

Research Outlook

Message from the Chairman



These are exciting times at ICL Graduate Business School! Since our last Research Outlook we have launched the Master of Business Informatics and already have over 30 students enrolled or accepted onto the programme. More than 75% of our student body is on programmes at Level 7 or higher, and the Postgraduate Diploma in Business, launched less than two years ago, is by far the largest. Most importantly, our pass rates are high: over 85% in the graduate diplomas and over 90% in postgraduate. The high quality of our

performance at GD and PGD was recognized in the recent NZQA annual monitoring visit, which delivered a report containing seven commendations, six recommendations, which we take to heart although relatively minor, and no requirements. We congratulate our staff on this fine achievement.

Dr Siham El-Kafafi has left ICL, and we wish her well and thank her for her three years as Director of Research. Our Academic Director Dr Jocelyn Williams is directing our research activities now and we are pleased to announce that our new academic titles policy allows us to style Jocelyn *Associate Professor*, the title she brought with her from Unitec. And as observed below we have welcomed Research Professor Michèle Akoorie to a part-time permanent position. Michèle has already served for some years on our Graduate Programmes Advisory Board, and knows us well.

With the leadership of these two highly-experienced researchers, ICL is able to take the next step up in our discipline-led research portfolio. And to enhance the intensity of support from our Research Advisory Board, we have moved to holding meetings six monthly.

Research activity is humming at ICL. Read on!

Ewen Mackenzie-Bowie, Chairman

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Welcome to our Winter 2018 research update!

We started 2018 with an enhanced sense of the purpose of discipline-led research – supporting our postgraduate curriculum and student learning, with the first intake of Master of Business Informatics students having started their studies in December 2017. Although they do not begin their Applied Research Projects until later this year, we are very busy building our capacity across live research projects, publication, gearing up for increased supervision and research ethics requirements and building a shared research culture. This is a big step up – but from a strong platform.

Our research culture is being boosted by the appointment of Research Professor Michèle Akoorie who took up a 0.2 position in the Graduate Business School in May. We welcome her warmly into the ICL whanau. She brings significant capacity to offer research guidance, mentoring of staff and students, publishing advice, and a substantial research and publication record of her own. Thus she has already been able to support us in our submission of evidence portfolios to the 2018 PBRF evaluation round (see below).

In other news, ICL has achieved a “funding first” in 2018, with an application for funding to InternetNZ by Chief Investigator Dr Ferry Hassandoust and co-researcher Dr Jocelyn Williams having been successful. Almost \$15,000 has been awarded to a project entitled *Information Security Online: A Critical Evaluation of College Students’ Security Awareness In New Zealand*. This project is well underway and committed to delivering outcomes for InternetNZ by September.

Research-active staff – as well as those keen to establish a track record – are busy presenting at conferences, studying for higher qualifications, sitting in on seminars and adding fizz to the bubbling team spirit. Several are teaching the new MBI programme (Maria, Jamali, Jocelyn, Ferry, Wally and also part-time staff) and there is a real sense of a growing postgraduate and research culture being the heart of ICL Graduate Business School. I look forward to working with the team to enhance our robust research platform. We have so many great people, programmes and the opportunity to create an enviable little research school.

Associate Professor Jocelyn Williams, Academic Director

2018 TEC Performance-Based Research Fund (PBRF)

Recent months have seen intensive effort by four of the team preparing Evidence Portfolios (“EP’s”) for submission to the 2018 TEC Performance-Based Research Fund (PBRF) Evaluation round, which officially closed off on 6 July. Dr’s Talukder, Williams, Hassandoust and Akoorie submitted EPs for evaluation in the Business and Economics, Mathematical and Information Sciences and Technology, and Social Sciences/Other Cultural/Social Sciences panels. Research Professor Michèle Akoorie has been keenly involved in this work, reviewing portfolios and advising on content and “narrative”. Jocelyn Williams, with invaluable assistance from Ferry Hassandoust, undertook the complex process of uploading the EP’s to the PBRF site. Should ICL be successful in this evaluation it will be both an indicator of growing research quality at ICL and a welcome boost to research funding!



Lecturers Gustavo Fernandez, Alexander Tsoy and Dr Maria Umali with ICL Education Group Principal Wayne Dyer at the 2018 Graduate Business School Graduation on 19 July.

