Table of Contents

Introduction from the Directors 2
Organizational Structure 4
Group Activities
   Current Grants 5
   Workshops and Conferences 7
   Publications 8
   Visitors 14
   ARC Linkage Project on HRIS 15
   ARC Discovery Project on Climate Change 16
   Research Students 17
   Recently Completed PhDs 20
Future Developments 21
Finances 23
Introduction from the Directors

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

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.

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 Australian and international scholars.

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

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

During 2011, 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 School funding in 2011.

For example, a new project on Climate Change received Australian Research Council (ARC) funding in 2010 and a research workshop is scheduled to take place on this in 2012. Projects on aged care and the role of social media in workplace communications have also commenced, and in 2011 members of the Group have been involved in two successful ARC Discovery Project applications that are related to these.

In addition, the Group are also to host a workshop on discourse and strategy as practice late in 2012 which will be used to launch a new program of research in this area. At the same time, Group members have continued to work on projects concerning consumption, innovation and technology, and financialization. Details about these projects are provided in later sections of this report.

In 2011, members of the ODSC Group were involved in a range of research related activities. Highlights have included:

- The addition of new members, Will Harvey, Jane Lê, John Murray, and Paul Spee.
- Fanny Salignac, Paul Scifleet and Jeaney Yip, all research students associated with the Group, completed their PhDs.
- The Sage Major Works on Organisational Discourse Studies (2011), a three-volume publication edited by David Grant (with Cynthia Hardy and Linda Putnam) received an award nomination from the International Communication Association (ICA).
- Jane Lê won the “Best Paper” award at the 2011 Academy of Management Meeting for the Strategy as Practice Interest Group.
- Members of the Group co-organised two EGOS 2011 conference sub-themes and a stream at the 2011 Critical Management Studies conference.
- During the 2011 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: Emeritus Professors Jim Taylor and Elizabeth van Every (University of Montreal), Professor Gail Fairhurst (University of Cincinnati), Professor Brad Jackson (University of Auckland Business School), Associate Professor David Oliver (HEC Montreal), Professor Paula Jarzabkowski (Aston Business School), and Professor Loizos Heracleous (Warwick Business School).

The Directors and Group members again take this opportunity to thank the Business School for its ongoing support for the work of the Group.

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

November, 2011
Organizational Structure

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

- Prof. David Grant (Co-Director)
- Dr Leanne Cutcher (Co-Director)
- Mr Max Baker
- Dr Teresa Davis
- Dr Kristine Dery
- Prof. Richard Dunford
- Prof. Richard Hall
- Dr Catherine Hardy
- Dr Will Harvey
- Dr Jane Lê
- Dr John Murray
- Dr Daniel Nyberg
- Dr Paul Spee
- Prof. John Roberts
- Dr Paul Scifleet
- Dr Richard Seymour
- A.Prof. Nick Wailes
- Dr Catherine Welch
- Prof. Christopher Wright
- Dr 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. Kevin Barge, Texas A&M University
- Prof. James Barker, Dalhousie 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. 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. Masayasu Takahashi, Meiji University, Tokyo
- Prof. Robyn Thomas, Cardiff Business School
- Prof. Hari Tsoukas, Athens Laboratory for Business Administration (ALBA), Greece
## Current Grants

