

Volume 17 Number 3  
May 2011  
Pages 289–432

JOURNAL OF  
**MANAGEMENT**  
&  
**ORGANIZATION**

Australian and New Zealand Academy of Management

ISSN 1833-3672  
[www.jmanorg.com](http://www.jmanorg.com)

*e*Content<sup>PTY</sup>  
management<sup>LTD</sup>

## AIMS & SCOPE

The *Journal of Management & Organization* is an international peer-reviewed journal for timely publication of research, scholarship, educational and practitioner perspectives on management-related themes and topics. It aims to provide global perspectives on management and organization of benefit to scholars, educators, students, practitioners, policy makers and consultants.

### ACTING EDITOR IN CHIEF

**Charmine EJ Härtel**  
University of Queensland

### IMMEDIATE PAST EDITOR IN CHIEF

**Ray W Cooksey**  
University of New England

### ASSOCIATE EDITORS

**Roya Ayman**  
Illinois Institute of Technology

**Peter Galvin**  
Newcastle Business School

**Laura Petitta**  
University of Rome

**Prem Ramburuth**  
University of New South Wales

### BOOK REVIEW EDITOR

**Paul Waight**  
Central Queensland University,  
Rockhampton

### EDITORIAL BOARD

**Mats G Alvesson**  
Lund University

**Siah Hwee Ang**  
University of Auckland

**Felix Arndt**  
University of Canterbury

**Neal M Ashkanasy**  
University of Queensland

**Ana Bojica**, University of Granada

**Prashant Bordia**  
Australian National University

**Kerry Brown**  
Southern Cross University

**Anne de Bruin**  
Massey University,  
Palmerston North

**George Chen**  
Australian National University

**Thomas Clarke**  
University of Technology,  
Sydney

**Cary L Cooper**  
University of Lancaster

**Trish Comer**  
Auckland University of Technology

**Justin Craig**  
Bond University

**Urs Daellenbach**  
Victoria University of Wellington

**Per Davidson**  
Queensland University of  
Technology

**Fernanda Duarte**  
University of Western Sydney

**Paul Ellis**  
Hong Kong Polytechnic  
University

**Josie Fisher**  
University of New England

**Barry Gerhart**  
University of Wisconsin-Madison

**Keith Grint**  
University of Warwick

**Mark Harcourt**  
The University of Waikato

**Giles Hirst**  
Monash University, Caulfield

**Gerard P Hodgkinson**  
Leeds University

**Karen Jehn**  
University of Melbourne

**K Michele Kacmar**  
University of Alabama

**N Rao Kowtha**  
Solbridge International School  
of Business, Korea

**Marjo Lips-Wiersma**  
University of Canterbury

**Xiao-yu Liu**  
University of International  
Business & Economics, Beijing

**Bernard McKenna**  
University of Queensland  
Business School

**Janine O'Flynn**  
Australian National University

**Jone L Pearce**  
University of California, Irvine

**Sophie Reboud**  
Burgundy School of Business,  
France

**Simon Lloyd Restubog**  
Australian National University

**Denise M Rousseau**  
Carnegie Mellon University

**Diane Ruwhiu**  
University of Otago

**Bob Russell**  
Griffith University, Brisbane

**Kannan Sethuraman**  
Melbourne Business School

**Boas Shamir**  
Hebrew University of  
Jerusalem

**Alison Sheridan**  
University of New England

**Dean Tjosvold**  
Lingnan University

**Anne S Tsui**  
Arizona State University

**Rosalie L Tung**  
Simon Fraser University

**Ton van der Wiele**  
Erasmus University

**Margaret H Vickers**  
University of Western Sydney

**Jürgen Wegge**  
Technische Universität  
Dresden

**David A Whetten**  
Brigham Young University

**Celeste Wilderom**  
University of Twente

**Adrian Wilkinson**  
Griffith University

**Raymond F Zammuto**  
University of Queensland

### READERSHIP AND MANUSCRIPT PREPARATION

Published in association with ANZAM, the *Journal of Management & Organization* (JMO) (previously titled JANZAM, vol 1–11 ISSN 1324-3209) publishes articles on areas that address the interests of management academics worldwide, including:

- Qualitative and quantitative empirical research articles
- Theoretical and conceptual articles
- Literature reviews – including those from theses
- Articles on management education and learning
- Practitioner perspectives and case studies
- Methodological advances – including those from theses

Article formats include, but are not restricted to, traditional academic research articles, case studies, literature reviews, methodological advances, approaches to teaching, learning and management development, and interviews with prominent executives and scholars. Original articles which inform management research and practice from outside the discipline – such as psychology, education, economics, finance, political science, sociology, statistics and research design – will also be considered.

**AGGREGATED/ABSTRACTED/INDEXED IN:** ProQuest, Thomson Reuters SSCI, PsycINFO, Cengage, EBSCOhost, Scopus, SwetsWise, eBrary, MyLibrary, NetLibrary, eBooks, CSA/illustrata, APA-FT and Atypion; listed in Cabell's and Ulrich's Periodicals Directories and ARC Register of Refereed Journals.

### SUBSCRIPTIONS AND LIBRARY SAMPLE COPIES

All major international subscription agencies supply the Publisher's journals in print and online. Print and online subscriptions to the journal may also be entered directly with the Publisher. One free inspection copy of the journal is available to librarians on request. Author, Reviewer and Special Issue Guidelines are available at [www.jmanorg.com](http://www.jmanorg.com).

