

Introducing the 8th Annual Plymouth Postgraduate Symposium

“Connecting Communities of Practice”

A Review of Plymouth Post-Graduate Student Research in 2013

The 2013 symposium represents the eighth edition of papers produced by Plymouth Business School, a faculty of the University of Plymouth, UK following the event on. The move to publishing extended abstracts with full reference lists comes from balancing needs to provide sufficient feedback to students to guide presentations while enabling publication of papers in an easily digestible format to a wider community. As a new addition, this year includes a delegate list where presenters can be contacted for further information and latest developments on their research.

In an exciting development, the first poster award was presented on 28th May 2013 at the one day symposium. A total of four posters competed for the prize. As announced in the plenary session, the prize represented a recognition that not every student would want to present to an audience but may prefer to discuss their research on a one to one basis throughout the day. Of equal importance is the demonstrable skill involved in condensing one's research by means of diagrams, photographs and text. This helps researchers communicate with a wider audience than more traditional publications and both posters and their abstracts are also included in this publication.

A final update for accessing symposium details sees the introduction of keynote speaker slides this year reflecting the quality and breadth of panel sessions (also available in the electronic format – see below). The topics are wide and varied but echo the themes set including connecting communities through practice, better practice, in practice and ruled by practice. In addition, there is now also an electronic version of the 2013 Symposium Proceedings that has enabled all four panel sessions to be recorded which can be viewed on multi-media. The website for the event and previous archives is available from www.ppgs-research.org.

Thirteen postgraduate presentations (posters and talks) were provided by students who explained their research findings to the interactive audience throughout the day. There were presentations from students in the Schools of Management, Hospitality and Tourism, plus School of Law.

The event was opened by Doctor Jonathan Moizer followed by each of the four panels in succession with their themed keynote lecture.

Once again a warm welcome was extended to students from Hochschule Munchen in the south of Germany where their European and international perspectives chimed with themes in the symposium. This exchange has become a tradition in past years where many students have presented here the UK (May) and again for September in Germany.

The small yet diverse group at this year's symposium engaged those presenting with their energetic questioning and are providing feedback on what could be improved for subsequent events. By engaging early in the autumn term with new PhD candidates from alternative backgrounds at their induction event, it should be possible to increase

participation further in 2014 so that the Symposium can once again return to previous levels within the themes adopted for the event! Even if unable to present business-related researchers (including masters students studying for professional development) may well be able to offer contacts for potential keynote speakers that would fit with the symposium theme.

Acknowledgements

Organising Committee Members

David Carter
Nicola Langdon
Magda Maszczyńska

Panel Chairs/Keynote Speakers

Dr Adrian Barton
Dr Jamie Gaskarth
Commander Ian Gibson (RN)
Dr Derek Greer
Dr Patrick Holden
Police Sergeant Robin Loveridge
Mr Miguel Silva

Presenters of talks

Ali AlKhraiji
Aneta Brockhill
David Carter
Imane El Hakimi
Nicola Langdon
Magda Maszczyńska
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Presenters of posters

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Communities through practice. *The UK space industry has struggled since inception to receive realistic funding. Only the current gloom from service sector prospects has re-established the importance of investing in a broad economy that includes high technology businesses. Derek Greer explained how lobbying through trade organisations has now led to the first ESA establishment in the UK this year and that this builds on the successes of the National Space Agency. David continued by developing the theme of simulation helping business to evolve by understanding and testing the consequences of key management resource allocation decisions in a healthcare setting. He suggested that evidencing likely decision outcomes over time might offer a clarity of decision making that appeared to be lacking which had led to recent failures in the UK healthcare system. Roland completed the panel session by comparing communities fleet operators in Germany. In particular, how practice varied between different fleet operations responding to the green emission challenges established across Europe.*

Communities better practice Commencing with a talk on disadvantaged communities within Plymouth, Miguel Silva presented his detailed interpretation on associated social theories and ideas. Project management concepts and how they apply to Arab communities of practice, Imane El Hakimi described the impact of middle-east cultures on western practices for managing projects. This theme continued with an examination of the clash between Palestine and Israel based on hydro politics. Considered as structural violence, water supply deprivation was the theme investigated by Aneta Brockhill. By contrast Nicola Langdon discussed the UK media coverage of armed conflicts in her research aimed at reviewing literature on the topic from specific case studies. This concluded the panel session where research was being used to help identify better practice between potentially conflicted communities with different aims and objectives.

Communities in practice. *Operating a small commercial port poses many practical challenges when considering the different communities of practice involved. Recent concern and legislation for the environment have brought considerable pressures to bear on ring-fenced budgets from local authorities for operating such ports. Innovative solutions are described by Ian Gibson in his management of the port of Salcombe on behalf of South Hams District Council in his opening address for the panel. This theme continued with Ali AlKurajii describing his research into operational knowledge management networks that could be used in change projects by provide organisational learning from experience that could be used time and again by decision makers. Jiang Pan developed the concept further with the information used for decision making when he described squandering meagre support resources by storing more data than necessary to make such decisions. By employing process models within global supply chains, for example where sea and airports enable real-world exchanges of goods, it was envisaged that critical data could be identified and retained for further use. The panel was closed by Patrick Holden who described his experience of working on establishing international policies in practice.*

Communities ruled by practice *The last panel of this year's Plymouth Business School International Symposium was focused on the communities ruled by practice. The panel was consistent of professionals and academics who presented their papers according to their expertise and interests. The first talk belonged to the keynote speaker- Robin Loveridge from Devon and Cornwall Police who emphasized "The importance of communities in defeating radicalization". His presentation was focused on local community of Plymouth and the surrounding areas, its diversification, social and cultural needs of citizens, as well as the necessity for the community to be open minded and cooperative in order to maintain the multi- cultural equilibrium.*

The second paper was presented by Magda Maszczyńska ("The Devil at the Door, Investigating the nature of communities and organised crime within"), who highlighted the difficult realms of current Criminal Justice System and its battle with constantly expanding organized crime.

