

Introduction

The seventh Plymouth Postgraduate Symposium was held on 31 May 2012 and featured papers from a wide range of research disciplines. These proceedings record the event by publishing the abstracts of the papers given on the day.

The conference was opened by Dr Jonathan Moizer, Postgraduate Research Director of Plymouth Business School, who introduced Professor Mick Fuller to give the opening plenary talk. During the day eighteen postgraduate students talked about their research projects and in the afternoon a further plenary talk was given by Dr Rory Shand and Gareth Addidle who discussed *Life after the PhD*. The day was rounded off by a question and answer panel during which Dr Jonathan Lean, Dr Jonathan Moizer, Dr Bob Newberry, Professor Andy Phippen and Dr Rory Shand answered questions from the floor during a Questions and Answers Panel session.

Symposium participants

Student Organising Committee members: Rebecca Tidy, Patrick McMahon, Chia-Hsun Chang

Keynote and plenary speakers: Dr Jonathan Moizer, Professor Mick Fuller, Dr Rory Shand, Gareth Addidle, Dr Jonathan Lean, Dr Jonathan Moizer, Dr Bob Newberry, Professor Andy Phippen

Reviewers: Dr Simon Ashby, Professor Shaofeng Liu, Dr Jonathan Moizer

Presenters: Mansour Albarrack, Paula Birbeck, Chia-Hsun Chang, Christian Chlupsa, Aya Elgarhy, Steven Jakes, Uchitha Jayawickrama, Hadi Khatamizadeh, Andrei Kuznetsov, Vincent-Bouky Luhunde, Magda Maszczynska, Patrick McMahon, Young-Joon Seo, Safaa Sindi, Jeurgun Steinheber, Rebecca Tidy, Jeremy Walding, Roland Vogt.

Abstracts

'Corporate Social Responsible Car Fleet Management? How CSR approaches relate to sustainable car fleet management'

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Sectors such as energy, the steel industry and the logistics industry are in the public focus for emitting greenhouse gases. The transportation of goods from one place to another is still one of the main reasons for that (Stillhart 2009). Many corporate protagonists responsible for the operation of car fleets are developing measures to decrease CO₂ emissions and fuel costs. A second trend is the increasing usage of image-generating marketing actions in our information society. The question is if and how these marketing actions in the name of corporate social responsibility relate to corporate reputation.

This study examines theoretical evidence about the basis in order to prepare further empirical studies about behavior in sustainable car fleet management and factors deemed necessary for the successful and responsible operation of car fleets. After a definition of corporate responsibility (CR) and Corporate Social Responsibility (CSR) this study gives a description of the main theories and approaches of corporate social responsibility in a very wide view.

Two main approaches of German society and two international recognized approaches are taken into consideration. Thus the link from German and international theory is necessary. This is helpful for defining the following empirical research strategies which are executed in the market of German car fleet managing companies. The approaches are evaluated regarding their relevance to research question and research objectives, which is up to figure out the interplay of corporate social responsibility measures, marketing activities, and corporate reputation. The investigation starts with the philanthropic approach (Ulrich, 2008), which constitutes, that to be “good” has to be kept in focus. The review continues with the profit maximization approach (Friedman, 1970) which prioritises economic success. However, the approach of incentive compatibility stands well to the fore (Homann & Suchanek, 2005) (Homann, 2002) (Suchanek, 2007). Adding to the main approaches in these cases a collection of further business ethics theories and approaches is built in to widen the view of established business ethics. The results of this theories lead to the stakeholder approach (Freeman, 1984) (Freeman, Harrison, & Wicks, 2007), which is recognized as the most objective compatible approach as a basis for further empirical investigations.

Full references available from the author on request.

