

# **CURRICULUM VITAE**

## **1.0 PersonalDetails**

**Name:** *MILÉ TERZIOVSKI (Professor and Chair in Strategy and Innovation)*  
**Date of Birth:** 31 October 1955  
**Country of Birth:** Republic of Macedonia  
**Nationality:** Australian  
**Languages:** English and Macedonian  
**Address and Tel:** 34 Tormore Place, North Adelaide, South Australia 5006  
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## **2.0 Education**

### **2.1 Qualifications**

1997: Doctor of Philosophy (PhD), Melbourne Business School, University of Melbourne.  
1990: Master of Business Administration (MBA), RMIT University.  
1988: Research Master of Engineering (Honours), M.Eng (Hons) University of Wollongong.  
1987: Graduate Diploma in Management (HRM), University of Newcastle.  
1982: Bachelor of Engineering (Honours), B.E (Hons), University of Wollongong.

### **2.2 Scholarships**

1994-1996: PhD Scholarship –Australian Postgraduate Research Award (Industry), Comalco Aluminium.  
1985-1988: Research Master of Engineering (Hons) Scholarship - Rio Tinto Ltd.  
1975-1981: Traineeship - The Electrolytic Refining and Smelting Company of Australia Ltd, Rio Tinto Ltd, to study part-time at the University of Wollongong towards a Degree in Mechanical Engineering.

## **3.0 Professional Development and Skill-based Courses**

2012 Transformational Leadership, UniSA.  
2011: How to handle the media, UniSA.  
2010: Occupational Health and Safety – Leadership course, UniSA.  
2008: Workplace Discrimination and Harassment – Legal Compliance Course, University of Melbourne.  
2005: Leadership Development and Succession Planning for Academic Staff, Faculty of Economics and Commerce, the University of Melbourne.  
1998: Lead Quality Auditor (5-day training Program), Standards Australia.  
1995: Written Communication Skills for Postgraduates, University of Melbourne.  
1995: Benchmarking for Best Practice, Australian Quality Council.  
1990: Manager Development Program, Modules 2 and 3, Rio Tinto Ltd  
Building and Leading Teams, Rio Tinto Ltd.  
1988: Industrial Relation Skills, Rio Tinto Ltd.  
Effective Presentation Skills - Rio Tinto Ltd.  
1987: Performance Appraisal Skills - Rio Tinto Ltd.  
Dynamic Learning for Managers - Rio Tinto Ltd.  
1986: New Age Thinking; 3 day Train the Trainer; 3 day as Facilitator – Rio Tinto Ltd.  
1985: Managing with Insight, Chandler &Macloud.  
1978: Craftsman Certificate, Fitting and Machining, Apprenticeship Directorate, NSW Government (Completed as part of an Engineering Traineeship at Rio Tinto Ltd).

## **4.0 Synthesis of Achievements**

### **4.1 Brief Overview**

I am a leader with dual sector experience in academia and business. Strong links with industry and proven capabilities in leadership and management as Head of School, International Graduate School of Business, University of South Australia; Director of a Research Centre, Monash University and University of Melbourne; and Department Manager and Project Leader with Rio Tinto Ltd. An outstanding academic record at an international level with strong experience in research project leadership, and a sustained and distinguished record of scholarship ranging across operations management, quality and innovation management. Exceptionally high publications output as evidenced in CV.