The third talk belonged to the chair of the panel: Dr Adrian Barton ("Working with substance users - some thoughts from the field"), who shared a very interesting insight into working with substance users and the need for first hand data and the importance of the primary research. He maintained a very important point that in order to expand the existing body of knowledge we need to conduct first- hand research and collect primary data in order to achieve the most objective account. The true, unbiased research comes from people who are the part of a certain group, event, phenomenon, who have the relevant insight and understanding of why things happen in certain ways.

2013 EXTENDED ABSTRACTS

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Stream and Title No:	1
Title of Paper:	Making management decisions using the power of groups.
Keywords:	Group model building, decision conferencing, public sector

Abstract:

1. Problem statement/rationale, including reference to key literature:

Front line public service delivery in the UK is facing radical change as successive governments grapple with continuing rises in demand for better service with mounting pressure on resources. The problems have concatenated with the 2008 worldwide banking crisis and reduced availability of UK public finances, with all sectors of public service having to reduce their resource commitments.

The research study seeks to understand aspects of complexity within public-facing frontline service delivery when making important strategic decisions. By working with managers and staff to construct views of the issues to address, the research aims to interpret these sensations before rationalising viable routes forward. This is achieved by understanding requirements before establishing suitable process and then solving the multi-faceted puzzle for the range of stakeholders involved.

Early in the research process, this paper focuses on describing the methodology by which the aim and objectives can be met along with key literature (see 2 below) that underpins the suggested approach. The contribution to knowledge is based on acknowledged gaps in the literature to trade effective understanding in partnership and therefore negotiate better solutions. To correct this deficit, engagement of stakeholders in developing shared perspectives on an issue in common will be addressed through a case study.

2. Research design and methods of data collection and analysis or method inquiry:

Aim. To show that by engaging groups to build whole system representations of a shared messy issue, it may be possible to evidence effective management decisions.

Objective 1. Can decision makers scope performance metrics that could evolve to describe individual hopes and fears for their own organisation?

Objective 2. Can expert practitioners define common causal structure to reflect how things work now and what may be needed in the future based on specified performance needs?

Objective 3. Can decision makers agree a framework of shared criteria to measure performance across the system?

Objective 4. Can expert practitioners explain future options viability and decision makers negotiate better resource allocation to solve today's complex issues?

PHILOSOPHY

Critical realism is employed from the functionalist paradigm (rational explanation using objective constructs to inform shared decisions) to elicit views, using qualified story and quantified metric examples from those who experience the issue, for translation into representative models (Johnson and Onwuegbuzie, 2004). Topics researched relationship to the researcher (epistemology) is therefore partially subjective and so multiple groups and multiple models (multimethodology is the descriptive term for more than one modelling method; Munro and Mingers, 2002) are employed to reduce possible research bias from this axiomatic, rich picture. Given that individuals sense phenomena post-event, the dynamic nature of many business issues can be deconstructed using simulation techniques to assess which change generates which response.

APPROACH

Due to the multi-model research methods employed, this study adopts a deductive approach to simulator construction where cause and effect can be tested and an inductive approach for building a performance framework where perceptions are rendered into structure. Saunders *et al* refer to this as a combined approach (2004).

STRATEGY

As the research study aims to gain a rich understanding of a business issue, a case study strategy could apply according to Robson (2011) to develop empirical results within the specific study context. In order to address aim and objectives, a single case study is planned to engage different stakeholder groups to unpick a messy, service delivery issue crossing multiple service provider boundaries. Traditional focus group engagement techniques are supplanted by specific techniques for eliciting model details from participants (Vennix 1996, Belton and Stewart 2002). The outcome should evidence and explain which priority service improvement strategy option to implement.

METHOD

In order to reduce evidence from the possible system variables, it is necessary to interpret and test group views on cause and effect in the system. Therefore the models provide a numerical proxy for qualified relationships that can be described by users. Modelling methods are used in the study to quantify relationships include system dynamics and multi-criteria decision analysis (Santos, Belton and Howick, 2008).

CHOICES

Multiple methods, involving a mix of collection and analysis techniques, offer insight into complex business issues. The study employs mixed-model research as qualified views are incorporated into quantified representations by means of models. This selection offers greater opportunity to answer specific research questions alongside generating trust in the answers and any inferences based upon predicted trends and performance.

TIME HORIZON

Whereas the study is cross-sectional with a baseline set in a present day issue, the nature of simulation enables longitudinal predictions to be envisaged by participants to provide missing evidence supporting particular decisions.

DATA

Evidence of the problem and potential solutions is collected using interactive dialogues (Lane, 2001) describes it as interactive system dynamics) within groups whose data can be captured and tested in models before making a decision based on the best available evidence. Causal structure of system behaviours is assembled in a system dynamics simulation whereas system performance is aggregated through multi-criteria decision analysis framework. Participant errors by are reduced in a group setting through open peer-moderated discussion plus accessible 'white-box' models, as will participant bias based on the size and experience of the group. Observer errors are minimised by facilitating model construction and checking common understanding to reduce unforeseen bias being introduced. Validity based on historical behaviour is confirmed using system dynamics. Ensuring consistent views means that absenteeism should be reduced by minimising time committed to model building as well as offering records to allow those returning to catch-up. Causal ambiguity is made explicit within system dynamics simulations due to the concept of feedback being captured.

