



## **Cork University Business School**

### **Summer Research Symposium**

**Tuesday, 20 June 2017**

**Location: Boole 6**

**#CUBSresearch @CUBSucc**

**NB: Please confirm attendance with Dr Seán Lucey ([sean.lucey@ucc.ie](mailto:sean.lucey@ucc.ie)). This is important for getting the room and hospitality.**

**The Cork University Business School is holding a Research Symposium to showcase and share the on-going research activity in the School among colleagues. The papers will be presented in conference style to colleagues in CUBS, with each presentation to take 15 to 20 minutes.**

**The purpose of the event is to share research with colleagues in CUBS to receive feedback and to open up opportunities to develop shared research interests. It will also demonstrate the wide range of research currently being undertaken across the School.**

**CUBS is committed to undertaking and disseminating conceptually strong fundamental and applied practice-oriented research that has a measurable impact on driving sustainable economies and societies which stems from our disciplinary strengths, innovative inter-disciplinary approaches, and organisational and international engagement.**

#### **Symposium Programme**

**9.00-9.10: Welcome and Introduction**

**9.10-10.40: Session: Health**

**Matthias Beck (Management and Marketing) 'Health, Risk and Globalisation'**

**Michelle Carr (AFIS) 'The Control Problem - The Case of the Irish Healthcare Sector'**

**Stephen McCarthy (AFIS) ‘Exploring “Wickedness” in Practice – The Case of Interdisciplinary Health Information Systems Development’.**

**10.40-12.10: Session: Innovation**

**Gillian Barrett (Management and Marketing) ‘Open Innovation adoption in global high-tech SMEs: a closer look at the concept’**

**Justin Doran (Economics) ‘Innovation Policy Instrument Mix: Unravelling the Knowns and Unknowns’**

**Margaret Healy (AFIS) ‘Innovativeness, Creative Tensions and Accounting Practices: An empirical Analysis’**

**12.10-12.50: Lunch**

**12.50-2.50pm**

**Frank Crowley (Economics) ‘The effect of local entrepreneurial activity on business-level R&D activity: Evidence from Swedish businesses’**

**Mark Mulcahy (AFIS) ‘Smart Power and the Financial Services Ombudsman ‘**

**Bernadette Power (Economics) ‘Which Firms Exit? An Analysis of Enterprise Deaths during the Financial Crisis’**

**John Doran (AFIS) ‘From Raw Material to Finished Goods: Qualified Accountants and their Professional Formation’**

**2.50-4.20pm**

**Robbie Butler (Economics) ‘The Allocation of Additional Time in the English Premier League – Fergie Time post Sir Alex’**

**Stephen O’Sullivan (Management and Marketing) ‘Rethinking marketplace culture: Play and the context of context’**

**Wendy Rowan and Laura Lynch (AFIS) ‘Emotions and eConsent on Health Social Networks: A User Behaviour Approach’**

## **Abstracts**

**Title: Open Innovation adoption in global high-tech SMEs: a closer look at the concept**

**Dr. Gillian Barrett, Dr. Lawrence Dooley, Prof. Joe Bogue**

This paper builds upon an area of research originally neglected and presents a comparative case study on the adoption of open innovation (OI) practices within global high-tech SME firms. It explores the particulars of OI adoption within global high-tech SMEs in Ireland's medical device (MD) and ICT industries. Primary data is collected from semi-structured interviews with CEO's and/or founders and analysis is conducted at the project level and at the life cycle of the SME. We focused on the previously overlooked 'coupled' mode of OI adoption and reveal the details of these 'coupled' OI practices. We also explored the SMEs motives for adopting OI practices. Our findings reveal that SMEs have more formalised innovation processes than suggested in the literature. Also, we find that for many global high-tech SME firms, their adoption of OI practices are on an emergent, as needed basis rather than on a deliberate, longer-term strategic basis. We reveal that non-pecuniary motives play a key role for global high-tech SME firms in the adoption of OI practices and the organisation life cycle of the SME is an influencer in the firm's 'openness'. We discuss the wider implications of these findings from a theoretical, practical and policy perspective.

**Key words:** open innovation; global high-tech SMEs; Ireland; ICT; medical devices

**Title: Health, Risk and Globalisation**

**Prof Matthias Beck**

Globalisation has shifted the burden of occupational injury and ill health to nations which formerly stood at the periphery of industrial development. Today workers in industrialising nations not only face a greater likelihood than those of advanced industrialised nations of being affected by industrial accidents, but also are more likely to suffer serious or fatal injuries when accidents occur [1]. This paper reviews factors such as structural adjustment reforms, the export of waste and hazardous waste recycling and problematic patterns of domestic industrialisation which have contributed and continue to contribute to this situation together with potential means of addressing the increasingly precarious risk profile of the newly industrialising workplace.

