ICL
GRADUATE BUSINESS SCHOOL

RESEARCH OUTLOOK

Issue 31 – March 2019

Research Outlook

Message from the Chairman

Our Master of Business Informatics now has over 60 students and the first two cohorts are currently working on their applied project. This is another milestone in the school's development – the first body of structured student research. The projects are listed at the end of this newsletter and they cover an impressive and imaginative array of topics. Both our research supervision capability and the ICL Research Ethics Committee have been stretched, as perhaps it is no surprise that some of the research proposals were a little flaky to start with. But, subject to final results, we are delighted with the way our staff and students have risen to their challenges, and are confident that some fine research will be uncovered, with the possibility of some subsequently leading to publication.

I am particularly pleased to observe the rise in intensity and quality of our monthly staff research seminars. We have had some inspirational presentations, testifying to the enthusiasm of our staff. Students now attend the seminars and we have recently had some large audiences.

I would like to take this opportunity to salute Dr John Hinchcliff, our inaugural Research Advisory Board chairman. John has stood down as chairman, but I am pleased to say will continue on the Board. He attended our first meeting in February 2009 and has made a significant contribution to our research development with his gentle advice and support over the last ten years. We congratulate Dr Thor Besier on assuming the mantle of chairmanship.

Ewen Mackenzie-Bowie, Chairman

Welcome to our Autumn 2019 research update!

A new year, a new season… and we're entering a new phase in building the research culture at ICL. This is partly because we're now doing postgraduate student research supervision, which demands clear and strong connections between staff research and student learning. Then, also, a gear-shift is required of us as we become part of the research funding environment. In past newsletters I've referred to our first participation in the TEC Performance-Based Research Funding (PBRF) evaluation round in 2018. At the time of writing, we await the release of results of this evaluation which will reveal whether we have PBRF-rated staff and thus whether we qualify along with other research institutions for research funding over the next six years. Should we be granted PBRF funding for the coming six years, we will then be onto a higher level of accountability over PBRF research expenditure, research time allocation, and research outputs and outcomes. At the same time, we need to learn how to target further external research funding sources to help finance serious research agendas.

It's for these reasons ICL staff are now submitting "research pipelines" or research planners, as we take a more individualized approach to staff research development. Professor Michèle Akoorie, Mirepa Toso (recently arrived from The University of Auckland into the ECE team) and I are planning one-to-one meetings with research active staff in the Graduate Business School and ECE programmes, and with other staff who would like to start on the research journey. Our intention is to use an annual planning strategy to build toward the 2024 PBRF evaluation round – you can never start too soon! When quality assured (QA) publications can take years before they are finally published, we recognize that an individualized mentoring approach in which everyone is supported and advised is critically important.

Michèle and Mirepa are planning to meet with all research staff before the end of May to help structure, plan and target their research toward high quality journals. Both women have long experience with research collaboration, funding applications, and publication; Mirepa has had a lot of success in gaining external funding grants and Michèle has a distinguished publication record. We can learn a great deal from them; their aim is to help develop people's research track records and build steadily toward academic aspirations. Finally, ICL's research productivity should also get a boost from two recent "new hires" who join us to teach some of the Master-level papers and to work on their research. Dr Zarqa Shaheen will take a role in coordinating the MBI Applied Project paper, supervising student research, teaching other papers and writing research articles for publication. Abid Shahzad has just successfully defended his PhD thesis so will graduate soon. He joins us to teach papers in Information Systems and Information Security and focus also on further research and publications.

Associate Professor Jocelyn Williams

ICL Research Seminars

Research active staff and those with interest in research regularly gather at seminars and informal lunchtime meetings at least once a month. 2019 has a line-up of research presentations starting last 22nd January. There have been three sessions done from January to March.   More research sharing sessions are scheduled until the end of this year.

