

**ECMLG 2007**  
**3rd European Conference**  
**on Management,**  
**Leadership and**  
**Governance**

**University of Winchester, UK**  
**19-20 April 2007**

Edited by

Dr Dan Remenyi  
Trinity College Dublin, Ireland

Copyright The Authors, 2007. All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Papers have been double-blind peer reviewed before final submission to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference.

Many thanks to the reviewers who helped ensure the quality of the full papers.

ISBN: 978-1-905305-43-8 cd

Published by Academic Conferences Limited  
Reading  
UK  
44-118-972-4148  
[info@academic-conferences.org](mailto:info@academic-conferences.org)

# ECMLG 2007

## Contents

Paper Title	Author(s)	Guide Page	Proceedings Page
Preface		v	v
Biographies of Conference Chairs, Programme Chair, Keynote Speaker and Mini-track Chairs		vii	vii
Biographies of contributing authors		ix	ix
Executive's Personal Values Diversity: A Critical Interface Between the Board and the Senior Executive Team Affecting Personal Approaches to Business Value Creation	<i>Paul Aitken and Scott Lichtenstein Henley Management College, Henley-on-Thames, UK</i>	1	1-14
A Framework for Measuring the Impact of ERP Implementation at Greek SMEs	<i>Maria Argyropoulou<sup>1</sup>, George Ioannou<sup>1</sup> and Dimitrios Koufopoulos<sup>2</sup> <sup>1</sup>Athens University of Economics and Business, Athens, Greece <sup>2</sup>Brunel Business School, London UK</i>	2	15-24
Facilitating IS Capability – Towards a new Perspective on Governance	<i>Peter Bednar and Christine Welch University of Portsmouth, UK</i>	3	25-34
Selection of Causes According to Socio-Demographic Status in South Africa	<i>Karen Corbishley and Roger Mason Durban University of Technology, South Africa</i>	4	35-44
A Working Leadership Model for Rapid Response in Organizations Facing Complex, Dynamical, Discontinuous Change	<i>Phillip Davidson University of Phoenix, AZ, USA</i>	5	45-54
Emotional Intelligence and Change: A new Approach through Self Directed Learning and Incorporation of Imagined Interactions	<i>Fragouli Evaggelia Hellenic Open University, Athens, Greece</i>	6	55-62
Emotional Intelligence in the Workplace: An Approach to the Central Issues that Confront the Emotional Intelligence Paradigm	<i>Fragouli Evaggelia<sup>1</sup> and Fragouli Kontos<sup>2</sup> <sup>1</sup>Hellenic Open University, Athens, Greece <sup>2</sup>National University of Athens, Greece</i>	7	63-70
The Impact of Offshoring on the Evolution of the IT Workforce Within the UK	<i>Wallace Gray<sup>1</sup> and Thomas Connolly<sup>2</sup> <sup>1</sup>Student Loan Company Ltd, Glasgow, Scotland, UK <sup>2</sup>University of Paisley, Scotland, UK</i>	8	71-80
The Challenge in Corporate Social Responsibility: Getting Things Done	<i>Paul Griffiths<sup>1</sup> and Luis Perera<sup>2</sup> <sup>1</sup>The Birchman Group, Santiago, Chile <sup>2</sup>PricewaterhouseCoopers, Santiago, Chile</i>	9	81-96
Business-IT Alignment: Translating Theory into Practice	<i>Narcisa Jonsson Royal Institute of Technology, Stockholm, Sweden</i>	10	97-106

Paper Title	Author(s)	Guide Page	Proceedings Page
Searching for Richness in African Traditional Leadership to Complement Business Leadership	<i>Reinford Khumalo</i> <i>University of South Africa, South Africa</i>	11	107-114
Strategic Planning in the Greek SME's	<i>Dimitrios Koufopoulos<sup>1</sup>, Vasilios Zoumbos<sup>2</sup>, Athanasios Oikonomou<sup>3</sup></i> <i><sup>1</sup>Brunel Business School, UK</i> <i><sup>2</sup>Hellenic Pedagogical Institute, Athens, Greece</i> <i><sup>3</sup>TEI Epirus, Preveza, Greece</i>	12	115-130
Compliance vs Alignment	<i>Themistokles Lazarides</i> <i>Technological Institute of West Macedonia, Grevena, Greece</i>	13	131-138
Wisdom and Leadership: Linking the Past, Present and Future	<i>Bruce Lloyd</i> <i>London South Bank University, UK</i>	14	139-146
Filling the Gap between IT Governance and IT Project Management	<i>Jette Lundin</i> <i>Aarhus School of Business, University of Aarhus, Denmark</i>	15	147-156
A Holistic Approach to Information Management: Theory and Practice	<i>Sharm Manwani<sup>1</sup> and Mike Fishwick<sup>2</sup>, Gerry Rankin<sup>2</sup></i> <i><sup>1</sup>Henley Management College, UK</i> <i><sup>2</sup>Yell, UK</i>	16	157-166
Relationships between Management, Attitudes to Change and Perceptions of the External Environment: A Complexity Theory Approach	<i>Roger Mason</i> <i>Durban University of Technology, South Africa and University of Wolverhampton, UK</i>	17	167-176
Board Characteristics and Involvement in Strategic Decision Making – The Nigerian Perspective	<i>Chris Ogbechie<sup>1</sup> and Dimitrios Koufopoulos<sup>2</sup></i> <i><sup>1</sup>Lagos Business School, Pan African University, Lagos, Nigeria</i> <i><sup>2</sup>Brunel Business School, UK</i>	18	177-186
The Relationship between Self-Leadership Behavioural-Focused Strategies, Job Satisfaction and Quality Function Deployment	<i>John Politis</i> <i>Dubai Men's College, United Arab Emirates</i>	19	187-196
Effective Decision Making – Dream or Reality?	<i>Patrick Tyrrell</i> <i>Vale House, Ponsanooth, Cornwall, UK</i>	20	197-204
IT Government and Facilities Management of Online Customers Expectations (With Respect to UK Customers Perceptions Towards Hotel Websites)	<i>Ezendu Ariwa and Sarah Olaya</i> <i>London Metropolitan University, UK</i>	21	205-210
Leadership in the Ranks: An Empirical Study of the Impact of Middle and Line Managers under an Enterprise Systems Implementation Context	<i>Linying Dong<sup>1</sup>, Derrick Neufeld<sup>2</sup>, Chris Higgins<sup>2</sup> and Ken Grant<sup>1</sup></i> <i><sup>1</sup>Ryerson University Toronto, Canada</i> <i><sup>2</sup>The University of Western Ontario, Canada</i>	22	211-220

## Preface

These are the proceedings for the 3rd European Conference on Management, Leadership and Governance (ECMLG) hosted by the University of Winchester in the UK. The Conference Co-Chairs are Professor Chris Turner from the University of Winchester and Professor Dan Remenyi from Trinity College Dublin and I am pleased to have had the role of Programme Chair.

