

MPOWER: two years on



MPOWER



MPOWER is now two years old! We continue to expand, with membership of 550+ individuals in New Zealand and beyond. We hope to sustain this momentum by remaining relevant to everyone interested in cutting-edge research connected with “people and work” management ideas and practice. Your input into what we consider next is always welcome and we’ll do our best to accommodate it.

Last month, we initiated a sponsorship arrangement with The Warehouse Group (TWG) with a formal launch in the Sir Stephen Tindall Learning Centre in Northcote, Auckland. Mark Powell (Group CEO, TWG) and Andrew Bhimy (Head of Retail Careers, TWG) and Massey researchers all emphasized the importance of this research collaboration for two-way learning between industry and academia. We profile this event inside.

MPOWER has also just concluded its work this year with Agri One, developing and teaching a six-week farm management HR course to consultants and other advisors in the dairy farming industry. The course, which involved farm visits, on-line and face-to-face teaching and interaction, re-emphasises the benefits of industry-University interface.

Learning also infused the second round of MPOWER early researcher development workshops at the Albany and Manawatu campuses on 7 May. We continue the development theme with partnership with the NZ Work Research Institute over a ‘Decent Work’ research agenda meeting on 9 July; the NZ Employment Relations Society panel seminar in Wellington on the *Employment Relations Act 2000* on 27 July; and involvement in SA Partner’s Lean Business System/Continuous Improvement Conference in Auckland on 2 September.

Knowledge acquisition and learning are central to strategic people - and workplace - development. As shown above, they inform much of our research focus and come in many guises. As we enter our third year, empirically-based discovery is certainly a theme that MPOWER will continue to advance.

- Jane Parker and Jim Arrowsmith (MPOWER Co-Directors)

How to join MPOWER

Joining MPOWER is free and simple. Contact us by e-mail at: MPOWER@massey.ac.nz to be put on our mailing list.

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Contact MPOWER

If you’d like to advertise an upcoming event, news or important information about your workplace, community group or research project, please email us at:
MPOWER@massey.ac.nz.

Your announcement will be included in the next MPOWER newsletter (due out September/October 2015).

The Warehouse Group MPOWER Research Collaboration Launch Group

Event: TWG-MPOWER re-
search launch

When: 5 May 2015

Where: Northcote, Auckland

Convenor: Jane Parker

∞∞
5 May 2015, 10am-12.30pm

MPOWER has partnered with The Warehouse Group (TWG) with TWG providing funds to the Group in exchange for a research activity and projects involving MPOWER's post-graduate, emerging and more seasoned researchers.

A launch of the research collaboration took place on the morning of 5 May 2015 at TWG's new Sir Stephen Tindall Learning Centre at its headquarters in Northcote, Auckland.

The event was attended by senior representatives from TWG, Massey University, the Human Resource Institute of New Zealand (HRINZ), the New Zealand Defence Force, Drake International, the Equal Employment Opportunities (EEO) Trust, No. 1 Shoes, Added Insight, Career Impact Coaching, Tooley and Associates Limited, Massey Foundation and final year HRM students.

The launch began with morning tea, registrations and networking. Andrew Bhimy then opened proceedings,

and said that the goal of both TWG and MPOWER were very much aligned. "MPOWER is all about leading thinking in the space of people and people management and we see ourselves as leaders in this space as well, and particularly around careers in retail." Mark Powell, TWG Chief Executive, commented that "Good research helps you put some objective data behind the decisions you make. It's good to see the growing collaboration we have with Massey—not just with MPOWER but also the Bachelor of Business and Retail Management."

Professor Jane Parker, MPOWER co-director, said that "this collaboration will ensure that what we do in academia is working in tandem with industry so that we produce relevant research that businesses can use in practice and policy."