Presenter	Topic : Mindfulness Management Training and Wellbeing of NZ Project Managers	Date
Dr. Maria V. Umali	**Abstract** This pilot research aims to test the effect of MMT on the well-being of project managers, particularly in developing/ enhancing their personal management skills. Mindfulness is defined as the nonjudgmental awareness of one's thoughts, emotions, sensations, actions and surroundings in the present moment. Mixed methods were employed. Quantitatively, a pre and post-test/ two randomized group design was used. The treatment group received a weekly four-hour training over 10 weeks and a six-week follow-up, while the control group did not. Qualitatively, individual interviews and focus groups were conducted among the participants to further assess the subjective experiences of the participants. Relative to the control group, the MMT participants reported improved scores on well-being (life satisfaction, hope, anxiety) that were generally maintained at follow-up. Qualitative data revealed additional benefits. The participants' feedback indicated a high degree of satisfaction with the MMT.	22nd January 2019
Mr. Saurav Satyal	**Topic: Health and Safety at Work Act 2015: Director's liability and the challenges of ascertaining a company director under the legislation** **Abstract** This research provides a discussion on director's liability under the Health and Safety at Work Act 2015 (HSWA) and the uncertainties in the HSWA, to ascertain a director of a company. Majority of the research will focus on HSWA bearing in mind the Companies Act 1993 and various New Zealand and Australian case law.	5th March 2019
Dr. Maria V. Umali	**Topic: Career Management Best Practices in New Zealand** **Abstract** This qualitative research aims to identify, describe and explain the critical success factors in career development and management best practices in New Zealand. Benchmarking is an investigative process that seeks out high performers to learn how they have achieved exceptional result. This process was utilized to discover the career development critical success factors (CSF) in Best Practicing Organizations (BPO's), Career development initiatives and benchmarks for Schools. Documents from the Ministry of Education, NZQA, Careers NZ, Career Development Association of New Zealand (CDANZ), Career Development Association Australia(CDAA), New Zealand Association for Training and Development (NZATD), Diversity Works, NZWRI, CATE, Gateway and STAR were content analyzed and coded thematically. To address the bias of document analysis, triangulation technique was employed. Documents from different organizations involved in career education, career development and management were compared. Key informants representing their respective organization were interviewed to validate, deepen and corroborate the findings.	19th March 2019

These sessions help boost ICL's research culture. They provide an opportunity to discuss possible collaborative projects and explore research topics arising from the recommendations of previous researches.

Dr Umali presenting her research paper at the ICL research seminar, March

Upcoming Research Seminars lined up from April until December 2019

Diep Ly	Financial metrics that predict supply chain effectiveness	Tuesday 23rd April 2019	12:30 – 1.00 pm.
Craig Rhodes	Using Canvas as a tool to support research	Tuesday 21st May 2019	12:30 – 1.00 pm.
Dr Michele Akoorie	Innovation through linkage, leverage and learning: The case of Monk Fruit Corporation	Tuesday 18th June 2019	12:30 – 1.00 pm.
Dr Wallayaporn Techakriengkrai	Understanding change process and organizational performance associated with enterprise system implementation	Tuesday 2nd July 2019	12:30 – 1.00 pm.
Dr Syed Jamali	Inquisition of teaching philosophy	Tuesday 23rd July 2019	12:30 – 1.00 pm.
Dr Ahmad Wedyan	Real-time concept feedback in lectures	Tuesday 6th August 2019	12:30 – 1.00 pm.

Alanah Malkani	Sequential e-mail interviewing – A reflective?	Tuesday 20th August 2019	12:30 – 1.00 pm.
Tahera Afrin and Randeep Randhawa	Eye towards inclusion: Attitudes of early childhood education kiaoko	Tuesday 17th September 2019	12:30 – 1.00 pm.
Jega Balachandra	Goodwill impairment charges under (NZ) IAS36: Role of executives' incentives and corporate governance	Tuesday 22nd October 2019	12:30 – 1.00 pm.
Dr Dayal Talukder	Trade relations between NZ and USA	Tuesday 19th November 2019	12:30 – 1.00 pm.
Alex Tsoy	Compliance with International Accounting Standard (IAS) 36, Impairment of Assets: the case of Goodwill in Transitional Economies	Tuesday 10th December 2019	12:30 – 1.00 pm.

Professional Development

As part of professional development, the staff members attended a series of short training sessions conducted by the Auckland Chamber of Commerce on 20th and 21st February, 2019. Jega, Freddy, Gustavo and Alanah attended the session titled "Shaping your innovative ability- fast" delivered by Warwick McCormack – Founder & International Director – Learn Fast. The session focused on disruptive trends challenging the old paradigm, searching for a viable new growth model, innovating without barriers in cases of incremental as well as radical improvements. The session provided an opportunity to question, challenge and comeback with a fresh mind-set around acting promptly probably failing fast, handpicking teams and to be creatively dissatisfied to innovate without barriers.