The opening keynote address this year is given by Malcolm Berry from the University of Reading. The topic of his talk is Management and Leadership in relation to Globalisation and the 21st Century Environment.

The main purpose of the Conference is for individuals working in the area of Management Leadership and Governance to come together to share knowledge with peers interested in the same area of study.

A key aim of the conference is about sharing ideas and meeting the people who hold them. The range of papers will ensure an interesting two days. The topics covered by the papers illustrate the wide range of issues that fall into this important research area. To further enhance the conference experience Nigel Laurie will be facilitating a Socratic Dialogue.

With an initial submission of 43 abstracts, after the double blind, peer review process there are 23 papers published in the Conference Proceedings. These papers represent research from Canada, Denmark, Greece, Nigeria, South Africa, Sweden, United Arab Emirates, Canada, United Kingdom and United States of America.

I hope that you have an enjoyable conference.

Mike Hart  
University of Winchester  
April 2007

### **Conference Executive:**

[Ahmet Aykac](#) (Theseus Business School, Sophie Antipolis, France)  
[Egon Berghout](#) (Groningen University, The Netherlands)  
[Rodney Clare](#) (EDS, UK)  
[John Deary](#), (Higher Colleges of Technology, Dubai, UAE)  
[Charles Despres](#), (College Polytechnique, Paris, France)  
[Dudley Dolan](#) (Trinity College Dublin, Ireland),  
[David Edgar](#) (Caledonian Business School, Scotland, UK)  
[Andrew Gaule](#) (Henley Management College, UK)  
[Ken Grant](#) (Ryerson University, Toronto, Canada),  
[Paul Griffiths](#) (The Birchmann Group, Santiago, Chile)  
[Ray Hackney](#) (Manchester Metropolitan University, UK)  
[Gene Horan](#) (Ashridge Business School, UK),  
[Bill Martin](#) (Royal Melbourne Institute of Technology, Australia)  
[Kevin Money](#) (Henley Management College UK)  
[Chris Norman](#) (Deloitte., Paris, France),  
[John Pierce](#) (Fujitsu, Ireland),  
[George Philip](#) (Queens University of Belfast, Ireland)  
[John Politis](#) (Higher Colleges of Technology, Dubai, UAE)  
[Dan Remenyi](#) (Trinity College, Dublin)  
[Leslie Willcocks](#) (London School of Economics, UK)

### **Conference Committee:**

The conference programme committee consists of key individuals from countries around the world working and researching in the management, leadership and governance fields especially as it relates to information systems. The following have confirmed their participation:

Paul Abbiati (*PMMS Consulting Group*, UK), Ahmet Aykac (Theseus Business School, Sophie Antipolis, France), Ade Bajomo (Fortis Bank, UK), Ian Barratt (Institute of Management Consultancy, UK), Egon Berghout (Groningen University, The Netherlands), Malcolm Berry (University of Reading, UK); David Bowers (Bank of Bermuda), Noel Bruton (Bruton Consultancy, UK), Janis Burn (Edith Cowen University, Australia), Akemi Chatfield (University of Newcastle, Australia), Bill Cinnanond (Ernst and Young, South Africa), Rodney Clare (EDS, UK), Reet Cronk (Harding University USA), John Deary (Higher Colleges of Technology, Dubai, UAE), (Andrew Deegan (Henley Management College, UK), Dirk DeSchoolmeester (Ghent Business School, Belgium), Charles Despres (College Polytechnique, France), Dudley Dolan (Trinity College, Dublin, Ireland), David Edgar (Caledonian Business School, Scotland, UK), Shay Fitzmaurice (Public Sector Times, Ireland), Andrew Gaule (Henley Management College, UK), Roger Gill (Leadership Trust, UK), Ken Grant (Ryerson University, Toronto, Canada), Paul Griffiths (IBM, Chile), Milenko Gudic (Economics Institute-Belgrade, Serbia and Montenegro), Ray Hackney (Manchester Metropolitan University, UK), Joe F Hair, Jr. (Louisiana State University, USA), Gene Horan (Ashridge Business School, UK), Jack Huddlestone (Capella University, USA), Gordon Hunter (University of Lethbridge, Canada), Dimitrios Koufopoulos (Brunel University, UK); Michael Lang (University College Galway, Ireland), Nic Lessing (Randse Afrikaanse Universiteit, South Africa), Sam Lubbe (University of Durban Westville, South Africa), Ahmad Magad (Marketing Council, Asia, Singapore), John MacNamara (e-Ireland), Bill Martin (Royal Melbourne Institute of Technology, Australia), John Mooney (Pepperdine University, California, USA), Kevin Money (Henley Management College, UK), Chris Norman (Deloitte., Paris, France), Nayantara Padhi (Indira Gandhi National Open University, India), John Peters (Emerald University Press), John Pierce (Fujitsu, Ireland), George Philip (Queens University of Belfast, Ireland), John Politis (Higher Colleges of Technology, Dubai, UAE), Jacek Plodzien (Polish Academy of Sciences), David Price (Henley Management College, UK), Dan Remenyi (Trinity College, Dublin), Alan Rogers (Consultant, Directline), Peter Smith (University of Sunderland, UK), Reima Suomi (Turku School of Economics and Business Administration), Ramayah Thurasmy (Universiti Sains Malaysia, Malaysia), Patrick Tyrell (Royal Navy, retired), Alan Twite (COO Vtesse Networks), Leslie Willcocks (Warwick Business School, UK), Brent Work (Cardiff University, Wales, UK), Eleanor Wynn (IT Innovation Intel Corporation, USA)