Three researchers presented insights from their work. Prof. Jim Arrowsmith (MPOWER co-director) spoke about delivering employee engagement in tough times, Prof. Jarrod Haar (MPOWER executive board member) discussed his re-

search into leadership styles, and Prof. Stuart Carr (MPOWER member) shared the initial findings from MPOWER's Living Wage research. Copies of the powerpoints for each of these presentations can be found on our website at: <http://www.massey.ac.nz/massey/learning/college-business/research/mpower/events.cfm>

MPOWER's co-directors are in talks with TWG about next steps in the collaboration.

If you're interested in being an MPOWER sponsor and promoting mutually beneficial research and related activity, please contact us.



L-R: Assoc.-Prof. Jonathan Elms, Dr Andrew Murphy, Andrew Bhimy, Prof. Jane Parker, Mark Powell, Prof. Jim Arrowsmith and Mike Fitzer.



Above: Andrew Bhimji addressing TWG—MPOWER launch audience

Below: Mark Powell discussing the utility of links between industry and academia



Above: Prof. Jarrod Haar talks about leadership styles and traits in the business context



Above: Prof. Jim Arrowsmith takes questions on his talk about employee engagement

Below: Prof. Stu Carr talking about the 'business of inclusion' and the Living Wage



MPOWER-Agri One Farm People Management Training Course 2015 — Special Report —



From mid-April to early June, MPOWER ran and delivered a six-module course on HRM in the dairy farming sector. The course was team taught by Professors Jim Arrowsmith, Jane Parker (Course Coordinator) and Jarrod Haar, Dr Jeff Kennedy (all MPOWER) and Ms Lee Astridge (Principal, No. 8 HR Consultancy).

Prior to and throughout the course, the Group received informal advice from Dairy NZ and Agri One experts to help ensure that their materials and delivery for this, the third in a three-course series, were pitched at a suitable level to dairy farm consultant participants. This included a pre-course visit to the Harlaw Farm in Te Awamutu, on-line and phone liaison with industry experts and course participants, and a final two-day module involving a dinner, modular work and visit to the Storey farm in Hamilton.

In the context of dairy farming, the six modules of the course focused on:

- leadership;
- teamworking and employee engagement;
- SMART objectives;
- workforce (HR) planning;
- gap assessment; and
- people management strategy.

The first five modules were delivered online via Adobe Connect, enabling visual and written interaction between the teaching staff and course participants. Each session was recorded so that course participants and others could keep a set of resources for use at any time. The final module, delivered by Lee, and facilitated by Jeff and Jim, enabled face-to-face interaction over social and work-related activities, including a farm visit near Hamilton.

Pre-course visit to Harlaw farm, 19 March 2015



L-R: John Neill (farm owner), Jane Parker, Jenny Neill (farm owner), Lee Astridge (No. 8 HR), John Greer (Dairy NZ), Marty Neill (farm manager) and Kate Neill (cow records and artificial breeding)



Course assessment was designed to emphasise the connections between theory and practice in the sector. Participants completed an open-book test, case analysis of a fictitious but 'reality-emulating' farm, 'First Moo-vers', and a people management strategy report based on an actual working farm with which they were familiar.

The Massey teaching team concurred that teaching HR in the dairy sector has been interesting and rewarding. They felt privileged to interact with course participants who work 'in the field' and have a good understanding of the practical people and management issues of their farm clients. At the same time, the team has been able to bring the latest HR research and thinking to bear via the syllabus and discussion work.



Some of the Farm People Management Training Course participants with Prof. Jim Arrowsmith (far right)



Dr Jeff Kennedy (centre), discussing HR issues with farm management at Harlaw Farm



Lee Astridge teaching participants about people management strategy for module 6 of the course



Continuous
Improvement

Lean Business
System Conference

2015
Auckland

Forthcoming



Where: Massey University (Albany Campus, Sir Neil Walters Building and environs)

When: Monday, 8.15am-4.45pm, 2 September 2015

MPOWER is pleased to assist SA Partners in organising this conference. Learn how sustainable continuous improvement can be achieved. Join us for a stimulating practical and reflective 1 day conference focusing on the importance of people and leadership to create a sustainable culture of continuous improvement. Network with other like-minded Lean/CI professionals facing similar challenges. Hear from a range of senior speakers sharing their experiences and lessons learned on their journeys towards enterprise excellence.