**Title: The Allocation of Additional Time in the English Premier League – Fergie Time post Sir Alex.**

**Dr Robbie Butler, Department of Economics, University College Cork \***

**David Butler, Department of Economics, University College Cork**

**Rory O'Riordan** \* Corresponding author.

This paper re-examines the impartiality of referee decision making when applying Law 7 of FIFA's Laws of the Game, with particular focus on a phenomenon known as Fergie Time in the wake of the retirement of Manchester United manager Sir Alex Ferguson. We investigate decision making relating to the allocation of additional time for 760 English Premier League matches from 2013 to 2015 and

find limited evidence of a bias towards ‘big’ clubs, which could be interpreted as Fergie Time. An additional investigation of close matches does not confirm the initial finding findings - the effect of Fergie Time and its ability to influence matches outcomes is not significant. Based on our finding, it appears that the concept Fergie Time has not survived the retirement of Sir Alex, and is probably a construct of the media and disgruntled spectators, envious at the success of other teams.

Keywords: Additional time, referee decision-making, favouritism.

**Title: The Control Problem - The Case of the Irish Healthcare Sector**

**Dr Michelle Carr**

This study paper explores the operation of a package of management control practices in a healthcare context during an economic and fiscal crisis. Using qualitative research methods within an interpretive framework, the study demonstrates that the economic and fiscal crisis was perceived to have initiated a change in the attention provided to, and use made of, management control information. National healthcare management were perceived to have placed a higher emphasis on cost reduction targets and to use budget information in an inflexible manner. Hospital management perceived that this style of usage led them to be more focused on budget information and the achievement of budget targets, but they also perceived higher job-related stress and tense working relationships with national management. Hospital management were reluctant to replicate an inflexible style of budget usage within the hospital, but driven by the need to meet national cost reduction targets and frustrated by organisational arrangements, they adopted a centralised style of usage. It was recognised that while initially successful in removing organisational slack, this approach may lead to harmful side effects in the longer term. For example, clinicians were found to be apathetic towards the use of management control practices. The study contributes to the literature by highlighting how management control practices were perceived to operate during an economic and fiscal crisis. Further, addressing some limitations of previous research, it examined perceptions concerning multiple control practices at different organisational levels and among different professional groupings in the hospital, including senior hospital management, services managers, clinicians and clinician managers.

**Title: The effect of local entrepreneurial activity on business-level R&D activity: Evidence from Swedish businesses**

**Dr Frank Crowley and Dr Declan Jordan**

A key concept in the economics of innovation is the ‘public good’ nature of knowledge. This generates a tension between incentivizing knowledge production by allowing knowledge creators appropriate the economic benefits and encouraging its diffusion to enhance the social return to knowledge creation. This paper addresses this tension by exploring the effect of greater local entrepreneurship on firms’ research and development activity. Where firms operate in localities that are characterized by greater entrepreneurship, measured by the rate of start-up businesses, there may be lower incentives to engage in research and development. This would result from a higher risk that knowledge spillovers to local start-ups and/or that employees may exploit new knowledge in spin-out firms. Using firm-level data from the 2013 Business Environment and Enterprise Performance Survey (BEEPS) for Sweden and metropolitan-level data on new start-ups the paper estimates the effect on R&D activity of local rates of business start-ups. The paper finds that more new firm formations locally is associated with lower levels of business R&D expenditure, though the relationship is non-linear.

**Title: From Raw Material to Finished Goods: Qualified Accountants and their Professional Formation**

**John Doran, Dr Margaret Healy, Maeve McCutcheon, & Claire O’Sullivan Rochford.**

The formation of a professional accountant combines formal study and examination in technical subjects with a workplace apprenticeship, developing tacit skills and clinical experience (Wilson, 2011). Additionally, this experience of belonging to a professional community of practice helps establish professional identity (Hamilton, 2007). There is a symbiotic relationship between trainees and the organisations they train in, whereby each exploits the asset of the other.

Prior research has considered individual factors including workplace learning (Eraut, 2007); job satisfaction (Patten, 1995); stress (Kelly & Barrett, 2012); and gender (Gammie et al., 2007). The training process has been described as a struggle for many trainees, with difficulties including combining work and study; the nature of support and supervision (Kelly & Barrett, 2012). This can lead to reality shock where expectations of the working environment are not realised and failure to progress results.