# Biographies of Conference Chairs, Programme Chair and Keynote Speaker



## Conference Chair

**Dr Dan Remenyi** is a Visiting Professor in Information Systems Management at the School of Systems and Data Studies at Trinity College Dublin and an associated member of Faculty at Henley Management College in the United Kingdom. His original academic interests are in the field of information systems management and he has researched and been published widely in that area. In recent years he has taken a strong interest in research methodology and the sociology of research. He now works extensively with research candidates and their supervisors at both doctoral and masters level. He conducts a number of seminars to topics related to improving

effective academic research and obtaining better results. He has authored or co-authored more than 30 books and some 50 academically refereed papers. He is published in all 4 of the A rated Journals in the United Kingdom in Information Systems Management. He is on the Editorial Advisory Board of Acta Commercii (a general management journal) and the Journal of Information Technology. He is the editor of the Electronic Journal of Information Systems Evaluation and advisor to a number of other electronic journals.

## Conference Chair

**Professor Chris Turner.** Economist and Information scientist, Chris Turner worked initially as an Information Officer at the British Institute of Management then moved into research and teaching at Birmingham Polytechnic and then Brighton University where he became Professor of Information Studies. Professor Turner has undertaken consultancy for the British Council, Post Office, Probation Service, Home Office, Citizens Advice Bureaux, a number of NHS Trusts and the World Bank; he has completed Research on Workforce Planning and Online public access systems for the British Library and has also worked on projects in India, Germany, Chile, Singapore, Greece, Malaysia, Hungary, Brazil, Kenya and Nigeria. He has published a variety of papers as well as two monographs: Organising Information: principles and practice and The Dissemination of Information. He is currently Chair of the Association for Information Management, Chair of the Hampshire and Solent Learning Hub, a member of the British Library Advisory Board, President of the North Hampshire Chamber of Commerce and a board member of a number of other research based trusts.



## Programme Chair



**Dr Mike Hart** is Professor of Business in the University of Winchester. He is currently researching into 'Quality in Business Education' as part of a consortium of six UK universities. His research interests include all aspects of e-learning and pedagogy in higher education, especially in the field of business. He is a frequent contributor to international conferences

## Keynote Speaker

**Malcolm Berry.** After a long career in the IT Industry. Malcolm is now a lecturer at the University of Reading Business School



## **Biographies of contributing authors (in alphabetical order)**

**Paul Aitken** is Subject Area Leader responsible for the Leadership and Change course at Henley Management College. Paul combines teaching, with research, conference presentations, executive learning facilitation, business consultancy, and personal coaching. He mentors and supervises MBA and DBA students at Henley and is Lead Assessor for the 'Certificate in Coaching'.

**Maria Argyropoulou** is an associate researcher and a doctoral candidate at the Department of Management Science and Technology at the Athens University of Economics and Business. She received her BS in Kapodistriako University of Athens/Greece. She holds an MSc in Decision Science from the Athens University of Economics and Business and an MBA from Strathclyde University where she is also an associate lecturer. She has worked for Greek and international companies for more than 10 years specializing in operations management. Her research interests focus on Management Science and ERP systems.

**Ezendu Ariwa** In summary, my experience from University collaborative partnership, community involvement, widening participation and network development programmes; and University research potentials using information systems and financial services expertise will complement my practical orientation and act as valuable asset towards effective service delivery and customer relationship management. I serve in academic, business and community forum groups for University Diversity Directorate; and I hold the following Visiting Professorship and Editorial positions: [European School of Economics, London Campus], Editorial Advisory Board Member and Executive Peer Reviewer for Educational Technology & Society responsible for the review of Journal of International Forum of Educational Technology & Society and IEEE Learning Technology Task Force, Reviewer of Computing Reviews/ACM Journals and Assistant Editor of The International Journal of Applied Human Resource Management. I am also a member of Homerton University Hospital NHS Trust Board, UK. United Nations Representative to Geneva Office and European Commission on behalf of International Research Foundation for Development (A Corporation of NGO in SPECIAL Consultative status with the Economic and Social Council of the United Nations)

**Peter Bednar** is originally from an engineering background and has several years of experience from industry in systems analysis and development. Since 1997, he has been working as an academic. His research covers contextual analysis, organizational change and information systems development, and he has published several book chapters and many articles in these fields. He is currently a senior lecturer in the School of Computing at the University of Portsmouth, UK and is also affiliated to the Department of Informatics at Lund University, Sweden.

**Karen Corbishley** is a lecturer in Marketing and Retail at the Durban University of Technology. Prior to this she spent time in the Corporate marketing of the fast-food industry. Research interests are in the fields of Corporate Social Responsibility and Retail Marketing.

**Phillip Davidson**, Ph.D. is a full-time faculty member for the School of Advanced Studies, DM/IS&T program, University of Phoenix. His work over the last 15 years has focused on organizational destochastization and complex systems worldwide, with a special emphasis on dynamical leadership models.

**Susan Foster** has higher degree qualifications in Information Technology, Education, and Psychology and a strong interest in change management. Research has primarily focused on Enterprise Resource Planning (ERP) systems and associated issues. Susan has written a number of peer reviewed publications in respected journals and conferences.

**Wallace Gray** is Technical Director of the Student Loan Company, a Public Sector Non Departmental Public Body (NDPB) with a responsibility for a variety of functions across the UK. He is responsible for a staff complement of around 300 in the IT Department, which develops systems for over 3 million active customers. He has previous management experience with OKI and Scottish Legal Aid Board.

**Narcisa Jonsson** is currently a PhD candidate at TheRoyal Institute of Technology, in Stockholm. She holds a technology licentiate in Industrial Information and Control Systems and has been working as project manager within ABB. Since 2003 she has been active as consultant.

**Dimitrios Koufopoulos** B.Sc., MBA, PhD MCMI, FIMC is a Lecturer at the Brunel Business School. His work has appeared in the European Marketing Academy Conference, British Academy of Management and Strategic Management Society Proceedings and in various journals including Long Range Planning Journal, Journal of Strategic Change and Journal of Financial Services Marketing, Management Decision, European Business Review and Corporate Board. His research interests are on strategic planning systems, top management teams, corporate governance and corporate strategies.

