Cover art: ‘Rectangular Warfare’ (2010)
A. Sharma
40 x 40cm acrylic on canvas

Photography: A. Sharma
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Introduction from the Directors

The Organizational Discourse, Strategy and Change (ODSC) Group at the University of Sydney comprises a cluster of researchers located in the Faculty of Economics and Business.

The Group is associated with the International Centre for Research in Organizational Discourse, Strategy and Change (ICRODSC). In addition to the University of Sydney, ICRODSC is supported by other leading international management schools at the following institutions:

- University of Melbourne
- McGill University, Canada
- Queen Mary College, University of London
- Judge Business School, University of Cambridge
- University of Leicester
- Lund University, Sweden
- University of Colorado
- Texas A&M University
- Cardiff University Business School
- University of California, Santa Barbara
- Meiji University, Japan

The group of researchers at the University of Sydney share an interest with colleagues located at these other institutions in developing and applying discourse methods to the study of organizations.

The ODSC Group’s website, detailing its activities, can be found at:

http://sydney.edu.au/business/research/odscg

Objectives

Since its inception in 2001, the Group at the University of Sydney has made a significant contribution towards ICRODSC achieving its key objectives. These objectives include:

- Facilitating research on organizational discourse, strategy and change though the creation of a network of world class scholars.
- Encouraging collaborative research within and amongst associated institutions.
- Securing national and international competitive grants.
- Disseminating the results of research through academic publications, seminars and conferences.
- Attracting and supervising postgraduate students working in the areas of organizational discourse, strategy and change.
- Facilitating visits and exchanges involving international and Australian scholars.
Highlights

During 2010, ODSC Group members have continued to develop a number of existing research projects and have started to develop several new ones. These projects are specifically related to one or more of the elements of the Group’s major program of cross-disciplinary applied and theoretical research outlined in its submission for Faculty funding in 2008. For example, a new project on Sustainable Organisational Change received Australian Research Council (ARC) funding in 2010, while projects on aged care and ageing have commenced. The Group are also to host a workshop on discourse and innovation in December 2010, which will be used to launch a new project in this area. At the same time, Group members have continued to work on projects concerning innovation and technology, strategy and financialization. Details about these projects are provided in later sections of this report.

In 2010, members of the ODSC Group were involved in a range of research related activities. Highlights have included:

• The addition of a new member, Dr Jane Le of Work and Organisational Studies (formerly of Aston Business School, where she completed her PhD). Jane’s involvement in the group extends the group’s interest in the link between strategy and discourse.

• As part of ICRODSC’s strategy to restructure and strengthen its research capabilities, a new institutional member, The Graduate School of Business Administration at Meiji University, Tokyo was formally admitted to membership of ICRODSC. ODSC Group members at the University of Sydney look forward to working with colleagues at this institution on a number of projects.

• The award of an ARC Discovery Grant to four group members on ‘Sustainable Organisational Change: Australian business responses to climate change’ Details of this grant are provided later in the report.

• Dr Paul Spee (Aston University Business School) was awarded a two year Faculty Post-doctoral Research Fellowship. He will join the Group from January 2011 and will be working in the area of strategy and discourse.

• The Group will co-sponsor an ICRODSC international workshop on ‘Discourse and Innovation’ at Sydney University Village from 2-3 December. Members of the group and PhD students will present papers at the workshop. Full details of the workshop appear later in the report.

• Two journal special issues co-guest edited by Professor David Grant, and featuring articles from Group members were published in 2010. These concerned discourse and change and discourse and leadership and appeared in the Journal of Applied Behavioural Science and Management Communication Quarterly.

• Members of the group secured publications in a range of top tier international journals, including Management Communications Quarterly, Sociology, and Organization Studies.

• The Group instigated a travel support fund for PhD students. Eligible applicants can be awarded up to $1,000 to assist with international conference expenses.
• As part of the Group’s program of research into technology and innovation, members organized and led an Academy of Management Symposium on HRIS and its unintended consequences. The symposium, comprising researchers from Australia, Europe and North America, was nominated for AoM “Best International Symposium” by the AoM Organisational Communications Division.

• In March 2010, Professor David Grant gave an invited keynote address in Washington, D.C., at the National Training Laboratories Institute Conference on “The New Organization Development”.

