

## PMA Conference 2009 - Preliminary Programme - Papers by Track

### Track 1: Designing and Implementing Performance Measurement and Management Systems

Date	Time	Room	Paper ID	Paper Title	Authors
Wed 15 April	09.45-10.15	CO 203	1031	Strategic Performance Management in Practice: Advantages, Disadvantages and Reasons for Use	André de Waal
	10.15-10.45	CO 203	1021	Behavioural Determinants and Strategic Use of Non-Financial Performance Measurement and Management in Australian Business Organisations	Zdenko Miholcic, Colin Clark and Nick Billington
	10.45-11.15	CO 203	1042	Design of a Performance Measurement System for a Service Business Network: Case Study of a Well-Being Network	S. Pekkola and J. Ukko
	11.30-12.00	CO 203	1101	Organisational Learning – To Measure or Not to Measure? That is the Question	Barbara M Savage, Paul Clissold and Paul Head
	12.00-12.30	CO 203	1093	Subjective Performance Measurement: Multi-Case Study Based on Chinese Corporations	Gao Chen and Tang Guliang
	14.00-14.30	CO 203	1045	Challenges in the Design of a Performance Measurement System for Production Management: A Case Study	U. Annala, J. Ukko, S. Pekkola and H. Rantanen
	14.30-15.00	CO 203	1060	Design and Implementation of Performance Measurement System in an International Surfwear Company	Y. Ducq and H. Kromm
	15.00-15.30	CO 203	1009P	Building up the Performance Capacity in a Government Authority	Badih Matar
Thur 16 April	11.30-12.00	CO 203	2004	Performance Evaluation in an Industrial Product Development Context	Stefan Johnsson
Fri 17 April	09.00-09.30	CO 203	1091	Towards the Assessment of the Value-In-Use of Product-Service Systems: A Review	Emma Macdonald, Veronica Martinez and Hugh Wilson
	09.30-10.00	CO 203	1082	Performance Measurement Within a Highly Diversified Group of Companies	Pietro Micheli, Marco Agliati and Matteo Mura
	10.00-10.30	CO 203	1127P	Organisational Prerequisites for Performance Measurement Success	K Thompson and J Greatbanks

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## Track 2: Public and Health Sector Performance

Date	Time	Room	Paper ID	Paper Title	Authors
Wed 15 April	09.45-10.15	CO 222	1008	Performance Measurement – So Much Stuff!	Lesley van Schoubroeck
	10.15-10.45	CO 222	1103P	Mastering the Management System: Personnel Performance Measurement in the Canadian Air Force, from Complexity to Simplicity	Jules Vanié
	10.45-11.15	CO 222	1016	Benefits of Information and Internal and External Participation During Implementation of a Sustainability Balanced Scorecard in a Public Forest Enterprise	Christoph Hartebrodt, Reinhard Aichholz, Tim Scherer and Matthias Sandrock
	11.30-12.00	CO 222	1017	The Socialising Change Process of the Public Sector Performance Measurement	Professor Heli Hookana
	12.00-12.30	CO 222	1030	A Performance Management Readiness Review Framework for Governmental Service Providers	André de Waal and Leo Kerklaan
	14.00-14.30	CO 222	1067	The Balanced Scorecard in the English National Health Service: The Local Health Economy Case	Eduardo Álvarez-Falcón
	14.30-15.00	CO 222	1074	Ascribed Functions of the Balanced Scorecard: A Study of Politicians, Managers and Accountants in Swedish Local Governments	Kent Nilsson, Anders Nilsson and Mats Westerberg
	15.00-15.30	CO 222	1080	Performance by Beautiful Design: Supplier Scorecards Used by Procurement Panels for Services	Aurel Brudan
Thur 16 April	09.45-10.15	CO 222	1125	New Zealand Local Government Performance Measurement: The Impact of Environmental Demands	Gianni Milo, Carolyn Fowler and Chris Hunt
	10.15-10.45	CO 222	1118P	Project Opal – The Design and Implementation of a Performance Management System at a Local Government Authority	B. Frey and M. Sanderson
	10.45-11.15	CO 222	1126	New Zealand: Beyond Bureaucracy to Best Practice	J Greatbanks and R Greatbanks