**Themistokles Lazarides** MBA is an Economist,. and currently he works as a Lecturer in the Department of Information Technology Applications in Administration and Economy at the Technological Institute of West Macedonia, Grevena, Greece. He is currently conducting doctoral research into the feasibility of corporate governance implementation.

**Bruce Lloyd** spent over 20 years in industry and finance before joining the academic world a decade ago to help establish the Management Centre at what is now London South Bank University. He has a degree in Chemical Engineering; a MSc (Economics) / MBA from the London Business School and a PhD (by published work) for his work on 'The Future of Offices and Office Work: Implications for Organisational Strategy'. He was a member of the CMI Advisory Board for its project on 'Leadership: A Challenge for All' and a subsequent study specifically concerned with leadership issues in the public sector. Since the late 1960's he has written extensively on a wide range of strategy related issues, including articles exploring the link between Leadership, Power and Responsibility and, more recently, the relationship between Leadership, Wisdom, Knowledge Management and Organisational Performance. He has undertaken over 30 interviews on leadership for LODJ, as well others for 'The Tomorrow Project Bulletin'. He was also the UK co-ordinator for ACUNU 'The Millennium Project' 1999-2005.

**Jette Lundin** is Associated Professor in Information Systems Management and director of it-vest at Aarhus School of Business in Denmark. She has a MSc. in Computer Science from University of Aarhus and a professional career in the Telecom Industry working with systems development methods, architecture, project management improvement programs, quality in IT operations and IS management.

**Sharm Manwani** is an Associate Professor at Henley Management College where he researches and lectures in Information Management and is the Subject Leader for the CIO

Elective. Prior to this role, he held leadership positions with multinational companies most recently as the CIO at Electrolux Europe. He is a founder member of the Information Management Profession group.

**Roger Mason** is a Senior Lecturer in the Department of Marketing at the Durban University of Technology. He lectures and researches in the fields of marketing, management and strategy, with special interest in chaos and complexity theories in these fields. His background includes marketing and management consultancy in a variety of industries and marketing management in the motor industry.

**Chris Ogbechie** holds a First Class Honours Bachelor's degree in Mechanical Engineering from Manchester University and a Master's Degree in Business Administration (MBA) from Manchester Business School. He is currently a Doctoral student in the Brunel Business School. His main research interests are on upper echelons theory, executive demography, CEO succession, board of directors and corporate governance.

**Luis Perera** is the Partner in charge of Sustainable Business Solutions for the PricewaterhouseCoopers ("PwC") Chilean office. Perera is a seasoned audit partner with international experience and has been a member of the auditing standard committees of the professional accounting bodies in Uruguay and Chile. During his 33 years of service with PwC, he has held several management positions including: former Partner in charge of Uruguay (1999-2001) and Paraguay (1995-1996), and Director of Assurance and Business Advisory Services for the South American firms of Price Waterhouse (1997-1999). Luis is the author of several papers on sustainability, including the book "*Social Reporting: A Fourth Financial Statement, On the Social dimension of Enterprises*", was a member of the working group "Reporting as a process" at the Global Reporting Initiative G3 guidelines update in 2005 and chaired the panel on "Global Innovative Sustainability Reporting Practices" at the G3 launch in Amsterdam 2006.

**John Politis** is Pioneering Faculty and Subject Co-coordinator of the Bachelor of Business and Engineering Management Programs, in the United Arab Emirates. John has earned: a Doctoral of Philosophy (Ph.D.) in Management from University of Technology, Sydney, Australia, a Master of Business Administration from Century University, USA; a Graduate Certificate in Enterprise Management from Swinburne University of Technology, Australia; a Master of Science (Mechanical) from Aristotelion University, Greece; a Bachelor of Engineering from the University of Melbourne; Australia; and a Certificate of Technology in Aircraft Engineering from the Royal Melbourne Institute of Technology, Australia.

**Pat Tyrrell** joined the Royal Navy in 1976 and served in submarines, worked in the Defence Intelligence Service and in NATO. He spent a considerable time working in the fields of information, communication and decision making before retiring in 2002. Pat set up TyrrellSmith, a small consultancy involved in the field of knowledge exploitation, effective decision making, the application of intelligence techniques to the commercial sector and the emerging imperatives associated with corporate governance. He is currently involved in bringing emerging disruptive technologies, in the nuclear, electronics and medical diagnostics fields, into the UK. Pat is regularly invited to speak at a number of conferences and seminars, both in the UK and abroad and has written a number of articles on information matters.

**Christine Welch** is a Principal Lecturer in the Department of Strategy and Business Systems, part of the Business School at the University of Portsmouth, UK. Her research

interests include critical systemic thinking, contextual analysis and organizational change, and she has published several book chapters and articles in these fields. She is convenor of the Southern Regional Centre of the UK Systems Society



# **Executive's Personal Values Diversity: A Critical Interface Between the Board and the Senior Executive Team Affecting Personal Approaches to Business Value Creation**

**Paul Aitken and Scott Lichtenstein**  
**Henley Management College, Henley-on-Thames, UK**

**Abstract:** Personal values act as a powerful filter for making choices about whom we are prepared to connect with, trust, do business, work for, and invest in. It is therefore crucial for Boards to discuss and clarify the nature of the entire 'values chain' and especially the potentially different personal values of Board members and senior executives. This paper explores the personal values dynamic referred to above and the business implications arising from it. Two recent empirical studies of executive's personal values will be compared and drawn upon. The first study investigates the personal values of UK and New Zealand senior executives, operating mainly in publicly owned enterprise, whilst the second involves private sector owner-managers, senior managers and middle managers working internationally. Preliminary findings indicate significant differences found in the personal values of senior executives. As a result, an emerging proposition suggests the most critical personal value for Board members and their senior managers to share is 'valuing diversity in values'. Moreover, results on the structure of values show clear signs of new and different executive values dimensions, with implications for practitioners and researchers in corporate governance and leadership; looking at how executive's values impact personal approaches to value creation.

**Keywords:** Executive's values; leadership; values diversity; board directors; senior executives; values dimensions; value creation.