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‘Determinants of capital structure for Gulf Cooperation Council countries’

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This paper examines and explains the determinants of capital structure for the Gulf Cooperation Council countries’ (GCC) – Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates (UAE) - companies for the period from 2006 to 2011. The main theories of capital structure which are the trade-off theory and the pecking order theory and agency costs theory are tested. The GCC countries are considered to be unique in their taxation code as there is no corporate tax which might influence their capital structure choice. It covers firm characteristics and macroeconomics conditions which were suggested and argued by the previous literature. The firms’ characteristics are tangibility, profitability risk, debt tax shield, growth, uniqueness, dividends, free cash flow, liquidity, age, size, volatility, government ownership, and industry classification. The data of this study is a panel data obtained from the Reuters Datastream database. However, several key figures were not available and hence we obtained them from the financial statements of the companies in the sample. We develop and compare a number of statistical techniques and approaches. Namely, The Pooled (OLS), Fixed effect, Random effect, tobit model and Structural Equation modelling (SEM). Finding the factors affecting the capital structure will lead to what influence the cost of capital which is crucial in reducing the cost of capital. This study is the first study to focus on comparing the different estimates used in the capital structure empirical studies. It is also the first study to apply the SEM model to the emerging market of the GCC. We will also address what impact the financial crises had on the leverage patterns and the determinants of the capital structure. We expect our findings to show differences between the models and to suggest a model which future researchers should follow. We also intend to navigate if there is a difference between the emerging markets and the developed markets in the capital structure as there are few studies based on emerging markets. Finally, we expect that the evidence obtained confirms the impact of some institutional characteristics on capital structure.

‘Measuring Sustainability’

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While measuring sustainability can be the only way to evidence the efforts deployed towards achieving it, existing frameworks for measuring sustainability may prove to be inappropriate for assessing sustainability in developing countries. Does this suggest that measuring sustainability would amount to measuring the immeasurable? (Bell & Morse, 2000). In fact, although the Triple Bottom Line (TBL) and the United Nations' DPSIR, as well as the deriving other frameworks and tools have been widely used to measure environmental sustainability, they may not capture the essence of balanced systems in Less Developed Countries. However, whichever framework or tool is employed to measure sustainability, indicators have proven to be a useful way of assessing whether and how far things are improving or not, in a given system.

Sustainability has become the most recent fad in the research and business environment. It has repeatedly been used by organisations, as much as Corporate Social Responsibility (CSR) as a stunt and 'greenwashing'; making organisations focus more on communicating sustainability credentials than actually achieving them. While there is agreement about understanding sustainability as a holistic concept, attempts to assessing it have been figure based. Yet, it is hard to measure socio-cultural factors in a purely quantitative manner. Research on sustainability measurement is thus very scarce, even more so in volatile environments such as the DR Congo's tourism sector, owing to poor governance, transparency and accountability. The present research aims to bridge this gap by proposing a systemic/holistic approach to measuring sustainability in the tourism around the two gorilla parks of the DR Congo.

Beyond the Triple Bottom Line (People-Profit-Planet), sustainability would be perceived as a resulting state of balance created by positive exchanges between actors in a given sector. These interactions and exchanges would be measured through the Value Network Analysis (VNA). VNA relates to sustainability in that the benefits accrued by today's generation (intra-generational equity) would be passed over to future ones (inter-generational equity). Measuring those benefits deriving from the current generation remains the task the present research aims to achieve.

To this end, the author has designed the Sustainability Value Model (SVM). Based on Social Network Analysis, the tool helps to visually assess the degree of sustainability in any sector. It assesses the relationships between identified key stakeholder groups or networks comprising numerous internal and external interactions.

The United Nations' Sustainability Indicators for measuring tourism development have been used as a basis for assessing sustainability in this sector; yet local understanding of those indicators was assessed. Analysing the insight from 14 semi-structured interviews, we argue that sustainability is achieved only when all stakeholders' exchanges within and across networks result into perceived superior received value to the value invested into the relationship.

Using the Sustainability Value Model, policy and decision makers alike will be equipped with a straightforward tool for visually identifying unsustainable areas in any system (or sector), and henceforth take appropriate actions to addressing them. Researchers will find it useful to apply the tool and incorporate sustainability measurement in their respective fields.