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Project</th>
<th>Chief Investigators</th>
<th>Collaborating / Partner Organisation(s)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2011</td>
<td>A$ 186,000</td>
<td>Australian Research Council (ARC) Linkage Project</td>
<td>David Grant, Richard Hall, Nick Wailes, and Kristine Dery</td>
<td>Australian Senior Human Resources Roundtable (ASHRR), UXC Connect, Baulderstone Pty. Ltd., and Australian Customs and Border Protection Service.</td>
<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>
</tr>
<tr>
<td>2011-13</td>
<td>A$ 190,000</td>
<td>Australian Research Council (ARC) Discovery Project</td>
<td>Chris Wright, David Grant, Daniel Nyberg, and Richard Dunford</td>
<td></td>
<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 six 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.</td>
</tr>
<tr>
<td>Year</td>
<td>Amount</td>
<td>Fund</td>
<td>Project</td>
<td>Chief Investigators</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>---------</td>
<td>-----------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>A$ 9,000</td>
<td>University of Sydney Business School Research Grant</td>
<td>Discursive families: a comparison of magazine advertising in two countries</td>
<td>Teresa Davis (Sydney), David Marshall (Edinburgh), Margaret Hogg (Lancaster), Tanja Schneider (Oxford) and Alan Petersen (Monash)</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>A$ 5,000</td>
<td>Freda and Len Lansbury (Early Career Research) Support Fund</td>
<td>Paradoxical organisations in practice</td>
<td>Jane Lê</td>
<td></td>
</tr>
<tr>
<td>2012-14</td>
<td>A$ 193,000</td>
<td>Australian Research Council (ARC) Discovery Project</td>
<td>A Cross-Comparative Study on Strategic Planning in Pluralistic Settings</td>
<td>Paul Spee</td>
<td></td>
</tr>
<tr>
<td>2012-14</td>
<td>A$ 9,000</td>
<td>University of Sydney Business School Research Grant</td>
<td>Managing age in organisational context: a comparative study of the meaning of age among managers</td>
<td>Leanne Cutcher (administered by The University of Melbourne)</td>
<td></td>
</tr>
<tr>
<td>2012-14</td>
<td>A$ 275,829</td>
<td>Australian Research Council (ARC) Linkage Project</td>
<td>New technology and talent acquisition in Australian professional services firms</td>
<td>Nick Wailes, David Grant, Kristine Dery, Richard Hall and Philip Seltsikas</td>
<td></td>
</tr>
<tr>
<td>2012-14</td>
<td>A$ 5,000</td>
<td>Leverhulme International Research Network Grant</td>
<td>Project: Discursive families: a comparison of magazine advertising in two countries</td>
<td>Teresa Davis (Sydney), David Marshall (Edinburgh), Margaret Hogg (Lancaster), Tanja Schneider (Oxford) and Alan Petersen (Monash)</td>
<td></td>
</tr>
<tr>
<td>2012-14</td>
<td>A$ 64,000</td>
<td>Leverhulme International Research Network Grant</td>
<td>Project: Managing age in organisational context: a comparative study of the meaning of age among managers</td>
<td>Nick Wailes, David Grant, Kristine Dery, Richard Hall and Philip Seltsikas</td>
<td></td>
</tr>
</tbody>
</table>
Workshops and Conferences

Workshop on “Discursive and Critical Approaches to Ageing”
*University of Melbourne*
February, 2011

Leisa Sargent and Bill Harley (University of Melbourne) hosted a two-day international research workshop on discursive and critical approaches to ageing and retirement, which was attended by 21 academics and doctoral students from Australia and overseas. Projects on aged care and perceptions of ageing in Australia are currently being conducted by Sydney ODSC members. Dr Leanne Cutcher and PhD student, Barbara Foweraker presented their research on "Discursive and Critical Approaches to Ageing" based on their study of older workers in the pharmaceutical industry. The workshop concluded with closing comments on the future of discursive and critical approaches to ageing and retirement, chaired by Leisa Sargent and Leanne Cutcher.

Workshop on “Organizational Discourse Analysis: Old Standards and New Directions”
*University of Sydney Business School*
April, 2011

This workshop was a master class in organizational discourse analysis, presented by Professor Gail Fairhurst (University of Cincinnati). The workshop was divided into three parts, the first of which described Professor Fairhurst's interpretive orientation through a leadership lens. Professor Fairhurst briefly reviewed the ontological and epistemological assumptions of 'discursive leadership' to show how it situates her to use discursive methods. The second part of the seminar focused on how to do three types of well-known discourse analyses: conversation analysis, interaction analysis, and speech act analysis. The third part focused on how to analyse dialectical tensions, contradictions and paradox, a discursive approach gaining momentum in the organizational sciences today. Emphasis was also given to the collection of different types of discourse data (e.g., interviews, taping, observation and archival data), the preparation of transcripts, the use and relevance of grounded theory methods, as well as any methodological issue that seminar participants wanted to discuss.