# **A Framework for Measuring the Impact of ERP Implementation at Greek SMEs**

**Maria Argyropoulou<sup>1</sup>, George Ioannou<sup>1</sup> and Dimitrios Koufopoulos<sup>2</sup>**

**<sup>1</sup>Athens University of Economics and Business, Athens, Greece**

**<sup>2</sup>Brunel Business School, London UK**

**Abstract:** The adoption of an ERP system by SMEs is a significant undertaking and a complex project with many problems concerning budgets and expected benefits. SMEs must apply contemporary performance measurement methodologies, especially in countries, such as Greece, where economical development heavily depends upon their growth. Until recently most ERP researchers and practitioners generally suggest ERP success when the new system is up and running. In reality, success is achieved only when the organisation is able to better perform every operation embedded within the system and when the integrated information platform can contribute to performance enhancements. The aim of this paper is to provide a workable framework for measuring the impact of ERP implementations at SMEs. We focus on key performance measures, which are linked to a previously developed model (the 'six-imperatives' framework) and are relevant to the ERP implementation. SMEs need this information in a fast and accurate way, to ensure comprehensiveness in their decision making which in most cases can strengthen their competitive position.

**Keywords:** ERP systems evaluation, SMEs

# Facilitating IS Capability – Towards a new Perspective on Governance

**Peter Bednar and Christine Welch**  
**University of Portsmouth, UK**

**Abstract:** It has been suggested that those organizations which have greatest competitive success are those in which information systems strategy is seen as integral to overall business strategy. Thus, the CIO is seen as a full member of the management team, and not as someone presiding over a separate functional area which provides a service to the rest. There is a need therefore for businesses to avoid such fragmentation, and to develop information systems 'capability', empowering all members of the organization to harness these resources effectively. At the same time, many firms are concerned to become leaner and more efficient by outsourcing some activities seen to be non-core. There is a need for those involved in IS governance to make choices which strike a balance between efficiency and effectiveness, in order to develop IS 'capability'. In this paper, the authors discuss a need to reconsider perspectives on management of IS, from a leadership approach to one of facilitation. People at all levels must be empowered and supported to make the best use of available technologies, and information, by developing their own IS 'capability'. The concept of IS governance, therefore, needs to be seen as a concern for the whole organization and not just the province of the CIO. Technical professionals have sometimes been regarded as the experts, who will put suitable systems in place on behalf of users. The authors believe that greater benefits can be gained by going beyond consultation with users, and encouraging collaborative design, in which individuals can be supported to shape their own requirements, and to own and control development of their own IS capability. The paper will discuss methods which we believe may provide appropriate support for individuals to achieve this.

**Keywords:** IS governance; IS capability; managers as facilitators; contextual inquiry; collaborative design

# **Selection of Causes According to Socio-Demographic Status in South Africa**

**Karen Corbishley and Roger Mason  
Durban University of Technology, South Africa**

**Abstract:** Because related marketing (CRM) is becoming a popular marketing strategy used by brand managers, retailers and service companies. CRM is one of the main marketing tools which fall under the umbrella of Corporate Social Responsibility. It can be described as a marketing strategy that links charities or 'causes' with the sales of a product, brand or service. The charity is mentioned in promotional campaigns and a certain percentage is donated to the cause in accordance with unit sales or turnover. A study has been undertaken in the eThekweni region of KwaZulu Natal, South Africa to gather information on this issue. A structured questionnaire was used in order to examine the relationship between various variables. The study was a quantitative study, which was carried out on a cross-section of the greater eThekweni population. The data was collected by means of an interview process. This study aims primarily to establish which charities are more popular with consumers, and secondly to establish whether different socio-demographic groups would prefer to support different causes. As the South African and furthermore eThekweni consumer profile is very different to that of the countries that have already conducted similar versions of research, it is believed that information gathered on this topic would be most useful for both academic and business purposes. It has been observed that cause-related marketing can be a powerful marketing tool that can be used to position and differentiate a product or brand. Marketers would find it most useful to have further information on which charities would be more attractive to different socio-demographic groups such as age, gender, income and education.

**Keywords:** Corporate social responsibility, cause-related marketing, socio-demographic variables

# **A Working Leadership Model for Rapid Response in Organizations Facing Complex, Dynamical, Discontinuous Change**

**Phillip Davidson**  
**University of Phoenix, AZ, USA**

**Abstract:** Today's business world has become complex to the extent that being "flexible" is no longer sufficient. Organizations must be agile and able to move resources quickly to content specific situations. While many organizations have become proficient as to internal and external environmental sensing, the ability of leadership to adapt in the presence of rapid, large-scale dynamical and discontinuous change is lacking or too slow to be effective. Organizational leadership – especially global leadership -- needs to develop a different approach to structure and quick response systems that is a paradigmatic shift from previous leadership models. Nearly all the challenges confronting leadership with respect to adaptive, quick response systems are amplified in a global context. In addition, the rapid proliferation of technology has blurred the definitions of "global", as small virtual organizations can also have a global presence, and their need for a new leadership model may be even more imperative. This paper describes a working leadership model based on an understanding of rapid, complex, dynamical, and discontinuous change. The model derives its infrastructure from a variety of theories and models, including catastrophe theory, chaos theory as well as leadership studies of agile organizations. The model is a working model and this paper describes both the theoretical development as well as its application to leadership in real-world organizations.

**Keywords:** Leadership, agility, management, tempo, complexity, change, SWOTT, values.

# **Emotional Intelligence and Change: A new Approach through Self Directed Learning and Incorporation of Imagined Interactions**

**Evaggelia Fragouli**

**Hellenic Open University, Athens, Greece**

**Abstract:** Emotional Intelligence (EI) is very important for people's change and it can be developed through training. As a variety of different approaches have been proposed and the construct of EI seems to be at crossroads, a very crucial issue with regard to EI is also the lack of a certain methodology to facilitate the improvement of emotional intelligence competencies. Research demonstrates that programs which report success in developing Emotional Intelligence indicate that mindfully identifying behaviours to be changed in combination with opportunities to exercise new skills result in producing more lasting behavioural changes. The primary goals of this literature review based paper are to display the importance of self-directed learning in EI change process, to demonstrate that a methodology based on the incorporation of Imagined Interactions assist EI competencies to be developed. Both of the above assist training on EI to be more efficacious. In this paper It is demonstrated that Imagined Interactions relate directly to self-directed learning assisting EI change.