Testing participants' "before and after" views will help to determine whether objectives for stakeholder groups and individuals have been achieved as well as establish a shared data repository for supporting informed decisions over different timescales on the case studied.

3. Main findings:

The literature suggests a strong connection supporting different perspectives on complex issues involving multiple agencies. Not one person has the whole picture and so using groups helps clarify the requirements for a shared system before decide how to interpret associated performance from collective causal-structure. The proposed modelling approach builds on system dynamics and multi-criteria decision analysis techniques by

building them in groups to support improved outcomes for all.

4. Discussion of implications:

It is anticipated that this research methodology can be replicated and therefore generalised beyond the local setting to other situations in the UK. It avoids pitfalls from intellectual isolation as it is tied to theory. Research study not only adopts a logical rationale but it enables research question translation into scripts to elicit data. The facilitated research is based on better outcomes for the public and therefore apolitical but will continue to generate new questions.

5. List of key references/resources:

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Vennix JAM. 1996. *Group Model Building: Facilitating Team Learning Using System Dynamics*. Chichester: John Wiley & Sons.

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Stream and Title No:	1
Title of Paper:	Forces for Sustainability and Marketing – Exploring Drivers for Future Orientated Fleet Management
Keywords:	fleet-management, sustainability, marketing, stakeholder approach, motivation

Abstract:

1. Problem statement/rationale, including reference to key literature:

In German fleet management sustainability and marketing activities are acted different and lead to different success for the firms' stakeholders.

This paper shows why and under what circumstances car fleet managing firms are likely to be engaged in sustainable measures of running their car fleet and communicate about their measures through marketing activities.

Previous investigation through a survey with 307 participating car fleet operating firms led to following propositions:

- 1. Proposition:** Responsible behaviour in fleet management is that more likely to happen in organizations, the larger the size of fleet is.
- 2. Proposition:** In companies the responsibilities for ecological fleet management is more likely at the management of a company than at the fleet management.
- 3. Proposition:** Companies usually start with car policy measures, which are easily to implement. It is likely that these measures are followed by more lavish measures as employee training and motivating incentive systems.
- 4. Proposition:** If there are economic advantages for the company, it is much more likely that the management is justified to invest in CSR measures.

This initiative is aligned to meeting the overall objectives of designing a substantial stakeholder approach for car fleet management using the strategic management approach of Edward R. Freeman (1984). Therefore the stakeholders and the firm need incentive compatibility as Homann and Suchanek represent (2005). The value coming out of this stakeholder orientation is described through a four-factor perspective in Stakeholder Theory, Value, and Firm Performance (Harrison & Wicks, 2013).

2. Research design and methods of data collection and analysis or method inquiry:

Coming from the results of a survey among car fleet responsible persons in Germany, a multiple embedded case study was adopted in this study. Therefore four cases of different firm approaches and fleet types have been investigated through semi structured in depth interviews.

3. Main findings:

Case Characteristics:

	Case A	Case B	Case C	Case D
Owner structure	family controlled by family and management	family controlled by family and management	shareholders controlled by managers	entrepreneur
Market	producing and selling white goods global	logistics and transport national	energy-intensive industries global	taxi-services local
Type of Fleet	non-core utility-fleet/sales	core-business utility-fleet	non-core managers/sales	core-business utility-fleet
Size of Fleet	1.200	250	1.200	60
Function of main informant	commercial manager / car fleet manager	head of marketing and management- systems	head of purchasing mobility global	owner and general manager
Primary stakeholders	technical writers employees, trading	local policy and population,	employees, shareholder, CSR	employees, customers (business

regarding car-fleet	partners	employees, competitors,	department	and private)
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Cross Case A / B motivation for:

The main sustainable fleet-measures:

Eco-trainings have been arranged with the employees and car policy focus on models with eco-friendly engine and configuration. Employees are proud of the firm’s behaviour in terms of car policy and support the measures. Motivation is reducing fleet-costs, enhancing drivers safety, avoiding any risks for the valuable brand or corporate reputation with view on the main external and internal stakeholders as trading – partners (Case A) or local society (Case B).

Marketing:

The products of Case A are highly assessed by their environmental friendliness. The firm is well decorated with sustainability and brand value prices. They undertake no relevant marketing activities regarding sustainable fleet management. The focus of society should stay on the sustainability of the products in place of the fleet. Therefore the fleet mustn’t activate critical reactions (e.g. by technical writers) in terms of risk reduction and doesn’t need active positive attention.

The firm of Case B enjoys a good reputation about their top level technical facilities also of the fleet and treating their employees in an equitable way.

Bot cases have no interest and motivation to attract further attention about their car fleet, wherefore they aren’t engaged in car fleet marketing activities.

Proposition 5: In cases of firms, which are marked with a high reputation in core business-sustainability, the main motivation for sustainable car fleet management is risk prevention.

Cross Case C / D motivation for:

The main sustainable fleet-measures:

In Case C the car policy focuses on a bonus malus system supporting a low level CO2 emission car choice by the employees. Case D focuses on choosing hybrid taxis as well as training and coaching the drivers. Motivation lies besides cost reduction and drivers safety mainly in enhancement of corporate reputation, which is perceived as a permanent challenge for energy intensive industries and services.

Marketing:

Marketing activities for both cases are mainly public relations to consumer media and technical press both supported by participation and gaining important awards. The main motivation is enhancement of corporate reputation (national in Case C, local in Case D) and to increase short-term orders (Case D).

Proposition 6: In cases of firms, which are engaged in energy-intensive industries or services, positive public relations about sustainable car fleet management plays a significant role.