Prior research has tended to focus on graduates entering into large accounting practices. This study explores a wider variety of entry routes using the reflections of qualified accountants working in a variety of settings, taking a holistic view of the training experience. Findings point to the serendipitous choice of career and pathways; the role of ambition in constructing routes to success; the challenges posed by examination failure, stress, steep learning curves and long working hours; the key supportive role of interpersonal relationships, including camaraderie, mentoring and motivation; and a diverse emphasis on skills gained, ranging from technical skills to an emerging sense of professional identification.

**Acknowledgement**

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**Title: Innovation Policy Instrument Mix: Unravelling the Knowns and Unknowns**

**Justin Doran, Department of Economics, Cork University Business School, UCC  
Kevin Mulligan & Helena Lenhian Department of Economics, Kemmy Business School, UL**

Governments deploy a mix of different innovation policy instruments to stimulate firm-level innovation additionality. Firms often receive multiple instruments simultaneously, and additionality can depend on interactions within this instrument mix. Depending on how consistent different instruments are with one another in terms of their underlying rationales, goals, and implementation modes, and how stable this consistency is over time, interaction effects can be complementary, substitutive or neutral. Consistency is thus an important means of improving the effectiveness and efficiency of the instrument mix at achieving policy objectives. This has important implications for policymaking. To explore these implications, we build a conceptual framework for the ex-ante and ex-post impact evaluation of innovation policy instrument mixes. Applying this framework, we construct a unique panel dataset capturing the core innovation policy instruments available to firms in Ireland, and employ a novel microeconomic technique to estimate the degree of temporal consistency within the instrument mix. Our results highlight the importance of temporal dynamics when evaluating innovation policy instrument mix consistency.

**Title: Innovativeness, Creative Tensions and Accounting Practices: An empirical analysis**

**Dr Margaret Healy\*, Dr Peter Cleary & Ms. Eimear Walsh**  
**Department of Accounting, Finance & Information Systems, Cork University Business School,**  
**UCC**

Innovation is a collaborative activity, requiring an integrated approach to the development and management of organisational capabilities, and inextricably implicated in the accounting practices of organisations. Extant research however is not conclusive as to the influence of accounting practices on organisational innovativeness. For example, Davila et al. (2009) argue that innovative activity appears to benefit from there being a balance between “tight” and “loose” performance controls providing both support and direction. However, others (e.g. Davenport, 2006) claim that the use of performance metrics can potentially create tension and constraints.

This paper documents the role of accounting practices in managing innovativeness within one high-technology organisation from the perspective of three separate organisational actors, each representing distinct functional areas. Using structuration theory as a data analysis lens, the culture of innovation and the use of metrics at the local and strategic levels are considered in terms of the challenges posed for the design of accounting practices. The paper concludes that creative tensions (Simons, 2000) at the operational level between innovativeness and performance measurement are managed through the development of creative boundaries (“guide rails”), within which solutions are developed and accounting practices act as an enabler rather than as a barrier to innovativeness.

**Title: Emotions and eConsent on Health Social Networks: A User Behaviour Approach**

**Dr. Wendy Rowan, Dr. Yvonne O’Connor, Ms. Laura Lynch and Dr. Ciara Heavin\***

Health Social Networks (HSNs) offer users the potential to connect with others, sharing their experiences and learning from each other. However, users of a HSN may be unaware at time of registration of the secondary uses and disclosures of their health-related data to third parties, unless they read the Terms and Conditions (T&C’s) and Privacy Policy (PP) statements. The aim of this study is to explore the role of emotions in relation to the provision of electronic consent (eConsent) on HSNs. As part of this study, participants’ behaviours were observed when agreeing to the site’s T&C’s and PP statements, which were subsequently followed by focus group discussions. The findings reveal several emotional drivers for HSN users, which were predominantly negative in nature. Participant’s emotions heightened following their retrospective evaluation of the T&C’s and PP statements. Participants were unaware of the implications for their data, and how they truly felt about these issues. Emotions such as fear, suspicion, distrust, annoyance and anger were highlighted. Participants were frustrated by their lack of control over their own health data. In achieving a deeper understanding of emotional drivers in relation to eConsent on HSNs and the implications for user data, we need to explore ways to reverse negative emotions. This could be achieved by introducing new measures for behavioural change including the education of HSN users at time of registration.