**Keywords:** Imagined Interactions (IIs), emotional intelligence (EI), self directed learning, competency, change.

# **Emotional Intelligence in the Workplace: An Approach to the Central Issues that Confront the Emotional Intelligence Paradigm**

**Evaggelia Fragouli<sup>1</sup> and Kontos Fragouli<sup>2</sup>**

**<sup>1</sup>Hellenic Open University, Athens, Greece**

**<sup>2</sup>National University of Athens, Greece**

**Abstract:** The swiftness with which the concept of Emotional Intelligence (EI) has caught on today raises central questions on what we need to know. The current debates in this area suggest that the emotional intelligence paradigm has become scientifically matured. As paradigm mature, certain approaches within the paradigm are being shaped and emerged this might result in a new theory. This study raises issues and questions, provides an insight to all those issues and inkblot perceptions in an effort to sharpen them and surface hidden assumptions. The main addressed questions here are: Can EI predicts workplace performance? Is EI a better predictor of work performance than other measures of intelligence? Which kinds of work performance EI seems to predict better? Can EI be developed? Should EI be measured? Also, the relationship between ethics and EI is demonstrated. This descriptive study aims to strengthen thinking, to further advance the field.

**Keywords:** Emotional intelligence (EI), competence, measurement, development, ethics, performance.

# **The Impact of Offshoring on the Evolution of the IT Workforce within the UK**

**Wallace Gray<sup>1</sup> and Thomas Connolly<sup>2</sup>**

**<sup>1</sup>Student Loan Company Ltd, Glasgow, Scotland, UK**

**<sup>2</sup>University of Paisley, Scotland, UK**

**Abstract:** There is a growing concern within the UK over the offshoring of jobs to organisations in developing countries, particularly as the UK is now starting to lose highly skilled knowledge worker jobs that may potentially impact the future of UK IT sector. In this paper we examine some of the issues surrounding offshoring and investigate what it may mean to the IT sector of the future within the UK. There are three main findings: 1). The UK IT industry may need a source of competitive advantage and should develop a collaborative national strategy for the sector to position itself sustainably in the face of growing global competition or run the risk of losing a prized high technology industry to foreign countries. 2). Confusion appears to prevail around the long-term health and attractiveness of the UK IT industry and unless there is a clear and collective positive message to potential students looking at IT-related courses, graduate numbers may continue to decline and as a consequence may inflict significant damage on the future competitiveness of the UK economy. 3). The HE sector could engage more in the formation of a competitive UK IT strategy and have their opinions documented and debated in order that the high-end skills requirements of industry can be successfully developed and implemented in a timely manner.

**Keywords:** Offshoring, globalisation, UK IT sector, higher education, government policy.

# The Challenge in Corporate Social Responsibility: Getting Things Done

Paul Griffiths<sup>1</sup> and Luis Perera<sup>2</sup>

<sup>1</sup>The Birchman Group, Santiago, Chile

<sup>2</sup>PricewaterhouseCoopers, Santiago, Chile

**Abstract:** Much has been said and written on Corporate Social Responsibility (CSR), and quite a few organizations are reporting sustainability performance, but how many have actually internalized the concepts and embedded them in their organization and processes? This paper sets out to address the question “What is needed for sustainability related performance measures to become part of the core information flow of the organization?” It does a review of the emerging trends in the sustainability agenda, and distills them into the 6 key issues that business leaders need to tackle in the years to come. It then does an in-depth analysis of one of these issues (“The role of IT as a CSR implementation tool”) and proposes a framework for understanding the different contributions that IT makes to CSR implementation. Finally, the paper presents the results of a survey and classification of more than forty information technology CSR solutions already available in the market across the globe, and reflects on the need to integrate them into the core business information systems of the organization.

**Keywords:** Corporate social responsibility; sustainability; information technology; CSR solutions

# **Business-IT Alignment: Translating Theory into Practice**

**Narcisa Jonsson**

**Royal Institute of Technology, Stockholm, Sweden**

**Abstract:** In order to successfully govern an enterprise, business and information technology must be aligned. With proper alignment come many benefits. Undoubtedly, the challenge and complexity of this endeavour is enormous and has been addressed previously in research literature and by practitioners. The Strategic Alignment Maturity Assessment Framework has been proposed as a comprehensive tool for the evaluation of business-IT alignment. The framework has roots in academic research and aims at analyzing the current situation in an organization. Further, it provides hands-on suggestions on how alignment can be improved. This framework has been used in three case studies as a main tool for the identification of actions that would lead to an improvement of business-IT alignment, each in its respective company. All of the companies involved in the study had problems with the translation of the output gained through maturity assessment into actions. Starting with the knowledge acquired from the case studies, this paper analyzes Enterprise Architecture and Generic Framework for the Business-IT relationship and discusses them from the practitioners' point of view.

**Keywords:** Business-IT alignment, strategic alignment maturity assessment, enterprise architecture, generic framework for the business-IT relationship

# **Searching for Richness in African Traditional Leadership to Complement Business Leadership**

**Reinford Khumalo**

**University of South Africa, Pretoria, South Africa**

**Abstract:** This study examines the possible integration of African traditional leadership and western leadership to see if there are any lessons that could be learned from traditional leadership. Some commonalities in the two different approaches have been identified. This could facilitate an effective leadership of our organisations.

**Keywords:** Traditional, leadership, business, Western, African, approaches.

## **Strategic Planning in the Greek SME's**

**Dimitrios Koufopoulos<sup>1</sup>, Vasilios Zoumbos<sup>2</sup>, Athanasios Oikonomou<sup>3</sup>**

**<sup>1</sup>Brunel Business School, UK**

**<sup>2</sup>Hellenic Pedagogical Institute, Athens, Greece**

**<sup>3</sup>TEI Epirus, Preveza, Greece**

**Abstract:** The importance and value of strategic planning is often in debate for many researchers. Taking the importance of strategy formulation as given, this article portrays the current situation of strategic planning in small businesses in Greece. The study, through a research study based on a random sample of 26 Greek SMEs, attempts to shed some light on how these firms carry out strategic planning. The main findings of the study derive from a modified framework of a model developed by Castrogiovanni (1996). This modified model incorporates the main environmental conditions of uncertainty (i.e. Smart & Vertinsky, 1984), munificence (i.e. Miller & Friesen, 1984), founding conditions (i.e. Mintzberg, 1995), level of planning sophistication (i.e. Bracker & Pearson 1986), planning implementation (i.e. Kukalis, 1991) and relates them to business performance (i.e. Venkatraman, 1986).