Over all cross case synthesis:

- All contact persons and car fleet responsible contact persons fully agree to the four propositions as results of the survey. So they can be taken as universally valid.
- In all cases due to war for talents the employees play also a significant role in designing the sustainable fleet-management mainly in the aspect of fairness.

4. Discussion of implications:

A picture is built now how car fleet responsible managers base their management decisions regarding sustainability of the firm's mobility. There also a pattern is visible how marketing strategies depend on different criteria. These results can already not be seen as general to all companies. To reach universal validity, for each case analysis of the firms' primary stakeholders and additional case examples should be added.

5. List of key references/resources:

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Stream and Title No:	2
Title of Paper:	Integration of Western and Arab Management Practices: New Perspectives and Challenges
Keywords:	International management, Arab Culture, Work ethics, Management practices.

Abstract:

1. Problem statement/rationale, including reference to key literature:

The understanding of the others' culture and the acceptance of their values help employees in sharing same objectives and create a friendly atmosphere where they communicate smoothly. Therefore, instead of transferring Western methods to the non-western countries, it is important to create a new strategy that plays the role of an adaptor meeting both parties' requirements. Only then, many approaches could be applied successfully.

The purpose of this research is to explore management practices in multinational companies in Arab countries and examine Arab and Western managers' techniques for an effective management (El Sawah et al., 2008). Additionally, assess barriers causing problems in organisations investigating on leadership which remains a big challenge for Arab companies. Additionally, Organisations' development will be analysed to highlight possible behavioural changes to ensure a creative, innovative and competitive organisational environment (Mostafa, 2005). Therefore, the quality of investments in the Arab countries is given high priority, especially with the competitive global market. This study is to suggest new ways for managers seeking to develop and improve the quality of businesses they achieve nationally and internationally.

2. Research design and methods of data collection and analysis or method inquiry:

Based on the literature review as a secondary data and primary data from the mixed methodology, this study is designed to define applied management practices in the Arab World and in particular taking Morocco as a case study. In addition, an identified strategic framework is to be proposed integrating both Arab and Western Management Practices in order to create a common and innovative managerial procedure to be applied within multinational companies. This may create a smooth connection between the West and the Arab World in terms of investing in international businesses and may introduce innovative approaches expected to balance both Arab and Western management practices in a more global environment.

3. Main findings:

Few researches have been conducted about Arab Management Practices to determine the main strategic aspects in terms of international business. Unfortunately very few could propose precise and applicable approaches to overcome problems that face international businesses in Arab countries in terms of management practices. Globalisation helped the introduction of many approaches to the Arab World even though adopting managerial methods developed in the West is difficult in developing countries. By considering new or adaptable approaches, several changes will improve communication and increase performance and encourage innovation and knowledge sharing. This may create a smooth connection between the West and the Arab World in terms of international investments in the Arab World and may introduce innovative approaches expected to balance both Arab and Western management practices in a more global investment environment. By adapting the right practice(s), decision makers and leaders in companies will encourage approaches that lead more than control and apply fair rules more than misuse of power. Hence, employees will feel more valuable creating a trustful, international and multicultural work environment. This research will offer new perspectives about the feasibility of integrating Western and Arab practices and determine whether it really fits Arab companies' policies and its culture or not. Consequently, it will add more insights about Management in the Arab countries and gives another opportunity to investigate on the effectiveness of this framework within the Arabic context.

4. Discussion of implications:

Globalisation helped the introduction of many approaches to the Arab World even though adopting managerial methods developed in the West is difficult in developing countries (Abdel-Razek, 1998). Few researches have been conducted about Arab Management Practices in the Arab context in general and none of them focused on the Moroccan context in particular to determine the main strategic aspects and problems in terms of international business. This research will add more insight in the topic and may encourage other scholars to search in this area proposing new approaches which may increase performance, encourage innovation and share knowledge in multinational companies operating in the Arab World.

5. List of key references/resources:

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Stream and Title No:	3
Title of Paper:	Knowledge Management IT project Oriented change managment
Keywords:	Knowledge managment, organisational change, IT projects, Project Oriented.

Abstract:

1. Problem statement/rationale, including reference to key literature:

This research concerns knowledge management (KM) towards enhancing decision support systems in IT project oriented change management. Since knowledge and experience are highlighted as parts of the keys to the success of change, issues are identified including lack of top management support, lack of project documentation into knowledge base, lack of coordination among parties and lack of employees involvement in change process (discussion, designing, decision making)

The history of change management is evident that many change management projects fail to achieve their goals. In this light, Schaffer and Thompson (1992) pointed that through conducting a survey of 300 electronic companies, 63% of those failed to achieve such improvements in their products during the implementation stages. Similarly, Hammer and Champy (1993) claim that 70% of change management projects did not meet their desirable goals. In 1996, Kotter also stated in his published research that 60% of change management programme failed. The aforementioned results were also supported by the result of a recent McKinsey and company survey of business executives which indicates that only 30% of change management programmes are successful (Keller & Aiken, 2008). Nevertheless, the area of project oriented change management is relatively new, aims to effectively manage change by projects in order to enhance the success of change projects (Rebecca, 2013; Huemann, Keegan & Turner 2007; Guest, 2002).

The literature of project oriented change management seems to have some lack in addressing the issues of KM in project oriented organisation. Therefore appears to be deficient in many areas recognised as necessary in coping with advanced practices in this regard. In order to address the gap in knowledge in terms of the opportunities and challenges facing large IT implementation in large organisation, various related documentation and studies undertaken in the field of project oriented company have been reviewed.

Main oppportunities include the development of sustainable knowledge network through the utilisation of key competences including people, project team and organisations' overall "intellectual asset", and the control of issues surrounding organisational strategy such as policy, change process and models, political issues and systems.