• Sebastian Kinne and Sujatha Rao, both ODSC Group PhD students, were awarded their PhDs. Both had been recipients of Faculty PhD Scholarships.

• During the 2010 period, the group also received a number of short-term visitors who provided occasional seminars, met with PhD students and worked on a range of collaborative projects with Group members. These included: Associate Professor Stefan Sveningsson (Lund University, Sweden), Mr Yasushi Fukuhara (Senshu University, Japan), and Associate Professor Steve Maguire (McGill University, Canada).

The Directors and Group members again take this opportunity of thanking the Faculty of Economics and Business for its ongoing support for the work of the Group.

Leanne Cutcher and David Grant
Co-Directors, ODSC Group,
University of Sydney

November, 2010
Organizational Structure

Members of the ODSC Group at the University of Sydney include:

- Prof. David Grant (Co-Director)
- Dr Leanne Cutcher (Co-Director)
- Dr Teresa Davis
- Dr Kristine Dery
- Prof. Richard Dunford
- A.Prof. Richard Hall
- Dr Catherine Hardy
- Dr Jane Le
- Dr Daniel Nyberg
- Prof. John Roberts
- A.Prof. Nick Wailes
- Dr Catherine Welch
- Prof. Christopher Wright
- Ms Jeaney Yip

Co-ordinator: Mr Abz Sharma

The ODSC Group is one of the twelve partner institutions affiliated with International Centre for Research in Organizational Discourse, Strategy and Change (ICRODSC). A complete list of all researchers associated with ICRODSC who are located at other partner institutions, as well as members of the University of Sydney group, can be found at the ICRODSC webpage:

http://www.managementmarketing.unimelb.edu.au/icrodsc/

International Advisory Board

The activities of ICRODSC are overseen by an International Advisory Board made up of Co-Directors from each of the associated institutions and senior academics from a range of institutions. Current membership of the International Advisory Board is as follows:

- Prof. Mats Alvesson, Lund University
- Prof. Stanley Deetz, University of Colorado
- Prof. David Grant, University of Sydney
- Prof. Cynthia Hardy, University of Melbourne
- Prof. Tom Keenoy, University of Leicester
- Prof. Russell Lansbury, University of Sydney
- Prof. Tom Lawrence, Simon Fraser University
- Prof. Karen Legge, University of Warwick
- Prof. Steve Maguire, McGill University
- Prof. Joanne Martin, Stanford University
- Prof. Tim Morris, University of Oxford
- Prof. Clifford Oswick, Queen Mary College, University of London
- Prof. Gill Palmer, RMIT, Melbourne
- Prof. Nelson Phillips, Imperial College, University of London
- Prof. Linda Putnam, University of California, Santa Barbara
- Prof. Robyn Thomas, Cardiff Business School
- Prof. Hari Tsoukas, Athens Laboratory for Business Administration (ALBA), Greece
- Prof. Hugh Willmott, Cardiff University Business School
Group Activities

Current Grants

<table>
<thead>
<tr>
<th>2011-13</th>
<th>A$ 190,000</th>
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<tbody>
<tr>
<td>Australian Research Council (ARC) Linkage Project</td>
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<tr>
<td><strong>Project:</strong></td>
<td></td>
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<tr>
<td>Sustainable Organisational Change: Australian Business Responses to Climate Change</td>
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<tr>
<td><strong>Chief Investigators:</strong></td>
<td></td>
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<tr>
<td>Chris Wright, David Grant, Dr Bernt, Daniel Nyberg, and Richard Dunford</td>
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<tr>
<td><strong>Description:</strong></td>
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<tr>
<td>The capacity of business to respond to climate change depends on its ability to effect changes in organizational strategy, structure, systems and culture. This project argues that existing organizational change theory appears ill equipped to conceptualise the role of the broader social discourse of climate change in shaping such changes. By adopting a discourse analytic approach that highlights the interrelationship between the discourse and practice of organizational change at eight major Australian businesses, the project overcomes this limitation. In doing so, it seeks to generate new insights into how business is responding to climate change and how this is being managed as a change process. A paper based on pilot study interview results is under review with Organization Studies.</td>
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<tr>
<th>2008–2010</th>
<th>A$ 186,000</th>
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<tbody>
<tr>
<td>Australian Research Council (ARC) Linkage Project</td>
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<td><strong>Project:</strong></td>
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<tr>
<td>Human Resource Information Systems and the Strategic Significance of the HR Function</td>
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<tr>
<td><strong>Chief Investigators:</strong></td>
<td></td>
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<tr>
<td>David Grant, Richard Hall, Nick Wailes, and Kristine Dery</td>
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<tr>
<td><strong>Collaborating / Partner Organisation(s):</strong></td>
<td></td>
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<tr>
<td>Australian Senior Human Resources Roundtable (ASHRR), UXC Connect, Baulderstone Pty. Ltd., and Australian Customs and Border Protection Service.</td>
<td></td>
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<tr>
<td><strong>Description:</strong></td>
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<td>A large number of Australian organisations have invested in computer based HRIS. Used effectively, HRIS can allow HR to realise its strategic potential and to contribute to improved organisational performance. This project will contribute to the national research priority on frontier technologies, by enhancing understanding of the conditions that allow for smart information use, thereby contributing to the nation’s economic competitiveness.</td>
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In what follows, the activities of the ODSC Group for 2009-2010 are detailed under these categories: Grants, Workshops and Conferences, Publications, Invited Presentations, Visitors, Occasional Seminar Series, ARC Discovery Project, and Research Students.