ICL Research Seminars

Staff with an interest in research gather at seminars and informal lunchtime meetings at least once a month. These are proving to be an effective way of boosting ICL's research culture, so we may plan to increase their frequency. In 2018 we have a full schedule of presentations lined up: works in progress, conference papers, and informal talks:

Presenter	Topic	Date
EWEN MACKENZIE-BOWIE	Apocalypse? No! Maintaining traditional educational values in a disrupted environment	6 March 2018
	Informal lunchtime 'research dialogue' meeting	27 March 2018
ALINA ABRAHAM	To chant or not to chant...When setting the tone in the classroom, at the beginning of the lesson	24 April 2018
	Informal lunchtime 'research dialogue' meeting	1 May 2018
DR MARIA UMALI	Intercultural Cities Approach	15 May 2018
DR WALLY	Understanding organizational changes in the post-adoption of CRM	12 June 2018
TECHAKRIENGKRAI	implementation: a socio-technical perspective	
	Informal lunchtime 'research dialogue' meeting	26 June 2018
TAHERA AFRIN	Sustainable cultural components: Projection on early childhood teacher education in Aotearoa New Zealand	17 July 2018
	Informal lunchtime 'research dialogue' meeting	31 July 2018
DR JAMALI SYED	Leadership	14 August 2018
	Informal lunchtime 'research dialogue' meeting	28 August 2018
DR JOCELYN WILLIAMS	Community media research: Producing a short film with The Pacifica Mamas	11 September 2018
	Informal lunchtime 'research dialogue' meeting	25 September 2018
DR FERRY HASSANDOUST	Information Security Online: A Critical Evaluation of College Students' Security Awareness in New Zealand	16 October 2018
	Informal lunchtime 'research dialogue' meeting	30 October 2018
DR DAYAL TALUKDER	TBA	13 November 2018
		20 November 2018
HAZIM JARRAH	Fault Diagnosis in Vehicular Networks	2018

Conference Presentations

Several ICL Graduate Business School lecturers have presented their work at conferences so far this year:

- *Rashmi Kotin presented a conceptual paper on Dunning's OLI Paradigm¹, a way of thinking about multinational enterprises and foreign direct investment. Below is a brief overview of her paper:*

Inferring inward FDI in India due to policy changes through the "OLI Paradigm"

5th Asia Pacific Business Research Conference, Sydenham Institute of Management Studies (affiliated to the University of Mumbai), Mumbai, 4-5 January 2018

Rashmi Kotin

¹ The OLI Paradigm or the eclectic approach (Dunning, 2001) was developed by John Dunning to study foreign direct investment (FDI). OLI stands for ownership, location and internationalization advantages. These three indicators allow a firm's decision to engage in internationalization and to become a multinational. The importance of the paradigm is that it allows a firm to measure its capabilities and its ability to transfer these across international boundaries to increase competitive advantage. It allows a firm to gain entry into new markets to seek opportunities.

The advent of globalization has compelled economies to get into the race of trade. Developed economies have gained a greater share of the global value chain due to its competitive advantages and excelling in the ability to exploit these advantages. Developing economies have slowly, at first, learnt from the early adopters to pave way to entwine into the global value chain. In the last 20 years foreign direct investment has been one of the major catalyst for economic growth, transfer of knowledge, sharing of technology and increased investments among trading partners.

This conceptual paper aims to analyse the effects of inward foreign direct investment (FDI) generated in India due to the Make In India initiative, that gave impetus to the investment into the renewable energy sector from Sweden, and how firms have charted a path to progressive investment due to policy changes in FDI from Department of Industrial Policy and Promotion (DIPP) under the Ministry of Commerce and Industry under The Government of India (GOI). The paper also analyses this perspective from Dunning's OLI paradigm and how multinational enterprises' (MNEs) cross-border activity increases due to various factors. It also tries to analyse how India and New Zealand can collaborate under free trade agreements to generate more trade of goods and services between the two nations. The paper finally deduces observations and tries to give solutions for innovative practices to foster and sustain cross-border activity by MNEs.