**Online subscriptions:** Full-text online access for volumes 1–17 is available via approved intermediaries including Atypion, EBSCOhost EJS, CNPIEC and Celdes. Full-text online access is available only to institutional subscribers holding a print subscription. Multisite/campus multiple use licences are available by negotiation with the Publisher. Authentication is via IP address, Athens ID or Username and Password. The host is [www.atypion-link.com](http://www.atypion-link.com).

Backsets of vols 1–16 are available for sale in limited numbers. *Journal of Management & Organization* volume 17 (2011) will publish in six (6) issues of approximately 140 pages in January, March, May, July, September and November 2011 on a calendar year subscription cycle (January–December). A subscription includes two special issues and four general issues in 2011.

### PRICE AND AVAILABILITY – 2011

Australia (incl. GST), New Zealand and Pacific: print (vol 17) + online (vol 1–17) AU\$935; print only (vol 17) AU\$770.

Rest of World: print (vol 17) + online (vol 1–17) US\$935; print only (vol 17) US\$770.

Individual subscription rates (print only) are AU\$330 and US\$330, respectively; a private postal address is required.

Individual articles are available at [www.atypion-link.com](http://www.atypion-link.com) (PPV).

Prices include airmail and GST if applicable. A subscription to the journal is included in the annual ANZAM membership fee (see inside back cover). Evaluation copies of special, topic-based issues may be requested by course coordinators. Discounts apply to large single-issue orders and course adoptions.

Subscriptions should be paid in advance by bank cheque, bank transfer ([info@e-contentmanagement.com](mailto:info@e-contentmanagement.com)), Visa, MasterCard, PayPal or international money order to:

eContent Management Pty Ltd  
(*Journal of Management & Organization*)  
PO Box 1027, Maleny, Queensland 4552, Australia  
Tel.: +61 (0)7 5435 2900; Fax: +61 (0)7 5435 2911; or

Email: [subscriptions@e-contentmanagement.com](mailto:subscriptions@e-contentmanagement.com) (PayPal)



ISSN 1833-3672

# JOURNAL OF MANAGEMENT & ORGANIZATION

*Journal of the Australian and New Zealand Academy of Management*

## CONTENTS

VOLUME 17 • ISSUE 3 • May 2011

- 290** The reality of management development in SMEs – *Alan Coetzer, Martina Battisti, Tanya Jurado and Claire Massey*
- 307** Structural capital, innovation capability, and size effect: An empirical study – *Nekane Aramburu and Josune Sáenz*
- 326** Radical and incremental entrepreneurial orientation: The effect of knowledge acquisition – *Ana Maria Bojica, Maria del Mar Fuentes and José María Gómez-Gras*
- 344** Who initiates and who implements? A multi-stage, multi-agent model of organizational innovation – *Sun Young Sung, Jin Nam Choi and Dong-Sung Cho*
- 364** CONCEPTUAL ARTICLE: Aligning operant resources for global performance: An assessment of supply chain human resource management – *R Glenn Richey, Jr, Michael G Harvey, Lauren Skinner Beitelspacher, Mert Tokman, Chadwick B Hilton and Miriam Moeller*
- 383** CONCEPTUAL ARTICLE: Coping with boycotts: An analysis and framework – *Saleh Al Shebil, Abdul A Rasheed and Hussam Al-Shammari*
- 398** CONCEPTUAL ARTICLE: Salesperson engagement and performance: A theoretical model – *Adrian Medhurst and Simon Albrecht*
- 412** Social power as a means of increasing personal and organizational effectiveness: The mediating role of organizational citizenship behavior – *Ajay K Jain, Sabir I Giga and Cary Cooper*

## CALL FOR PAPERS

### Healthcare Management: Progress, problems and solutions

DEADLINE FOR PAPERS: 5TH DECEMBER 2011

A special issue of *Journal of Management & Organization* – Volume 18 Issue 5

ISBN 978-1-921348-98-3 – September 2012

Guest Editors: **Yvonne Brunetto** (SCU), **Kate Shacklock** (GU), **Rod Farr-Wharton** (USC) and **Cary L. Cooper** (Lancaster University)

<http://jmo.e-contentmanagement.com/archives/vol/18/issue/5/call/>

eContent Management Pty Ltd, PO Box 1027, Maleny QLD 4552, Australia  
Tel.: +61-7-5435-2900; Fax. +61-7-5435-2911;  
subscriptions@e-contentmanagement.com www.e-contentmanagement.com

 eContent<sup>PTY</sup>  
management<sup>LTD</sup>

ISSN 1833-3672 • [www.jmanorg.com](http://www.jmanorg.com)  
2011 © eContent Management Pty Ltd

*Abstracted/indexed in Thomson Reuters SSCI, PsycINFO, EBSCO Publishing, Cengage, EBSCOhost, Scopus, SwetsWise, eBrary, MyiLibrary, NetLibrary, CSAIllustrata, APAIS and Atypon; listed in Cabell's and Ulrich's Periodicals Directories and ARC Register of Refereed Journals (ERA C). Aggregated in ProQuest. Registered with the Copyright Agency Ltd: [www.copyright.com.au](http://www.copyright.com.au)*

Published by  eContent<sup>PTY</sup>  
management<sup>LTD</sup> SAN 902-4964  
PO Box 1027, Maleny, QLD 4552, Australia  
[www.e-contentmanagement.com](http://www.e-contentmanagement.com)