## Track 2: Public and Health Sector Performance (continued)

Thur 16 April	11.30-12.00	CO 222	1120	Performance Management: Activity Management Practices within the Public Sector	A. Maughan
	12.00-12.30	CO 222	1057	Managing and Monitoring Organisational Performance in the Public Sector	Shilinka Smith and Marguerite Delbet
Fri 17 April	09.00-09.30	CO 222	1081	Establishing a Culture of Performance Management in the Public Sector	Pietro Micheli and Andrey Pavlov
	09.30-10.00	CO 222	1099P	Managing for Performance in New Zealand's Public Service – A Loosely Coupled Framework?	Rodney Dormer and Derek Gill
	10.00-10.30	CO 222	1010P	Service Performance Measurement in New Zealand Local Government – The Case of a Large South Island City Council	Tim Breitbarth, Rob Mitchell and Rob Lawson

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### Track 3: Human Resources and Team Performance

Date	Time	Room	Paper ID	Paper Title	Authors
Wed 15 April	09.45-10.15	CO 225	1079	Reviewing Performance: An Analysis of the Structure and Functions of Performance Management Reviews	Veronica Martinez, Andrey Pavlov and Mike Bourne
	10.15-10.45	CO 225	1050	Generic Competencies for Performance Managers	Francois du Plessis, Hannes de Beer and Hein Brand
	10.45-11.15	CO 225			
	11.30-12.00	CO 225	1077	Performance Management Practices and the Drivers of Business Performance	Mike Bourne, Matteo Mura, Monica Franco-Santos, Andrey Pavlov, Veronica Martinez and Lorenzo Lucianetti
	12.00-12.30	CO 225	1037	Construct Validation of the Job Performance Measurement: A Case of the Malaysian Public Service Agencies	Johanim Johari, Khulida Kirana Yahya and Abdullah Omar
Thur 16 April	14.00-14.30	CO 203	1096	The Four Spaces Model for Improving Work Performance in a Diverse Team	J.J. de Beer and A. de Beer
	14.30-15.00	CO 203	1114	Performance Resulting from Commitment in Large UK Law Firms	Ingo Forstenlechner, Mike Bourne and Fiona Lettice
	15.00-15.30	CO 203	1112		

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### Track 4: Performance Management Frameworks

Date	Time	Room	Paper ID	Paper Title	Authors
Thur 16 April	09.45-10.15	CO 225	1011	How to Manage Performance by Utilising the Factors Behind Successful Operative Level Performance Measurement: A Framework	J. Ukko
	10.15-10.45	CO 225	1039	Amoeba Management: Lessons from Kyocera on How to Promote Organization Growth, Profitability, Integration, and Coordinated Action	Ralph W. Adler and Toshiro Hiromoto
	10.45-11.15	CO 225			
	14.00-14.30	CO 222	1094	A Performance Evaluation Model for the Solar Energy Industry	Che-Wei Chang and William Yu Chung Wang
	14.30-15.00	CO 222	1098	Synthesizing Management Control Frameworks	Winnie O'Grady, Paul Rouse and Cathy Gunn
	15.00-15.30	CO 222	1083	The Epistemology of Performance Measurement	Pietro Micheli
Fri 17 April	09.00-09.30	CO 220	1087	Introduction of One BSC Modification	Nenad Markovic
	09.30-10.00	CO 220	1088	Performance Measurement: Discussion of the Literature Available for Large Companies and SMEs	Paolo Taticchi, Luca Cagnazzo, Marco Botarelli and Mohamed Sameh
	10.00-10.30	CO 220	1121	Rediscovering Performance Management: Systems, Learning and Integration	Aurel Brudan

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### Track 5: Data Envelopment Analysis and Technical Applications

Date	Time	Room	Paper ID	Paper Title	Authors
Wed 15 April	09.45-10.15	CO 221	1014	Performance Assessment of Portuguese Secondary Schools: The Society and Educational Authorities Perspectives	Maria C. Portela and Ana S. Camanho
	10.15-10.45	CO 221	1015	Combined use of Key Performance Indicators and Data Envelopment Analysis for the Performance Assessment of Construction Companies	Isabel Horta, Ana S. Camanho and Jorge Moreira da Costa
	10.45-11.15	CO 221	1110	Applying mean variation optimization to Naval configuration management	Andre Colin and Roger Willet
	11.30-12.00	CO 221	1076	Proposal of a Multi-criteria Performance Evaluation For Outsourced Project Providers	Edilson Giffhorn, Leonardo Ensslin, Sandra Rolim Ensslin and William Barbosa Vianna
	12.00-12.30	CO 221	1052	Benchmarking the Performance of Dairy Farms Using Data Envelopment Analysis	P. Rouse, L. Chen and J.A. Harrison
	14.00-14.30	CO 221			
	14.30-15.00	CO 221	1084	First Principles of Performance Measurement and the Utility-Productivity Performance Equation	Robert D. Kennedy

