

Evaluation form: Books, book chapters and conference proceedings

ALL fields on this evaluation form must be completed, relevant documentation attached and signed

1. Title of book/conference proceedings:

PANPACIFIC Conference proceedings [DHET approved conference]

1.1 ISBN nr: .1-890843-28-8..... Year of publication: .2013.....

1.2 Total number of pages in book:

2. Title of chapter/paper in proceedings:

TALENT MANAGEMENT AT A LABOUR UNION IN GAUTENG

2.1 Page numbers:

2.2 Is this an ODL publication: Yes ☐ No X ☒

3. Author(s):

Department(s):

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Department of HRM

3.1 Is the author's affiliation with Unisa mentioned? Yes X ☐ No ☐

3.2 If **NO**, is a letter attached from the Editor or HR stating the affiliation? Yes ☐ No ☐

If this letter is not provided, no subsidy can be claimed

3.3 Is **evidence of a peer-review process** in book/conference proceedings? Yes X ☐ No ☐

3.4 If **no**, is a letter from the **Publisher**, describing the process attached? Yes ☐ No ☐

(Please note: no publication will be considered for subsidy if proof of the peer-review process is NOT provided)

3.5 Is a copy or photocopy of the **complete** book/proceedings attached? Yes ☐ No X ☐

3.6 Is the Table of Contents attached? Yes ☐ No X ☐

3.7 If the output is in a language other than English, has a **one page** English summary been attached? Yes ☐ No ☐

3.8 To the best of your knowledge, has this contribution been published elsewhere or previously in this or a slightly amended form? Yes ☐ No X ☐

3.9 To the best of your knowledge, has subsidy been previously claimed for this publication? Yes ☐ No X ☐

(Only books for the subject specialist, disseminating original research are considered for subsidy purposes)

This section should be completed by the evaluator (appointed by HoD) of the publication



Edited by Sang M. Lee and Gert Roodt

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IN COOPERATION WITH THE FACULTY OF MANAGEMENT
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PAN-PACIFIC CONFERENCE XXX

Forging the Legacies of Emerging Economies

June 3-6, 2013
Johannesburg, South Africa

Edited by

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AM	Organization Tour (TBA)
AM	Sightseeing Tour (TBA)
15:00 - 17:30	Registration desk is open for the Pan-Pacific Conference Sandton Convention Center
18:00 - 18:10	Buses depart from Sandton Convention Center
18:30 - 21:00	The Welcome Reception and Cultural Performance School of Tourism and Hospitality

TUESDAY, JUNE 4, 2013

MORNING

07:30 - 17:00	Conference Registration Sandton Convention Center
08:30 - 09:00	Opening Plenary Session
	ELEPHANT

Talent Management at a Labour Union in Gauteng

Strydom Nadia

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ABSTRACT

All organisations want to source talented employees as it provides them with a competitive edge. The war for talent will continue as organisations want to gain a competitive advantage in the market. As many other industries in South Africa, the labour industry may experience shortages of skilled employees. The company used as the research population supplies workplace protection and social services to South Africa. The aim of the study was to determine employees' perceptions and experiences of talent management. A quantitative research design was employed by using a questionnaire. The population consisted of 317 staff members.

INTRODUCTION

Although an increased focus is being placed on talent management, it is still a developing area for many organisations [16, p. 4]. The war for talent suggests competition between organisations in order to obtain and hold on to the best people and not to lose them to competitors [19, p. 1].

TALENT MANAGEMENT

As the demand for talent management grows, talent will remain the most precious resource [13, p. 1].

Definitions of Talent Management

Talent can be defined as an individual's capabilities to make a significant difference to the future or current performance of an organisation [14, p. 4].

Talent Management consists of sourcing, attracting, recruiting, developing, advancing and retaining highly competent individuals [10, p. 1]. Talent management takes place when additional processes and opportunities are made available to people who are considered to be 'talent' in the organisation [3, p. 3].

Talent management processes are designed with the goal of ensuring a competitive advantage by utilising a small number of exceptional individuals in key leadership positions [16, p. 7].

Dimensions impacting Talent Management

As talent management is such a broad term and a global phenomenon, there are several dimensions impacting on talent management. A few of these dimensions are discussed below.

Talent Attraction

Attracting refers to the presentation of attractive experiences to potential recruits and getting them excited to work for an organisation [10, p. 4].

Employer Branding

Employee attraction and retention will continue to be a very important issue for most organisations and this future challenge being competition for talents, have drawn attention to a new strategy known as employer branding [9, p. 1]. Employee involvement is a critical key in developing an effective branding strategy [9, p. 18].

Workforce Planning

Workforce planning is an organisational activity which focuses on investment in human capital to ensure that the organisational strategy is carried out timeously [7, p. 11].

Recruitment and Selection

When attracting new employees organisations need to ensure that they are attracting employees with individual strengths [18, p. 47-59]. Talent acquisition is probably one of the most important fundamentals of talent management. Talent management will make no sense if the 'right individuals' are not hired [12, p. 22].

Compensation and benefits

Talented people want to be paid according to market standard and they want to be rewarded for their performance either monetarily or through some other kind of recognition [11, p. 103]. A competitive benefits package assists organisations in attracting and improving the effectiveness of employees [17, p. 99-136].

Competent Workforce

It is impossible to implement a talent management strategy without understanding the organisation's core competencies, leadership competencies and role-based competencies [11, p. 37].

Talent Development

The desire to excel, make a difference and be recognised and rewarded for performance is embedded in the human spirit [18, p. 82].

Performance Management

Performance management is the core of talent management in many ways. Today the performance management process is used by many organisations to establish the foundation for much of the rest of talent management [12, p. 36, 37].

Career Management

Career management needs to be approached with attention and care [8, p. 14]. Continuing employee

development is vital for organisations to remain competitive in their environments [17, p. 64].

Talent Coaching and Mentoring

The single most important idea behind mentoring is to bring an individual with noticeable leadership potential and an experienced senior manager together in such a way that the senior manager can provide support, advice and tutoring to the individual [15, p. 204].

Training

The objective of training and development is to release and channel talent. Training enables managers to free an employee's strengths and feed his/her talents so that they can reach their full potential [18, p. 84].

Competitive Advantage

Organisations need to learn how to set up and nurture the systems of talent management before they will be able to turn their organisation's talent base into an evident competitive advantage [12, p. 236].

Organisational Behaviour

Organisational behaviour refers to the way in which individuals or groups within an organisation act. It is also seen as a scientific discipline and the application of knowledge [1, p. 3].

Engagement

When employees in organisations are actively engaged in their work, valuing what they are doing and striving to do their work better at all times they will be more productive in their organisation and also more fulfilled and prone to achieve personal career success [6, p. 131].

Organisational Culture

Seeing as organisational culture is a crucial element in the long-term effectiveness of organisations, it is vital that the individuals responsible for managing organisational culture develop a strategy and begin with the implementation process [5, p. 8].

Leadership

Leadership development is a vital component of talent management as it establishes leadership competencies and values, as well as the rules for succession management [12, p. 21].

Motivation

One of the most popular theories of motivation used to get team members engaged, inspired and energised is the three-factor theory [6, p. 137,138]. The basic conditions of this theory are:

- Physiological – manageable workload or safe working environment.
- Economic – remuneration, job security and benefits.
- Psychological – way an employee is treated for example fairly, with respect or consistently

Organisational Development

Talented employees are the crown jewels of any organisation and can help reinforce the behaviours necessary for a high-performing company and in order to

reach their full potential or value they need to be managed and developed properly [2, p. 159].

RESEARCH METHODOLOGY

Problem statement and objectives

The research problem of this study was that it is not clear how employees perceive the talent management initiatives at a labour union in Gauteng.

The objective of the study was to determine how employees perceive and experience talent management at a labour union in Gauteng.

The research is quantitative in nature.

DATA GATHERING AND ANALYSIS

The researcher used a self-administered questionnaire to gather data. According to [4, p. 117], "self-administered questionnaires are completed by respondents themselves, without the assistance of an interviewer." The scale used in the questionnaire was a four point Likert scale. The researcher asked both factual and opinion questions in the questionnaire. The Cronbach's alpha was above 0.7 which indicated that the internal reliability of the questionnaire is acceptable. The population consisted of 317 staff members and 162 staff members completed the questionnaire indicating a response rate of 51%.

Descriptive statistics was used to analyse the data. Examples of descriptive statistics that were used: frequency, mean, median and mode.