#### **4.2 Research (Advancement of the Discipline)**

1. Forty-seven peer-reviewed articles in leading journals, including four (4) ERA **Ranked A\*** top-tier journals such as the Strategic Management Journal, and the Journal of Operations Management (JOM); eight (8) ERA **Ranked A** publications, and two (2) best papers published in the **Academy of Management Best Paper Proceedings**.
2. 'Best Paper' award in JOM; and two 'Best Paper' prizes from the US Academy of Management (AOM) and nomination for an AOM International Best Paper Award.
3. Single-authored publication in the **A\*** Strategic Management Journal (SMJ).
4. Over 60 refereed papers at leading national and international conferences including two published in the Academy of Management 'Best Paper' Proceedings.
5. Four books with prestigious international publishing houses, including Routledge and Imperial College Press, London.
6. Nineteen book chapters and one in press.
7. Over \$3 million in competitive research grants funding including one Australian Research Council (ARC) Discovery Grant, two ARC Linkage grants, two DIISR International Linkage Grants; a Technology Diffusion Grant; and one EU 7<sup>th</sup> Framework Research Travel Grant.
8. 'Best Paper' award, 8<sup>th</sup> International Conference on Productivity and Quality Research, Finland.
9. 'Best Paper' award 3<sup>rd</sup> Multinational Alliance for the Advancement of Organisational Excellence (MAAOE), Scotland.
10. Dean's Award for Research Excellence.
11. More than 500 ISI, 800 Scopus citations and more than 2,000 Google Scholar citations; large percentage cited in the top 40 Financial Times journals.
12. Visiting Professor, University of Versailles, Saint Quentin, France, 2005-present.
13. Visiting Professor St Cyril and Methodius, University of Skopje, Macedonia, 2011-present.
14. Visiting Professor, University of Quebec, Canada, 2011-present.

#### **4.3 Contribution to Teaching and Learning**

1. Quality of Teaching surveys at the University of Melbourne - obtained a mean score of 4.4 on Q2 which states that *"This subject is well taught."*
2. Nine Dean's Awards for Excellent Teaching.
3. Supervised six PhD candidates to completion as lead supervisor; 3 as Associate Supervisor; 2 Masters and 14 honours candidates to completion.
4. Recipient of \$40,000 of competitive funding for innovation in teaching.

#### **4.4 Leadership and Service**

1. Chair, Heads of School Group, University of South Australia (appointed January 2012 for 1 year).
2. Acting Pro Vice Chancellor, Division of Business, University of South Australia, Nov 2011/July 2012.
3. Head of School, International Graduate School of Business, UniSA, July 2010-present.
4. Chair, Organising Committee, CEO Symposium 2012 – to mark the 21<sup>st</sup> Anniversary of UniSA..
5. Chair, School Board, School Executive, International Graduate School of Business, 2010-present.
6. Deputy Director of the Contemporary Europe Research Centre (CERC), 2008-2009.
7. Foundation Director of the Euro-Australian Cooperation Centre (EACC-VIC), 1999-2010.
8. Deputy Chair, Academic Board, Australian Institute of Management, 2007-2010.
9. Executive member, Australian Organisation for Quality (AOQ), 2007-2008.
10. Unit Chair and Study Guide Author, Operations Management Unit, Australian Professional Engineers Scientists and Managers Association (APESMA), MBA (Technology Management), 2001-present.
11. Reviewer, Social Sciences and Humanities, Research Council of Canada, 2009.
12. Executive Member of the Operations Management Division, Academy of Management, 2007-present.
13. Chair, Task Force, Macedonian National Council of Australia, 2008-2010.
14. Committee Member, Early Career Researchers Grant Scheme, University of Melbourne, 2007-2010.
15. Editorial Board, US-based, Journal of Innovation Science, 2007-present.
16. Track Chair, Innovation and Entrepreneurship, European Academy of Management, 2006.
17. Editorial Board member, *International Journal of Quality and Standards*, 2006-2010.
18. Member, Department Executive, University of Melbourne (2003-2007).
19. Reviewer Research Council of Norway (2004).
20. Chair, 5<sup>th</sup> International and 8<sup>th</sup> National Research Conference Quality and Innovation Management, Melbourne Business School, 2001.

21. Acting Director, Quality Management Research Unit (QMRU), Department of Management, 1998.
22. Chair, 2<sup>nd</sup>International and 5<sup>th</sup>National Research Conference on Quality and Innovation Management, Melbourne Business School, 1998.
23. Director, Honours Program Department of Management, Monash University, 1997.
24. Executive Member, Quality Society of Australasia, 1996-1997.
25. Member, Joint Management Standards Coordination Group, Standards Australia, 1999.
26. Executive Member, Audit Handbook Committee, Standards Australia, 1999.
27. Regular reviewer for leading international journals, such as Journal of Operations Management.
28. Science and Production and Operations Management Journal.
29. President, Macedonian Community Council of Melbourne and Victoria, 1994-1998.
30. President, Macedonian Council of Australia, 1995-2001.