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<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Description</th>
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<tr>
<td>2010</td>
<td>A$ 12,000</td>
<td>Faculty of Economics and Business Research Grant</td>
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<td></td>
<td></td>
<td><strong>Project:</strong> Teaching Innovation &amp; Enterprise in the Creative Industries</td>
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<tr>
<td></td>
<td></td>
<td><strong>Chief Investigators:</strong> Richard Seymour</td>
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<tr>
<td>2010</td>
<td>A$ 14,718</td>
<td>Faculty of Economics and Business Research Grant</td>
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<td></td>
<td></td>
<td><strong>Project:</strong> Translating Policies into Practices: An International Comparison of Sickness Absence Management</td>
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<tr>
<td></td>
<td></td>
<td><strong>Chief Investigator:</strong> Daniel Nyberg</td>
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<tr>
<td>2010</td>
<td>A$ 12,000</td>
<td>Faculty of Economics and Business Research Grant</td>
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<tr>
<td></td>
<td></td>
<td><strong>Project:</strong> Action Research in Social Entrepreneurship</td>
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<td><strong>Chief Investigator:</strong> Richard Seymour</td>
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<tr>
<td>2010</td>
<td>A$ 20,000</td>
<td>Faculty of Economics and Business Research Grant</td>
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<td></td>
<td><strong>Project:</strong> Indigenous Mothers as Consumers and Workers</td>
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<td></td>
<td></td>
<td><strong>Chief Investigators:</strong> Leanne Cutcher and Teresa Davis</td>
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Workshops and Conferences

*Sydney International Research Workshop on ‘Discourse and Innovation’*
Sydney University Village
December, 2010

This ICRODSC workshop was instigated by the increasing interest in the analysis of discourses in and around organizations as well as innovation. The relationship between these two areas of study, however, is still in the early stages of development. This workshop therefore brings international scholars together in order to explore the ways in which discourse theory and analysis might inform studies of innovation. The workshop will canvass a range of theoretical and empirical papers that highlight this link. It will feature members of the ICRODSC groups at the Universities of Melbourne and Sydney, as well as several leading scholars from overseas. The workshop will also provide PhD students with an opportunity to discuss their research with these scholars in a series of one-on-one meetings.

Keynote presenters at this workshop include:

- **Professor Sally Davenport**
  Victoria University of Wellington

- **Professor Bill Doolin**
  Auckland University of Technology

- **Professor Shirley Leitch**
  Swinburne University of Technology

- **Professor Kamal Munir**
  Cambridge Judge Business School

Members from the ODSC at Sydney to deliver presentations at the workshop include **Kristine Dery** (Social Media), **Richard Dunford** (Crowdsourcing), **Richard Seymour** and **Fanny Salignac** (Fairtrade), and **Abz Sharma** (Charismatic Leadership).
Publications

Edited Books


Book Chapters


Refereed Journal Articles


Journal Special Issues


Practitioner Journals and Reports / Other Publications


Published Refereed Conference Papers


Conference Papers and Proceedings


Cutzer, L. and Ainsworth, S. (2010) 'If 50 is the new 40 and 40 is the new 30 where does that leave me?', Gender Work and Organisation, Keele University, 21-23 June.