Full references available from the author on request.

'KM competence for ERP implementation: towards an integrative framework'

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The global business environment has changed dramatically in recent years, as competition in complex knowledge based economies has increased. Enterprise Resource Planning (ERP) systems have been viewed as a way to manage increased business complexity, leading to the rapid adoption and implementation of such systems, as ERP can support enterprises to improve their competitiveness. ERP is a strategic tool that helps a company to gain competitive advantage by integrating business processes and optimizing the resources available. Over the past two decades, ERP systems have become one of the most important implementations in the corporate use of information technology. ERP implementations are usually large, complex projects, involving large groups of people and other resources, working together under considerable time pressure and facing many unforeseen developments.

More recently, knowledge management (KM) has emerged as a discrete area in the study of organizations, to the extent that it has become recognized as a significant

source of competitive advantage. Effectively implementing a sound KM strategy and becoming a knowledge-based company is seen as a mandatory condition of success for organizations as they enter the era of the knowledge economy. The prospect of synergies between these two areas makes it an attractive area for current research, using KM to help face the challenge of increasing the success rate of ERP and reducing the risk of the implementation. However, existing work has not adequately addressed the KM support for ERP implementation from an integrated perspective.

The objectives of this paper would be to discover the nature of the relationship between KM life cycle phases (k-creation, k-retention, k-transfer and k-application) and KM competence, to find out how k-types and k-layers relate to KM competence and to determine the inter-relationships between KM life cycle, k-types and k-layers in order to improve KM competence of an organization to achieve ERP project success.

It is quite evident that there is a research gap on KM competence for ERP implementation success (KM-ERP) domain according to the existing literature. Therefore, this paper proposes a conceptual framework on KM -ERP, in order to guide ERP projects towards success by eliminating failure points. The KM-ERP framework integrates three key perspectives. The KM life cycle perspective provides insights into knowledge flow from k-creation through k-retention and k-transfer to k-application. K-types comprise of project management knowledge, business process knowledge, organizational cultural knowledge, and ERP package knowledge. K-layer perspective will discuss not only know-what and know-how but also know-why and know-with, so that ERP implementation decisions will be adequately informed and justified.

Research uses deductive approach as the research methodology and develops hypotheses to test and validate the proposed conceptual framework and tries to present industry implications depending on the findings of the empirical analysis.

‘A decision support tool for Inland container deport location and capacity with multiple objectives’

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As trade and freight transport volumes in seaport are increasing, more and more problems and challenges, such as growing environmental strain, convenience, delay of transportations and expensive transport costs, become much more obvious. Nowadays, the recent development in world container transportation has increased the demand for more terminal capacity to accommodate bigger numbers of containers and to attract more traffic.

Container Terminal Capacity (CTC) has become a major problem in many ports around the world. Some researchers expressed a deep concern about how to cope with the capacity problem. Some claimed that container ports and terminals must cope with overcapacity since it is a significant feature that indicates how reliable and important the port is to users.

Several solutions have been suggested to overcome the capacity problem. Most of these solutions concentrated on using automation and the optimal use of the available resources while other solutions suggested expanding the land space.

The question is: if there was a maximum utilization of the available resources but there was not enough space to expand land space, especially in land locked countries, what will the solution be? This is the question the present research attempts to answer and the main solution the researcher conceives to increase both the capacity and efficiency of container terminals is to invest in building Inland Container Depots (ICD). Due to the increasing demand from shipping lines, some ports had no other option for the capacity problem than to increase the hinterland areas and build inland terminals such as dry ports, with a view to maintaining their competitive position. The research also investigates the concept of dry port and literature on dry port from different research perspectives has been reviewed.

To achieve the desired solution for the capacity problem, this research is to develop a simulation model that assists port operators in taking a decision concerning investing in ICD: "size verses number", how many depots the terminal need? What is the size of each depot? Does this terminal need one large depot only near to it that it can start distributing from it or many depots in different locations?

