 1111 CEO's and other senior executives of NZ organisations. 41% of the respondent organisations were between \$10-50 million turnover. Findings were that only 10% of NZ organisations use a formal integrated CI process on a regular or continuous basis (In the US and Europe 15– 35% of organisations use a formal integrated process). NZ organisations use a narrow range of sources and processes used to gather CI. IN summary little has changed in the use of CI by NZ organisations over the years even with significant increases in competition both in NZ and overseas. Therefore this is a cause for concern on the use of CI by NZ organisations.

---

## Other Academic Seminars attended by ICL Staff

**Dana Niko**, lecturer of ICL Business School attended a seminar 'University of Auckland Entrepreneurs Club Event' presented by Professor Michael Cusumano organised by the University of Auckland on 14 March 2011. She has written a summary of this presentation as follows:

Michael Cusumano is the Sloan Management Review Distinguished Professor of Management at the Massachusetts Institute of Technology's Sloan School of Management, with a joint appointment in the MIT Engineering Systems Division. He specialises in strategy, product development and entrepreneurship in the computer software and electronics industries. He teaches courses on strategic management, technological innovation and entrepreneurship, and the software business. He is the author of nine books including his latest book 'Staying Power'.

The idea of industry platform, a foundation technology or set of components used beyond a single firm, was at the heart of his presentation. For an industry platform to flourish there needs to be a network effect. For example, businesses/consumers should have similar means of communication such as telephones, fax machines, or / and the internet to take advantage of these platforms respectively. There are two challenges with platforms: 1. platform battlegrounds and 2. finding the right platform (betting, if you will, on the right platform for your technology)

With the introduction of a new industrial platform firms are engaging in coring and tipping, meaning encouraging the adaptation of a particular platform. For an adaptation to occur by consumers or/and other businesses, managers need to understand the context of the lifecycle, type of technology and geographical environment.

Prof. Cusumano came up with six principles for managers to adopt in order to survive in the market place: 1. platforms (not just products), 2. services (not just platforms and products), 3. capabilities (not just strategy – building skills for longer term vision), 4. pull (not just push), 5. scope (not just scale – it is about variety and efficiency for other businesses) 6. flexibility (not just efficiency – allows firms to adapt). Points 3-6 above refer to firm agility.

# Upcoming Academic and International Conferences (Updated)

As a part of the development of research culture, ICL Business School encourages staff to get involved in research and participate academic conferences. Staff are encouraged to prepare papers and attend conferences and support will be given. Therefore we list some of the up and coming academic conferences in NZ and Australia so that staff may wish to consider which areas interest them and discuss this with Dayal, Dana or Brent. An application can be made to the Principal and there is funding available for this activity.

## Conferences in New Zealand

### 1. Conference on Invention, Innovation and Commercialisation

13-14 June 2011, Christchurch, Canterbury, New Zealand

For more information:

<http://www.lincoln.ac.nz/tui-innovation-conf>

### 2. International Education: Focus on the Learner

30 June 2011 to 2 July 2011, AIS St Helens, Auckland, New Zealand

For more information:

<http://www.ais.ac.nz/287/centre-for-research-in-international-education/>

### 3. 19th New Zealand Asian Studies Society International Conference 2011

2-4 July 2011, Palmerston North, New Zealand

For more information:

<http://www.nzasia.org.nz/conference.html>

### 4. The 2nd Annual Strategic Talent and Leadership Development Forum 2011

5 July 2011, Wellington, New Zealand

For more information:

[http://liquidlearning.com.au/documents/TLD0711/TLD0711\\_I.pdf](http://liquidlearning.com.au/documents/TLD0711/TLD0711_I.pdf)

### 4. ANZCA 2011 – Communication on the Edge: Shifting Boundaries and Identities

6-8 July 2011, Hamilton, New Zealand

For more information:

<http://www.management.ac.nz/anzca2011>

### 4. 7th Australia–New Zealand Climate Change & Business Conference

1-2 August 2011, Wellington, New Zealand

For more information:

<http://www.climateandbusiness.com>

### 5. Ulearn11

19-21 October 2011, Christchurch, New Zealand

For more information:

<http://core-ed.org/ulearn>

### 6. 4th Biennial International Conference on Task-Based Language Teaching

18-20 November 2011, Auckland

For more Information:

<http://www.confer.co.nz/tblt2011/>

### 7. Australasian Business Ethics Network (ABEN) Conference

2-3 December 2011, Auckland, New Zealand

For more Information:

<http://www.aut.ac.nz/business/aben2011>

### 8. Australian and New Zealand Academy of Management Conference

7-9 December 2011, Wellington, Auckland

For more information:

<http://www.anzamconference.org/>

### 9. Business & Economics Society International (B&ESI) Conference

7-10 January 2012, Queenstown, New Zealand

For information:

[http://www.pdfdownload.org/pdf2html/view\\_online.php?url=http%3A%2F%2Fwww.besibusiness.com%2FBESICall112.pdf](http://www.pdfdownload.org/pdf2html/view_online.php?url=http%3A%2F%2Fwww.besibusiness.com%2FBESICall112.pdf)

### 10. International Conference on eLearning Futures

30 November 2012 to 2 December 2012

Auckland, New Zealand

For more information:

<http://www.icelf.org/welcome.php>

## Conferences in Australia

### 1. 2011 International Conference on Intelligent Building and Management ICIBM 2011

2-4 May 2011, Sydney, Australia

For more information:

<http://www.icibm.org/>

### 2. International Conference of Corporate Strategies and Governance

30-31 May 2011, Canberra, Australia

For more information:

<http://iccsrg.review-gjsg.com/>

### 3. ADSA 2011: Transcultural. Transnational. Transformation. Seeing, writing and reading performance across cultures.

28 June– 1 July 2011, Melbourne, Victoria, Australia

For more information: <http://www.arts.monash.edu.au/ecps/conferences/transcultural-transnational-transformation/>

### 4. HERDSA 2011: Higher Education on the Edge

4-7 July 2011, Gold Coast, Queensland, Australia

For more information:

<http://conference.herdsa.org.au/2011/>

### 5. ACE2011: 40th Australian Conference of Economists

11-13 July, Canberra, Australia

Organised by: Economic Society of Australia

For more information: <http://www.ace2011.org.au>

### 6. Knowledge/Culture/Social Change International Conference

7-9 November 2011, Sydney, Australia

For more information:

[http://www.uws.edu.au/centre\\_for\\_cultural\\_research/ccr/events\\_and\\_news/kcsc\\_conference](http://www.uws.edu.au/centre_for_cultural_research/ccr/events_and_news/kcsc_conference)

### 7. LIHE'11 Australia - Turning University Teaching into Learning via Simulations and Games

27 November 2011, Sydney, Australia

For more information:

<http://lihe.wordpress.com>

### 8. 1st International Australasian Conference on Enabling Access to Higher Education

4-7 December 2011, Adelaide, South Australia

For more information:

<http://www.plevin.com.au/ncee2011/>

### 9. Quantitative Methods in Finance 2011 Conference

14-17 December 2011, Sydney, Australia

For more information:

<http://www.qfrc.uts.edu.au/qmf/>