Invited Presentations

Journal Editorships
ODSC Group members are editors, associate editors or members of the editorial boards of the following academic journals:

• Australian Accounting Review
• Australian Review of Public Affairs
• New Technology, Work & Employment
• Discourse & Communication
• Group and Organization Management
• Human Relations
• International Journal of Information Management
• International Journal of Work, Organization and Emotion
• Journal of Applied Behavioural Science
• Journal of Industrial Relations
• Journal of Management & Organization
• Management Communication Quarterly
• Organization Studies
• Tamara

Media Commentary
ODSC members have also been cited and interviewed in several magazines, newspapers and radio stations, including:

• ABC Radio
• Australian Financial Review
• AFR Boss Magazine
• Daily Telegraph
• ICVET eZine
• The Sydney Morning Herald
Visitors

During 2010, the following academics visited the ODSC Group at the University of Sydney for periods of up to six weeks. While visiting, they participated in research workshops, met with PhD students and worked on various research and publishing projects with members of the group:

**Professor Sally Davenport**  
*Victoria University of Wellington, NZ*

**Professor Bill Doolin**  
*Auckland University of Technology, NZ*

**Associate Professor Yasushi Fukuhara**  
*Faculty of Business Administration, Senshu University, Japan*

**Professor Steve Maguire**  
*McGill University, Canada*

**Professor Kamal Munir**  
*Judge Business School, Cambridge University, UK*

**Associate Professor Stefan Sveningsson**  
*Lund University, Sweden*
ARC Linkage Project

This ARC Linkage Project is supported by the Australian Senior Human Resources Roundtable (ASHRR) and the ARC, and has secured funding from 2008-2010. The research team for this project combines four chief investigators, Professor David Grant, Associate Professors Nick Wailes and Richard Hall, and Dr Kristine Dery, with research and project management support from Ms Sharna Wiblen.

This project examines the impact of human resource information systems (HRIS) on the human resource (HR) function in four large Australian organizations. By focusing on the impact of this increasingly sophisticated technology on the HR function, the project will contribute to debates about the strategic significance of HR, and through the application of social constructivist views of technology, will identify strategies HR professionals can adopt to enhance the strategic benefit of these systems for their organizations.

During 2010 members of the ODSC Group completed the second wave of field work which involved conducting interviews, as well as site visits at our four partner organizations. These organizations differ in size, industry and ownership. Each of them is currently undertaking significant changes in their HRIS and throughout 2010 all four underwent changes in ownership and/or their organisational structure. Being able to observe such organisational based changes, enabled the research team to investigate and analyse each organisation’s HRIS project in the context of changes at the wider organisational level. All interviews have been transcribed and field notes written up with the data analysed.

The findings from this round of data collection have been disseminated by various means which targeted both academia and industry. In particular, the findings have further elaborated and extended upon the challenges associated with selection and implementation of the HRIS as identified in the first year of the project.

Given the longitudinal nature of the project, the research team has undertaken analysis which considers the implications and consequences associated with the upgrade and/or selection of an HRIS. Such implications and consequences have been found to influence the organisation’s business strategy as a whole, the role of the HR function and the levels of acceptance and extent of use of the HRIS.

Findings from the project have been presented by members of the ODSC Group at two international conferences. Firstly, the research team were involved in organising and presenting in a symposium at the Academy of Management Annual Meeting in Montreal, Canada in August. This symposium, which sought to examine the unintended consequences of HRIS, was co-sponsored by the HR and OCIS divisions and bought together academics from America, Europe, United Kingdom and Australia. Notably the symposium was a finalist for the “Emerald Best International Symposium Award.” The
project findings were also presented at the *Third European Academic Workshop on Electronic Human Resource Management* which was held in Bamberg, Germany in May.

The research team over the past year has also sought to identify opportunities for the findings to be published. Three members of the research team have a publication currently in press which considers the consequences of an HRIS project on the way in which an organisation manages its human resources. This paper entitled ‘Transitioning to a New HRIS: The Reshaping of Human Resources and Information Technology Talent’ will be published in an upcoming issue of the *Journal of Electronic Commerce Research*. Another paper entitled ‘Human Resource Information Systems: An Unrealised Potential’ is currently under peer review with a leading international journal. Three additional papers are currently underway.