Dr Wallayaporn Techakriengkrai and Jega Balachandra were invited to attend "the 2nd Digital Campus and Learning Transformation from K-6 to higher education" conference on 26-27 March 2019 which was held at the Stamford Plaza, Auckland, New Zealand.

The theme of the conference was about using technology to enhance students' engagement and improve teaching quality.

Wally and Jega at the conference, Auckland, March

This conference invited speakers from reputable local and international institutions to share their strategic and technical knowledge to facilitate digital transformation. This conference was very useful to learn new digital transformation tools and apply these tools at the ICL Graduate Business School.

Since January, Gustavo has started his Doctor in Business Administration program with the University of Otago. ICL has provided him with time to attend classes in Dunedin. He has just finished his first paper: Research Methods 1. He will be starting his second paper in June. The new paper will be Sustainable Business. He is looking forward to keeping the experience going.

ICL EXPERTISE IN THE INTERNATIONAL ARENA

International Career Conference in Manila, Philippines

Dr. Maria V. Umali presented her research paper entitled "Career Management Best Practices in New Zealand" as a plenary speaker at the Annual International Conference of Career Development Association of the Philippines (CDAP). The conference theme is "Responding to the career challenges of the 21st century". Dr. Umali received a Leadership Award for her outstanding achievement as CDAP's founding member and past president at the Hotel Benilde Maison De La Salle, Manila, where the conference was held last January 24-25 2019.

2019 Harmony Fest in the City of Ballarat, Australia

Cr Samantha McIntosh, mayor of the City of Ballarat, invited Dr. Maria V. Umali to the 9th anniversary of their annual Harmony Fest which highlights the Intercultural Gala Dinner on 22 March 2019 at the Mercure Ballarat Hotel, Australia. Mayor McIntosh gratefully appreciates Dr. Umali's significant contribution to the success of the research-based Cultural Strategy implementation of the City Council Cultural Diversity Team.

Maria is a lecturer in Intercultural Relations, one of the papers offered in ICL Graduate School of Business. Her continued involvement in Ballarat's Cultural Diversity Strategy since 2016 has been in the area of multicultural interdisciplinary research.

Harmony Fest 2019 is Ballarat's celebration of its many "Firsts": as the First Intercultural City in Australia to be named by the Council of Europe's Intercultural Cities Network in 2017 and as the first runner-up in the First Government Award category in Australia's Human Rights' Awards in 2018. The Harmony Fest continues to expand in size, popularity and diversity and 2019 saw a week-long celebration of food, music and cultural activities during Cultural Diversity Week March 15 – 24. It continues to showcase how Ballarat's cultural diversity advantage is managed in all aspects.

International Conference on Sustainable Development (ICSD) 2019 in Rome, Italy

The ICSD 2019 Steering Committee of the European Center for Sustainable Development (ECSDEV) through Dr. Aranit Shkurti has officially accepted the research paper of Ms. Tahera Afrin for presentation at the 7th ICSD 2019 in Rome, Italy on 4-5 September. ESCDEV, European Center for Sustainable Development, is an international, cross-disciplinary center founded in Rome, Italy on February 10, 2010. Its main areas of research range from developmental economics to urban planning, human development, health education studies and other related fields.

Ms. Tahera Afrin is the programme leader of ICL's Early Childhood Education programmes. Her research paper is entitled "Desires and doubts around sustainable cultural diversity in education".

Congratulations, Tahera!