These speakers include lean expert, Professor Peter Hines (Cardiff University), and senior representatives from a range of sectors including banking, leisure, health, food manufacturing and academia. Both the MPOWER Research Support Awards and the SA Partners Continuous Improvement Award will be presented at this event. MPOWER members with presenting/facilitating roles at the conference include Prof. Ted Zorn (PVC, Massey Business School), Prof. Jim Arrowsmith and Prof. Jarrod Haar.

The Conference programme and registration form can be found on MPOWER's 'Event' webpage at:

<http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/events.cfm>





MPOWER member: Dr Nazim Taskin

Nazim holds a PhD from University of British Columbia from Interdisciplinary Studies. His thesis is entitled “Social media: Best Practices in Innovative Businesses”. The PhD related to the research field of Information Systems (IS) where he examined how the alignment of Enterprise Systems, or more generally IS strategies and business strategies, affect the organisation’s financial performance. His study highlighted the importance of integration and collaboration among the functional areas before, during, and after implementing huge and costly systems.



After completing his PhD, Nazim joined Massey University in 2012. Currently, he is working as a Senior Lecturer in the School of Management under Business Information Systems cluster (Albany Campus). The papers he has taught include Strategic Management for Information System, Project Management, and Social Media for Business.

Nazim has been involved with several research groups and research work that are funded by Massey University Research Fund. Some of his current major projects are related to IT project management, decision making, health care systems, and big data. The objectives of these projects

include examining how different software development practices and organisational culture affect project success; how managers make more effective decisions for addressing complex business problems by combining rational (through data and information analysis) and non-rational (through intuition) decision making methods; how collaboration among health care employees improves the result of health care services; and whether big data improves decision making and if it does, how?

In addition to teaching and research, he has served as chair or track chair for local and international major IS conferences. He has a range of publications, including journal articles, a book and conference proceedings (see his staff profile page at: <http://www.massey.ac.nz/massey/exertise/profile.cfm@stref=869040>)

MPOWER: Quick Facts and Contacts

Since April, our membership has grown to c. 560. Around one-third of these are MPOWER LinkedIn Group members.

For more information about the group, contact us -

- co-directors (Jim Arrowsmith and Jane Parker) - e-mail j.arrowsmith@massey.ac.nz or j.parker@massey.ac.nz
- main e-mail address—
MPOWER@massey.ac.nz
- website – visit <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/>
- LinkedIn group – visit http://www.linkedin.com/groups?home=&gid=5079191&trk=anet_ug_hm





MPOWER



MPOWER Researcher Development Workshops: II 7 May 2015

A second round of research development workshops was held in early May to help post-graduate and emerging researchers hone their research skills.

Human Resource Management (HRM) and Employment Relations academics at Massey University spoke about their research projects and experiences, including the processes involved in defining an area for study, drafting a proposal, methodological approaches, collaboration strategies, engagement with study participants, pursuit of funding support, dissemination of outputs, and more. Students received tailored advice on the nature of the research projects, both fledgling and more advanced.

If you're interested in attending an MPOWER Researcher Development Workshop, contact us by e-mail: MPOWER@massey.ac.nz.

Event:

MPOWER
Researcher Development Workshops

Where:

Albany and Manawatu campuses

Time: 10am-12.30pm

Date: 7 May 2015

Speakers:

Albany

Prof. Jim Arrowsmith
Prof. Jarrod Haar
Prof. Jane Parker

Manawatu

Assoc-Prof. Paul Toulson
Ms Beth Tootell
Dr David Brougham

Purpose of MPOWER

The term MPOWER indicates a research focus on the management of people in the workplace and organisations with a view to empowering people and organisations to perform.

MPOWER is a cross-campus, -college and -institution initiative to enhance, promote and build on Massey's expertise in the management of people in the workplace and organisations. It aims to increase Massey's reputation for expertise in the area of people management; enhance engagement with relevant industry; and leverage our expertise into income generation.