Other key achievements include hosting a corporate table at a CEDA Women in Leadership Luncheon in March, continued use of the project website and blog as an information gateway and exchange by business practitioners and academics, the design and delivery of a postgraduate subject on HRIS, invitations to be guest speakers at academic and industry based events, and a forthcoming HRIS workshop which will discuss developments in HRIS and other technologies for the HR function.

Significantly, and pertinent to future work carried out by members of the ODSC Group, continued work on the project has led to the establishment and extension of an international network of researchers interested in HRIS, HR and the impact and role of technology in the workplace. Included within this are internationally renowned scholars located in the US, Europe and the UK. For the remainder of the project, these international networks will continue to be developed and strengthened. Opportunities for international collaboration will also be pursued.
Research Students

Since 2004 eight PhD students who have been supervised by the ODSC Group members and whose work has been closely associated with the research focus of the Group have graduated.

Currently, another eight PhD students are engaged in research that directly draws on expertise from within the ODSC Group. These students are active participants in the group’s activities.

In 2010, two of our students, Sebastian Kinne and Sujatha Rao, graduated. Both of these students were funded by non-established scholarships that the Group obtained from the former School of Business in 2005.

In addition to undertaking research on topics related to the expertise of members of the ODSC Group, our PhD students have also benefited from attending a number of conferences, workshops, and sessions under the auspices of ICRODSC.

Maurizio Floris
Discourse Analysis: A Third Dimension in Strategy Development

Supervisors:
David Grant and Leanne Cutcher

Mainstream strategy development methodologies appear to focus on the exploration of time and context ("space"), i.e. these methodologies analyze longer time frames, broader (or richer) contexts, or both. Discourse analysis brings a very different and complementary approach through its analysis of the constructed nature of core concepts of strategy, e.g. market segments, needs, capabilities etc.

In mainstream strategy theory these concepts are often either taken for granted or the full impact of their constructed nature is not understood. Maurizio aims to explore in his PhD research whether both the theory and practice of strategy development can be meaningfully understood against these three different dimensions of strategy development. Maurizio, who is a member of faculty at Melbourne Business School, is conducting his PhD under the auspices of the University of Sydney.

Barbara Foweraker
Mature-Age Employment: Organisational Responses to the Challenges and Opportunities of an Ageing Workforce

Supervisors:
Leanne Cutcher and Marian Baird

The employment of older workers has recently come under increased focus due to the challenges posed by the ageing population. Governments face fiscal and economic challenges in terms of funding pensions, health, and aged-care services from a shrinking tax base and skills shortages are already being felt in some industry sectors. Yet people today have longer life expectancies and enjoy better health in old-age than previous generations. One solution to these challenges is to keep people in the workforce past traditional retirement age. However, this group of workers typically faces barriers to employment due to age discrimination based on ageist stereotypes.
and is often targeted for redundancy in times of downsizing or overlooked as a pool for potential new recruits. Despite awareness of these challenges most employers have been reluctant to create opportunities or adapt employment practices for older workers to remain in, or re-enter, the workforce.

This project seeks to gain an in-depth understanding of the perspectives and policies of an employer with a stated commitment to employing and retaining older workers. Older workers are expected to play an increasingly important role in the Australian workforce and to shape future workplace practices. It is envisaged that knowledge about this firm’s perspectives and practices could assist government organizations and individuals to develop employment practices that value ageing.

**Helena Liu**  
*Leadership through Crisis*

**Supervisors:**  
Leanne Cutcher and David Grant

Since August 2008, a ‘global financial crisis’ discourse has thrown economies into heightened states of anxiety and uncertainty. One consequence of this has been that business leaders in the banking sector in particular have experienced increased media attention, and in some cases, shifts in how they are portrayed. Helena’s thesis examines the ways in which leadership images of CEOs in the Australian banking sector are constructed in the print media before and after the financial crisis. In recognising that media discourse increasingly employs visual devices in addition to the written text to convey meaning, her analysis of media texts will encompass the visual elements of layout design and photography in its interpretation of leadership image portrayal.