The scope of this simulation model is applied on terminals ranging between 1,000 K TEU- 1,500 K TEU and handling local cargo without transshipment (transshipment decreases revenue because there are no ancillary charges). This model will be used as a decision support tool for terminal operators because investing in inland

container depot is a long term investment that requires large capital intensive. Therefore, this model will assist terminal operators in knowing the answer for the previous question before consuming money, time and effort.

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'Taking Supply Chains to a new frontier'

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As countries are connected through a network of trade, the economic downturn in Europe had an adverse effect on the rest of the global economy. The ability of supply chains to withstand this downturn was limited due to them being created in a time of stability. The aim of this paper is to illustrate the evolution of supply chains from the era of creation to the era of automation. These eras are discussed with regards to material-flow, information-flows, regulations, integration of the supply chain, coordination of the supply chain network and the supply chain survival in a cosmopolitan economy. This paper, also, identifies the issues foreseen by supply chain with regards to the cosmo capitalism's effect on supply chain automation; as international jurisdiction attempt to define the border territory in which organisations and their supply chain operate in.

The approached method of analysis is designing a supply chain conceptual model that aims to overcome the difficulties faced in each of the eras. The model is named the Multi-Dimensional Supply Chain framework (MDSC). The model will be tested by the use of fuzzy logic in order to test the solutions proposed for each of the eras. Additionally, Game theory Agent-based model will be applied to test the extent to which external cosmopolitan influences supply chain's activities. In establishing the context in which supply chain automation operates within cosmo capitalism, a definition will be drawn by the use of quantitative content analysis, in which the multi-dimensional supply chain automation model will be created to fit with the cosmos capitalism perspective. Therefore the supply chain automation model stands as an upgrade to the MDSC framework.

The findings of this paper will establish a supply chain automation definition, as well as two models, one of which the MDSC model, illustrating tested solution to overcome the issues faced by supply chains in the past eras. The second model

aims to upgrade the MDSC model in order to create a supply chain that is able to cope with the future developments of the cosmos capitalist economy.

'Managing container port co-opetition affecting a South Korean logistics hub'

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Globalisation and excessive port development in North-East Asia (NEA) has led to severe competition between container ports. In addition, container terminal operators (TO) particularly in Korea have been suffering destructive competition which is unprecedentedly devastating TOs' financial status, because the bigger bargaining power of shipping liners stemming from M&A, mega carriers and strategic alliances, has had a negative impact on TOs. Therefore, it is necessary that TOs need to find and pursue new strategies to survive in a changing environment.

The aim of this study is to discover the nature of co-opetition which is a mixture of 'competition & co-operation' amongst TOs in maritime industry, and explore its influence on collaborative advantage and firm performance. Particularly, the main questions will be (1) to identify the major co-opetition amongst container TOs and (2) to examine the impact of co-opetition amongst container TOs on firm performance within a collaborative advantage paradigm. From the perspective of co-opetition and collaborative advantage, it is possible for TOs to gain a positive-sum and win-win strategy rather than zero-sum.

Also, this paper aims to discuss the methodology proposed to study the impact of co-opetition amongst TOs in NEA. In order to measure abstract sub-categories of latent variables such as co-opetition, collaborative advantages and firm performance, the perceptions of qualified experts are required. Therefore, the methodologies which facilitate finding these conceptual variables and relationships between them are adopted in this study, including Structure Equation Model (SEM) which includes Confirmatory Factor Analysis (CFA). The reliability and validity of latent variables and observed variables will be developed through thorough extant literature reviews. Data will be collected using a questionnaire survey of TOs in Korea. This study will help container TOs to collaborate with each other in order to avoid unnecessary competition and achieve collaborative advantage and higher performance.