ICRODSC 10th Anniversary Workshop
*University of Melbourne*
November, 2011

In November, members of the ODSC Group at Sydney will participate in ICRODSC’s 10th Year Anniversary Workshop. The workshop, hosted by the University of Melbourne, is being held to celebrate the ten year anniversary of the International Centre for Research in Organizational Discourse Strategy and Change (ICRODSC). During this time, Australian members at the Universities of Sydney and Melbourne have supervised over 30 doctoral students. This workshop will be an opportunity for past doctoral students, many of whom have successfully launched their own careers, to provide current doctoral students with insights about their own PhD experience, as well as the transition from a doctoral program into employment.
Publications

Edited Books


Book Sections


Magazine Articles

Conference Papers and Proceedings


**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 Change Management
- 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 2011, 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:

Emeritus Professors Jim Taylor and Elizabeth Van Every
University of Montreal
‘How Imbrication Leads to Organizational Complexity’

Professor Gail Fairhurst
University of Cincinnati
‘Organizational Discourse Analysis: Old Standards and New Directions’
‘Knots, Wickedness & Spiral Death: Making Sense of Creativity Tensions Following an Acquisition’

Professor Brad Jackson
University of Auckland Business School

Associate Professor David Oliver
HEC Montreal
‘Identity construction and the paradox of innovation: Product-level successes and organizational-level dysfunction’

Professor Paula Jarzabkowski
Aston Business School
‘Towards a Theory of Coordinating: creating Coordinating Mechanisms in Practice’

Professor Loizos Heracleous
Warwick Business School
‘Organisational discourse and the social construction of meaning’
ARC Linkage Project on HRIS

This ARC Linkage Project is supported by the Australian Senior Human Resources Roundtable (ASHRR) and the ARC, and secured funding from 2008-2010. The project completed in 2011 and the research team comprises four chief investigators, Professors David Grant and Richard Hall, Associate Professor Nick Wailes, and Dr Kristine Dery, along with research and project management support from Ms Sharna Wiblen.

The 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 2011 members of the ODSC Group completed the third wave of field work which involved conducting interviews, as well as site visits at our partner organizations. These organizations differ in size, industry and ownership. Each of them is currently undertaking significant changes in their HRIS as well as 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 were presented by members of the ODSC Group at several international conferences during 2011 as well as a number of practitioner workshops and other events. These included the ASHRR annual conference which was given over to reporting and discussing the project’s overall findings and their implication for HR practice. The research team over the past year has also sought to identify further opportunities for the findings to be published. A special issue of the Journal of Strategic Information Systems is to be co-guest edited by one of the team, while a further four papers are currently under peer review with a leading international journal. 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.
ARC Discovery Project on Climate Change

This Australian Research Council funded project focuses on the business response to climate change, exploring the interrelationship between the discourse and practice of organisational change. Accordingly, the broad aim of the project is to provide a detailed analysis of how business organisations and managers are interpreting and responding to climate change. The research team for the climate change project comprises five members of the ODSC Group at Sydney, including Professors Christopher Wright, David Grant, Richard Dunford, Dr Daniel Nyberg, and Maurizio Floris.

This study takes place against an interesting backdrop. Climate change has emerged as the major social, political and economic challenge of the 21st century. While the response of national governments to the threat of climate change has occupied significant public attention, the reaction of business to this issue has received little research consideration. This is surprising, given the dramatic impact of climate change on business operations, and the expectation that business will play a leading role in the fight against global warming. Critically, the capacity of business to respond to climate change is dependent on the ability to effect organisational change involving a reconsideration of established practices and thinking, and the adoption of new strategies, systems and processes.