The key challenges include the interoperability and the lack of coordination and cooperation and authority of regulation; the lack of aligning the key factors of project oriented including organisational culture, structure, capacity, knowledge sources and organisational strategy towards managing by projects. These issues are

considered to have an influence on knowledge traceability; hence interrupting the channel of knowledge flow within an organisation. Subsequently, losing valuable knowledge within the process of change will have an effect on decision making; thus slowing work performance.

2. Research design and methods of data collection and analysis or method inquiry:

While secondary data plays a fundamental role within assessments in emergencies, it was used to highlight issues surrounding the two multidisciplinary fields: Knowledge Management (KM) and change management (CH). The sub-term approach was used to address the issues of desired areas; those are Knowledge Management systems (KMSs) and Project Oriented (PO). In order to address the objectives of this study and to answer the research questions, secondary data was used to raise the issues and to trace their relations. In the next stage however, a semi structured interview data collection technique will be used. This is because the research is looking at reasons and influential factors affecting Knowledge systems in IT project oriented change management in enhancing decision making and work performance. The case study of this project is selected purposefully because it has some use of IT projected oriented initiatives, and at this time it should anonymous.

3. Main findings:

The high percentage of change management failure sheds the light on the complexity of reaching some consensus regarding key success factors of change. However, collections of fundamental factors that have been empirically proved to have an effect on change are identified and presented including knowledge networks, drawing a clear strategy of the desired goal, concerning human side of change, concerning organisational side of change and concerning technological side of change.

4. Discussion of implications:

The outcome of this study can benefit academics to develop and evaluate the highlighted issues surrounding the planning of IT project oriented change management. Practitioners can also improve their decision making in the planning and managing changes when concerning these influential issues.

5. List of key references/resources:

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Stream and Title No:	2
Title of Paper:	The Media-Foreign Policy Nexus: A Discussion of Conceptualisations
Keywords:	Media, Foreign Policy, Communication, Conflict, Humanitarian Intervention, Decision-Making

Abstract:

1. Problem statement/rationale, including reference to key literature:

The post-Cold War promise of a new world order brought with it a complexity of western military engagements abroad, in parallel to radical developments in telecommunications technology. The power of these new technologies to influence or alter the foreign policy decision-making environment has been of significant focus for scholars (Bennett, 1990; Carruthers, 2000; Entman, 2003, 2004; Gilboa, 2005; Hallin, 1989; Herman and Chomsky, 1994; Robinson, 2002, 2008a, 2008b), developing a multiplicity of conceptualisations of a media-foreign policy nexus. This paper provides a discussion of such conceptualisations, illustrating their fluidity, augmentation and connectedness, despite often polarised base foundations. Through a discussion of the literature and theoretical debates that comprise the dynamic relationship between foreign policy decision-making and the mass media, this paper hopes to contribute to the ground research in questioning why British foreign policy focuses upon some crises and not others.

2. Research design and methods of data collection and analysis or method inquiry:

The study adopts a critical theory ontological and epistemological approach. The research seeks to reveal intrinsic structural bias in the sourcing and framing of foreign policy crises, and employs critical theory with its focus on “emancipation and enlightenment, at making agents aware of hidden coercion” (Geuss, 1981:55). The research will employ a hermeneutical methodological approach in seeking to analyse and explore meaning within media texts that are context-specific. This study is concerned with the implications and rationales that lie behind the foreign policy crises decision-making, and rather than quantifying numerical levels of coverage within the media, it is concerned with unpicking the framing of that coverage through symbols and language use. The research seeks to interpret media frames and recognise what the resultant implications are for foreign policy interventions.

The study will utilise a case study sample of 3-4 foreign policy crises. Once context-setting media frames have been established, interpretation of data through the use of critical discourse analysis will permit a deeper interpretation. This element of the research will involve a systematic selection of British newspaper coverage of each case study. The qualitative interpretive framing and discourse analysis may be cross-referenced with policy analysis. In order to consolidate the research findings and provide a deeper understanding of the research problematique, the study proposes to undertake a small number of elite interviews.

3. Main findings:

The media-foreign policy nexus can be approached from two dichotomous concepts; an elite media model (manufacturing consent), and the plural media model and much of the existing literature upon this nexus will

fall, broadly-speaking, on one side of this line of reasoning (further, see Robinson, 2008a, 2008b). The elite model argues that the elites within society hold power; for example, governments, foreign policy officials, big business and so on (Robinson, 2008a: 172). This power may be wielded over the media system in the form of a monopoly or censorship of a political, financial or ideological nature with the consequence being a media that represents the concerns and agendas of elites. In contrast, the plural model posits that power is distributed evenly across society with representation wide-ranging, and encompassing diverse agendas and societal interests. In this sense the media have the capacity to persuade a sensitive political domain and also to act as 'watchdog' of the state.

Significant to this research is the seminal work of Daniel C Hallin (1989). Hallin critically assessed the role the media played during the Vietnam war and debunks the erroneous belief that the media 'lost' the war for the US through critical reports that destroyed domestic support for the war. Hallin posits that the American media were in fact largely supportive of US military action. The analysis suggests that when the media were critical of policy, it was merely a reflection of the internal debates occurring within the US administration at the time. Hallin developed his theory into the pictorialisation of the Spheres of Consensus, Controversy and Deviance.