The structure of this study is as follows: Section 1 provides the background of the research and an introduction to the subject. Section 2 discusses the co-opetition in the port industry. The literature review is described in Section 3. Section 4 includes the research methodology adopted in this study. Section 5 contains the conclusion.

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‘Analysis of the payment risks within container shipping supply chain’

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Shipping plays a significant role within international trade. Approximately 90% of international trade is transported by ships (Ship Factor, 2010). Container shipping has become more important in supply chains owing to the development of containerisation, which brings effective cargo loading/unloading and increases the cargo security.

However, as an international business, a container shipping company may face various risks within a supply chain. For example, the financial crisis in 2008 and 2009 has negative impact on almost every shipping company. The risks associated with finance refer to payment risks in this study. Owing to payment risks usually directly influence to company performance, managers should pay more attention to payment risks.

The purpose of this study is to identify and analyse the payment risks in container shipping supply chains. Through a hierarchy structure, payment risk includes several risk elements, and each risk element includes some risk factors. In order to develop this structure, an extensive literature review is firstly conducted to explore the classifications of payment risk in academia. These are then confirmed and further tuned by interviews with seven managers in container shipping companies in Taiwan. In order to identify the likelihood and consequence of each risk factor, a questionnaire survey with five-point Likert scale is distributed among almost all the container shipping companies and the relevant agents in Taiwan.

This study employs risk scale as a major method to analyse the level of risk based on the questionnaire survey, and it is calculated by multiplying the risk likelihood with consequences. The payment risk factors in container shipping supply chain are classified into four levels, namely, low risk, moderate risk, high risk and extremely

high risk. A risk map then demonstrates the level of risk factors with an in-depth discussion.

Although payment risks are important and have been discussed in many researches, few of them address the container shipping sector. This study attempts to fill this gap and provide more information to help container shipping companies to manage the risks in their operations.

The structure of this study is as follows: Section 1 provides the background of the research and an introduction to the subject. Section 2 presents the literature review. The research methodology is described in Section 3. Section 4 contains the analysis of the data collected from the interview and questionnaire survey. Section 5 includes discussion and conclusion.

‘Towards a methodology for disseminating a port environmental management system in Cornwall and Devon’

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This paper aims to present a methodology for disseminating a system for managing environmental impacts of maritime operations in the smaller ports in Cornwall in Devon (CAD). As a business process port operations are often idiographic, but maritime operations are more ubiquitous. Despite their differences and similarities, all ports have environmental duties and obligations to adhere to which require a system to manage them.

The Initial approach aimed to test and update a definition of maritime operations. All relevant articles on EBSCO, Emerald, Science Direct and Metalib have been captured and content analysed to enable relevant concepts to emerge inductively. Sources analysed included academic literature, mass media, government reports and published books. Quantitative content analysis has been applied to identify links between established concepts and operational hypotheses. Quantitative techniques have been used to verify intercoder reliability and an acceptable degree of certainty in academic literature emerged.

Scoping interviews have been conducted with two harbour masters and their senior staff in order to determine how ports in CAD operate. A set of open ended questions has been trialled to provide structure and to compare results during the analysis stage. These interviews have revealed the nature of different port operations, shifting the focus towards the main goal of creating a system whereby environmental management could be viewed as a business process to help facilitate commercial development of the port.

The practical uses of the system make possible comparison of resources and time invested before and after the implementation of the system, as well paving the way for socio economic growth, greater community integration, environmental awareness and management with commercial growth as an end result.

‘Local Election Campaigning in the Information Age’

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Much early research into the impact of the Internet upon election results suggested that this new technology had the power to vastly increase electoral participation, increase the popularity of political parties with an online presence, and transform the politics of liberal democracies. It was not long, however, before a normalization thesis was developed, and Internet politics was perceived to be no more than “business as usual” (Gibson et al, 2003; Jackson, 2003, Lusoli and Ward, 2005; Ward et al, 2003).

