Editorial: The Diversity of Management Research within Academia

MAIREAD BRADY* AND
COLM KEARNEY*

The Irish Academy of Management (IAM) conference 2004 was held at the School of Business, Trinity College Dublin and was a great success, showcasing the best of management research in Ireland. The conference attracted a record number of attendees with 341 delegates from 110 universities, colleges and businesses, representing 28 countries. With 225 academic papers across 13 management disciplines, this was the largest IAM Conference. The 223 academics, 70 full time PhDs, 25 full-time Masters and 39 part-time Masters and PhDs ensured a programme that was stimulating, inclusive and thought-provoking.

The conference would not have been possible without the support of Dr Gerard McHugh, Head of the School of Business. The Conference Committee also benefited greatly from having an outstanding group of Track Chairs, predominantly from the School of Business (see table below) who worked tirelessly.

This special issue of the *Irish Journal of Management* reflects a selection of the best papers from each track as nominated by the track chair. Thus the journal reflects the diversity of management research in academia in Ireland and further afield. A management journal should link to the main issues of contemporary business and provide guidance and support to the challenges that businesses are encountering in their daily operations. This special issue journal does just that.

Professor John Murray's keynote address on management research and practice set the tone for the conference, resulting in a lively two days of discussion and debate. This keynote is transcribed in full in this journal to continue to stimulate debate and discussion in the management field.

*Trinity College, University of Dublin

The Organising Committee for the Academy of Management Conference 2004 would like to Thank the Tracks Chairs for all their Help and Support

Accountancy / Finance / Economics	Dr Brian Lucey
Business and Society: Governance / Ethics / Society	Dr Jim Quinn
Education and Learning	Dr Martin Fellenz
Human Resource Management / Cross Cultural and Comparative Management	Ms Mary Keating & Dr Gillian Martin
Meeting the Challenges of Establishing and Applying Knowledge in Health Science and Health Management	Dr David Coghlan
International Business and the Dynamics of Globalisation Across Societies and Nations	Prof Colm Kearney, *Dr Tom Lawton & Dr Louis Brennan
Innovation / Entrepreneurship	Dr Tom Cooney & Prof. William Kingston
The Challenges of the Information Society / Information Technology and Systems	Dr Joe McDonagh
Marketing: Challenges and Context	**Prof Michael Saren & ***Prof Rod Brodie
Non-Profit Management	Dr Gemma Donnelly-Cox
Organisational Behaviour, Theory and Change	Dr Martin Fellenz
The Management of Operations	Prof. Paul Coughlan
Strategy: Strategic Management: Understanding, Shaping and Managing Change	Prof. John Murray & Dr Jim Quinn

*Imperial College London
**University of Leister
***University of Auckland

The theme of the Conference was 'Understanding, Shaping and Managing Change', a theme which was well supported by many of the papers at the conference. Most of the papers in this journal reflect the changing nature of business and how business needs to understand, shape and manage that change. The first four articles centre on information sharing and the challenges, both human and technical, that need to be overcome, at various levels of manage-

ment, in order to share information in a timely and productive manner. The information sharing challenges of modern business from the sharing of customer information within the organisation to the sharing of customer information from the sales force to the company are all dealt with. The next four journal articles show the eclectic range of management research encountered at the conference. The third section of the journal showcases research at PhD level with two articles from PhD students who are at the literature review stage of the process.

The binding topic for this special issue is the concept of information and information sharing, who has it and how can organisations capture and utilise it for the good of the company. In many ways the Irish Academy of Management 2004 annual conference was supportive of the rally call from the Enterprise Report 2004, and Eoin O'Driscoll's call for improvements in Irish marketing and sales ability and for companies to use technology to develop high value products and services and to move away from manufacturing – issues raised by articles within this special issue.