In light of the complexities highlighted above, the research team argues that existing theories of organisational change appear ill-equipped to conceptualise the role of broader social discourses, such as the discourse of climate change, in shaping organisational change. Indeed, this limitation highlights the need for a new approach to the study of organisational change that stresses the interaction of discourse and practice at multiple levels over time.

As part of the first wave of data collection, the team has conducted a number of detailed organisational case-studies of changed business practices related to environmental sustainability and climate change. Current participants in the study have included News Limited, Westpac Banking Corporation, AGL, IAG and GE. These case-studies have focused on a range of corporate change initiatives including: changed business strategies; new technologies; efficiency improvements; carbon emissions measurement and reporting; waste reduction; green products; green marketing, changes in supply chains; green culture change; public advocacy, and networking and alliances.

By exploring these initiatives in a range of industry contexts, the research team has sought to capture the diversity of business responses, and the contingent contextual factors that influence effective organisational change in this area.

In 2012, the research team will continue to pursue opportunities to share and publish their findings, at conferences and in leading international journals. In late 2012, the team also plan to conduct an industry seminar with participating organisations.
Research Students

Since 2004, ten 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. In 2010-2011, three of our students – Fanny Salignac, Paul Scifleet and Jeaney Yip – completed their doctoral studies.

Currently, another six 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 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 analyse 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 organisations 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.

**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.
John Thoms
*Ethical Leadership: Studies from the New South Wales Police Force*

Supervisors:
David Grant and Daniel Nyberg

Ethical leadership has received little sustained scholarly attention and is largely unexplored. Recent research using a social-scientific perspective has taken important steps in beginning to define and empirically assess the nature of the ethical leadership construct using a descriptive model that can be examined alongside other known leadership models. However, the systematic development of an ethical leadership construct necessary for testing theory about its origins and outcomes requires considerable work. This social construct is dependent on a number of factors: the individual actors, the setting, the environment, the audience and a range of external influences, all setting the stage in which ethical leadership is acted out. Ethical leadership therefore needs to be studied in context in order to observe this social construction taking place and to understand each actor’s perceptions of what ethical leadership is. Little if any work has been undertaken under these conditions with the majority of case studies being undertaken after the event rather than as the event happens. The New South Wales Police Force provides a theatre in which the social construction of ethical leadership can be observed and documented. Using a discourse lens, the study will explore how the actions of ethical leaders and their followers penetrate the social fabric to improve and then sustain the ethicality of an organisation.

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.
Recently Completed PhDs

Janine Holgate  
*Governance Arrangements for Enterprise Information Protection: An Australian Critical Infrastructure Perspective*

Susan V. Keyes-Pearce  
*IT Value Management in Leading Firms: The Fit Between Theory and Practice (Awarded the 2006 ACPHIS Information Systems PhD Medal)*

Sarah Kim  
*Post Merger Integration in Professional Service Firms*

Sebastian Kinne  
*Discourse and the Construction of Corporate Culture: Professional Service Firm Amalgamations*

Jane Gyung-Sook Lee  
*The Experiences of Immigrant Female Korean Workers in the Australian Labour Market: A Narrative Analysis*

Sujatha Rao  
*The Impact of Professional Contractual Work on Knowledge Management Practices within Organisations*

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

Paul Scifleet  
*Making Sense of the Digital Content Object: A Common Denominator for Discourse*

Tony Stapledon  
*Offices as Tools for Organizational Sustainability*

Jeaney Yip  
*Branded Religion: the Discursive Construction of a Mega-Church’s Corporate Identity through Artefacts and Performance*
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 2012 and beyond:

Research Workshops
The Group will host two major international research workshops in 2012. They will be used as a vehicle by which to secure special issues of journals and other publications, and to establish new collaborative research projects pertaining to the Group’s program of applied and theoretical research:

• The Group plans to host a two day international research workshop on “Discourse and Strategy as Practice”.
• Planning is underway to co-host an international research workshop on “Discourse and Climate Change” in 2013. This will be jointly funded by the ODSC Group and with funds from the ARC Discovery Grant that ODSC members were successful in applying for in 2010.