RESULTS AND DISCUSSION

It was evident from the mean scores of the different questions/statements that responses leaned towards the positive side as most of the statements had a mean value above three and only some of the questions/statements had a mean value above two. No statements had a mean value below two. Respondents mainly agreed and strongly agreed with the statements that were made in the questionnaire. They seldom disagreed or strongly disagreed with the statements made. Considering that the questionnaire consisted of a four point scale; 1 being strongly disagree and 4 being strongly agree; it is evident that the respondents mainly agreed with the statements made with regards to talent management as the average mean was around 3. Therefore, from the empirical evidence, it can be concluded that the employees' experience and perception of talent management were positive.

The objective of the study was reached; it was empirically proven that respondents positively perceived and experienced talent management at a labour union in Gauteng.

CONCLUSION

As the demand for talent management grows, talent will remain the most precious resource [13, p. 1]. The war for talent will continue as organisations want to gain a competitive advantage in the market and do not want to lose their 'talent' to competitors. Two of the main

advantages of talent management are that it saves organisations money and it also gives organisations a competitive advantage above their competitors.

From the pertaining findings and discussions the importance of talent management and the vital role it plays in organisations today has become evident.

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PAN-PACIFIC CONFERENCE XXX

Forging the Legacies of Emerging Economies

June 3-6, 2013
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A Message from the Program Chair

This publication represents proceedings of the Pan-Pacific Conference XXX being held in Johannesburg, South Africa June 3-6, 2013. The Pan-Pacific conference has served as an important forum for the exchange of ideas and information to promote understanding and cooperation among the peoples of the world. This year's conference theme, "Forging the Legacies of Emerging Economies," is most appropriate for the Johannesburg conference in view of the fast changing global economic order due to the ever increasing roles that emerging economies play, especially the dynamic South Africa. During this conference, we shall explore how the legacies of emerging economies are forged by examining the following: Developing organizational leadership; Dovetailing economic development and workforce development; Winning the war for talent; and Flexing technological muscle on the local and global stage.

This year's conference in Johannesburg will have several familiar but different features. On June 3, there will be three interesting activities: organization visits, sightseeing tours (some are free for our delegates), and golf tournament. In the evening, the Welcome Reception and Cultural Show will be held at School of Tourism and Hospitality (bus transport will be available from 18:00 from Sandton Convention Center). The conference plenary sessions start on June 4 with keynote speeches, three special panels, and of course a variety of concurrent breakout sessions until the morning of June 6. The President's Dinner will be at Johannesburg Country Club in the evening of June 5 (buses depart the Sandton Convention Center, from 18:00-18:10).

Pan-Pacific Conference Peer Review Process

All papers/abstracts for the conference are submitted electronically through the Pan-Pacific Conference website (<http://www.panpacificbusiness.org>) by the designated deadline. All submitted papers are double-blind reviewed by at least two experts in the field of business. Each submission is reviewed for (1) relevance to the conference theme; (2) quality of the paper in terms of its theoretical foundation and significance of the topic; and (3) appropriateness of the methodology used. The submission is judged to be Accepted, Rejected, or in need of Revision. For those submissions needing revision, the author is notified of the reviewers' suggestions and encouraged to submit the final paper with appropriate changes. All revised papers for the Proceedings publication undergo the second round of the double-blind review process. The review committee rejects submissions that are not deemed of high quality, relevant to the conference theme, or complete in terms of following the reviewers' suggestions for revision. All accepted submissions in the appropriate format are published in the Proceedings of the Conference. This Proceedings contains the accepted papers that were blind refereed by two reviewers and condensed to allow for a reasonable size publication.

We welcome everyone to Johannesburg and hope the conference will be another success in terms of learning from each other and renewing our friendship.

We wish to welcome all participants to the 2014 Pan-Pacific Conference in Sakai City in Osaka, Japan June 2-5, 2014. Please watch for information as it will be posted on the Pan-Pacific Business Association website (www.panpacificbusiness.org) very soon.

Sang M. Lee, Program Chair

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THE PAN-PACIFIC BUSINESS ASSOCIATION

The Pan-Pacific Business Association (PPBA) emerged from two U.S. – Japan Business Conferences held at the University of Nebraska in 1981 and Tokyo, Japan, in 1983. These Conferences led to the formation of the PPBA in 1984 with the first PPBA Conference being held in Hawaii that same year.

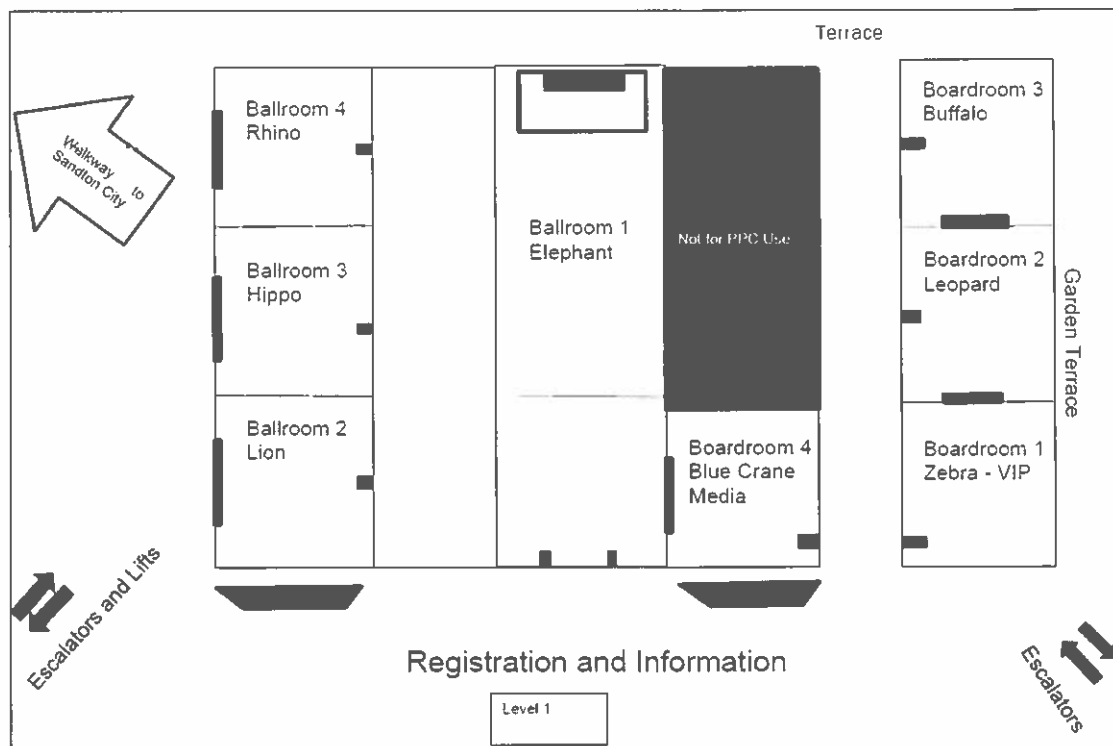
The basic goal of PPBA is to provide a forum for scholars, executives, and government officials from Pacific Rim countries to discuss important issues relating to a better quality of life in this region. Emphasis has been placed on more effective utilization of human resources, technology, and multilateral economic activities across the borders.

The primary focus of PPBA has been its annual international conference, which usually attracts 400 participants from more than 30 countries. The conferences have been held in such locations as Honolulu, Seoul, Taipei, Singapore, Sydney, Kuala Lumpur, Calgary, Beijing, Bangkok, Dunedin-Queenstown, Chiba, Fiji, The Gold Coast, Viña Del Mar, Anchorage, Shanghai, Busan, San José, Shenzhen, Bali and Daejeon.

The objectives of the PPBA are:

- To provide business scholars, executives, and government officials from the Pacific countries an opportunity to discuss industrial and trade policies of their respective countries.
- To help management scholars and practitioners assess the adaptability of various new management approaches to their own business environments. Emphasis is placed on networked organizations, productivity improvement, quality management, employee empowerment, modern technology-based management systems, and world-class organizations.
- To help business practitioners and scholars gain an understanding of the socio-cultural background of the economies and businesses in various Pacific countries.
- To facilitate the development of research and the exchange of ideas for promoting international economic activities in the Pacific region.
- To assist in the establishment of export education programs through cooperative arrangements with regional and world trade centers and bilateral and multilateral trade associations.