Despite this, nearly all research within this area has analysed the impact of the Internet upon national, rather than local, politics and as a result, has focussed almost exclusively upon general election campaigns (Carlson, 2008; Lilleker and Jackson, 2010; Sudulich et al, 2010; Sweetster and Lariscy, 2008). Therefore, this paper aims to begin to fill this gap in the literature by using the results of two quantitative surveys of 3800 council candidates, in order to discuss the impact of the Internet upon the local election campaign.

The results of the survey are triangulated with a series of semi-structured interviews, and a participant observation. Findings show that despite the fact that a reasonably high proportion of council candidates have an online presence, the majority does not perceive it to be a highly useful means of directly increasing electoral performance or turnout. However, it is clear that candidates believe that one of the key benefits of the Internet relates to the role that it can play in the facilitation of relationships and subsequently, encouraging supporters to volunteer their time to help the campaign.

Full references available from the author on request.

'Transnational Organized Crime. Analysis of gang's structures and networks'

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Globalisation impacts on all aspects of our lives. Whilst there are some benefits, one area of concern is the globalisation of crime. Transnational Organised Crime (TOC) presents a serious problem to national and international spheres in terms of its ability to disrupt communities and undermine the rule of law. However, aspects of TOC can equally provide a stimulus for local economic activity. The nature of TOC presents a challenge to law enforcement agencies which have to deal with cross border phenomena; social and economic policy makers who need to provide alternative resources and academics who are challenged with making sense of TOC in analytical terms.

The international community, do not seem to understand the diffuse structures of TOC, as well as their patterns of networking and reasons behind them. Until the creation of a mutual heuristic device we will continue to see all cross-border crime as 'TOC'. Given the importance of dealing with crime in Europe we are in need of a more nuanced understanding of exactly what TOC is.

This talk will be based on my phd research: Transnational Organized Crime. Analysis of gang's structures and networks. The presentation will include the description and analysis of national and transnational criminal organizations, their structures, networking, and their impact on current European and international economy, socio-political and legal market.

‘The Impact of Implicit Motives on the Decision-Making Process: A Hypothesis for the Business to Business Sector’

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This paper proposes interplay between the economic decision-making process in the field of business to business against the background of implicit motives. This theory sheds new light on the business to business decision-making process beyond the regimentation of the existing models in business and management. The article is drawn from an economical and psychological perspective and shows the missing link in the models of the business to business decision-making process. The research strategy for this paper is based on an experiment. The key idea of this hypothesis is that every decision-making process is influenced by implicit motives. These motives are stored in a non-verbal format and so our conscious mind is not involved in all decisions. Based on the results of the experiment it can be postulated with a high degree of certainty that a rational choice in B2B based on facts can be nearly ruled out. It seems that there is clear interplay between implicit motives and the choice of products.

‘Healthy Performance’: An ethnographical study on NHS performance management frameworks during a period of major financial constraint & organisational change

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This paper focuses on the requirement for a local NHS organisation (NHS Plymouth) to review its performance management framework in order to maintain consistent performance whilst undergoing a significant period of financial constraint and organizational change. There has been a considerable squeeze on public sector finances over the last year, the NHS over the next 3 years will be expected to find circa £20billion. This requirement is also being reflected within NHS Plymouth that will need to find £96m over the same period. As a result of the Government’s implementation of the Health & Social Care Act 2012, the Department of Health will be adopting a new NHS Outcomes Framework that will be implemented post April

2013. However, since 1999 the Department of Health have imposed successive performance management frameworks on the NHS to achieve efficiency, productivity and effectiveness. So what can be learnt from these previously designed frameworks, what elements are the most effective and do they really deliver the best performance outcomes for the NHS and its users? Initial findings identified by the researcher from the academic literature have indicated that performance management framework approaches adopted in the past by the NHS may have potentially advocated a number of dysfunctional behaviors, such as, measurement and target fixation. This may have created a negative impact on past performance due to the adoption of a 'best fit' mechanistic 'top down' 'command and control' approach that was implemented by the Department of Health. The researcher will present a number of emerging themes that were identified via an ethnographical qualitative beliefs and attitudes survey on the client organisation. The researcher will conclude the presentation by calling for a more extensive detailed comparative study to be conducted to evaluate the effectiveness of previously designed performance management frameworks. This could be investigated utilising critical social theory and appreciative inquiry in order to enable a more effective 'Healthy Performance' model to emerge.