Keywords: eConsent, Health Social Networks, user behaviour, terms and conditions and privacy policy

Acknowledgement: We would like to acknowledge Wellcome Trust Grant for funding CHASM Project Seed Award 201607/Z/16/Z

**Title: ‘Exploring “Wickedness” in Practice – The Case of Interdisciplinary Health Information Systems Development’.**

**Stephen McCarthy, Paidi O’Raghallaigh, Ciara Fitzgerald, and Frédéric Adam**

**Cork University Business School, University College Cork (UCC), Ireland, b INFANT Research Centre, UCC, Ireland, c Health Information Systems Research Centre, UCC, Ireland.**

We define ‘Wicked practices’ as practices where the activities of problem formulation, approach design, and solution design exhibit ‘wicked’ features such as complexity, uncertainty, and contention. This new research area aims to address confusion in extant literature where the term ‘wicked problems’ has been used synonymously to describe both the problem-area, and the practice of addressing problems. We argue that this ambiguity misses important nuances between problem-areas and practice; therefore, we take a complementary approach to distinguish between ‘wicked problems’ and ‘wicked practices’. For wicked practices we find that the problem, approach, and solution must co-evolve through constant reflection and articulation. In particular, shared understanding and shared commitment are essential to reconcile differences among interdisciplinary teams. This presentation will provide an overview of ‘The Typology for Organizational Wicked Practice’, a theoretical lens which focuses the gaze of the scholar and practitioner on the factors which contribute to the ‘wickedness’ of wicked practices. The theoretical lens was applied to the case study of a connected health project. The resulting findings were found to deviate from extant literature in interesting ways which may be unexpected and provocative.

**Title: Smart Power and the Financial Services Ombudsman**

**Dr. Mark Mulcahy, AFIS, CUBS, UCC**

This study investigates the effectiveness of the additional regulatory powers — including, inter alia, the power to name and shame persistently offending financial service providers (FSPs) — awarded to the Irish Financial Services Ombudsman (FSO) in 2013. The extant literature on ombudsmen focuses mainly on the global spread of the ombudsman concept since the 1960s but is largely silent on the effectiveness of financial ombudsmen. As the first country to award its financial ombudsman such powers (dubbed the “big bang” by the FSO) Ireland represents a novel setting in which to test the impact of power on the behaviour of FSPs. Our results show that the number of complaints lodged against FSPs dropped precipitously in its immediate aftermath (in a comparison of means test  $p < 0.01$ ) and, following a one-year lag, so did the percentage of complaints lodge that proceeded to a full investigation and finding (in a comparison of mean  $p = 0.07$ ). This study argues that by introducing elements of hard power (name and shame) into a soft power setting, the FSO established a relationship with FSPs based on smart power to shape the preferences of FSPs and improve the effectiveness and efficiency of the FSO.

**Title: Rethinking marketplace culture: Play and the context of context**

**Dr Stephen O’Sullivan, Management and Marketing, CUBS, UCC**

Consumer culture theory’s (CCT) focus on consumer experience has resulted in a predominantly agentic view of consumption, limiting more critical readings of consumer culture. To progress an epistemology of CCT, consumer experiences must be situated in relation to their broader socio-cultural context, particularly communal experiences, evident within the marketplace culture stream of CCT research. Building a broader critique of the ‘context of context’ will require alternative models of inquiry: We develop an analytical framework derived from play theory to interpret the context of marketplace culture. Previous research is analysed to illustrate how consumers navigate the macro and micro contexts of consumption. Marketplace culture experiences operate as a consumer coping mechanism, absorbing and representing macrostructural tensions. In contrast to the agentic view of marketplace culture, our analysis highlights an underlying opposition to dominant cultural codes.

Finally, we discuss how this study advances the post-postmodern CCT agenda centred on radical rethinking and critical reflection.

**Title: Which Firms Exit? An Analysis of Enterprise Deaths during the Financial Crisis**

**Bernadette Power<sup>1\*</sup>, Justin Doran<sup>2</sup> and Geraldine Ryan<sup>3</sup>**

For policymakers to fully comprehend the influence of enterprise deaths on innovation and economic development in response to a macroeconomic shock greater understanding of the determinants of enterprise deaths during a period of crisis is required. This paper sheds light on market selection processes over the course of the 2007 financial crisis. Determinants of enterprise deaths are explored using micro-data on Irish enterprises pre-crisis (2006) and during the financial crisis (year = 2007, 2008 and 2009) using complementary log-log estimation techniques. The findings confirm that firm size had the largest impact on the hazard rates of enterprises. Attributes which offer greater resilience during the crisis, though short-lived in some cases, included (1) larger size; (2) adolescent firms; (3) reduced firm entry; (4) knowledge intensive sectors; (5) rural regions; and (6) agriculture, forestry and fishing, wholesale, retail and repair and professional and scientific sectors relative to manufacturing firms. Young enterprises and less innovative mature enterprises fail earlier in the crisis. There is clear evidence that a firm's likelihood of survival is threatened by their newness and smallness. However, smaller and older firms seem less resistant to macro-economic shocks than firms which are small and new to the market.

**Keywords**

Firm Deaths, Firm Exit, Environmental Conditions, Financial Crisis.

JEL Classifications: D21, L25, L26