12th IADIS International Conference on Information Systems (IS 2019)

The enterprise system implementation process is considered to be a complex process that impacts organisations, processes, tasks, knowledge and skills, and relationships with clients and suppliers. Organisations that implement an enterprise system are required to make changes in their business, modify their business processes, and restructure their organisations to obtain the benefits of the new system. Past research on enterprise system has largely focused on organisational initial adoption decisions on an enterprise system. However, there has been little research concerning the continued use of an enterprise system and the associated change process in the post-adoption stage. Therefore, this proposed research will attempt to fill the gap in knowledge by examining the post-adoptive change and organisational performance resulting from organisational enterprise system implementation. The research questions are: (1) How do organisational changes unfold in enterprise system implementation? (2) How do enterprise systems shape organisational performance in the post-adoption stage of enterprise system implementation? This research

will adopt the qualitative interpretive case study method to examine the change process and organisational change associated with enterprise system implementation in organisations. This study will employ the embedded multiple-case design. Semi-structured interviews will be conducted in this study. The proposed research will develop new knowledge based on how an integrated theoretical perspective using institutional logics and a socio-technical perspective can inform changes in organisations. The findings will assist organisations in providing appropriate resources and support for successful enterprise system implementation in the post-adoption stage.

Dr Wallayaporn Techakriengkrai, ICL Business lecturer, has been invited to present her research paper titled " Understanding Change Process and Organisational Performance Associated with Enterprise System Implementation" at the 12th IADIS International Conference on Information System, Utrecht, Netherlands, 11-13 April 2019.

Congratulations, Wally!

Higher Education Research and Development Society of Australasia (HERDSA) 2019 Conference in Auckland, New Zealand

Rashmi Kotin, ICL Business lecturer, has been invited to be on the student keynote panel with 4 other graduate students from other universities at the HERDSA Conference on July 2-5 2019.

The theme of the conference is "Next Generation, Higher Education: Challenges, Changes and Opportunities." The conference will be held at the Science Centre, The University of Auckland.

HERDSA is a scholarly society for people committed to the advancement of higher and tertiary education. It was established in 1972 to promote the development of higher education policy, practice and the study of teaching and learning. HERDSA encourages and disseminates research on teaching and learning and higher education development. It also works to build strong academic communities.

Congratulations, Rashmi

Master of Business Informatics (MBI) – first cohort of Applied Project students and their topics

The MBI "class of 2018-2019" started studying toward their ICL degree in December 2017. These eleven students are now in their final trimester, having passed all their papers and they are now working on writing up their 45 credit *Applied Project* research Project Reports of 15,000-20,000 words. They started their research project in January 2019 and will be submitting their reports at the end of April 2019 for assessment.

The students and their project topics are as follows:

1. **BERYL THOMAS OOMEN:** Topic - *Anatomization of the Security Concerns of IoT (Internet of Things) Architecture.* Research Question – Are the current IT security standards sufficient to have a secure IoT architecture?

2. **CHEN CHEN (CASSIE):** Topic - *The Value of E-Learning in Chinese Adult English Learners.* Aim: The project is to analyze the use of e-learning in Chinese Adult English learners, to explore and evaluate the contribution of e-learning to English study.

3. **HUI DU (HUBERT):** Topic - *The Critical Success Factors for Agile Software Development in New Zealand.* Aim: The project aims to find out the critical success factors for Agile software development in New Zealand because New Zealand is different from many other countries like USA, India and China in terms of work ethics, software types.

4. **JINGJING ZHANG:** Topic - ***An Investigation of Online Customer Trust in the Context of the General Data Protection Regulation (GDPR).*** Aim: To

    - investigate online customer trust in the context of the GDPR, and
    - explore whether the GDPR is an influencing factor for online customer trust.

5. **XINSHAN LYU (JORDAN):** Topic - ***The Impacts of Wechat on Chinese Travellers' Hotel Choice Decision.*** Aim: To explore whether the "hotel consumer decision-journey through social media model" applies to the behaviours of Chinese hotel customer who are adopting WeChat.

6. **LINLIN (LINDA) SHI:** Topic - ***The Impact of Digital Restaurant Menus on Customer Satisfaction in New Zealand.*** Aim: To explore the contribution of digital restaurant menus in terms of customer satisfaction in New Zealand from customers' perspective and on this basis propose a new version of the SERVQUAL model, tentatively called DIGIQUAL.

7. **LUIS BARRERA**: Topic - ***Awareness and Intension in Using Chatbot-based Solutions by Information Technology Students***. Aim: To establish whether chatbots may appeal to ICL students in order to state a use-case of the technology.

8. **NGOC LUYEN PHAM (PHAM):** Topic – ***The Application of Blockchain Technology in the New Zealand Horticultural Industries.*** Aim: To propose a guideline on how to utilize blockchain technology to achieve an effective fruit and vegetable traceability system in New Zealand.