'International students and their communities of practice'

Patrick McMahon *patrick.mcmahon@plymouth.ac.uk*

This presentation offers an outline of a PhD study, still in its early stages, into international students' social networks and the effect of these on their English language development.

Outside the formal structures of degree programmes, modules, lecture theatres, tutorials and seminars, groups of students share ideas, problems, support each other and learn together. Such communities of practice, common to any large organisation today, have existed for millennia wherever human beings have come together in shared endeavours. However, it is only in recent decades that some theorists have come to regard learning as social practice taking place within a community which gives meaning and context to the knowledge and skills being learnt. In such an approach, learning means joining a community, becoming part of it and gradually becoming a full participant – a process of constant identity change and

identity reconstruction known as legitimate peripheral participation. Communities of practice are now regarded by institutions around the world as valuable social networks which can provide the appropriate environment for learning and knowledge management.

In universities, access to its communities of practice might be considered as essential to academic success yet it is not clear how easy it is for everyone to gain access to these important social networks. Many researchers argue that language proficiency will determine access to social networks and that international students may find it difficult to join these important communities of practice. The language issue is just one aspect of the social and cultural capital deficit that the international student may be facing: having left their social and support networks at home and with knowledge and experience that may appear to have little relevance in the UK, members of the social network that international students aspire to may see little value in networking with the international students. If this is the case then international students may be being denied important language learning opportunities exacerbating the difficulties they face. Recent research into international university students' social networks has suggested that international students form their own communities of practice which provide them with support but the effectiveness of these communities is not clear.

This PhD study seeks to investigate these two main questions:

- What is the nature and extent of international students' community of practices?
- What is the effect of international students' social networks on their English language development?

'I Do Like to be Beside the Seaside?' Social Exclusion in English Seaside Resorts

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Previous research has rarely examined social exclusion across a spectrum of social groups and, due to the fact that most research has been geographically constrained

to inner city urban areas and some rural environments, studies that examine social exclusion in coastal areas are virtually non-existent. Consequently, little is known about social exclusion in seaside resorts which is surprising given that there is widespread recognition that many English seaside resorts are in decline and are experiencing severe economic, social and environmental difficulties, which, when taken together, relate broadly to social exclusion. Furthermore, there appear to be theoretical relationships between the causes and consequences of social exclusion and resort decline, and these, to date, have not been fully investigated. Perhaps this is because resorts are traditionally associated with the pleasure-periphery rather than as production spaces subject to economic and social change.

In light of these shortcomings, this project explores the relationship (if any) between social exclusion and resort decline. Based on secondary data analysis, the research will establish the nature and extent of social exclusion in seaside resorts and investigate their composition and 'health'. Furthermore, based on the perceptions and views of key informants who are responsible for the provision of support to local groups of residents who are most likely to experience social exclusion, it seeks to examine the influence of resort decline on social exclusion in English seaside resorts.

The project draws upon existing studies of social exclusion and post-mature resort development and aims to make a theoretical contribution to both these fields, with practical value. First, this study makes a theoretical contribution to knowledge and understanding of the manifestation of social exclusion in English seaside resorts, and of its relationship with resort development. Second, by investigating manifestations of social exclusion within a post-mature resort context, implications for policy are likely to emerge.

'The perceptions of generation Z on current and future media use'

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Compared to the investigations of Strauss and Howe (1992), Carlson (2008) and Chaudhry (2011) about the generation X and generation Y, there is another generation gaining more and more importance. This younger generation following X

and Y according to various articles like CBS (2010) and Devine (2011) seems to be a multitasking generation, always connected with internet applications which will form a big portion of the future of our society. Since media access and usage is dramatically changing nowadays, this investigation will give an idea of how the generation Z itself perceives the usage and trend taking place with media.