INFORMATION SHARING IN BUSINESS
CEO Leadership, Top Team Trust and the Combination and Exchange of Information
Jennifer B. Farrell, Patrick C. Flood, Sarah Mac Curtain, Ailish Hannigan, Jeremy Dawson and Michael West

This paper made an excellent contribution to the conference and was the winner of the Best Paper Award. The focus of this paper is on the people at the top of organisations and the crucial roles they play in information sharing and transferring. 'Shared knowledge is power'. The paper reviews contemporary leadership and top management's need for organisational learning – learning about customers and markets. The authors support the contention that the exchange of information can be encouraged by the CEO and top management. They explore the connection between leadership and organisation learning by focusing on the impact of CEO transformational leadership and top team trust on the ability of the firm to combine and exchange information and thus enhance the learning capability of the firm. Transformational leaders encourage trust to combine and exchange information. They suggest that the organisation's ability to enhance their management of the processes that underpin organisational learning is perhaps the only viable safeguard against corporate extinction.

Market Orientation: A Study in the Irish Context
Sinéad Moloney, John Fahy and Siobhan Mc Aleer

This paper supports the positive outcomes for Irish firms should they implement the marketing concept of market orientation. It is ultimately a rally call for Irish firms to place market orientation at the centre of their organisations

and strategic plan. The study found that Irish firms with higher levels of market orientation were more likely to pursue longer term market building goals than short-term efficiency objectives; more likely to pursue a market targeting approach; more likely to differentiate their offerings from those of competitors; and also performed better relative to competitors and relative to the previous financial year. Therefore this paper supports the contention that marketing orientation is a core requirement for business.

Personal Selling as a Knowledge-Based Activity: Communities of Practice in the Sales Force
Susi Geiger and Daragh Turley
The development of the information-sharing theme is continued with this paper focusing on the sharing of customer information within organisation and particularly the personal customer knowledge held by the sales force. Knowledge of the firm's customers is the single most critical factor for success. Despite various technology-based endeavours to encourage the sharing of 'soft' knowledge about the customer, firms are struggling with this issue. They found that knowledge exchange occurs but is inseparable from the social environment or social space that is so important for sales representatives. Personal channels of communication rather than formal channels are crucial, as is sales force socialisation within a community of coping and their psychological well-being. They also suggest that the rich detail of a complex reality cannot be captured by information technology based databases.

Proactive Versus Passive Leader Behaviour and Style Influences on the Group Level Context-For-Learning
Janice A. Black and Richard L. Oliver
Group work and the management of groups is a core fundamental in business today. This paper examines the emergence of a socially created strategic resource, Context-for-Learning, and studies this concept over time for various workgroups and leader combinations. Uniquely this research utilises a virtual experiment conducted using an agent-based model implemented via a computer simulation. The analysis of the virtual experiments found that the composition of the group, the particular leader profile and the leader's proactive-passive orientation results in different developmental paths. The specific set of followers, the particular perceptions of a leader and the proactive or passive orientation of a leader are all critical in determining the developmental paths of the Context-for-Learning.

GENERAL ARTICLES
A management journal should also showcase research which is outside the mainstream and this selection portrays the more social side of research in management.

How to Sample Behaviour and Emotions of Traders: A Psychological Approach and an Empirical Example

Patric Andersson and Richard Tour

Does mood affect our performance? We are all in some way interested in the role of emotion within economic behaviour and decision making. This paper provides an interesting research technique to study how our mood can affect our performance. It describes an empirical approach based on psychological methodology, which assumes that individual behaviour must be studied within its natural environment The authors used a Computerised Experience Sampling Method (ESM) which uses mobile phones and hand-held computers to study moods and reaction to events as they occur. The study was developed to explore the following issues: 1) how outcomes of trades are perceived by traders; 2) the reasons traders associate with good and bad trades; and 3) how the mood of traders fluctuates over a trading day. The findings on mood are interesting and the support for this type of research should encourage its use in the future.

Homosexual Entrepreneurs: Different but the Same

John Willsdon

Why do people become entrepreneurs and do they have the same catalysts and traits as heterosexual entrepreneurs? This paper seeks to determine whether the homosexual entrepreneur is a suitable candidate for research and whether the homosexual entrepreneur is motivated to set up in business for the same reasons as other entrepreneurs. It will show that homosexual entrepreneurs, while appearing to have their own specific reasons for setting up in business, are motivated by the same factors as entrepreneurs in general and women in particular.