NZ Employment Relations Society and MPOWER are pleased to invite you to a panel seminar



What will recent changes to the Employment Relations Act 2000 mean?



Dr Stephen Blumenfeld
Director—Centre for Labour, Employment and Work (Victoria University)



Helen White, Barrister
Helen White Law (Auckland)



Jeff Sissons
General Counsel, NZ Council of Trade Unions (Wellington)

- Date:** 27 July 2015
Time: 5-7pm panel seminar, 7-8pm light refreshments and networking
Venue: Te Ara Hihiko ("The Pit"), 12B09, Massey University (Wellington) Campus
RSVP: No entry cost. Please email your RSVP to MPOWER@massey.ac.nz by 24 July for catering purposes





POINT OF VIEW



*Marian Baird
Professor of Employment Relations
Director, Women and Work Research Group
University of Sydney Business School*

Australian parental leave policy at a crossroads once again

Paid Parental Leave came into effect in Australia on 1 January 2011 with the Paid Parental Leave (PPL) Act 2010, after a lengthy and thorough inquiry by the Productivity Commission in 2008/09 resulting in their 2009 report, Paid Parental Leave: Support for Parents with Newborn Children.¹

Australia's Budget 2015 contains proposals to change the country's PPL scheme. However, the details are sketchy. In the Budget papers, the Government says it will achieve savings of AU\$967.7 million over four years by removing the ability for individuals to 'double dip' when applying for the existing Government Parental Leave Pay (PLP) scheme, from 1 July 2016. Currently, individuals are able to access Government assistance in the form of PLP, in addition to any employer-provided parental leave entitlements. The Government will remove the ability for individuals to take payments from both their employer and the Government. It will ensure that all primary carers would have access to parental leave payments that are at least equal to the maximum PLP benefit (currently 18 weeks at the national minimum wage).

However, there remain a number of 'unknowns'. It is not clear how the Government proposes to administer the changes to the scheme. Nor is it clear what the costs of the new administrative arrangements would be. How employers will react is also unknown. If, as Kate Carnell of the Australian Chamber of Commerce and Industry (ACCI) suggests,² some employers withdraw their own PPL schemes (i.e. those in company policy, not enterprise agreements (EAs) which are obligatory to pay), allowing their employees to access the Government scheme, then the savings to Government will be less than estimated in the Budget.

Trade unions and employers may also work to renegotiate EAs to redirect money spent on company PPL to other benefits, where employees will receive a benefit and be able to also collect the Government payment. Furthermore, it is not clear how many women will need to return to work at 18 weeks, rather than later, and therefore what additional child care places for infants will be needed. Another area of uncertainty concerns which women will decide to leave the workforce completely, therefore preventing the government from achieving another of its objectives of increasing female workforce participation.

It will be interesting to see what transpires in the Australian context, not least given the current PPL situation in New Zealand. Last year's NZ Budget brought changes to PPL duration (PPL was extended from 14 to 16 weeks from 1 April 2015, the extension being one of two steps to increase PPL to 18 weeks by 1 April 2016).³ Whilst some EAs include parental leave provisions, if these are the same or better than those under the Parental Leave and Employment Protection Act 1987, then the employee must use the provisions of the EA.

This is the third 'Point of View' column in the MPOWER newsletter. Please contact us if you'd like to make a submission. 'Point of View' features express the opinion of the author(s), and not necessarily that of MPOWER or its members.

2015 MPOWER 'People and Work' Research Support Awards



for Massey University post-graduates
and emerging academics

Building on its inaugural awards in 2014, MPOWER is offering one post-graduate and one emerging researcher funding support of \$500 each and a certificate of achievement for proposed 'people and work' research in 2015.

The purpose of the MPOWER funding is to help support relevant, innovative and impactful research on 'people and work' topics by Massey's post-graduates and emerging academics.

Benefits

- you'll be awarded a \$500 funding and a certificate of achievement by MPOWER;
- your research will be profiled through MPOWER communication channels and media to audiences within the University and externally;
- the award will add value to your CV; and
- your award will be presented at an MPOWER-supported conference at Massey's Albany campus on 2 September 2015 where you'll have an opportunity to network with senior managers, other researchers, industry representatives and professionals in the 'people and work' field.