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### Track 6: Education Performance

Date	Time	Room	Paper ID	Paper Title	Authors
Wed 15 April	09.45-10.15	CO 203	1006	The Genesis of Calculative Practices in Higher Education: Credit Point Systems	Keith Dixon
	10.15-10.45	CO 203	1043P	An Engagement Framework for Managing the Crown's Ownership Interests in the New Zealand Tertiary Education Sector	Dr Doug Galwey and Barry Ogilvie
	10.45-11.15	CO 203	1055	The Rise and Decline of a Mandatory Accountability Measure	Ted Watts, Vicki Beard and C. J. McNair
	11.30-12.00	CO 203	1059	The Implementation of Universiti Tun Hussein Onn Malaysia Strategic Planning 2004-2013	Abd Rahman bin Ahmad, Harris Md Noor and Mohammad Talha Mohamed Idris
	12.00-12.30	CO 203			
	14.00-14.30	CO 225	1061	Performance Measurement and Change- Performance Indicators in UK Universities	Bala Balachandran and Indrani Balachandran
	14.30-15.00	CO 225	1108	Internal Performance Management with UK Higher Education; Strategising and Performancing	M. Broad and A. Goddard
	15.00-15.30	CO 225	1115	Performance Measurement Indicators for Academic Staff in Malaysia Private Higher Education Institutions: A Case Study in UNITEN	M.I. Mohamad Ishak, M.S. Suhaida, and M.Y. Yuzainee

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### Track 7: Strategic Alignment

<b>Date</b>	<b>Time</b>	<b>Room</b>	<b>Paper ID</b>	<b>Paper Title</b>	<b>Authors</b>
Thur 16 April	09.45-10.15	CO 204	1068	Scenario-Based Strategy Maps	Frank Buytendijk, Toby Hatch and Pietro Micheli
	10.15-10.45	CO 204	1072	“Oh What a Tangled Web is Weaved” When Aligning Performance Measurement With Strategy	Joanne Lye and Professor Lee Parker
	10.45-11.15	CO 204	1090	Integrated Performance Management: Linking Strategic, Operational and Individual Performance	Aurel Brudan
	11.30-12.00	CO 225	1116	Beyond Words: Testing Alignment Among Inter-Organizational Performance Measures	Maria Rey and Andy Neely
	12.00-12.30	CO 225	1117	Optimizing Market Oriented Practices	Brendan Gray
Fri 17 April	09.00-09.30	CO 225	1066	Building Dynamic Strategy-Management Capabilities from Performance-Management Functional Overlap	S. Srimai, J. Radford and C. Wright
	09.30-10.00	CO 225	1109	Using External Performance Measures to Bring Capex Back to Life	Martin Putterill



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### Track 8: Economic and Macro Performance Models

<b>Date</b>	<b>Time</b>	<b>Room</b>	<b>Paper ID</b>	<b>Paper Title</b>	<b>Speaker</b>
Wed 15 April	14.00-14.30	CO 204	1003	Driving Indicators of Scientific Performance for Research Fields, Their Positioning and Strategic Grouping	Mario Coccia and Secondo Rolfo
	14.30-15.00	CO 204	1022	Developing a National Design Scoreboard	James Moultrie, Finbarr Livesey, Cecilia Malvido, Kul Pawar, Johann Riedel, Ahmad Beltagui, Jillian Macbryde, Veronica Martinez, Steve Evans, Bill Nixon and Peter Demian
	15.00-15.30	CO 204	1027	Performance Management Practice in the Thai SMEs	Ms Juree Vichitdhanabadee, Trevor Wilmshurst and Robert Clift
Thur 16 April	11.30-12.00	CO 204	1092	Evaluating Performance of Organisations Operating in Composite Industrial Environments: The Case of Tourism Destination Management Organisations	T. Spyriadis, J. Fletcher, A. Fyall, and R. Carter
	12.00-12.30	CO 204	1053	Entry mode strategies and performance in Japanese MNCs in Australia and New Zealand: The role of Japanese employees in the host country	Sriya Kumarasinghe and Yasuo Hoshino

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### Track 9: Service Sector Performance