For additional information on PPBA, please contact us at: <http://www.panpacificbusiness.org>



PAN-PACIFIC CONFERENCE XXX

All sessions will be held at the Sandton Convention Center

PROGRAM AT A GLANCE

MONDAY, JUNE 3, 2013

DAYTIME ACTIVITIES AND EVENTS

AM	Golf Tournament, Kyalami Golf Course
AM	Organization Tour (TBA)
AM	Sightseeing Tour (TBA)
15:00 - 17:30	Registration desk is open for the Pan-Pacific Conference Sandton Convention Center
18:00 - 18:10	Buses depart from Sandton Convention Center
18:30 - 21:00	The Welcome Reception and Cultural Performance School of Tourism and Hospitality

TUESDAY, JUNE 4, 2013
MORNING

07:30 - 17:00	Conference Registration Sandton Convention Center	
08:30 - 09:00	Opening Plenary Session	ELEPHANT
	Opening Address Sang M. Lee, President of PPBA, USA	
Management	Welcome Speech: Daneel van Lill, Executive Dean, Faculty of University of Johannesburg (UJ), South Africa	
09:00 - 10:20	Special Panel of Educational Leaders I "Global Challenges in Talent Development"	ELEPHANT

Bobby Godsell, Chairperson of Business Leadership,
Commissioner: National Planning Commission, former CEO,
Anglogold Ashanti Ltd., South Africa

Thco H. Veldsman, HoD, Department Industrial Psychology and
People Management, UJ, South Africa

Fred Luthans, Distinguished University Professor, University of
Nebraska-Lincoln, USA

Maling Ebrahimpour, Dean, School of Business Administration,
University of South Florida - St. Petersburg, USA

10:20 - 10:40 Early Morning Refreshment Break

10:40 - 12:00 Special Panel of Educational Leaders II

ELEPHANT

"Positioning Research-informed Globalization"

Daneel van Lill, Executive Dean, Faculty of Management, UJ,
South Africa

Jackie Walters, Director, Institute of Transport and Logistic
Studies, Transport and Logistics Management, UJ, South

Africa

Ram Narasimhan, Distinguished University Professor, Michigan
State University, USA

Den H. Hooi, Director, Technopreneurship Center, Nanyang
Technological University, Singapore

12:00 - 13:30 Lunch (on own)

PROGRAM AT A GLANCE

TUESDAY, JUNE 4, 2013 AFTERNOON

All sessions will be held at the Sandton Convention Center

13:30 - 15:00

Concurrent Sessions

ROOM	ELEPHANT	RHINO	HIPPO	LION	BUFFALO	LEOPARD
SESSION CODE	TP11	TP12	TP13	TP14	TP15	TP16
SESSION TOPIC	Topics in International Economics	Leadership Development	Challenges of Modern Organizations	Special Session: Positive Psychological Capital	New Research in Information/Communication Technologies	Organizational Strategy and Competitiveness

15:00 - 15:30

Afternoon Refreshment Break

15:30 - 17:00

Concurrent Sessions

ROOM	RHINO	HIPPO	LION	BUFFALO	LEOPARD	ELEPHANT
SESSION CODE	TP21	TP22	TP23	TP24	TP25	TP26
SESSION TOPIC	Culture and Business Organizations	Research in Public Issues	Health Care Management	Topics in Psychological Capital	Applications of Information/Communication Technologies	Research in Supply Chain Management

ROOM	ELEPHANT	HIPPO	LION	BUFFALO	LEOPARD	RHINO
SESSION CODE	WP21	WP22	WP23	WP24	WP25	WP26
SESSION TOPIC	Research in Tourism Management	Challenges for Small and Medium Enterprises	Service Quality and Delivery	ICT Applications Strategies	Technology and Customer Involvement	Symposium: Contemporary Issues in Reward & Remuneration

18:00 - 18:10 Buses depart from the Sandton Convention Center

**18:30 - 21:00 President's Dinner Program
Johannesburg Country Club**

THURSDAY, JUNE 6, 2013 MORNING

All sessions will be held at the Sandton Convention Center

08:30 - 10:00 Concurrent Sessions

ROOM	RHINO	HIPPO	LION	BUFFALO	LEOPARD
SESSION CODE	RA11	RA12	RA13	RA14	RA15
SESSION TOPIC	Challenges in Tourism Management	Research in Entrepreneurship	Ethics in Organizations	Tourism, Culture & Natural Resources	Symposium: Talent Mgt. of Academic Staff in SA Higher Education

10:00 - 10:30 Early Morning Refreshment Break

WEDNESDAY, JUNE 5, 2013

MORNING

All sessions will be held at the Sandton Convention Center

07:30 - 12:00 Conference Registration Desk is open at Sandton Convention Center

08:30 - 10:00 **Special Panel: "Optimizing Economic Development Drivers"**
ELEPHANT

Shaun Vorster, Special Advisor to the Minister, Ministry of Tourism, South Africa
D. Clay Whybark, Distinguished University Professor, University of North Carolina, USA

10:00 - 10:30 **Early Morning Refreshment Break**

10:30 - 12:00 **Special Panel, continued "Optimizing Economic Development Drivers - Including Perspectives from China"**
ELEPHANT

Jabulane Mabuza, Chairman, Telecom SA, South Africa
Kofi Amegashie, Managing Executive, Adcock Ingram, South Africa
Weixing Li, President, DC Industrial Co., Ltd., China

12:00 - 13:30 **Lunch (on own)**

WEDNESDAY, JUNE 5, 2013

AFTERNOON

All sessions will be held at the Sandton Convention Center

13:30 - 15:00 **Concurrent Sessions**

ROOM	HIPPO	LION	ELEPHANT	BUFFALO	LEOPARD	RHINO
SESSION CODE	WP11	WP12	WP13	WP14	WP15	WP16
SESSION TOPIC	International Business Issues	Topics in International Finance	Talent Management	New Issues in Human Resource Management	Innovation Management	Marketing Strategies

15:00 - 15:30 **Afternoon Refreshment Break**

15:30 - 17:00 **Concurrent Sessions**

ROOM	ELEPHANT	HIPPO	LION	BUFFALO	LEOPARD	RHINO
SESSION CODE	WP21	WP22	WP23	WP24	WP25	WP26
SESSION TOPIC	Research in Tourism Management	Challenges for Small and Medium Enterprises	Service Quality and Delivery	ICT Applications Strategies	Technology and Customer Involvement	Symposium: Contemporary Issues in Reward & Remuneration

18:00 - 18:10 Buses depart from the Sandton Convention Center

**18:30 - 21:00 President's Dinner Program
Johannesburg Country Club**

THURSDAY, JUNE 6, 2013 MORNING

All sessions will be held at the Sandton Convention Center

08:30 - 10:00 Concurrent Sessions

ROOM	RHINO	HIPPO	LION	BUFFALO	LEOPARD
SESSION CODE	RA11	RA12	RA13	RA14	RA15
SESSION TOPIC	Challenges in Tourism Management	Research in Entrepreneurship	Ethics in Organizations	Tourism, Culture & Natural Resources	Symposium: Talent Mgt. of Academic Staff in SA Higher Education

10:00 - 10:30 Early Morning Refreshment Break

10:30 - 12:00

Concurrent Sessions

ROOM	RHINO	HIPPO	LION	BUFFALO	LEOPARD
SESSION CODE	RA21	RA22	RA23	RA24	RA25
SESSION TOPIC	Innovation in Education	Research in International Finance	Topics in Tourism & Hospitality Management	Hospitality and Tourism	Issues in Training and Education

CONFERENCE CLOSES

*Thank you for your participation in the 30th Anniversary Pan-Pacific Conference! We hope to see you at next year's conference in Sakai City, Osaka, Japan
June 2-5, 2014*

Pan-Pacific Conference XXX Program

Schedule Code

June 4, 2013

TP1 1-6 = Tuesday, 13:30 – 15:00

TP2 1-6 = Tuesday, 15:30 – 17:00

June 5, 2013

WP1 1-6 = Wednesday, 13:30 -

WP2 1-6 = Wednesday, 15:30 -

June 6, 2013

RA1 1-5 = Thursday, 08:30 – 10:00

RA2 1-5 = Thursday, 10:30 – 12:00

TP11 Topics in International Economics

ELEPHANT

Chair: Llewellyn Leonard, University of Johannesburg, South Africa

Grassroots Empowerment against South African Macroeconomic Risks

Llewellyn Leonard, University of Johannesburg, South Africa

The Dilemma of Transitional Economies: Planning Progress Instigating Instability

Kamal Fatehi, Kennesaw State University, USA

Jim Herbert, Kennesaw State University, USA

Competitive Intelligence Skills needed to Enhance Africa's Competitiveness: A Comparison of the Situation in Morocco and South Africa

Adeline Du Toit, University of Pretoria, South Africa

Nisha Sewdass, University of Pretoria, South Africa

TP12 Leadership Development

RHINO

Chair: Gerhard Roodt, University of Johannesburg, South Africa

The Development of an Engaging Leadership Climate Questionnaire

Christina Ferreira, University of Johannesburg, South Africa

Gerhard Roodt, University of Johannesburg, South Africa

Universities' Role to Develop Local and Global Leaders

Cecile Schultz, Tshwane University of Technology, South Africa

Hugo van der Walt, KeyStone Strategic People Solutions, South Africa

Yendor Felgate, Emergency Growth, South Africa

Addressing the Need for Better and Different Leadership in a Reframed/Reframing World: What are the Leadership Development Leading Practices?