Eligibility

To be eligible for MPOWER research funding, you must:

- currently be a post-graduate or emerging researcher (i.e. within the first seven years' full-time equivalent as an academic researcher) in any of Massey University's Colleges or Departments/Institutes/Groups;
- be proposing a research project in the field of 'people

and work' (see the MPOWER website for a list of MPOWER's main research themes);

- be planning to lead or co-lead the proposed project; and
- be a member of MPOWER.

Nb: proposed projects on 'people and work' research in New Zealand and/or overseas are eligible for MPOWER funding. Recipients of other sources of funding for their project may also apply.

Conditions

Recipients of an MPOWER funding award will need to demonstrate that the funding has been used to support their research project on a 'people and work' topic. They will also need to attend a MPOWER presentation ceremony in early September 2014 (exact date to be advised) and take part in publicity for MPOWER's communications and media releases around the funding initiative.

How to apply for an MPOWER research support award

1. Application forms are available from 15 May 2015 from the MPOWER website (visit its 'Research and Expertise' page at: <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/research-and-expertise.cfm>)
2. Submit your completed application form via email (MPOWER@massey.ac.nz)

Selection process

- a Selection Panel consisting of MPOWER and The Warehouse Group (an MPOWER sponsor) representatives will assess the applications
- successful applicants will be notified via email or telephone; and
- following the selection of the successful applicants, no correspondence will be entered into.

Closing date

5pm on 10 August 2015

Good luck!



MPOWER

Forthcoming



MPOWER research news

Women, Work and Care in Asia-Pacific



THE UNIVERSITY OF
SYDNEY

**The Sydney Women, Work and
Policy Research Network**

MPOWER researchers are involved in a project overseen by Professor Marian Baird, Professor Michele Ford and Doctor Elizabeth Hill at the University of Sydney who are editing a text on women, work and care in the Asia-Pacific (Routledge). Chapter contributions include those by Associate-Professor Rae Cooper (University of Sydney) on Australia; Dr Katherine Ravenswood (AUT) on New Zealand; and Professor Jane Parker (Massey University), Anne Boyd (ILO / MPOWER Associate) and Professor Jim Arrowsmith (Massey University) on Papua New Guinea;

Chapter contributors met in April 2015 at a research workshop in the Women's College at the University of Sydney. At the workshop, senior academics overviewed the chapters, each of which was then discussed and critiqued by the attendees. Revised chapters are now being reviewed by the editorial team with a view to publishing the collection later this year.



L-R: Dr Elizabeth Hill, Prof. Marian Baird and Prof. Michele Ford, facilitating a workshop session



The dining hall at the Women's College, University of Sydney



MPOWER research news continued:

MPOWER Living Wage Study - second survey



MPOWER's Living Wage (LW) project has examined what a LW means for employees, managers and employers in New Zealand. Over the last 18 months or so, the LW research team has run a survey, conducted several organisational case studies, and hosted several LW panel seminars and stakeholder meetings in Auckland and Wellington. Some of the related outputs/publications are listed on page 16, and more are in the pipeline. Initial findings were also recently presented at The Warehouse Group-MPOWER research collaboration launch (see page 2), and more empirical work will be disseminated at the 2015 Australian and New Zealand Academy of Management (ANZAM) Conference in December. Professors Parker, Arrowsmith and Ray Fells (University of Western Australia) and Dr Peter Prowse (University of Bradford, UK) will also co-edit a special issue of the Labour and Industry journal on low pay and the LW across a number of countries, including New Zealand.