#### **4.5 Knowledge Transfer**

1. Invited by the Tertiary Education Quality and Standards Agency (TEQSA), to be part of the Interim Register of Experts in the Higher Education Sector, December 2011.
2. Peer Reviewer, Excellence Research Australia (ERA), June-August 2012.
3. Invited panel member (VC), Academic Promotions Policy Review, panel chaired by Former PVC (Academic), RMIT, July 2011-January 2012.
4. Board member, UniSA College Board, representing Head of School Group.
5. Member, Division of Business EQUIS Accreditation Panel, 2010.
6. Assessment panel member, Department of Further Education, Employment Science and Technology (DFEEST), State Government of South Australia (nominated by the Vice Chancellor), 2010.
7. Consultant to Australia China International Association (ACIA) - Zhuhai City Municipal Government Peoples' Republic of China, advising on Innovation and Entrepreneurial Orientation (2006-2009).
8. Invited Speaker, **Oxford Roundtable – 20<sup>th</sup> Anniversary**, on *Trade Liberalization: Consequences of Human Rights*, August 2008. *Invitations sent to selected persons throughout.*
9. Advisor to the President of The Republic of Macedonia, on *e-Commerce and Innovation strategies in Small to Medium Enterprises (SMEs)*, 2000-2003.
10. Invited Keynote speaker by the Japanese Government, Ministry of Education, Culture, Sports, Science and Technology (MEXT) to present at an International Workshop for the development of an effective Accreditation Standard for a Master of Technology (MOT) Management Program in Japan, Dec. 2007.
11. Consultant to Information Technology Industry Council (ITIC) in the USA and APEC Sub-committee on Standards and Conformance on ISO 9000 quality systems certification, 2003.
12. Regular media commentator, Australian Financial Review, Australian newspaper, Channel 9, SBS News.

#### **4.6 Impact – Citation Analysis**

According to ISI Web of Science, <http://wos2.isiknowledge.com/CIW.cgi>, My overall body of work has received 540 citations in journals, which are included in the ISI Web of Science select list of internationally important journals. This is an average of 12 citations per paper. My research has received 844 citations in the Scopus Citation Index from 24 of his journal publications (self-citations of all authors excluded). This is an average of 32 citations per paper. My citation rate in both cases is well above the average Citation Rate of 5.52 citations per paper for Economics and Commerce as reported by ISI Web of Knowledge. This body of work has produced a Scopus **h-index of 13** and a Google Scholar **h-index of 18**. This is well above the average of h-index of 9 for established Professors.

Article Citation Source	# 42 JOM 1997	#37 JOM 1999	# 24 EJOR 2003	#8 JOM 2007	#2 SMJ 2010	My other Citations	Total Citations
SSCI	98	245	51	2	1	143	540
Scopus	134	338	90	1	6	275	844
Google Scholar	264	609	170	5	23	1181	2,252

**Table 1: Citations Summary July 2012**

## **5.0 Current and Previous Academic and Industry Appointments**

### **5.1 Current appointments**

July 2010-present	<b>Professor (Level E Continuing), Chair in Strategy and Innovation, and Head of School, International Graduate School of Business, University of South Australia.</b>  I report to the Pro Vice Chancellor, Division of Business. I am responsible for the management and leadership of the School in fulfilment of the University's vision, mission and goals. This involves facilitating research, ensuring quality teaching and learning, and fostering a dynamic, service-oriented and enterprising culture within the School. I am accountable for the financial management of the School, which is self-funding.
November 2005-present	<b>Visiting Professor</b> , Graduate School of Management, University of Versailles–Saint Quentin, France.
December 2011-present	<b>Visiting Professor</b> , University of ‘St Cyril and Methodius,’ Faculty of Economics, Skopje, Republic of Macedonia.
December 2011- present	<b>Visiting Professor</b> , Centre for Innovation, University of Quebec, Canada.
May, 2012-present	<b>Visiting Professor</b> , HULT International Business School, Boston