Theo H. Veldsman, University of Johannesburg, South Africa

Albert Wort, University of Johannesburg, South Africa

TP13 Challenges of Modern Organizations

HIPPO

Chair: Chong W. Kim, Solbridge International School of Business, South Korea

The Characteristics of Necessity, Commoner & Parasite with Multicultural Data Comparison

Chong W. Kim, Solbridge International School of Business, South Korea

Young Hack Song, Solbridge International School of Business, South Korea

Nam-Hyeon Kim, Keimyung University, South Korea

Critique on the Modern Business Organisation from the Mouthpiece of Popular Music

Geoff Goldman, University of Johannesburg, South Africa

- To Trust or Control: Management of Performance in Virtual Distance Work Settings
Karen Luyt, University of Pretoria, South Africa
Karel Stanz, University of Pretoria, South Africa
Stella Nkomo, University of Pretoria, South Africa
- Work Stressors and Managers' Intention to Quit: The Mediating Role of Dispositional Employability
Monica Smith, University of Pretoria, South Africa
Nicolene Barkhuizen, North-West University, South Africa
- TP14 Special Session: Positive Psychological Capital** **LION**
Chair: Rene van Wyk, University of Johannesburg, South Africa
- Positive Psychological Capital: Impact on the Change at South African's Robben Island
Fred Luthans, University of Nebraska-Lincoln, USA
- TP15 New Research in Information/Communication Technologies** **BUFFALO**
Chair: Silvana Trimi, University of Nebraska-Lincoln, USA
- Big Data: Opportunities and Challenges for Organizational Value Creation
Silvana Trimi, University of Nebraska-Lincoln, USA
Shanggeun Rhee, Kean University, USA
- Development of Web Services for Indoor Positioning
Jaegool Yim, Dongguk University-Gyeongju, South Korea
Jaehun Joo, Dongguk University-Gyeongju, South Korea
- A Multilayered Digital Forensic Framework
Cornelia Grobler, University of Johannesburg, South Africa
- Study on Smartphone Advertising Attitude
Sang-Gun Lee, Sogang University, South Korea
Eui-bang Lee, Sogang University, South Korea
Chang-Gyu Yang, Ajou University, South Korea
- TP16 Organizational Strategy and Competitiveness** **LEOPARD**
Chair: Atsuto Nishio, Takushoku University, Japan
- The New Product Strategy of a Convenience Store: In the Case of Coffee
Atsuto Nishio, Takushoku University, Japan
- How Does the Fit of Tangibilization Affect Organizational Performance: An Empirical Study on the Natural Gas Industry
Jeongwook Khang, Korea Gas Corporation, South Korea
Gyuwan Cho, Dankook University, South Korea
Hyunjeong Lym, Dankook University, South Korea
Myungsuk An, Gyungin Women's University, South Korea
Jong-Gon Yang, Dankook University, South Korea
Yung-Mok Yu, Dankook University, South Korea
- Sustainable Competitive Advantage and Strategy: A Framework to Map Corporate Social Contribution and Opportunities
Adri Drotskie, University of Johannesburg, South Africa
Tiaan Oosthuizen, University of Johannesburg, South Africa
- TP21 Culture and Business Organizations** **RHINO**
Chair: Motofusa Murayama, Chiba University, Japan
- Samurai Ethos and Glo-cal Corporate Cultures
Motofusa Murayama, Chiba University, Japan

New Success DNA - Discovering the New Face of Business
Brenda Hattingh, Centre for Power Intelligence, South Africa

Towards the Construction of a Business Model Based on Fijian Culture
Shelyn Chand, Chuo University, Japan

TP22 Research in Public Issues

HIPPO

Chair: Dave Flynn, Hofstra University, USA

Sustainable Development and Water Resource Scarcity
Dave Flynn, Hofstra University, USA

Environmental Health Practitioners and Construction and Contestation over Industrial Risk: The Case of Local Groundwater Contamination in Merebank, Durban, South Africa
Llewellyn Leonard, University of Johannesburg, South Africa

Exploring the Application of Talent Management Practices in a Local Government Institution
Jessica Mtila, North-West University, South Africa
Nicolene Barkhuizen, North-West University, South Africa
Revelation Mokgele, North-West University, South Africa

Organising for Environment Justice: A Comparison of German and South African Civil Society Reflexiveness against Industrial Risks
Llewellyn Leonard, University of Johannesburg, South Africa

TP23 Health Care Management

LION

Chair: Narendra Reddy, University of Fiji, Fiji

Challenges in Nursing Education for the Global Market: The Case of Fiji
Narendra Reddy, University of Fiji, Fiji

An Integrated Talent Management Model for the Retention of Nurses in South African Provincial Hospitals
Alex Molefi, North-West University, South Africa
Nicolene Barkhuizen, North-West University, South Africa

Comparative Research on Public Health Manpower Inequality in Hong Kong & Shen Zhen - Base on Lorenz Curve and Gini Coefficient
Mike Guang-yi Xu, Tsinghua University, China
Diana Xiao-dan Qiu, Hong Kong Polytechnic University, Hong Kong

Inter-regional Health Care Accounting Data Utilization in Hong Kong & Shenzhen - System Comparison and Proposal Solutions
Mike Guang-yi Xu, Tsinghua University, China
Diana Xiao-dan Qiu, Hong Kong Polytechnic University, Hong Kong

TP24 Topics in Psychological Capital

BUFFALO

Chair: Brett C. Luthans, Missouri Western State University, USA

The Optimal Functioning of Familiness as Familiness Capital and its Relationship with Psychological Capital
Rene van Wyk, University of Johannesburg, South Africa

Academic PsyCap: Meeting the Challenge for International Business Education

Brett C. Luthans, Missouri Western State University, USA
Kyle W. Luthans, University of Nebraska-Kearney, USA

A Study on Psychological Capital, Entrepreneurial Intention and Success Confidence of Hospitality Workers in Korea

Joo Hee Kim, Dankook University, South Korea
Gyu jin Chae, Chungwoon University, South Korea
Myung Sook An, Kyungin Women's College, South Korea
Ji Seon Jeon, Korean Air, South Korea

TP25 Applications of Information/Communication Technologies

LEOPARD

Chair: Euntae Lee, The University of Memphis, USA

Benefits and Success Factors of Adopting and Using Wikis for Knowledge Sharing and Collaboration

Euntae Lee, The University of Memphis, USA
James L. Lee, Seattle University, USA

ICT R&D Investment Feasibility Analysis Using Knowledge Flow Approach

Byoung-Chul Choi, ETRI, South Korea
Myung-Bae Yeom, Chungnam National University, South Korea
Gang-Hoon Kim, ETRI, South Korea

A Holistic Model for e-Government Implementation Success Factors

Mohammed Alsaigh, King Abdulaziz University, Saudi Arabia
H. Roland Weistroffer, Virginia Commonwealth University, USA

TP26 Research in Supply Chain Management

ELEPHANT

Chair: Carl Marnewick, University of Johannesburg, South Africa

A Tentative Information Systems Model for Supply Chain Agility

Deon Thomas, University of Johannesburg, South Africa
Carl Marnewick, University of Johannesburg, South Africa

Skills Shortages as a Barrier to the Development of South Africa's Global Supply Chains

Gert Heyns, University of Johannesburg, South Africa
Rose Luke, University of Johannesburg, South Africa