Methodology

This is a conceptual paper with reference to the paradigm of international business. The data is from secondary resources such as published research papers, journal articles, magazines, newspapers, and websites of Government of India, Ministry of Commerce, Department of Industrial Policy and Promotion, Government of New Zealand etc. The research carried out is conceptual.

Results

The OLI paradigm has been applied to evaluate how India has sought inward FDI by organizing, exploiting its competitive advantages and by creating policies that attract foreign investments. The paradigm was particularly applied to FDI of Swedish companies into India in the renewable energy sector. The application of the paradigm revealed that the attractiveness of the market, its offerings of policies and the conducive business environment benefits both the host and home countries. The eclectic paradigm reflects the degree of commitment from the home country depending on the economic, political, technological, legal and environmental characteristics of the host country. The paper deduces observations from this application and suggested why innovation is necessary for businesses to thrive in the current business scenario.



- *Dr Siham El-Kafafi presented at two conferences: first at the Middle Eastern Knowledge Economy Institute conference in London in March, and second at the World Association for Sustainable Development in Geneva in April:*

Women's Role in Social Entrepreneurship

MEKEI Conference: The Role of Women in Peace and Development, East London University, 8 March 2018

Dr Siham El-Kafafi

This presentation discussed the important role played by women in entrepreneurship as they are a key factor in promoting gender equality, reducing gender-based violence, promoting peace between territories and developing the country.

Furthermore, the presentation reported on a content analysis to provide an in depth understanding of the role of women in social entrepreneurship through investigating the following:

- Identifying the definitions and differences between the traditional entrepreneurship and social entrepreneurship concepts
- Women's entrepreneurial activities world wide
- Women and social entrepreneurship
- Characteristics of entrepreneurial women
- Entrepreneurial challenges.

Finally the presentation reported on entrepreneurial demotivation and challenges faced by social entrepreneurs and provided recommendations as a means of moving forward.

Impact of Corporate Entrepreneurship on Organizational Culture

World Association for Sustainable Development (WASD) 2018 – 16th International Annual Conference, United Nations, 10– 13 April 2018, Geneva, Switzerland

Dr Siham El-Kafafi

The purpose of this paper was to examine the impact of corporate entrepreneurship on organizational culture as a means of achieving high organizational performance providing competitive advantage for organizational survival in such a global era.

Design/methodology/approach

A literature survey is conducted tracing the origin of the concept of entrepreneurship starting from Schumpeter's creative destruction concept, followed by characteristics of entrepreneurial behaviour, followed by providing the link between entrepreneurship and corporate entrepreneurship. Furthermore, the research explains the corporate entrepreneurship innovation process and finally provides suggestions on how to integrate corporate entrepreneurship with organizational culture by proposing the suitable leadership style to guarantee high organizational performance.

Findings

The findings demonstrate that organizational structure does have an impact on organizational performance guiding the competitive advantage strategy (i.e. innovative differentiation, cost leadership and/or quick response to market demand) which in turn impacts on organizational innovation and creative behaviour, which influences its corporate entrepreneurial process.

Originality/value

This study purports valuable contributions by suggesting the integration of the following elements required for corporate entrepreneurship and organizational culture: 1) risk taking; 2) rewards and motivation; 3) management support; 4) resource availability; and 5) organizational structure. Furthermore, the research provided the adequate leadership style to guarantee high performance through an innovative culture advocating corporate entrepreneurship.



- *Dr Maria Umali was invited as an honoured guest at the Intercultural Cities Gala Dinner in Ballarat City, Melbourne, on 23 March 2018. This event was held to launch the first Intercultural Strategic Plan for Ballarat City. Dr Umali was a member of the research team commissioned to prepare the framework for this strategic plan; she contributed to the Action Plan which was signed at the event:*

Managing Diversity Advantage through the Intercultural Cities Model: The Ballarat Experience

Intercultural Cities Gala Dinner, Ballarat, Melbourne, 23 March 2018

Dr Maria Umali

The Intercultural City is a new model for intercultural integration. It is where “diversity” is deemed to be the norm. It is a place where there is communication, interaction and exchange between diverse cultural groups. People from various backgrounds communicate, understand and learn from each other and establish ‘connections’. All these ‘connections’ spur understanding, creativity, innovation and growth by bringing people of all cultures together for the benefit of the whole community. This model is experienced in real life in the City of Ballarat.