### **5.2 Previous academic appointments**

January 2004-June 2010	<b>Associate Professor (Continuing)</b> , Department of Management, University of Melbourne.
April 2008-June 2010	<b>Deputy Director</b> , Contemporary Europe Research Centre, Department of Politics, University of Melbourne.
March 1998-March 2010	<b>Deputy Chair</b> , Board of Management, Euro-Australian Cooperation Centre (EACC)-for Continuous Improvement and Global Innovation Management Australia
1999-2010:	<b>Foundation Director</b> , Euro-Australian Cooperation Centre (EACC) for Continuous Improvement and Global Innovation Management, Victoria( <i>funded under the Technology Diffusion Program, Department of Industry Science and Resources</i> ). Centre established by Professor Terziowski at Monash University in collaboration with the University of Western Sydney, and European partner Universities. Professor Terziowski transferred the Centre to the University of Melbourne in 2000.
2000-2003:	<b>Senior Lecturer</b> (Continuing), Department of Management, University of Melbourne.
1999-2000:	<b>Senior Lecturer</b> (Continuing), and Director, Honours Program, Department of Management, Monash University.
1997-1999:	<b>Lecturer</b> (Continuing), Department of Management, Monash University.
1996-1997:	<b>Lecturer</b> (3 year contract), Department of Management, Monash University.

### **5.3 Previous industry appointments**

1988-1991:	<b>Project Leader, Wimmera Industrial Minerals Pty Ltd, Rio Tinto Ltd.</b>  Head hunted within the Rio Group for the new position of Project Leader. This was a senior management position reporting to the Chief General Manager. Wimmera Industrial Minerals (WIM) was established as a Strategic Business Unit of Rio Tinto Ltd to evaluate the commercial feasibility of the WIM Minerals Sands Project in Central Victoria.
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- 1986-1988: **Engineering/Production Superintendent, Sulphide Corporation, Rio Tinto Ltd.**  
Led a team of four supervisors and 50 tradesmen to provide safe, efficient and effective sinter production through the Sinter Plant. This plant was identified as a major bottleneck for the continuous operation of the Blast Furnace, which produced lead and zinc on a continuous basis. Was accountable for a budget of \$10 million.
- 1984-1986: **Central Workshops Superintendent, Electrolytic Refining and Smelting Company of Australia Pty Ltd, Rio Tinto Ltd.**  
Appointed as the first Superintendent of the Central Workshops Department. Led a team of 7 supervisors and 80 tradesmen to provide engineering services to five Production Departments, and was accountable for a budget of \$25 million.
- 1983-1984: **Project Development Engineer, 12 month Secondment, Sulphide Corporation, Rio Tinto Ltd.**  
Seconded to Sulphide Corporation in Newcastle, NSW, as part of a major Organisational Development (OD) program undertaken by Rio Tinto across the Group. Received training and development in various acting roles.
- 1982-1983: **Project Engineer, Electrolytic Refining and Smelting Company of Australia Ltd, Rio Tinto Ltd.**
- 1980-1982: **Assistant Workshop Superintendent, Electrolytic Refining and Smelting Company of Australia, Rio Tinto Ltd.**
- 1974-1980: **Trainee Engineer-Apprentice Fitter and Turner, Electrolytic Refining and Smelting Company of Australia, Rio Tinto Ltd.**