**Fanny Salignac**  
*Reconciling Ethical and Profit-Seeking Behaviour? A Discourse Analysis of the Fair Trade Movement*

**Supervisors:**  
Sid Gray and Richard Seymour

Fairtrade can be understood in terms of its primary aim: reducing the gap between rich and poor countries via the creation of an alternative market that provides a fairer price and trading conditions for third world producers. In both the academic and popular press, the Fair trade phenomenon has been dominated by the debate between supporters and critics. Those against argue that nothing could be more fair than free trade, and that fairness is not a characteristic that prices convey. On the other hand, the advocates of Fair trade focus on the idea of justice and the moral righteousness of the alternative market, aiming at a socially responsible and sustainable world trade. Fanny proposes to go beyond this debate between free and fair trade by examining Fair trade as a socially constructed discourse. In particular, she will focus on how retailers that participate in the Fair trade movement construct their behaviour as fair using comparative case studies.
Paul Scifleet
*Making Sense of the Digital Content Object: A Common Denominator for Discourse*

Supervisors: Susan Williams and Creagh Cole

Paul Scifleet is currently completing his PhD with the Discipline of Business Information Systems. His research focuses on the phenomena of changing human communication that is present in the widespread re-engineering of documents, and categorisation of digital content that is occurring within many different types of organizations, as they adapt to the management of information resources that are primarily digital in form. The study investigates the challenges organizations face in digital document design and the impact that underlying architectures for semantic information systems are having on information management in practice.

Abz Sharma
*Legacy: The Routinisation of Charismatic Leadership*

Supervisors: David Grant and Christopher Wright

Abz’s thesis aims to investigate the ‘routinisation’ of charismatic leadership - a process by which charismatic authority is succeeded by traditional and/or bureaucratic authority. In particular, the project will bring into focus the ways in which the values, attitudes and behaviours of charismatic leaders and their followers sustain the ‘charismatic mission’ after the leader’s departure from the organisation. The project will utilise a discourse analytic methodology and case study approach in order to provide a fine grained, qualitative account of the routinisation of charisma. In so doing, this research seeks to contribute to contemporary understandings of the routinisation of charisma by empirically testing, evaluating and building on extant theory.

Sharna Wiblen
*Capable Capabilities: The Appropriation of Electronic Human Resources for the Management of Talent*

Supervisors: David Grant and Kristine Dery

The argument that an organisation needs to manage its human capital assets has a long history. However changes in demographic patterns, the ‘war for talent’, talent shortages and several other factors have today combined in a manner which further encourages organisations to identify, recruit, maintain and develop individuals who are deemed ‘talent’. The above changes have provided compelling reasons for organisations to attend to their human assets through talent management. So much so that the increasing importance of ‘talent’ has promoted many senior executives of organisations to not only state that “our people are our greatest asset” but to undertake tangible strategic actions that embody these claims. The ability to effectively identify and manage talent within an organisation can benefit from the introduction of technology and the number of organisations that are adopting
information technology to support and enhance policies, processes and activities associated with talent management are increasing. Seeking to examine arguments that assert that talent management can, and should be conducted in partnership with technology (referred to in this project as Electronic Human Resources (E-HR)) this project, by adopting a discourse analytic approach, will empirically explore the way in which a Professional Services Firm conceptualises talent, as well as the appropriation of technology in talent management.

Jeaney Yip

*Branded Religion: the Discursive Construction of a Mega-Church’s Corporate Identity through Artefacts and Performance*

Supervisors: Leanne Cutcher and Susan Ainsworth

Jeaney’s thesis explores the corporate identity construction process of a mega-church through its artefacts, practice and performance. Mega-churches are a secularised form of religious organisation which in highly developed societies is often perceived to be a product of modernity. This has led to the commodification of religion but the process of just how religion becomes a branded product which is consumed remains unclear. This doctoral research explores how churches, as fluid organisations, are required to construct a marketable and polysemic corporate identity amidst competition from alternative spiritual providers and declining religious trends.

Using discourse analysis with a focus on language and semiotics, the thesis demonstrates how contemporary church artefacts such as music are both culturally and organisationally constructed, in other words, how theology, secular and organisational discourses are reconciled in a church brand. These reconciliations not only exhibit the deliberate exploitation of multiple and disparate discourses, but the use of various strategies in enacting its corporate identity. The church uses corporate strategies such as differentiation and branding; consumerist strategies such as enchanting and spectacularising; linguistic strategies such as personalising and individualising and discursive strategies such as inter-discursivity in deliberately mixing multiple and disparate discourses which resulted in its own brand of religion.
Future Developments

The ODSC Group, in association with ICRODSC is committed to continuing and extending its ambitious agenda as one of the leading international networks in the field of organizational studies. To this end the following activities have been planned for late 2010 and beyond.