It has been argued that Greek small firms do not follow strategic plans, although their owners/managers identify the potential benefits that can gain through strategic planning implementation. Additionally, a shift from a highly and strictly centralized to a decentralized style of administration may have a positive impact upon the quality and effectiveness of strategic plans produced. Finally, this paper contributes to the existing literature on planning diffusion by discussing the formulation, implementation and control aspects of strategic planning in Greek SMEs.

**Keywords** Strategic planning, small business, Greece

# Compliance vs Alignment

**Themistokles Lazarides**

**Technological Institute of West Macedonia, Grevena, Greece**

**Abstract:** The paper presents the basic Information System requirements for compliance with the Sarbanes-Oxley Act (SOX). These requirements are compared with the provisions made by the vendors (like SAP, Microsoft, etc.) to address the issues raised by the legislators. The results of the comparison are then viewed through the OECD's Corporate Governance principles and guidelines to provide a holistic approach to the problem of corporate governance system alignment. The goal is to detect any gaps in the legislators and practitioners approaches in information systems design and implementation and to evaluate their impact on organizational and managerial level. The OECD Principles and Guidelines are considered as the main framework and the laws – reports as the practical application of the framework. The questions raised by the author are: Did the legislators encapsulate the real essence of the OECD principles and did the ES designers managed to fully cover the letter and the spirit of the law or the found a legalist – normative solution to the problem of compliance (not alignment) with the laws and principles leading to a deviation from the original principles? The author shows that the latter is the case in a number of systems or modules designed to address the issue.

**Keywords:** Corporate governance, enterprise systems, holistic information system

# Wisdom and Leadership: Linking the Past, Present and Future

**Bruce Lloyd**

**London South Bank University, UK**

**Abstract:** Decisions taken today are driven by our visions of tomorrow and based on what we learned yesterday. This basic rule applies to all decisions, irrespective of size. Every time we take any decision we are involved in some element of leadership but the bigger the decision the more critical our leadership credentials become.

The paper will discuss the key questions:

What is Wisdom?

Why is it important for Leadership?

How is it learned?

How can it be learned more effectively? -- in order to improve the quality of our Leadership and hence the quality of the decisions we take every day about the way the world will be tomorrow?

These issues are explored in three ways:

Through historic statements about the nature of Wisdom.

Through statements that we perhaps we might accept as statements of Wisdom.

and through a review how this can help overcome the limitations of the Data/ Information/ Knowledge /Wisdom pyramid

The paper will also explore the difference between Wisdom & being wise. In essence, the paper argues that Wisdom is the way we incorporate our values into our decision making process, and it is our values that determine the way we define that critical word 'quality'.. Finally there is a discussion of why we need to take the whole issue of the link between Wisdom and Leadership much more seriously, as well as how we might help improve that process.

**Keywords:** Leadership, wisdom, learning, knowledge

# **Filling the Gap between IT Governance and IT Project Management**

**Jette Lundin**

**Aarhus School of Business, University of Aarhus, Denmark**

**Abstract:** The goal of this paper is to explore coordination mechanisms as part of a solution to fill the gap between IT Governance and IT project management. The Gap between IT governance and IT project management has not been fully explored in IT management research. Both in theory and in practice there is a gap between IT governance and IT project management. Theory on IT governance assumes that strategies are implemented through projects – but do not go into detail on how to do it. Theories on project management do not include interaction with governance processes. A gap between IT governance and IT project management can result in IT that does not support business strategy and in lack of flexibility and agility. Competitive, changing business environments combined with the uncertainty and unpredictability of IT implementation projects call for IT governance organisation and processes to sense changes in the environment, to respond quickly and consistently and to communicate changed visions and priorities to ongoing IT projects. At the same time learning outcome from development and implementation projects has to be communicated to different levels of governance – to make room for ongoing learning, negotiation and alignment. This paper draws on theoretical and empirical work in the area of IT project management and IT governance to explore the gap. The paper proposes a framework for coordination with a typology of coordination mechanisms. The paper concludes by stating that the framework can be used by practitioners to design and evaluate coordination mechanisms. Researchers can use the typology as a framework for further investigation into the relationship between IT governance and IT project management.

**Keywords:** IT governance, IT project management, coordination mechanisms, alignment

# **A Holistic Approach to Information Management: Theory and Practice**

**Sharm Manwani<sup>1</sup>, Mike Fishwick<sup>2</sup> and Gerry Rankin<sup>2</sup>**

**<sup>1</sup>Henley Management College, UK**

**<sup>2</sup>Yell, UK**

**Abstract:** Organisations face increasing challenges in managing their information. This may appear counter-intuitive since technologies to manage structured data such as enterprise resource planning and data warehouses are relatively mature. However, these business applications do not provide sustainable benefits if the underlying information governance and information architectures are ineffective. This issue is exacerbated since managing unstructured data requires a variety of newer technologies including content management, document management and search engines with associated information management challenges. How can Chief Information Officers (CIOs) respond to these challenges and use the changes to increase their contributions and develop an effective information strategy? One key enabler is information governance which incorporates both business alignment and the management of risk. This needs to be linked to an information architecture that fits the evolving business model.

This paper develops an information management framework to explore both the structured and unstructured information worlds linked to control and exploitation capabilities. The model has been tested with information-intensive organisations and one of these has been selected to illustrate the development of information governance and architecture. The case organisation, Yell has been on a six year journey starting with the appointment of a commercial data manager and reaching a position where it has acquired expertise in all the different areas of the information management framework. Building on this success and some difficult lessons, it set up an information governance structure sponsored by a board-level steering group. This paper analyses the award-winning company to establish what have been the critical success factors and what recommendations emerge for other organisations. For example, achieving success depends on skilled people as much as the introduction of technology. The results are evaluated in the context of the information management framework and proposals are made for further theoretical and practical research.