## **6.0 Research (Advancement of the Discipline)**

### **6.1 Competitive – External Research Grants**

1. TERZIOVSKI, M. – (Travel and Accommodation Grant 18,900 Euro, approx \$36,000 (2010-2012). Invited Member of the Large-Scale Integrated Project (IP), TARGET Advisory Board, Seventh Framework Programme, Theme ICT-2007.4.3.
2. TERZIOVSKI, M., & CHAPMAN, R. – \$166,000 (2007-2010), Department of Education Science and Training (DEST), First-named Chief Investigator and Project Leader, AMI-4-SME *Ambient Intelligence Technology for Systematic Innovation in Manufacturing SMEs*, EU-Australia collaborative project under the EU 6<sup>th</sup> Framework Program Final Report approved by Department of Innovation Industry, Science and Research, May 2009.
3. TERZIOVSKI, M., & CHAPMAN, R. – \$188,000 (2004-2006), Department of Education Science and Training (DEST), First-named Chief Investigator, funding for the IMS Fifth Framework COST-WORTH Project under the International Science and Technology Agreement, Innovation Access Program.
4. TERZIOVSKI, M. – ARC Linkage Project, \$80,000 (2003-2005), Chief Investigator, *The Effects of Corporate Strategy on Organisational Crisis Management and Survival* (main Supervisor for the PhD student).
5. TERZIOVSKI, M., & SAMSON, D. – ARC Linkage Project, \$80,699 (2003-2005), Co-Chief Investigator, *Innovation Management Strategies and Practices to Accelerate the Commercialisation Process in the Biotechnology Industry Survival* (the main Supervisor for the PhD student).
6. SAMSON, D., & TERZIOVSKI, M. – ARC Discovery Project, \$190,000 (2003-2005), Co-Chief Investigator, *Assessment of Innovation Capability Models to Create Innovation Driven Companies*.
7. TERZIOVSKI, M., & SOHAL, A. – Small ARC Grant, \$18,225 (1999-2000), Co-Chief Investigator, *The Effects of the Non-financial Auditor and the Audit Process on Business Performance*. Quality Assurance Services Pty Ltd has provided \$12,000 (cash) and \$40,000 in-kind support (paper presented at Academy of Management, Toronto, paper nominated for Best International paper).
8. CHAPMAN, R., & TERZIOVSKI, M. – DISR, Technology Diffusion Program Demonstration and Awareness (Co-Chief Investigator), \$420,620 (1999-2001). Seed funding for the establishment of an international research centre (Euro-Australian Cooperation Centre for Continuous Improvement and Global Innovation Management) (50%). (\$1.2M was provided for the European part of the project by the European Commission under the 4th Framework Program).

9. TERZIOVSKI, M. – Australian Postgraduate Research Award (Industry) Stipend, \$80,000, (1994-1996), funding from ARC and Comalco Aluminium to conduct research towards my PhD.

### **6.2 Competitive – Internal Research Grants**

1. TERZIOVSKI, M. & SARDANA, D., Innovation and Sustainability Practices in the Indian Manufacturing Sector. Part of the Global Manufacturing Research Group (GMRG) Project. (2012).
2. TERZIOVSKI, M. GURD, B. & FUMING, J. –2011 Twenty Really Good Grants Scheme: ARC Discovery Projects, (\$10,000), *Factors that affect performance of Australian Small and Medium Enterprises in China*. (2011)
3. TERZIOVSKI, M., & MOOSA, S. – Faculty Research Grant, \$15,000, Lead Chief Investigator, *Best Practice in Six Sigma Quality in Australian Organisations* (2006).
4. TERZIOVSKI, M. – Seed Funding of \$30,000 (\$15,000 from MRIO and \$15,000 from Dean of Economics and Commerce) to prepare Supplementary CRC application (2004).
5. TERZIOVSKI, M. – Faculty Research Grant (TLU), \$15,000 (2004-2005), Chief Investigator, Application of GEM tools in the teaching of masters subject Managing Innovation and Entrepreneurship.
6. TERZIOVSKI, M. – Faculty Research Grant, \$10,000 (2003), Chief Investigator, *Best Practice in Business Process Reengineering in Australian Small to Medium Enterprises*.
7. TERZIOVSKI, M., & SAMSON, D. – Faculty Research Grant, \$7,500 (2002), Chief Investigator, *The Relationship Between Innovation Practice and Innovation Performance in the Australian Biotechnology Industry*.
8. TERZIOVSKI, M., & SAMSON, D. – Faculty Research Grant, \$11,000 (2001) Chief Investigator, *Case Study Analysis of Innovation Capability Models in Australian Firms*.
9. TERZIOVSKI, M., & SOHAL, A. – Department of Management Research Grant, \$10,000 (2000), *Monash Sunway Campus, Malaysia, Extension of Small ARC Grant study to the customers of certified companies*.
10. TERZIOVSKI, M., & SOHAL, A. –Faculty of Business and Economics Research Grant, \$15,000 (1999), Chief Investigator, *Integrated Supply Chain Management: Challenges and Opportunities in Coles Myer*.
11. TERZIOVSKI, M., & SOHAL, A. – Faculty Research Grant, \$23,000 plus Ernst & Young, \$8,000 (1999) Co-Chief Investigator, *Quality Management Practices in the Australian Manufacturing Industry*.
12. TERZIOVSKI, M. – Department Research Grant, \$10,000 (1998) Chief Investigator, International Manufacturing Strategies Study-Phase 2 in Collaboration with the London Business School, Californian State University, and the Instituto de Empresa, Spain. External – competitive grants.