*The team is poised to launch a **follow-up survey** which will gather more (and thus longitudinal) data from respondents to the first survey. Summary information will be provided to the respondents, and further quantitative and qualitative outputs using the survey and case materials are planned.*

LW research team

*Professor Jim Arrowsmith
Professor Jane Parker
Professor Stuart Carr
Professor Jarrod Haar
Ms Lindsay Eastgate*

LW online network

*Academics, policy-makers, practitioners and others recently formed an online LW discussion forum. If you'd like more information about the network and/or would like to join, please e-mail
MPOWER@massey.ac.nz*

A couple of points on the LW in New Zealand:

- *The recalculated LW hourly rate for 2015, which comes into effect on 1 July, is set at \$19.25. This is an increase, in line with the average movement in wages, of 45 cents on the 2014 rate. It will apply to LW Accredited Employers.*
- *There are 30+ LW Accredited Employers in New Zealand*
- *Cleaners at the University of Canterbury are joining TEU as the union prepares to negotiate for a LW (see <http://teu.ac.nz/2015/06/canterbury-cleaners-living/>)*



MPOWER - Upcoming Events/Activities

- ◆ MPOWER-NZ Employment Relations Society— ‘End of an E.R.A.?’ panel seminar, Massey University, Wellington campus (27 July 2015)
- ◆ SA Partners with MPOWER’s Lean Business System / Continuous Improvement Conference, Massey University, Albany campus (2 September 2015)
- ◆ MPOWER Researcher Support Awards (application deadline: 10 August 2015; award presentation at the LBS/Continuous Improvement Conference (above))
- ◆ NZ Work Research Institute and MPOWER research agenda workshop—Decent Work, AUT University (9 July 2015)

Recent Events (April–June 2015)

- ◆ MPOWER-Agri One Farm Management Course (late April to mid-June 2015)
- ◆ MPOWER Researcher Development Workshops, Massey University, Manawatu and Albany campuses (7 May 2015)
- ◆ The Warehouse Group (TWG) and MPOWER formal launch (5 May 2015)

For more information, see the MPOWER website or e-mail MPOWER@massey.ac.nz



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MPOWER Gold-tier sponsor



If your organisation would like to contact MPOWER to inquire about possible research collaboration or projects concerning people and workplace management, please e-mail MPOWER@massey.ac.nz



Professor Tim Bentley
Director, AUT Work Research
Institute

Decent work: An MPOWER/AUT Work Research Institute collaboration

It is pleasing to note the readiness of New Zealand researchers working in the employment and HR fields to collaborate. MPOWER and the AUT Work Research Institute are taking a key role in fostering such research connections, as well as driving external engagement efforts to ensure our collective research is both relevant and well informed. I find such collective effort is usually most effective when utilised around a theme or issue of importance to the discipline. In this brief report for the MPOWER Newsletter, I want to draw attention to one such collaborative initiative on Decent Work in New Zealand and the region. To quote the International Labour Organization (ILO), for whom Decent Work is a central agenda: *‘Work is central to people’s well-being. In addition to providing income, work can pave the way for broader social and economic advancement, strengthening individuals, their families and communities. Such progress, however, hinges on work that is decent. Decent work sums up the aspirations of people in their working lives’.*

It’s early days in the MPOWER/Institute collaboration on decent work, although some considerable progress has been made already through research and engagement in this field. This work can be broadly divided into two inter-related sub-fields: fair work and healthy work. Fair work research and engagement has included the work of MPOWER researchers on Living Wage, which has been instrumental in keeping this important issue front of mind. A new initiative between MPOWER and the Institute on insecure work – with a number of projects and initiatives being undertaken around this topic – is distinguished through engagement with the Labour Party through formal roles in the Future of Work Commission and with industry and the unions, dealing with issues such as temporary work, zero hours contracting, dependent contractors, and employment legislation.

Research in the healthy work area includes numerous projects looking at topical issues such as workplace bullying, employment and work-related determinants of health and mental health, and wellbeing outcomes associated with flexible work practices. Massey’s Healthy Work Group has also been instrumental in this space, contributing to a regionally very strong focus on healthy work and wellbeing. Jointly hosted events include the ‘Healthy work for all’ Symposium, held in Auckland in 2014, which included the formal launch of Worksafe NZ’s Guidelines for preventing and responding to workplace bullying, alongside many talks from high profile industry, government and academic presenters.