Since the changes are taking place relatively fast, there are limits for the media structure of the 20th century. Media structure has already adapted but the question to be raised is whether media has sufficiently adapted to the generation Z being online around the clock. A lot of aspects, like marketing (with flyers, product brochures, news letters, web pages) and advertisement (newspaper, TV, radio) in media are still performed in the classic way. It is OK for addressing the X's and Y's of our generation but for the latest generation in the industrialized and highly digital world, these are media which they would not access any more, or do so in a different way. Generation Z would rather tend to access media via the internet only out of all the social networks they are living in.

Since this change in behaviour is currently taking place, this investigation will give an idea of how the generation Z itself perceives their media behaviour on the examples of digital radio and online applications, like social networks. Related topics were the subject of investigations of student groups at Munich University of Applied Science. The results of the generation Z students are summarized as conference contribution.

Full references available from the authors on request.

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‘Social Housing: safety net, ambulance service or just ‘home’?’

Paula Birbeck *paula.birbeck@plymouth.ac.uk*

This PhD research project explores and makes comment on the likely impact of the introduction of fixed term tenancies for social housing tenants. Introduced, and enabled by, the Localism Act 2012 and the Home and Communities Agency (HCA) funding framework in 2011, the change promises to free up scarce housing resources for those who need it most. Critics claim that it will discourage householders from engaging with, and contributing to their communities, in addition to robbing the most vulnerable of a secure future.

Using a case study methodology, the research project considers life for ten households who were allocated their homes five years ago (the typical length of one of the new fixed term tenancies) to explore the impact on them if they had been restricted to a fixed term. A number of questions are posed: Who would have to go and who would be offered a further term? What might households do if they were faced with leaving their homes? What are tenants' attitudes to the reforms? What barriers do people face in leaving social housing to enter the private rental sector or buy their own home?

In addition, since October 2011, small numbers of homes have been allocated on fixed terms. The research will present the impact on housing allocations and seek to understand what this might mean to the mix of social housing tenants.

The research is being undertaken by a part-time PhD student who works full time as a director of a registered social landlord with over 3,500 properties in South Devon. The participants in the research project are all tenants in the Newton Abbot area. The data has been collected and this symposium will be the first to hear what is being discovered.

'Human Resource in Hospitality and Tourism'

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Human resource management is increasingly an important part of the planning process because strategic implementation and the firm's performance heavily depend on employees' attitude and behaviours (Burton, Lausidsen & Obel, 2004). Sadly there are only small numbers of organizations that have applied and approached a professional view to human resource management that can meet their customer expectation.

Researchers have emphasised the effect of human resource management practice on companies' performances (Kotey 2005). It has been viewed as a source of competitive advantage, because workers and their skills and knowledge provide the organization its capabilities (Larsen 2001) and enhance its position in market.

According to contingency theory and behavioural perspective, human resource management strategy must be combined with specific business competitive strategies (Bold & Salmin, 2001). Some researchers insist evaluate the importance of an employee as the “only truly unique resources a firm” (Guest, 1999).

Sustainable service needs well-trained and knowledgeable employees (Ress, 1995). The human capital (Knowledge, skills and behaviour) reinforces the importance of Human resource in competitive firm’s success (Altinay, 2006). There is an inter-conditional relation between human capital and work with both elements playing the cause and effect role (Gherman and Dincu).

In some part of tourism and hospitality, there is no need of special and related qualification; some positions like cleaning, doorman, porter can be covered without need of qualification and experience.

Small businesses have been widely known for “poor HRM practices (Bartram, 2005). Usually employers pay their staff cash in hand. Employees are not entitled to pension or paid holiday.

Full references available from the author on request.