Ballarat was named the first intercultural city in Australia in 2017 by the Council of Europe’s Intercultural Cities Network. It is an inclusive intercultural community that examines what its people already share, celebrating diversity. Ballarat’s commitment to promoting intercultural practices is seen in their first Intercultural City Strategic Plan 2017-2021, officially launched during the Intercultural Cities Gala Dinner.

The Strategic Plan 2017-2021 is an important framework for Ballarat’s ongoing services. It is about building social inclusion by pursuing and enhancing the social, economic, cultural, health and well-being of the city’s culturally, linguistically and religiously diverse communities. Ballarat considers cultural diversity as a resource where individuals are supported to adopt to change, to be innovative, entrepreneurial and productive, thereby boosting the city’s economic prosperity.

A “whole-of-council/whole-of-organization” approach aims to continue valuing and promoting the advantages of cultural diversity by providing leadership to create culturally inclusive policies and programs that will further Ballarat’s economic, social and cultural fabric.



The development of this Strategic Plan has involved research, policy analysis and an intercultural community engagement process to ensure it reflects the needs and aspirations of communities living in Ballarat. The Plan is responsive to the identified priorities, such as responsive services, active citizenship, leadership and advocacy and maximizing and valuing diversity. Actions are taken in the context of collaborative approaches to achieve collaborative impact which reflect the realistic aspirations of the community and various stakeholders. Ballarat business units are responsible for delivering and evaluating the objectives and actions of the Strategic Plan. Community, business and government partnerships play a crucial role in supporting Ballarat to achieve quality outcomes in all key priority areas of this Strategic Plan.

The annual Harmony Fest celebrations in Ballarat, now in its eighth year, is an example of good practice among Intercultural Cities. The Gala dinner is a spectacular conclusion to this celebration.

Dr Maria Umali during the Intercultural Cities Gala Dinner held at the Mercure Hotel and Convention Centre, City of Ballarat, where the First Intercultural City Strategic Plan 2017- 2021 was officially launched, 23 March 2018.

- *Dr Ferry Hassandoust was funded by InternetNZ to present a research “work in progress paper” at the PACIS conference in Japan in June:*

Understanding Users’ Information Security Awareness and Intentions: A Full Nomology of Protection Motivation Theory
 22nd Pacific Asia Conference on Information Systems (PACIS), Yokohama Royal Park Hotel, Japan, 26-30 June 2018
 Dr Farkhondeh Hassandoust

Purpose and contribution: This paper presents a full nomology of the protection motivation theory (PMT) to study the impact of users’ InfoSec awareness on their security protection intention. It contributes to a better understanding of users’ InfoSec awareness through an examination of the impact of security education, training and awareness (SETA) programme on InfoSec threat and countermeasures awareness and the role of InfoSec awareness as an antecedent to the cognitive processes associated with coping and threat appraisals. In addition, this research contributes to extend PMT by investigating the role of fear and maladaptive rewards in explaining InfoSec behaviours.

Methodology: We will conduct a cross-sectional field experiment and use a fear-appeal message to study user security protection intentions. Samples of tertiary students from two institutions in New Zealand have been selected. One group of participants will not receive a fear-appeal message. The other group of participants will receive a fear-appeal message that presents the actual statistics of cybercrimes in New Zealand such as different types of cyber-attacks, frequency of data losses and financial and nonfinancial harm of data loss. Then, an online survey will be administered to all participants.



Dr Hassandoust at the conference venue in Yokohama.

- Ewen Mackenzie-Bowie was invited to present a paper at the Centre for Research in International Education Biennial Conference in January 2018:

Apocalypse? No! Maintaining traditional educational values in a disrupted environment

“Online learning in international education” conference, Auckland Institute of Studies, Auckland, 15-16 January 2018

Ewen Mackenzie-Bowie

Ewen’s paper has subsequently been published in the *Online Journal of International Education*, volume 3, number 1, 2018. ISSN 2537-7302 - <http://crie.org.nz/journal/vol3No1.htm>



Dr Syed Jamali, Dr Dayal Talukder and Dr Wallayaporn Techakriengkrai at the recent ICL Graduate Business School Graduation, 19 July 2018, at the Ellen Melville Centre in High Street.