In mid-2014, a research symposium on the topic of decent work was jointly hosted by MPOWER and the Institute. A series of informative talks on a range of topics and from different disciplinary perspectives were presented and discussed at this well-attended event. Key decent work issues covered at the symposium included Living Wage, Poverty, healthy work, employment law, the Future of decent work, and employment relations in the Pacific. We plan to hold the Decent Work Symposium annually, providing both an outlet for the dissemination of relevant research from MPOWER and Institute researchers, and as an engagement point for industry, academia and government interest in decent work issues.

The next steps are to create a research agenda for the next few years. This will be undertaken with input from our stakeholders. Importantly, the resulting research will continue to be strongly engaged with industry, government and the unions, thus increasing the opportunities to have real impact on policy and organisational practice.

MPOWER researchers and associates: recent outputs

- Carr, S.C. , Parker, J., Arrowsmith, J. and Watters, P.A. (2015). The Living Wage: Theoretical Integration and An Applied Research Agenda. *International Labour Review*, December.
- Baird, M. (2015). 'Maternity, Paternity and Parental Leave'. In A. Wilkinson & S. Johnstone (eds). *Encyclopedia of Human Resource Management*. Cheltenham: Edward Elgar.
- Baird, M. and O'Brien, M. (2015). Dynamics of parental leave in Anglophone countries: The paradox of state expansion in the liberal welfare regimes. *Community, Work and Family*, 8(2) (Special issue: Leave Policies in Challenging Times: Reviewing the Decade 2004-14), pp. 198-217.
- Keskin, T. and Taskin, N. (2015). Strategic pricing of horizontally differentiated services with switching costs: A pricing model for cloud computing. *International Journal of Electronic Commerce*, 19(3): 34-53.
- Palanisamy, R., Verville, J. and Taskin, N. (2015). The critical success factors (CSFs) for Enterprise Software contract negotiations: An empirical analysis. *Journal of Enterprise Information Management*, 28 (1): 34-59.
- Alakavuklar, O.N. (2014). Challenging the dominant paradigm: Critical management knowledge for humanistic management. In N. Lupton & M. Pirson (eds). *Humanistic Perspectives on International Business* (pp. 25-38). New York: Palgrave Macmillan.
- Brunton, M., Eweje, G. and Taskin, N. (2015). Communicating Corporate Social responsibility to Internal Shareholders: Walking the Walk or Just Talking the Talk? *Business Strategy and the Environment*.
- Ram, S., Jensen, M., Blucher, C., Lilly, R., Kim, R. and Scahill, S.L. (2015). Pharmacists as Managers: what is being looked for by the sector in New Zealand community pharmacy? *Asia Pacific Journal of Health Management*.
- Brougham, D., Haar, J.H. and Roche, M. (2015). Work-family enrichment, collectivism, and workplace cultural outcomes: A study of New Zealand Maori. *New Zealand Journal of Employment Relations*, 40(1).
- Carr, S.C., Parker, J., Arrowsmith, J., Watters, P.A. and Haar, J.H. (2015). Living Wages and Work Psychology: A Natural Affinity and Link to the ILO's Decent Work Agenda and the UN Sustainable Development Goals. *IAAP*.
- Chrystall, A.B. & Sayers, J.G. (2015). King consumer: Menippean satire, spectatorship, sacrifice and consumption. *Continuum: Journal of Media and Culture*.
- Arrowsmith, J. and Parker, J. (2015). *ILO situational analysis of employment policies in Nauru*. ILO (South Pacific Countries Office): Suva (forthcoming).
- Yao, C.D., Thorn, K. and Doherty, N. (2014). Boundarylessness as a dynamic construct: The case of Chinese early career expatriates. *Career Development International*, 19(6), 683-699.
- Ibsen, C.L. (2015). Mapping the frontier of theory in industrial relations: the contenders' place role of worker representation. *Socio-Economic Review*, 13(1): 157-184.

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Next MPOWER Executive Group meeting:

August 2015 (date and venue tba)