**Keywords:** CIO, governance, information, skills, framework, architecture

# **Relationships between Management, Attitudes to Change and Perceptions of the External Environment: A Complexity Theory Approach**

**Roger Mason**

**Durban University of Technology, South Africa and  
University of Wolverhampton, UK**

**Abstract:** This paper is based on the thesis that there is a relationship between the level of turbulence and complexity of an external environment, the perceptions of managers about their environment, their attitudes to change, the styles of management adopted and the degree of business success achieved. This thesis is based on the principles of complexity theory, which are applicable since a business environment is a complex adaptive system. Qualitative techniques of case study, depth interviews, document analysis, and observation were used to collect data from two companies each in the computer and packaging industries, the most turbulent and complex, and simplest and most stable, environments, respectively. Two companies per industry were chosen to reflect the different types of companies, namely, most successful and less successful. The findings reflected a relationship between perceptions of the environment and attitudes to change. The more successful firms see change and turbulence as something to be expected and almost welcomed, while the less successful companies saw themselves as victims of change. Management, structure and staffing issues in the computer companies were very similar, but were very different between the packaging companies. Overall it appears that the perceptions of the external environment, attitudes to change and the resultant management approaches differed between the more successful and less successful companies.

**Keywords:** Management, change, external environment, complexity theory

# **Board Characteristics and Involvement in Strategic Decision Making – The Nigerian Perspective**

**Chris Ogbechie<sup>1</sup> and Dimitrios Koufopoulos<sup>2</sup>**

**<sup>1</sup>Lagos Business School, Pan African University, Lagos, Nigeria**

**<sup>2</sup>Brunel Business School, UK**

**Abstract:** Corporate Governance practices in Nigeria are still at the developmental stage where organizations operate more in compliance with regulations. There is therefore much less research on how Nigerian boards operate and how they effectively perform their roles. This paper focuses on the corporate governance practices in public companies in Nigeria and explores the involvement of the board in the company's strategy decision making. Our results show that the average number of board members is 7.8 with a board size of 10 directors being the most popular and outside directors being in the majority. 76.9 percent of the respondent companies have chairmen that are not the Chief Executive Officers (CEO). Using primary data, our results show that there is a high level of board involvement in the company's strategy decision making. However, there is no correlation between board involvement in strategic decision making and a number of governance variables (board size, board independence and CEO duality). This paper adds to the scanty literature available on corporate governance practices in emerging markets.

**Keywords:** Corporate governance, board characteristics, strategic involvement.

# **The Relationship between Self-Leadership Behavioural-Focused Strategies, Job Satisfaction and Quality Function Deployment**

**John Politis**

**Dubai Men's College, United Arab Emirates**

**Abstract:** The objective of this paper is to empirically investigate through an industry survey, the impact of self-leadership behavioural-focused strategies and job satisfaction on the determinants of quality function deployment (QFD). The paper also investigates the level of prediction of the determinants of QFD after having statistically controlled for the predictive affects of the self-leadership behavioural-focused measures. Results indicate that the majority of the self-leadership behavioural-focused strategies are positively and significantly correlated with the determinants of QFD. The findings also indicate that self-leadership behavioural-focused strategies are the only predictors of the QFD constructs, as the job satisfaction dimensions did not correlate with the determinants of QFD. Finally, it was found that the dimensions of job satisfaction do not enhance the level of QFD determinants after statistically controlled for the predictive affects of the self-leadership behavioural-focused strategies. The underlying themes of these findings are discussed.

**Keywords:** Behavioural focused strategies, empowerment, job satisfaction, quality function deployment, self-leadership, self-observation.

# Effective Decision Making – Dream or Reality?

**Patrick Tyrrell**

**Vale House, Ponsanooth, Cornwall, UK**

**Abstract:** A major issue facing large organisations today is how to integrate data across a range of disparate data sources, stovepipes and self-interest groups. Solve this problem and you can unlock the wealth of information currently hidden within the organisation and, hopefully, be better prepared to take effective decisions. Legacy systems would then, no longer, pose problems or be seen as a major obstacle to the efficiency of any organisation.

**Keywords:** Data Integration; XML, business agility; decision making

# **IT Government and Facilities Management of Online Customers Expectations (With Respect to UK Customers' Perceptions Towards Hotel Websites**

**Ezendu Ariwa and Sarah Olaya**  
**London Metropolitan University, UK**

**Abstract:** According to Chung and law (2003); Jeong et al (2003); Jeong and Lambert (2001) and Kim et al, (2003) all found that the information satisfaction was the most important requirement of online customers' purchases decision making , which remain largely unmet despite the growing importance of e-commerce within the hospitality industry. According to Kim et al, (2005), the changing trend in the business activities is largely attributable to the fast and improved developments in information and telecommunications. As a result, Chung and Law, (2003) noted that the Internet is also helping to drive down overhead costs for the hospitality industry and cost of information for the customers, as the traditional method of communication is slowly being phased out. Similarly Kim et al (2005) argued that the Internet gives the customers more advantages by allowing them to obtain valuable information such as prices and hotel facilities without the need of getting into contact with any sales agents. In addition, the Internet provides the customers with numerous supplies allowing customers to access a pool of products and services information from which they can make choices and compare prices.

**Keywords:** IT governance, facilities management, online customer's expectation, 'measurement indicators

# **Leadership in the Ranks: An Empirical Study of the Impact of Middle and Line Managers under an Enterprise Systems Implementation Context**

**Linying Dong<sup>1</sup>, Derrick Neufeld<sup>2</sup>, Chris Higgins<sup>2</sup> and Ken Grant<sup>1</sup>**

**<sup>1</sup>Ryerson University Toronto, Canada**

**<sup>2</sup>The University of Western Ontario, Canada**

**Abstract:** Successful enterprise systems (ES) implementations can be difficult to achieve. It has been discovered that obtaining individual user technology endorsement is key to skilful and committed ES usage. While researchers agree that middle and line managers are critical to the success of information systems implementations, the extant literature fails to identify what leadership behaviors of middle and line managers are most influential within an ES implementation context. Based on transformational leadership theory and the innovation implementation model, we developed a theoretical model and tested it across 198 users in seven organizations. The results indicate the importance of contingent reward and transformational leadership behaviors in user technology endorsement as well as the mechanisms through which the two types of leadership behaviors take effect.

**Keywords:** Leadership, transformational leaders, user technology endorsement, enterprise systems, implementation