Date	Time	Room	Paper ID	Paper Title	Authors
Thur 16 April	09.45-10.15	CO 221	1007	Changes in Performance Measurement System in Banking Sector: An Analytical Framework	Rahat Munir, Kevin Baird, Sujatha Perera
	10.15-10.45	CO 221	1023	Hotel Management Contracts and Deficiencies in Owner-Operator Capital Expenditure Goal Congruency	Michael Turner and Chris Guilding
	10.45-11.15	CO 221	1047	Managing Without Performance Measures: A Study of an Electricity Distribution Company	M. Sobotka and K. Platts
	14.00-14.30	CO 220	1086	Exploring Innovation Measurement Approaches in the Service Sector: Insights from the Hospitality Industry	Miguel A. Heras and Henning Dröge
	14.30-15.00	CO 220	1089	Management of a Public Transportation Service: Car-Sharing Service	T. Cucu, L. Ion, Y. Ducq and J. M. Boussier
	15.00-15.30	CO 220	1106	Supplier Performance Management: Case Study from the Oil Industry	P. McVeigh

### Track 10: Performance Management Tools, Techniques and Applications

Date	Time	Room	Paper ID	Paper Title	Authors
Thur 16 April	09.45-10.15	CO 220	1032	Performance Driven Behaviour as the Key to Improved Organizational Performance	André de Waal
	10.15-10.45	CO 220	1020	A Critique of Measuring Post-Acquisition Performance	Athina Vasilaki
	10.45-11.15	CO 220	1056	Organisational Factors and Performance Measurement Practices: An Examination of Australian Organisations	Suresh Cuganesan and Jerome Donovan
	11.30-12.00	CO 220	2002	Non-Linear Influences of Price Competition on Cost Accounting System Sophistication	Sandra Wallace

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### Track 11: CSR, Sustainable and Environmental Performance

Date	Time	Room	Paper ID	Paper Title	Authors
Thur 16 April	11.30-12.00	CO 221	1002	A Greenish Balanced Scorecard in a Food Processing Company	A. Lämsiluoto and M. Järvenpää
	12.00-12.30	CO 221	1070	Sustainability, Strategy and Business Performance	Phillippa Bourne and Mike Bourne
	14.00-14.30	CO 221	1073	Political Strategy for Performance Management in a Carbon-Constrained Operating Context: The Role of Industry and Firm Characteristics	Binh Bui
	14.30-15.00	CO 221	1034	Corporate Social Responsibility and Stock Prices. An Analysis on Italian Listed Companies	G. Fiori, F. di Donato and M.F. Izzo
	15.00-15.30	CO 221	1124	Mapping Environmental Performance Indicators	R Greatbanks and S Walton

### Track 12: Governance

Date	Time	Room	Paper ID	Paper Title	Authors
Fri 17 April	09.00-09.30	CO 221	1001	The Effects of Concentrated Ownership on the Performance of Firms: Do External Shareholdings and Board Structure Matter?	Fauzias Mat Nor, Faizah Mohd Shariff and Izani Ibrahim
	09.30-10.00	CO 221	1038	'Local Governance' in Policing: The Trade-Offs Between Performance, Knowledge and Risk Management in Balancing Quality with Quantitative Measures	Robyn Pilcher, Paul M. Collier, Shaun Hodges, Craig Ward, Nicola Mussell and Mitchell Van der Zahn
	10.00-10.30	CO 221	1040	Performance Implication of Ownership Structure and Ownership Concentration: Evidence from Sri Lankan Firms	Athula Manawaduge, Dr. Anura De Zoysa and Dr. Kathy Rudkin

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### Track 13: Strategy and Information Systems Performance

Date	Time	Room	Paper ID	Paper Title	Speaker
Fri 17 April	09.00-09.30	CO 204	1065	The Effect of Information Systems Sophistication on Use of Performance Measures: A Study on Malaysian Financial Services Institutions	Noor Akma Mohd Salleh, Ruzita Jusoh and Che Ruhana Isa
	09.30-10.00	CO 204	1078	Performance Measurement System Effectiveness in Public Sector IT Outsourcing Contracts	Brian Perrin and Graham Pervan

### Track 14: Incentive Systems and Executive Performance

Date	Time	Room	Paper ID	Paper Title	Authors
Thur 16 April	14.00-14.30	CO 225	1122	Performance Evaluation	Carolyn Stringer
	14.30-15.00	CO 225	1054	What is Senior Executive Performance?	A. Hutchison, G. Burch and P. Boxall
	15.00-15.30	CO 225	1123	The Use of Objective and Subjective Measures: Implications for Incentive System Design	Carolyn Stringer and Paul Pillai