W Lance Bennett's (1990) Indexing Hypothesis takes Hallin's (1989) sphere of legitimate controversy as its foundational basis. The theory is that the mass media 'index' to elite opinion. By this Bennett suggests the media mirror the opinion of elites, or take cues and reflect internal debates and within these elite realms, for instance within the government. Entman (2003, 2004) takes this interpretation further with his work on the concept of media framing and the pictorial representation of Cascading Activation which illustrates a political hierarchy through which information must pass before it reaches its receptive audience. In this respect, Entman's work is not dissimilar from Herman and Chomsky's (1994) concept of 'filters' through which information must pass within the propaganda model. In Herman and Chomsky's model, the structures of a capitalist economy act to determine what information receives media coverage. It is their additional concept of worthy and unworthy victims that forms a large basis of the development of the research. Rooted in a neo-Gramscian corporate hegemonic model, Herman and Chomsky's idea of worthy and unworthy victims relates to the notion that the mass media will give coverage to victims of enemy state violence (or their supporters) but give little coverage to those victims of domestic state violence.

The CNN effect is a phenomenon generally thought borne of Western military interventions throughout the 1990s (for example the Gulf War, 1991 and Somalia, 1993-1995) and the idea that saturation coverage of tragedies abroad, compels publics to call for foreign policy commitments. Susan Moeller (1999) has challenged the magnetism of saturation coverage, suggesting it can lead to a compassion fatigue. Furthermore, Virgil Hawkins (2002) highlights the 'other-side of the CNN effect', challenging us to look where CNN's camera lenses are not pointing to find hidden stealth conflicts that go unreported and unaided.

4. Discussion of implications:

The implications are for a greater depth of understanding concerning the media-foreign policy nexus. The relationship between these two phenomena is dynamic, complex and often chaotic. The research outcomes may provide new insights into political communication and the role of the mass media in pivotal foreign policy decision-making. Additionally, the research may provide implications for foreign policy decision-makers in their handling of crises and dissemination of information. Foreign policy bodies may decide instead to 'stage-manage' the media lest be drawn into public pressure arguments for policy commitments, while the mass media may find their pursuit of information goes beyond levels of morality, as with the Leveson Inquiry. Of course, what this fraught relationship means for democratic ideals, freedom of the press and the global protection of human rights is of even greater magnitude.

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Stream and Title No:	2
Title of Paper:	Structural violence in the Israeli-Palestinian conflict. The case study of Israeli hydropolitics in the West Bank
Keywords:	Structural violence, direct violence, the Israeli-Palestinian conflict, hydropolitics

Abstract:

1. Problem statement/rationale, including reference to key literature:

Sahliyah argues that 'the Palestinian-Israeli conflict is potentially the most lethal and volatile [...] and the most difficult to resolve' (in Milton-Edwards, 2006:105). The difficulties in finding a resolution to the conflict lie in the nature of the conflict itself. The conflict is 'a contest between two national identities that refuse to accept the validity and the right of the other to exist' (Kamrava, 2011:231). The underlying fact is that violence is a central feature of that contest. Violence in the Israeli-Palestinian conflict has been widely discussed in the existing literature. It could be argued however, that the majority of academic studies had focused on analysing the military dynamic of direct violence between the parties. The aim of this paper is to go beyond the traditional concern of peace research-the elimination of direct violence- to the broader agenda of the removal of structural violence of social inequalities and injustice in the conflict. The paper focuses on structural violence in the Israeli-Palestinian conflict and analyses the impact of the violence on the protraction of the conflict. As unequal access to resources is one of the most common forms of structural violence, the main case study the paper examines is the Israeli hydropolitics in the West Bank (Beyer, 2008).The paper argues the continuing failure to address structural violence prevents the possibility of resolving the conflict, and thus contributes to its protraction.

2. Research design and methods of data collection and analysis or method inquiry:

The paper provides a conceptual framework for the study of structural violence in the Israeli-Palestinian conflict, and its impact on the persistence of the conflict. It bases its analysis on Johan Galtung's triangle of

violence, in which he identifies three types of violence: direct, structural and cultural. Direct violence is visible as behaviour. It involves the use of physical force such as killing or torture. Structural violence is an indirect form of violence. Unlike direct violence, it lacks an identifiable actor who causes harm. It is built into social, political and economic structures and manifests itself as social inequality and inequality in power distribution. Cultural violence refers to any aspects of culture, such as religion or ideology that can be used to justify or legitimize direct or structural violence (Galtung, 1969, Galtung, 1990). The paper is based on my MA dissertation, in which I relied entirely on the analysis of the secondary data. My PhD thesis further identifies the presence and the implication of structural violence in the conflict. It concentrates on an analysis of the Israeli-Palestinian peace process and examines to what extent the peace process has failed to bring a peaceful solution to the conflict because it has underplayed the significance of structural violence. The research philosophy I adapt is the phenomenological paradigm. The emphasis is on *understanding* people's experiences or behaviours rather than explaining them. In terms of methodology, grounded theory will be employed. The data, collected using the research method of interviews, will be analysed in relation to the theory of structural violence to develop a substantive theory, based on the response of the participant, to the question 'to what extent does structural violence explain the persistence of the Israeli-Palestinian conflict? The data will elaborate and extend theories of structural violence and enable a new insight into the concept.

3. Main findings:

The structural violence of the unequal relationship between Israelis and Palestinians is evident in the stark differential in water distribution and consumption between the two groups. Based on WHO recommendations each person should receive the minimum of 100 litres per capita daily (which does not include domestic agriculture, livestock and losses). As Amnesty International reports, while the average Palestinian in the West Bank utilises 70 litres a day, the average Israeli uses 300 litres of water a day (Amnesty International, 2009:3). In some rural communities, some Palestinians survive on as little as 20 litres per day (Amnesty International, 2009:3).