A Study on Development of Container Security Device (ConTracer) Using TRIZ

Chae Soo Kim, Dong-A University, South Korea
Jae Joong Kim, Dong-A University, South Korea
Jae Kee Lee, Dong-A University, South Korea

A Continuous Query Processing System for RFID Data Stream in Maritime Logistics

Hyung-rim Choi, Dong-A University, South Korea
Byoung-kwon Park, Dong-A University, South Korea
Jae-kee Lee, Dong-A University, South Korea
Young-jae Park, TongMyong University, South Korea
Gwang-hoon Kwark, Media Device Lab, South Korea
Min-je Cho, Dong-A University, South Korea
Chang-hyun Park, Dong-A University, South Korea

WP11 International Business Issues

HIPPO

Chair: Dharma deSilva, Wichita State University, USA

SogoShosha Saga - Mainstay of Japanese Economy's Competitive Strategy - Evolving from Trading Intermediaries to Global Multifaceted Business Enablers
Dharma deSilva, Wichita State University, USA

African Management Thinking: What Has Happened to It?
Samantha Eve, University of Johannesburg, South Africa
Geof Goldman, University of Johannesburg, South Africa

Free Trade Agreements and Their Implications for Business in Nigeria
Frank Alaba Ogedegbe, Auchu Polytechnic, Nigeria
Donald Ozemenbhoya Ewanlen, Auchu Polytechnic, Nigeria

Risks of Capable Engineers Encountering Conflicts: A Case of Study of Engineering Ethics in Japan
Akio Yamamoto, Kajima Corporation, Japan

WP12 Topics in International Finance LION
Chair: Juergen Schneider, German University of Cairo, Germany

How to Calculate the Carrying Amount of Cash Generating Unit for Impairment Testing?
Juergen Schneider, German University of Cairo, Germany

The Crafting and Validation of a Global Competency Model for Central Bankers, and Its Relationship with a Central Bank's Global Influence and Standing
Wim Brits, University of Johannesburg, South Africa
Theo H. Veldsman, University of Johannesburg, South Africa

The Impact of Outsourcing Project Management in the Banking Industry of South Africa
Ruzelle Swanepoel, University of Johannesburg, South Africa
Mohammed Kara, University of Johannesburg, South Africa

WP13 Talent Management ELEPHANT
Chair: Cecile Schultz, Tshwane University of Technology, South Africa

Talent Management at a Labour Union in Gauteng
Nadia Strydom, Omega People Management Solutions, South Africa
Cecile Schultz, Tshwane University of Technology, South Africa
Adele Bezuidenhout, Unisa, South Africa

The Impact of Talent Management Practices on Employees in a Government Institution
Lucky Mpofu, North-West University, South Africa
Nicolene Barkhuizen, North-West University, South Africa

Talent Management and Job Performance: The Mediating Role of Job Satisfaction
Harriet Magolego, North-West University, South Africa
Nicolene Barkhuizen, North-West University, South Africa
Dorcas Lesenyeh, North-West University, South Africa

WP14 New Issues in Human Resource Management BUFFALO
Chair: Takashi Sendo, Takushoku University, Japan

Developing Globalized Human Resources in Japan
Takashi Sendo, Takushoku University, Japan

Attracting Generation Y Employees to Organizations: The Role of Rewards and Remuneration
Nicolene Barkhuizen, North-West University, South Africa
David Makgala, North-West University, South Africa

Joel Maubane, North-West University, South Africa
Alex Molefi, North-West University, South Africa

Managing a Diverse Workforce: The Implications of Individual Cultural Orientation and Perceived Organisational Support

Fiona Donald, University of the Witwatersrand-Johannesburg, South Africa
Jenna Solarsh, University of the Witwatersrand-Johannesburg, South Africa

WP15 Innovation Management
Chair: Seongbae Lim, St. Mary's University, USA

LEOPARD

Expanding the Innovation Horizon by Convergence Management
Seongbae Lim, St. Mary's University, USA

Not Just Networks and Open Innovation - The Role of Innovation Breadth in Unlocking SME Performance

Sarel J. Gronum, University of Queensland, Australia
Martie-Louise Verreynne, University of Queensland, Australia

Networks, Effectuation and Innovation Performance

Retha De Villiers Scheepers, University of the Sunshine Coast, Australia
Martie-Louise Verreynne, University of Queensland, Australia
Lelani Maree, University of Stellenbosch, Australia

A Study on the Effect of Introduction Sharing Economy among SMEs: Centering on the Joint Logistics Center for Marine Equipments

Gangbae Lee, Dong-A University, South Korea
Chang-Hyun Park, Dong-A University, South Korea
Hyung Rim Choi, Dong-A University, South Korea
Soon Goo Hong, Dong-A University, South Korea
Min-Je Cho, Dong-A University, South Korea
Hyun Jong Kim, Dong-A University, South Korea
Chae Ryeon Woo, Dong-A University, South Korea

WP16 Marketing Strategies
Chair: Yong-Sook Lee, Osaka University of Economics, Japan

RHINO

Marketing the Private Label Sake through Story-telling: A Case Study
Yong-Sook Lee, Osaka University of Economics, Japan
Woo-Jin Shin, Hongik University, South Korea

A Study on the Effects of an Advertising Model's Attributes on the Trustworthiness of Coffee Enterprises and the Customer Loyalty

Woo-Jin Shin, Hongik University, South Korea
Yong-Sook Lee, Osaka University of Economics, Japan

A Paradigm to Cultivate IMC Culture for Brand Building
Seri Wongmonta, Naresuan University, Thailand
Jusana Techakana, Naresuan University, Thailand

WP21 Research in Tourism Management
Chair: James J. Gregory, University of Johannesburg, South Africa

ELEPHANT

The Moderating Effect of Biographic Variables in the Relationship between Expo Product and Expo Promotion - HuntEx 2012

James J. Gregory, University of Johannesburg, South Africa
Magdalena P. Swart, University of South Africa, South Africa

The Timeshare Industry in an Emerging Economy: Contemporary South African Challenges
Wayde R. Pandey, University of Johannesburg, South Africa
Christian M. Rogerson, University of Johannesburg, South Africa

Researching the Hotel Industry: From Hospitality Management to Tourism Perspective
Jayne M. Rogerson, University of Johannesburg, South Africa

WP22 Challenges for Small and Medium Enterprises HIPPO
Chair: Christian M. Rogerson, University of Johannesburg, South Africa

Set-Asides to Support SMME Development: International Experience, South African Dilemmas
Christian M. Rogerson, University of Johannesburg, South Africa

The Critical Success Factors on a Sharing Economy for SMEs
Soon Goo Hong, Dong-A University, South Korea
Hyun Jong Kim, Dong-A University, South Korea
Hyung Rim Choi, Dong-A University, South Korea
Gangbae Lee, Dong-A University, South Korea
Min-Je Cho, Dong-A University, South Korea
Chang-hyun Park, Dong-A University, South Korea
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Choul Hoon Kwak, Dong-A University, South Korea

Enhancing Market Access Opportunities for Micro-Enterprise and Small Enterprises in Emerging Economies: South African Policy Issues
Christian M. Rogerson, University of Johannesburg, South Africa

Comparing Perceptions of the Impact of Skill Strategies on Small and Medium Enterprise Owners in Johannesburg Metropolitan
Jean-Marie Mwepu Mbuya, University of Johannesburg, South Africa
Maria Bounds, University of Johannesburg, South Africa

WP23 Service Quality and Delivery LION
Chair: Magdalena P. Swart, University of South Africa, South Africa

Mapping the Contours of a Business Tourist Service Quality Scorecard Prediction Model
Magdalena P. Swart, University of Johannesburg, South Africa
Gerhard Roodt, University of Johannesburg, South Africa

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Jiyoung Yeon, Inha University, South Korea
Jeongil Choi, Soongsil University, South Korea
Yonghee Kim, Soongsil University, South Korea
Younsung Kim, Inha University, South Korea

Measuring Determinants in Service Delivery which Create Competitive Advantage in the Hospitality Industry in South Africa
Michael Leary, University of South Africa, South Africa

WP24 ICT Applications Strategies BUFFALO
Chair: Sang-Gun Lee, Sogang University, South Korea

A Meta-analysis on ICT Technology Market Trend
Byoung-Chul Choi, ETRI, South Korea
Gang-Hoon Kim, ETRI, South Korea
Sung-Young Jung, ETRI, South Korea