Strategic Choice in the Non-Profit Sector: Modelling the Dimensions of Strategy

Mary Lee Rhodes and Justin F. Keogan

This study examines the strategy choices and processes of 25 non-profit housing organisations in Ireland to establish an empirical basis for defining the elements of strategy for non-profit organisations and to identify contingency factors. This paper commences with a review of current literature on alternative approaches to strategy in both the private and non-profit sectors and proposes a framework for researching strategy in non-profit organisations. Using this framework, five key research questions are posed. Strategy in non-profits includes decisions in relation to mission, environmental analysis, strategic content, organisational structure and the process of strategy formulation. In addition to highlighting the detailed components of each of the five strategy elements for the 25 non-profit housing associations in Ireland, the research suggests that there are at least three potentially important contingencies in non-profit strategy.

A Model for Innovation in Manufacturing Subsidiaries Based in Ireland
Paul O'Dowd, Eamonn McQuade and Eamonn Murphy

The role of multinational manufacturing subsidiaries within Ireland is an area of governmental and industry interest. How can Irish multinationals compete against low-cost operations? Paul O'Dowd, Eamonn McQuade and Eamonn Murphy's paper on sustaining competitive advantage in manufacturing subsidiaries based in Ireland centred on this area. The paper reviews several strategic options available to subsidiaries and presents a business model that has the potential to add value to the debate in Ireland about the future direction for manufacturing multinationals based here. The rally call of this paper corresponds with much of what has been written about in the popular press – the need for Irish-based multinationals to move up the value chain and add value to the enterprise as a whole.

PhD Research

The following section showcases some of the leading and interesting PhD research being undertaken by researchers here in Ireland. One of the main objectives of the Irish Academy of Management Conference is to encourage and develop PhD researchers in Ireland. There was a need for a forum for presentations from PhD researchers, at various stages of the process and this conference is designed to offer this supportive and encouraging venue to allow their research to flourish. This edition of the journal also encourages PhD researchers. These authors are at the early stage of their research process but still have a contribution to make.

International Supply Chain Management: A Walk around the Elephant
Kate Philips Connolly, Erin Sullivan, Louis Brennan and John Murray

The international dimension of the conference is further developed by the paper on the international supply chain, a core issue for many companies in this globalised world. International Supply Chain Management (ISCM) has developed rapidly in the last decade. However, despite a range of operational and descriptive models, there are no theoretical constructs with which to ground ISCM into business theory and practice. This paper proposes some tools with which those theoretical constructs can be developed, beginning with an operational definition of ISCM and a framework for evaluating ISCM at the operational, design and strategic levels. Finally, taking the approach of the Saxe fable of blind men describing the elephant in front of them by describing the part that they can feel, this paper walks around the elephant of ISCM and describes it from several theoretical vantage points. The authors suggest that knowledge, power and governance have particular relevance for ISCM.

Exploring Top Management Support for the Introduction of Enterprise Information Systems: A Literature Review
John A. Loonam and Joe McDonagh
This paper argues for greater inquiry into the field of top management support for the introduction of enterprise information systems. An extensive review of the information systems management literature is provided within this paper to sustain the contention that top management support is the most important factor for ensuring successful system implementation. However, despite its importance, there is a lack of empirical evidence to clarify the area. Rhetoric comment far outweighs a comprehensive understanding of the reality. Such a review of the literature provides a detailed roadmap of top management support for the introduction of enterprise information systems and the paper concludes with a call for urgent empirical inquiry into this topical and crucial field, specifically within the Irish health service.

CONCLUSION

This special issue shows the range and diversity of research within the academic community. It behoves us as researchers to try to bring our research and advice to the business community, to encourage more debate and discussion of business fundamentals and to drive forward research in business. *The Irish Journal of Management* is one such vehicle positioned as a uniting force between the business and the academic world. We hope that this special issue will stimulate debate, engender more research and foster greater linkages between the two dimensions of management thinking – academic and practitioner.

Mairead Brady – Conference Chair
Trinity College, University of Dublin

Colm Kearney – Conference Organising Committee
Trinity College, University of Dublin