As Galtung argues, structural violence and direct violence are interrelated. Underplaying or ignoring the significance of any of them is dangerous. The underlying assumption is simple, 'violence breeds violence' and the reaction to structural violence is often direct violence (Galtung, 1990:295). Structural violence leads to frustration and can breed direct violence on the part of oppressed groups in the form of resistance, or an attempt to initiate social and political changes. Alternatively, elites, or as Galtung defines, topdogs, can also depend upon the use of direct violence to maintain their superior political or social position in an unequal social structure (Atack, 2009:44). Direct violence therefore, could be considered as a manifestation of the conflict rather than its cause (Dudouet, 2010:3). Following that argument, structural violence could be regarded as a root of the conflict, and consequently, pose the main obstacle to its resolution. It is therefore crucial to identify and address the acts of structural violence. Tackling only one 'corner' of the triangle of violence, and underplaying or ignoring the other, helps to explain the persistence of the Israeli-Palestinian conflict and contributes to the lack of a resolution to the conflict itself.

4. Discussion of implications:

Galtung's approach offers an alternative framework to the study of violence. It allows us to go beyond the 'ideological prison' of analysing conflicts, only in respect to the elimination of direct violence (Weber, 2004:32).

It provides a means of examining many types of violence that either go unnoticed, or are not perceived as violence at all. Galtung's typology of violence enables us to characterise different dimensions of violence and study the interconnection between them. Furthermore, Galtung's approach plays a political role in analysing conflict. An extended definition not only includes the concerns of most disadvantaged people of a society that are more likely to be subjects of structural violence (Coady, 1999:24, Kent, 2003:384) 'Discarding structural accounts of violence has to be seen as a political act, as it naturalizes exploitative social relations' (Fleming, 2012:484) and benefits the relatively powerful' (Nevins, 2002:523). The adoption of any of the definitions of violence depends on the interests of those employing them.

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Stream and Title No:	3
Title of Paper:	Identifying Critical Knowledge for Integrated Decision Support
Keywords:	knowledge management, critical knowledge, global supply chains, integrated decision support, GAMETH

Abstract:

1. Problem statement/rationale, including reference to key literature:

It is widely known that knowledge can help organisations increase products and services value, support global supply chain integration decisions and strengthen organisations' competitiveness. But it doesn't mean that organisations should keep as much knowledge as possible. Actually, holding and maintaining any unimportant or unnecessary knowledge is a type of waste because of the holding and set-up costs for the knowledge, this is similar to keeping substantial goods in a high inventory level. In addition, unlike actual goods, knowledge cannot be used up and it can even be increased during its dissemination among knowledge users. The more knowledge is used, the more it tends to grow and be accumulated by its users. Therefore, when the amount of knowledge is too overwhelming and there is no systematic method for retrieving knowledge from vast knowledge database, the workload for decision makers will be a nightmare. And exploiting and using the entire organisation's knowledge requires a large human and financial investment. This problem deteriorates in the context of global supply chain management.

In order to optimise the capitalising operation, companies should only focus on selecting and using the **critical knowledge** which *“supplies essential resources to the conception of products and new services, that contributes to the added value and to the performances of the functional and operational processes of the firm, and that is the essential factor to maintain and improve its competitive position. That knowledge is vulnerable, i.e.: rare,*

specific and unique, imperfectly diffused, non-substitutable, difficult to pass down” (Grundstein and Rosenthal-Sabroux, 2005). Therefore, it is necessary to know how to identify or locate, preserve and share critical knowledge.

Author will introduce a method, “GAMETH” developed by Grundstein (2000), to locate the company’s critical knowledge for improving the quality of decision making. This method consists of three steps: The first step is to identify sensitive process with the stakeholders. The second stage consists of modelling sensitive processes identified and analysing critical activities in related to each sensitive process. The sensitive process presents the stakes and includes activities. As a result of the constraints (e.g. technical specification to be respected) and the dysfunction of these activities, these activities could be weakened and put the process in danger. The problem linked with critical activities are called “determining problems”. Some of these problems can be solved by abolish some constraints (Saad et al., 2003 cited in Ermine et al., 2006). The other ones lead to the third step: characterising “potential crucial knowledge”. In this stage, researcher will clarify and locate the knowledge necessary to solve relevant problems. This analysis is conducted on identifying two types of knowledge: missing knowledge and poorly mastered knowledge (Saad, et al., 2005).

2. Research design and methods of data collection and analysis or method inquiry:

Both quantitative and qualitative methods will be used in this project. Interview and questionnaire may be used to identify sensitive processes and activities which are vital for an organisation’s objective(s) in order to locate the problems and critical knowledge which is essential to solve these problems. Analytical methods, such as ANP and ANN, may be used to synthesize empirical findings in terms of sensitive processes, critical activities and critical knowledge.

3. Main findings:

Supported by the GAMETH method, the critical knowledge can be captured among massive, complex and fuzzy information and data, and be retained and updated at an optimised inventory level, and then be transferred either to the right organisations or right individuals at the right form at the right time. Accordingly, the efficiency and effectiveness of decision making can be improved.

4. Discussion of implications:

Exploiting and using the entire organisation’s knowledge requires a large human and financial investment. By

capitalising critical knowledge, company can save time and reduce cost, and also the efficiency and effectiveness of decision making can be improved.

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Stream and Title No:	4
Title of Paper:	The Devil at the Door, Investigating the nature of communities and organised crime within.
Keywords:	Crime, gangs, justice, organized crime

Abstract:

1. Problem statement/rationale, including reference to key literature:

Jeremy Bentham in 1789 wrote: "Punishment then, as applied to delinquency, may be unprofitable in both or either of two ways: 1. By the expense it would amount to, even supposing the application of it to be confined altogether to delinquency: 2. By the danger there may be of its involving the innocent in the fate designed only for the guilty" (Bentham, *The Principles of Morals and Legislation*, 1789). Punishment is expensive, the notion of punishment in philosophical terms can have similar implications to delinquency itself and there is a danger of punishing the innocent by mistake. When society thinks of gangs, most of people consider crime and crime control. So why cannot the authorities wipe out gangs? Simple question may require complex answers. There is a general lack of resources within police departments in order to perform adequately. Social justice and public order should not only aim to eliminate gangs, but also find an alternative way of life, similar, yet licit.