Soon-Ju Koh, ETRI, South Korea

Marketing Strategy on S-Commerce Based upon Marketing Mix

Sang-Gun Lee, Sogang University, South Korea

Chang-Gyu Yang, Ajou University Suwon, South Korea

Yunchu Huang, Honam University, South Korea

Kyung Hoon Yang, University of Wisconsin-La Crosse, USA

The Effect of the ICT Company's Operating Expense on the Business Performance: A Case of the Telecommunications Service Provider

Chang-Gyu Yang, Ajou University, South Korea

Sang-Gun Lee, Sogang University, South Korea

WP25 Technology and Customer Involvement

LEOPARD

Chair: Yasuo Kadono, Tokyo University of Technology, Japan

Consideration of Global Technological Strategy for Software Industry in Japan through Statistical Analyses and Simulations

Yasuo Kadono, Tokyo University of Technology, Japan

An Analysis of Customer Participation in Business Ecosystems: An Integrated Approach of System Dynamics and Fuzzy Theory

Azizbek Marakhimov, Dongguk University-Gyeongju, South Korea

Jaehun Joo, Dongguk University-Gyeongju, South Korea

Jaeguel Yim, Dongguk University-Gyeongju, South Korea

Triggers that Increase Co-Creation Risks: A Consumer Perspective

Freida Palma, Dong-A University, South Korea

Soon Goo Hong, Dong-A University, South Korea

Sae Eok Han, Dong-A University, South Korea

NaRang Kim, Dong-A University, South Korea

WP26 Symposium: Contemporary Issues in Reward and Remuneration Management in the South African Context

RHINO

Chair: Mark Bussin, University of Johannesburg, South Africa

Co-Chair: Nicolene Barkhuizen, North-West University, South Africa

The Relationship Between Executive Remuneration at Financial Institutions and Economic Value Added

Timothy G. Van Blerck, University of Pretoria, South Africa

Mark Bussin, University of Johannesburg, South Africa

Remuneration's Role in the EVP Decision-making Process

Stephan van der Merwe, University of Pretoria, South Africa

Mark Bussin, University of Johannesburg, South Africa

Executive Remuneration: What is the Fuzz About?

Janine Lee, University of Pretoria, South Africa

Yvonne Du Plessis, University of Pretoria, South Africa

Nicolene Barkhuizen, University of Pretoria, South Africa

Recognizing Females in the South African Workplace: Did Employment Equity Fail Us?

Jenni Gobind, University of Johannesburg, South Africa

RA11 Challenges in Tourism Management

RHINO

Chair: Jayne M. Rogerson, University of Johannesburg, South Africa

Tourism-Agriculture Linkages and Pro-Poor Tourism: Evidence from Emerging Economies

Christian M. Rogerson, University of Johannesburg, South Africa

- Event-based Rural Tourism Model for Sub-Saharan Africa
Ikechukwu Ezeuduji, University of Johannesburg, South Africa
- Rural Tourism Market Segmentation: The Case of The Gambia
Ikechukwu Ezeuduji, University of Johannesburg, South Africa
Wolfgang Rid, University of Stuttgart, Germany
- Understanding the Hotel and Leisure Sector as a Property Asset Class in an Emerging Economy
Jayne M. Rogerson, University of Johannesburg, South Africa
- RA12 Research in Entrepreneurship HIPPO
Chair: Magda Hewitt, University of Johannesburg, South Africa
- The Internal Organisation as Antecedent in the Entrepreneurial Orientation Model
Magda Hewitt, University of Johannesburg, South Africa
Gerhard Roodt, University of Johannesburg, South Africa
- The Relationship between FLOW and Social Entrepreneurship
Ayako Sendo, Takushoku University, Japan
- The Relationship between Corporate Entrepreneurship, Market Orientation, Job Satisfaction and Flexibility
Rene van Wyk, University of Johannesburg, South Africa
Mandla Adonisi, University of Pretoria, South Africa
- RA13 Ethics in Organization LION
Chair: Brenda Hattingh, Centre for Power Intelligence, South Africa
- Honesty is the Best Policy: Healing Corruption - Laying a New Value Foundation
Brenda Hattingh, Centre for Power Intelligence, South Africa
- Work Ethics and Family Business Competitiveness in East Africa: A Case of Uganda and Kenya
Rogers Matama, Makerere University Business School, Uganda
Kyung-il Ghymn, Georgia Chrisitan University, USA
- RA14 Tourism, Culture and Natural Resources BUFFALO
Chair: Milena Ivanovic, University of Johannesburg, South Africa
- In Search of the Holy Grail of Authentic of Tourist Experience in Cultural Heritage Tourism
Milena Ivanovic, University of Johannesburg, South Africa
Melville Saayman, University of North-West, South Africa
- In Business with Cultural Heritage Tourism: Lessons from South Africa an Emerging Economy
Milena Ivanovic, University of Johannesburg, South Africa
Melville Saayman, University of North-West, South Africa
- The Nature of Community-based Ecotourism Ventures in Southern Africa
Kevin Mearns, University of South Africa, South Africa
- The Market of Game Reserves in South Africa: An Experience and Activity-oriented Segmentation
Cina van Zyl, University of South Africa, South Africa
Lesedi Nduna, University of South Africa, South Africa
Marios Sotiriadis, University of South Africa, South Africa
- RA15 Symposium: Talent Management of Academic Staff in LEOPARD
South African Higher Education Institutions

Chair: Nicolene Barkhuizen, University of Pretoria, South Africa
Co-Chair: Yvonne Du Plessis, University of Pretoria, South Africa

Conceptualising Emotional Labour within an Academic Research Supervisory Context

Stefan Vorster, University of Pretoria, South Africa
Yvonne Du Plessis, University of Pretoria, South Africa
Sumari O'Neil, University of Pretoria, South Africa

Emotional Labour as Experienced by the Postgraduate Research Supervisor

Stefan Vorster, University of Pretoria, South Africa
Yvonne Du Plessis, University of Pretoria, South Africa
Sumari O'Neil, University of Pretoria, South Africa

Job Demands and Job Resources as Predictors of Dispositional Employability of Academic Staff

Estee Roodt, University of Pretoria, South Africa
Nicolene Barkhuizen, University of Pretoria, South Africa
Dorcas Lesenyeho, North-West University, South Africa

Factors Affecting the Career Advancement of Female Academics

Sophia Lyons, University of Pretoria, South Africa
Nicolene Barkhuizen, University of Pretoria, South Africa
Yvonne Du Plessis, University of Pretoria, South Africa

Factors Relating to the Effective Development of Academic Staff in Higher Education Institutions

Dorcas Lesenyeho, North-West University, South Africa
Nicolene Barkhuizen, North-West University, South Africa
Yvonne Du Plessis, University of Pretoria, South Africa

RA21 Innovation in Education

RHINO

Chair: Rennie Naidoo, University of Pretoria, South Africa

Reinventing South African Management Students as Stewards of Democratization

Rennie Naidoo, University of Pretoria, South Africa

Integrating Service Learning Theory and Practice in Community Settings: Approaches, Opportunities and Ongoing Challenges

Pieter v/d Westhuizen, University of Johannesburg, South Africa
Hema Kesa, University of Johannesburg, South Africa

Exploring the Effectiveness of a National Skills Development Training Programme for Professional Drivers

Karen Visser, North-West University, South Africa
Nicolene Barkhuizen, North-West University, South Africa
Ewert Louw, North-West University, South Africa

A Strategic Management of Entertainment Education TV Programs to Cultivate Good Values and Behaviors among the Youth

Seri Wongmonta, Naresuan University, Thailand
Tanachart Junveroad, Good Communication Limited Partnership, Thailand

RA22 Research in International Finance

HIPPO

Chair: Mohammed Nishat, Institute of Business Administration, Pakistan

Stock Market Integration of Pakistan Using ARDL Approach

Saima Siddiqui, Sindh Education Foundation, Pakistan
Mohammed Nishat, Institute of Business Administration, Pakistan

Macrofinance as a Duopolistic Game

Shigeru Nishiyama, Kyushu International University, Japan

The Regulation of Hedge Fund Managers in South Africa - An Impact Assessment
Seugnet Bronkhorst, University of Johannesburg, South Africa
Nkululeko Mqokiyana, University of Johannesburg, South Africa

RA23 Topics in Tourism and Hospitality Management LION
Chair: Wayde R. Pandey, University of Johannesburg, South Africa