Competitive Research Grants
In 2011, members of the Group successfully applied for funding from the Australian Research Council for projects related to workplace perceptions of age, and to the use and impact of social media in the workplace. These projects will commence in 2012.

Publications Projects
ODSC Group members will co-edit and produce a number of journal special issues in 2012:

• A special issue of Culture and Organization has been co-edited by Leanne Cutcher and David Grant with Christian De Cock (University of Essex). Titled “Crisis, Critique and the Construction of Normality: Exploring Finance Capitalism’s Discursive Shifts”, it is scheduled to be published in late 2012.
• Chris Wright and Daniel Nyberg, with Christian de Cock (Essex University) and Gail Whiteman (Erasmus University), will co-edit a special issue of Organization on “Future Imaginings: Organizing in Response to Climate Change”.
• Leanne Cutcher and Karen Dale (Lancaster University) will co-edit a special issue of the International Journal of Work, Organization and Emotion on “Aesthetics, Gender and Emotion”.
• David Grant and Sue Newell (Bentley College) will co-edit a special issue of The Journal of Strategic Information Systems on “Realizing the Strategic Potential of e-HRM”.
• A special issue of Organization Studies will be co-edited by Leanne Cutcher with Susan Ainsworth and Cynthia Hardy (University of Melbourne), and Robyn Thomas (University of Cardiff). The special issue is titled “At a Critical Age: the Social and Political Organization of Age and Ageing”.

Other Publication Projects
In 2012 members’ research will be published in a range of academic journals and book chapters. A number of major publication projects are also in train, including:

• As part of an initiative to further globalize the field of organizational discourse, David Grant and Cynthia Hardy (University of Melbourne) have been liaising with Masaya Takahashi and Toru Kiyomiya (Meiji University) on a Japanese translation of the Handbook of Organizational Discourse (Sage, 2004). This is now scheduled to be released in 2012 in three volumes.
• Richard Hall and David Grant, have been commissioned by Sage Publications to produce a major work on Applied Leadership. This will comprise three volumes and over sixty articles. The major work will include contributions from ICRODSC members at institutions including Sydney.
Conference Sub-streams
ODSC Group members have been invited to co-convene conference streams in 2012 and beyond, including:


ODSC Visitor Program
In 2012, the Group plans to fund visits by:

- **Professor Julia Balogun**  
  *Lancaster Business School*

- **Professor Christian de Cock**  
  *Essex University*

- **Professor Torsten Schmid**  
  *St. Gallen University*

As well as host a self-funded visit by:

- **Associate Professor David Oliver**  
  *HEC Montreal*

Occasional Seminar Series
In 2012, the Group will host local speakers, including:

- **Professor Bobby Banerjee**  
  *University of Western Sydney*

- **Professor Suzanne Benn**  
  *University of Technology, Sydney*

PhD Training Program
In 2012, the ODSC Group will host a one day doctoral methods workshop with Professor Torsten Schmid (St. Gallen), an expert in interpretive methods.

The Group also plans to hold a series of PhD meetings at which doctoral students associated with the Group can exchange views and experiences and present “thought papers” related to aspects of discourse, strategy and change. The first of these sessions will be held early in 2012, and involve PhD students from the Disciplines of International Business, Work and Organisational Studies and Business Information Systems.
Finances

A brief statement of income and expenditure for the 12 months from 1 November 2010 to 31 October 2011 is presented below:

### Income

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carried Forward</td>
<td>$102,746.00</td>
</tr>
<tr>
<td>Internal Income</td>
<td>$31,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$133,746.00</td>
</tr>
</tbody>
</table>

### Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casual Salaries</td>
<td>$2,478.00</td>
</tr>
<tr>
<td>Non-Salary Costs (travel, conferences, etc.)</td>
<td>$22,458.00</td>
</tr>
<tr>
<td>Total</td>
<td>$24,936.00</td>
</tr>
</tbody>
</table>