2. Research design and methods of data collection and analysis or method inquiry:

Literature review supporting police methods

3. Main findings:

Previous research of mine and others indicates that gangs are an integrated element of society, especially in the low-income areas. This publication intends to fulfil the theme which was set for the panel: *Communities Ruled by Practice*. Therefore, this insight will present and analyze various law enforcement institutions and their approaches to combat organized crime.

There are number of issues which influence police- gang relationships. One of the most prominent factors is: local as well as national politics. Police may undertake two approaches according to current socio-political climate, as advised: use of physical force, in the form of quasi-military action and 'social worker' approach – when police officers attempt to win minds and hearts of gang members, in order to persuade them to quit participating in gang associated activities. Certainly, there were attempts to incorporate both approaches, but the approach that took priority was determined by what politicians are willing to allow. Different tactics of dealing with gangs vary across cities. The second factor which influences police- gang relationship involved the relationship the police have with the community in which gang members live. Cooperation is a key to success; however it may not always be present. However, if the community isn't on the police side; Sanchez Jankowski (1994) proposed three outcome activities to occur: first; the police is more careful with the use of indiscriminate force. The police may worry that the community would produce a political reaction which may be disadvantageous to the employment status of those involved. Second, the police is frustrated and resentful towards the community, therefore in search for making their jobs easier, the police may be mean toward the community. Finally, build-up frustration and hostility of police officers over the community's resistance to help them to tackle crime may result in police to engage in violent response toward gang members. All in all, the police usually prefer the military to the social worker approach.

4. Discussion of implications:

In order to explain the interrelation between gangs and the Criminal Justice System (CJS) it is crucial to have an overview on the social geography in which they interact. After the police have performed their duties, the responsibility switches to the court system. Gangs are still a difficult case for the Criminal Justice System. Firstly, because society is threatened by gangs, most of which are associated with serious crime. Criminal Justice System is mostly constructed in order to deal with individuals rather than with organizations. So, when the criminal organization commits crime, and the society seeks a policy to manage the problem effectively, the Criminal Justice System may find itself in a difficult position. CJS's main duties are to seek justice, but also maintain public order. Current CJS is not sufficiently prepared to deal with groups, therefore with organized crime. When assessing the underworld structures and networks, we can see that there is more to the picture than meets the eye. Many of gang members are underage; therefore, their cases ought to be dealt with in a different way than adult cases. There is a mismatch of the CJS and the social composition of gangs. Gangs consist of juveniles and adults, whereas the CJS consists of two separate jurisdictional structures; one that deals with juvenile offenders and one that deals with adults. The juvenile court is leaning towards rehabilitation, whereas the approach toward adult offenders is quite different- is dominated by the appeal for retribution.

The third problem is connected to the feeling of impotence that many court official have about their ability to solve the gang-problem. The general overview from court officials is that they believe that poverty is the main cause for the rise of gang activity, together with problems on the involvement in the labour market, the family and the schools. Ruth Kornhauser, who analysed the social disorganization theories, control theories and cultural deviance theories, concluded that they share a similar logic foundation. They all seem to share an assumption that gangs emerge from poverty and persist because poverty persists. In this case- the reality seems to actually resemble it, gangs persist because socially disorganized poor communities have developed a culture that has reproduced theses deviant behaviour models and made it difficult for formal institutions to

establish control.

Additionally, the problem of globalisation appears to have significant impact on the international social, economic and political situation. Its influence can have dual impact on the communities, one positive, represented by notions of pro- development and pro- profit, however on the other side, as beautifully written by David Hagedorn (2008):

‘In many places around the world, people are abandoned by economic globalization and, bearing in mind their limited licit opportunities, may choose gangs and the underground economy for survival’

Nonetheless, gang emergence processes, their persistence and activities create an incredibly complex phenomenon. Another burning, yet very unpleasant issue related to the question: “How cannot authorities wipe out gangs?” - I would like to urge to look at the current situation in Italy, and then answer the question: What would you do if a gangster or two would pay you a visit and say that they going to kill your wife and kids if you will not vote accordingly, or if you will not do what you are asked. What would you do? This question not only indicates the inability of public officials, law enforcement and police officers to imply any changes, and fight crime, but also indicate this extreme severity and ruthlessness which gangs employ to achieve their goals.

5. List of key references/resources:

TBC

Closing remarks

Connecting communities of practice across time, distance and specialisation is a constant challenge for all types of community, as suggested by the research presented at 2013 Plymouth Business School Symposium. The reasons for linking hard-won information and pooling shared resources have been discussed at this event between researchers and practitioners.

Again, the event was a success and as Postgraduate research Director for Plymouth Business School I would like to express my thanks to all those who took part, particularly David Carter, Nicola Langdon and Magda Maszczyńska (Organising Committee), Nichola Garland (Budget), Rob Giles and Liz Thomson (Technical Support), and Derek Greer, Ian Gibson, Miguel Silva and Robin Loveridge (Guest Speakers), Dr Jonathan Lean, Dr Adrian Barton and Dr Patrick Holden (Panel Chairs/Reviewers), and all the postgraduate students who presented their research as papers and posters.

Finally, congratulations to Imane El Hakimi for the award of Best Poster on theme of project performance evaluation within Arab countries.

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