ICRODSC and ODSC Research Workshops

Workshop on ‘Discursive and Critical Approaches to Ageing’
Projects on aged care and perceptions of ageing in Australia are now in train. Dr Leanne Cutcher and PhD student, Ms Barbara Foweraker will present their research at an ICRODSC Workshop on ‘Discursive and Critical Approaches to Ageing’ to be held at the University of Melbourne in February 2011. Professor David Grant is working with Professor Andrew Brown (University of Warwick) and Dr Susan Ainsworth (University of Melbourne) on a project that examines attitudes towards aged care in Australia. An article, targeted at Organization Studies, is in preparation.

ICRODSC 10 Year Anniversary Workshop
Later in 2011, members of the ODSC Group will participate in the ‘ICRODSC 10 Year Anniversary Workshop’ to be held at the University of Melbourne. This workshop is being held to launch the 10 year anniversary of the International Centre for Research in Organizational Discourse Strategy & Change (ICRODSC). During that time, Australian members have supervised over 30 doctoral students. This workshop is an opportunity for these doctoral students, many of whom have successfully launched their own careers, to provide current doctoral students with insights concerning the transition from a doctoral program into employment.

Research Grants
ODSC Group members at the University of Sydney are planning to submit a number of competitive and university grant applications in 2011. This includes an ARC Discovery application concerning the Management of Age in Organisations (in collaboration with colleagues from the Melbourne group).

Journal Special Issues
ODSC Group members will co-edit and produce a number of journal special issues in 2011:

- The first of these special issues arises out of the Discourse and Financialization Workshop hosted by the ODSC group in November 2009. The special issue on “Crisis, Critique and the Construction of Normality: Exploring Finance Capitalism’s Discursive Shifts” in Culture and Organisations is co-edited by Professor Christian de Cock from Essex University, and Dr Leanne Cutcher and Professor David Grant.
- Dr Leanne Cutcher will also co-edit, with Dr Karen Dale from Lancaster University, a special issue in the International Journal of Work, Organization and Emotion on ‘Emotion and Aesthetics: Organizational Space, Embodiment and Materiality’.
Other Publication Projects
In 2011 members’ research will be published in a range of academic journals and book chapters. A number of major publication projects are also in train:

- As part of an initiative to further globalize the field of organizational discourse, **Professor David Grant**, with Professor Cynthia Hardy (University of Melbourne), have been liaising with Professor Masaya Takahashi and Associate Professor Toru Kiyomiya (Meiji University) on a Japanese translation of the *Handbook of Organizational Discourse* (Sage, 2004). This is scheduled to be released in 2011 in three volumes.

- **Professor David Grant**, together with Professor Linda Putnam (University of California, Santa Barbara) and Professor Cynthia Hardy (University of Melbourne), has been commissioned by Sage Publications to produce a major work on organizational discourse. This will comprise three volumes and over sixty articles. The major works will include contributions from ICRODSC members at institutions including Sydney. It is currently in press and scheduled for publication in 2011.

Conference Sub-streams
ODSC Group members have been invited to co-convene several conference streams in 2011 and beyond:


ODSC Visitor Program
In 2011, the Group will fund visits by:

- **Associate Professor Andre Spicer**
  Warwick Business School.

- **Professor Gail Fairhurst**
  University of Cincinnati

As well as host self-funded visits by:

- **Professor David Oliver**
  HEC Montreal 3

- **Professor Tsuneo Sakamoto**
  Meiji University

**Ms. Yuhee Jung**, from Meiji university, will also visit the group as part of a PhD exchange program that has been established between the Group at Meiji University and the ODSC Group at Sydney.
A brief statement of income and expenditure for the 12 months from 30 September 2009 to 1 November 2010 is presented below:

### INCOME

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carried Forward</td>
<td>$101,863.00</td>
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<tr>
<td>Internal Income</td>
<td>$28,000.00</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$129,863.00</strong></td>
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### EXPENDITURES

<table>
<thead>
<tr>
<th>Category</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Casual Salaries</td>
<td>$3,339.00</td>
</tr>
<tr>
<td>Non-salary costs (travel, conferences, other)</td>
<td>$34,991.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$38,330.00</strong></td>
</tr>
</tbody>
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