Climate Change and Tourism: Critical Issues for Business Development in South Africa
Wayde R. Pandey, University of Johannesburg, South Africa
Christian M. Rogerson, University of Johannesburg, South Africa

The Evaluation of Hospitality within a Provincial Hospital in the Southern Area of Durban, KZN
Anisah Deen, University of Johannesburg, South Africa
Rishi Balkaran, Durban University of Technology, South Africa

The Development of an Organisation's Knowledge through Business Events: The Value of Event Organisers and the Organisation in Event Design
Peta Thomas, University of Johannesburg, South Africa

RA24 Hospitality and Tourism BUFFALO
Chair: Hanqin Qiu Zhang, The Hong Kong Polytechnic University, China

The Impact of Climate and Economic Variables on Seasonal Tourism Demand for Hong Kong
Hanqin Qiu Zhang, The Hong Kong Polytechnic University, China
Nada Kulendran, Victoria University, Australia

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Sang-Jun Kim, Kinki University, Japan

Make Guests Come Back More and Stay Longer in Hong Kong Hotels: The Optimal Utilization of Switching Costs
Hanqin Qiu Zhang, The Hong Kong Polytechnic University, China

Segmentation of the Hotel Industry in an Emerging Economy: The Budget Hotel Sector in South Africa
Jayne M. Rogerson, University of Johannesburg, South Africa

RA25 Issues in Training and Education LEOPARD
Chair: Ita Geyser, University of Johannesburg, South Africa

An Integrated Coaching Model in the Context of E-Coaching
Lodewikus Janse van Rensburg, University of Johannesburg, South Africa
Magda Hewitt, University of Johannesburg, South Africa
Mark Bussin, University of Johannesburg, South Africa

Improving Graduate Employability for the Tourism Industry
Nicola Wakelin-Theron, University of Johannesburg, South Africa

Optimal Experiences and Time Management Behaviour in a South African Culinary Training Environment
Ita Geyser, University of Johannesburg, South Africa
Freddie Crous, University of Johannesburg, South Africa
Madelyn Geldenhuys, University of Johannesburg, South Africa

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Kim, Gang-Hoon	WP24	Marakhimov, Azizbek	WP25
Kim, Hyun Jong	WP15	Maree, Lelani	WP15
Kim, Hyun Jong	WP22	Marnewick, Carl	TP26
Kim, Jae Joong	TP26	Matama, Rogers	RA13
Kim, Joo Hee	TP24	Maubane, Joel	WP14
Kim, Nam-Hyeon	TP13	Mbuya, Jean-Marie	WP22
Kim, NaRang	WP25	Mearns, Kevin	RA14
Kim, Sang-Jun	RA24	Mokgele, Revelation	TP22
Kim, Yonghee	WP23	Molefi, Alex	TP23
Kim, Younsung	WP23	Molefi, Alex	WP14
Koh, Soon-Ju	WP24	Mpofu, Lucky	WP13
Kulendran, Nada	RA24	Mqokiyana, Nkululeko	RA22
Kwak, Choul Hoon	WP22	Mtila, Jessica	TP22
Kwark, Gwang-hoon	TP26	Murayama, Motofusa	TP21
Leary, Michael	WP23	Naidoo, Rennie	RA21
Lee, Eui-bang	TP15	Narasimhan, Ram	TuesAM
Lee, Euntae	TP25	Nduna, Lesedi	RA14
Lee, Gangbae	WP15	Nishat, Mohammed	RA22
Lee, Gangbae	WP22	Nishiyama, Shigeru	RA22
Lee, Jae Kee	TP26	Nkomo, Stella	TP13
Lee, James L.	TP25	O'Neil, Sumari	RA15
Lee, Janine	WP26	Ogedegbe, Frank Alaba	WP11
Lee, Sang M.	TuesAM	Oosthuizen, Tiaan	TP16
Lee, Sang-Gun	TP15	Palma, Freida	WP25
Lee, Sang-Gun	WP24	Pandy, Wayde R.	RA23
Lee, Yong-Sook	WP16	Pandy, Wayde R.	WP21
Leonard, Llewellyn	TP11	Park, Byoung Kwon	TP26
Leonard, Llewellyn	TP22	Park, Chang-hyun	TP26
Lesenyeho, Dorcas	RA15	Park, Chang-hyun	WP15
Lesenyeho, Dorcas	WP13	Park, Chang-hyun	WP22
Li, Weixing	WedAM	Park, Young-jae	TP26
Lim, Seongbae	WP15	Qiu, Diana Xiao-dan	TP23
Louw, Ewert	RA21	Reddy, Narendra	TP23
Luke, Rose	TP26	Rhee, Shanggeun	TP15
Luthans, Brett	TP24	Rid, Wolfgang	RA11
Luthans, Fred	TP14	Rogerson, Christian M.	RA11
Luthans, Fred	TuesAM	Rogerson, Christian M.	RA23
Luthans, Kyle	TP24	Rogerson, Christian M.	WP21
Luyt, Karen	TP13	Rogerson, Christian M.	WP22
Lym, Hyunjeong	TP16	Rogerson, Jayne M.	RA11
Lyons, Sophia	RA15	Rogerson, Jayne M.	RA24
Mabuza, Jabulane	WedAM	Rogerson, Jayne M.	WP21

Roodt, Estee	RA15
Roodt, Gerhard	RA12
Roodt, Gerhard	TP12
Roodt, Gerhard	WP23
Saayman, Melville	RA14
Scheepers, Retha De Villiers	WP15
Schneider, Juergen	WP12
Schultz, Cecile	TP12
Schultz, Cecile	WP13
Sendo, Ayako	RA12
Sendo, Takashi	WP14
Sewdass, Nisha	TP11
Shin, Woo-Jin	WP16
Siddiqui, Saima	RA22
Smith, Monica	TP13
Solarsh, Jenna	WP14
Song, Young Hack	TP13
Sotiriadis, Marios	RA14
Stanz, Karel	TP13
Strydom, Nadia	WP13
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Swart, Magdalene P.	WP21
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Techakana, Jusana	WP16
Thomas, Deon	TP26
Thomas, Peta	RA23
Trimi, Silvana	TP15
v/d Westhuizen, Pieter	RA21
Van Blerck, Timothy G.	WP26
van der Merwe, Stephan	WP26
van der Walt, Hugo	TP12
van Lill, Daneel	TuesAM
van Wyk, Rene	RA12
van Wyk, Rene	TP14
van Wyk, Rene	TP24
van Zyl, Cina	RA14
Veldsman, Theo H.	TP12
Veldsman, Theo H.	TuesAM
Veldsman, Theo H.	WP12
Verreynne, Martie-Louise	WP15
Viser, Karen	RA21
Vorster, Shaun	WedAM
Vorster, Stefan	RA15
Wakelin-Theron, Nicola	RA25

Walters, Jackie	TuesAM
Weistroffer, H. Roland	TP25
Whybark, D. Clay	WedAM
Wungimonta, Seri	WP16
Wongmonta, Seri	RA21
Woo, Chae Ryeon	WP15
Wort, Albert	TP12
Xu, Mike Guang-yi	TP23
Yamamoto, Akio	WP11
Yang, Chang-Gyu	TP15
Yang, Chang-Gyu	WP24
Yang, Jong-Gon	TP16
Yang, Kyung Hoon	WP24
Yeom, Myung-Bae	TP25
Yeon, Jiyoung	WP23
Yim, Jaegeol	TP15
Yim, Jaegeol	WP25
Yu, Yung-Mok	TP16
Zhang, Hanqin Qiu	RA24

The Impact of Outsourcing Project Management in the Banking Industry of South Africa

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ABSTRACT

Purpose And/Or Objectives: There is minimal reference to the impact of project management outsourcing in the banking industry.

Problem Investigated: The impact of outsourcing project management outsourcing in the banking industry.

Design/Methodology And/Or Approach: Interviews.

Findings And/Or Implications: Every project is different thus the use of outsourced project managers will be determined on a need analysis basis.

Originality And/Or Value Of The research: This topic proves the impact for the choice to use outsourcing of project management as a strategy.

Conclusion: The projects in the banking industry will however require both in house as well as external resources to assist.

INTRODUCTION/BACKGROUND

Lately organisations simply can't focus on every aspect of their business and it can't be expected of them to be an expert in everything they do. Due to information being so freely available, customers have become more demanding and knowledgeable. This is the main reason why businesses started to use outsourcing as a strategy.