9. **NGUYEN QUYNH NNU (SUNNY*):*** Topic – ***E-service Quality and its Impact on Customer Satisfaction in Vietnam's Online Shopping Industry.***

10. **YANG HU:** Topic - ***Characteristics of WeChat Content Which Influence Chinese Students' Decisions About Studying in New Zealand***. Aim: To explore how WeChat may be effectively used to share content about studying in New Zealand that will encourage the interest of prospective students from China.

11. **ZIHUI XIAO (PETER):** Topic - ***An Empirical Study on China's A-Share Market Efficiency.*** Aim: To study the efficiency of China's A-share market empirically by analyzing trading data.

Technological Innovation and Total Factor Productivity Growth of Rice Production in Bangladesh in the Post-liberalisation Era

Dayal Talukder
and
Love Chile

Abstract

The objective of this study was to assess the impact of technological innovation on the total factor productivity (TFP) growth of rice in Bangladesh during the post liberalisation era. The study used data from secondary sources and estimated the Data Envelopment Analysis (DEA)-based Malmquist productivity index for assessing the TFP-growth. It also estimated the Cobb-Douglas (C-D) production function using an Ordinary Least Square (OLS) regression model for assessing determinants of rice output. The study found that agricultural trade liberalisation positively influenced the TFP-growth of rice through technological innovation in the post-liberalisation era. The increase in the TFP-growth was driven by technological innovation – a cropping shift from local varieties to high yielding varieties (HYV) of rice and reallocation of resources in favour of the HYV-dominated Boro rice production. However, after the first decade the TFP-growth gradually slowed down, which was attributed to the technological contraction or non-improvement and negative productivity of labour. The study suggests that the government should formulate policies to increase investment in research and development for technological innovation, and in human resource development through training and agricultural extension services for the efficient use of inputs to improve TFP-growth in rice production in future.

Reference:

Talukder, D. and Chile, L. 2018. Technological Innovation and Total Factor Productivity   Growth of Rice Production in Bangladesh in the Post-liberalisation Era. Global Economic Observer, 6(2): 50-70

PhD Thesis Topic: Financial Metrics that Predict Supply Chain Effectiveness

By Diep N. Ly

Many organizations are attempting to gain a competitive advantage through supply chain integration but struggle for efficiency and effectiveness. In supply chain management research, effectiveness has been equalized with supply chains' flexibility and agility to customer demand. Effective management in a supply chain must consider metrics to be used. Metrics refer to measurement. Most people in business have heard the term financial metrics, which convey a unique message about a body of economic data. Financial metrics reveal characteristics that are not apparent when merely reviewing the data.

Traditional supply chain management is focused on both materials and information flows. Nevertheless, the financial flow which runs parallel to the flows of goods and information is also a critical aspect of supply chain integration. Many research papers empirically assess the influence of supply chain performance factors on financial performance of a firm. Yet, supply chain effectiveness measurement using integrated metrics that include both supply chain factors and financial performance factors have not been adopted.

The threats toward businesses from economic and financial downturns along with the complexity of the worldwide supply chain have caused distress and affect firms' performance. The awareness of financial factors that contribute to making a business successful is important. It is also important for a financial manager of successful firms to know their firm's possible actions that should be taken when their customers, or suppliers, go into bankruptcy. Similarly, firms should be aware of their own status, of when and where they should take necessary actions in response to their financial problems, as soon as possible rather than when the problems are beyond their control and reach

a crisis. Therefore, to bring out all financial distress risk factors into open as early warning signals have vital importance for all enterprises.

Diep N. Ly, PhD student, University of Auckland Business School and part-time ICL Business Lecturer

The aim of my research is to design a tool for Chief Financial Officers (CFOs) to use to evaluate the health of the supply chain as well as to predict the failures. My key research questions are as following:

1. Can we use publicly available financial metrics combined with supply chain knowledge to predict company failures?
2. How do operations and supply chain metrics feed into financial metrics or vice versa? Can we design an early warning system as an issue detector of the health/effectiveness of the supply chain for CFOs?
3. How should these metrics change depending on a company's size and/or strategic positioning?

This article has been published in the March newsletter of The University of Auckland - Business School.