It is becoming more and more a way of business to outsource certain segments in the organisation. Recently it is expected of managers to incorporate outsourcing in their strategy to ensure the success of the business. [1, p.1]

LITERATURE REVIEW

Outsourcing is not a new concept in organisations, but lately it has been approached from a different angle. One of the sourcing models that is mostly utilised in South Africa is domestic outsourcing. Domestic outsourcing can be defined as contracting with a 3rd party who is positioned in the similar country as the consumers' enterprise for the conclusion of a definite amount of

effort, at a definite cost and level of service and for a definite length of time. [7, p.15]

In order to delve deeper into the topic Outsourcing of project management, we first need to clarify a few keywords that will be used throughout this paper. Firstly, Outsourcing can be defined as a plan in which one business (the customer) appoints another business (the service provider) to execute a certain function, on its behalf. It comprises the handover of everyday implementation for a complete business function to an outside service provider as well as the management thereof. [6, p.42]

Secondly we must understand the term "Project Management." The PMBOK Guide defines Project Management as the application of skills, knowledge, techniques and tools to project actions to obtain project requests. In order to attain the project requirements, project management involves planning, controlling, organizing and monitoring the project accomplishments effectively. [5, p.1]

Lastly, we look at the term "Strategy". Strategic outsourcing can be defined as the strategic pronouncement of an enterprise to discontinue an activity in-house. In order to guarantee successful strategic outsourcing decisions, senior executives need a more intensive appreciation of the perceptions, expectations and behaviours of the employees they allocate to execute their vision. [4, p.4]

Program Management Offices (PMOs) are accountable for staying current on trends in offshore sourcing as well as training their personnel and their providers' teams. By utilising the balanced scorecard approach, the PMO, needs to establish the right metrics to ensure that all aspects of outsourcing are operating properly and assess projects. PMO should track quality, costs and productivity. [3, p.4]

The example of the outsourcing houses in South Africa is a reflection of this. As an example, IQ Business is an outsource vendor for Standard bank, FNB, ABSA and Nedbank to name a few of their clientele. However a few organisations prefer to use outsourcing vendors that are offshore and not just locally based vendors.

Some of the benefits of using Outsourcing are that the consumer's performance requirements are met on a dependable basis at close to best-in-class cost levels, as well as a rate below/equal to what they would have spent internally. Continuous improvement and innovation occur, and most importantly, increasing enterprise value. [1, p.1]

Organizations are Outsourcing their business activities to leverage the resources and unique skills of the vendor, in order to be beneficial for the company and the customers. The new rules and regulations of business that will dictate through the millennium are "clicks and mortars"; "accessibility" and "mass-customized environments". One of the new drivers of improved enterprise performance seems to be Outsourcing. It is an exhilarating time for all trades! [1, p.2]

PROBLEM STATEMENT

The main concern currently is that the research history is based mainly on IT outsourcing. There is minimal reference to the impact of project management outsourcing in the banking industry.

RESEARCH QUESTION

What is the impact of outsourcing project management in the banking industry of South Africa?

PRIMARY OBJECTIVE

This research will explore what the impact is of outsourcing project management in the banking industry of South Africa.

SECONDARY OBJECTIVES

In relation to the primary objective, the research will also explore secondary objectives, which are the following:

- Understand what other banks are doing with regards to project management outsourcing.
- Understand what outsourcing means for organisations in South Africa.
- Determine what effect outsourcing has on the staff in the bank.
- Determine what the cost implications are to use outsourcing of project management in the banking industry.

SCOPE

For the purpose of this study, the researcher will be focusing on the banking industry in South Africa in order to determine the impact of outsourcing project management.

By incorporating both entities will enable the researcher to gain all the inputs from both sides of the outsourcing agreement to ensure no bias. This will thus allow for a true reflection of the impact on the banking industry.

In Scope For This Research Proposal Is Thus:

- ✓ Banking industry in South Africa: Standard bank
- ✓ Outsourcing house: IQ business

Out Of Scope For This Research Proposal Is Thus:

- ✓ Outsourcing of IT
- ✓ Retail industry

METHODOLOGY

Research Approach And Design Employed

The research is conducted on the impact of outsourcing project management in the banking industry of South Africa. This type of research lends itself to Qualitative research. The reason for this is that Qualitative research methods are intended to scientifically describe procedures, matters related with it and people. It doesn't hinge on numerical data, even though it might make use of quantitative techniques and methods. [2, p.7]

For the purpose of this research, the researcher will implement the method: Case study because a number of units of analysis, such as a group, individual or an organization, are intensively studied to gain the relevant insight in the primary objective, namely: "The impact of outsourcing project management in the banking industry of South Africa." [2, p.69]

Due to the research being Qualitative research, the research design employed will be making use of face to face interviews. This will ensure that the data collected for the research is relevant.

The following questions will be used in the interview process:

1. How do you see outsourcing being applied in the banking industry of South Africa?
2. Do you think the outsourced project managers meet the requirements of the organisations sufficiently?
3. What do you think is the reason for using outsourced project managers instead of in house project managers?
4. Do you see an increase in the need for outsourcing of project managers in the banking industry?
5. Do you feel that the money invested into outsourced resources reap the necessary rewards?

Sampling Decisions

Whether entities should be allocated haphazardly to groups or whether they are to be selected haphazardly from the applicable population, the researcher needs to stipulate the quantity of groups to be utilised for this purpose. [2, p.51]

The Population For This Research = Standard bank of South Africa and IQ Business

The Method Category For The Sampling = Non-probability sampling: Purposive sampling. The reasoning behind this is that purposive sampling is defined as the researcher relies on their preceding research involvements & conclusions, knowledge creativity and or to intentionally acquire units of analysis in such a way that the sample they get may be observed as being illustrative of the applicable population. [2, p.60]

Sample For Population: Within the two organisations that will be used to conduct the research, the following groups will be interviewed:

- Standard bank group = PDI & A team (Process Development Improvement and Analysis)
- IQ business group = Innovation team

Data Collection Methods

When dealing with Qualitative data, the several methods of data collection. The form that will be utilised for this research is Interviews. The interviews can be conducted on a 1-on-1 basis or in focus groups of 4 – 12 people. [2, p.73] For the purpose of this research it will be conducted on a 1-on-1 basis, i.e. Personal interviews.

Data Analysis

This study will be deductive in nature as it is a decision reached by reasoning from universal ideologies to a specific case. As part of the data analysis the researcher will use past studies conducted with regards to outsourcing and interpret the new data collected accordingly. The qualitative data was collected by means of personal interviews that were also recorded to assist with the data collection process.

- 6 employees from Standard bank: All 6 had been working for the bank for at least 5 years. .
- 5 employees from IQ Business: All 5 had been working for IQ at least 4 years.

The examination of the data will be done by analysing the responses of the respondents. Interviews were recorded and consequently transliterated.

FINDINGS

Primary Objective:

What is the impact of outsourcing project management in the banking industry of South Africa?

The researcher found that every project is different in the bank and the need to use outsourced project managers will be determined on a needs analysis basis. The bank will always utilise outsourced project managers and combine this with the skills of internal staff due to the lack of availability of in house resources to conduct ad hoc projects.

The bank feels that outsource resources provide them with the necessary outcomes and skills required for the project and they feel that their money is well spent in this regard. The major areas that are impacted due to outsourcing of project management in the banking industry can tie back to what the literature review advised for IT outsourced resources, are the following:

- Communication
- Time, Skill & Budget availability
- Culture
- Moral of staff

Secondary Objectives:

Understand what other banks are doing with regards to project management outsourcing.

IQ Business advised that they see an increase in the need for outsourcing of project management.

Understand what outsourcing means for organisations in South Africa.

Due to time constraints, the researcher could only interview the views of 1 bank in South Africa and couldn't get the perspective of other organisations in South Africa.

Determine what effect outsourcing has on the staff in the bank.

The researcher came to the conclusion that there are mixed feelings in the bank regarding the use of outsourced resources.

Determine what the cost implications are to use outsourcing of project management in the banking industry.

Even though the literature advise that outsourced resources are a costly exercise, the bank feels that the outsourced resource is well priced and they feel they get what they pay for.

CONCLUSION

The need for outsourcing of project management will never disappear. However, the projects in the banking industry will require both in house as well as external resources to assist with the successful implementation due to the various skills and knowledge that both sides can apply to the project at hand.

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