### **6.3 Non-competitive – External Research Grants**

1. TERZIOVSKI, M. – IMS Australia, \$4,000 (2006), Chief Investigator, Global Manufacturing Research Group (GMRG) Study in the Republic of Macedonia Manufacturing Industry. Study administered by the Economic Policy Research Unit (EPRI) in Macedonia during first half of 2007.
2. TERZIOVSKI, M. – IMS Australia, \$12,000 (2004), Chief Investigator, COST-WORTH Project, to prepare a seminar and bring out a guest speaker from Germany.
3. TERZIOVSKI, M. – IMS Australia, \$12,000 (2004), Chief Investigator, *Global Education in Manufacturing (GEM) strategy project*.
4. TERZIOVSKI, M. – IMS Australia, \$12,860 (2003-2004), Chief Investigator, *Global Education in Manufacturing (GEM) strategy project*.
5. TERZIOVSKI, M. – Open Systems Education Trust, \$10,000 (2003-2004), Chief Investigator, *Global Education in Manufacturing (GEM) strategy project*.
6. TERZIOVSKI, M. – APEC Sub-committee for Standards and Conformance, \$3,500 (2003), APEC conference in Thailand.
7. TERZIOVSKI, M. – DEST Grant, \$3,500 (2002), member of the Australian Delegation for the launch of European Union 6<sup>th</sup> Framework Program in Brussels.
8. TERZIOVSKI, M. – Dow Chemical USA, \$2,000 (2002-2003), Chief Investigator, *Development of Dow Chemical Case Study on Six Sigma Practices and Processes*.
9. TERZIOVSKI, M. – Department of Innovation Industry and Regional Development, Victorian State Government, \$50,000 (2001), Chief Investigator, *e-Commerce Best Practice in Victorian Local Government*.

10. SAMSON, D., & TERZIOVSKI, M. – Department of Industrial Relations Grant, Victorian State Government, \$200,000, (2001), Co-Chief Investigator, *Research Foundation for Economic and Sustainable Development*.
11. TERZIOVSKI, M. – Australian Organisation for Quality, \$5,000, and Foundation for Economic and Sustainable Development Grant, \$4,000 (2001-2002), Co-Chief Investigator, *Motivation and Benefits of Implementing ISO 9000 and ISO 14000 systems*, Collaborative research project with the Anderson School of Business, University of California, Los Angeles.
12. TERZIOVSKI, M. – The City of Melbourne, \$22,500, and the Department of Innovation Industry and Regional Development, Victorian State Government, \$9,000 (2000-2001), Chief Investigator, *Accelerating Biotechnology Research in Victoria*.
13. TERZIOVSKI, M. – Department of Industry Science and Resources Grant, \$42,000 (2001), *Feasibility Study for the Establishment of the International Confectionary Institute*.
14. TERZIOVSKI, M. – Department of Industry Science and Resources, \$16,500 (1999), Lead Grantee Organisation of an *Information and Communication Technology Seminar for an EC Delegation, Melbourne*.
15. TERZIOVSKI, M. – Varian Australia Research Grant, \$9,000 (1999-2000), Chief Investigator, *Continuous Improvement and Innovation Practice in Australian SMEs*, single-authored paper presented at the Academy of Management conference in Washington, DC, August 2001.

#### **6.4 Research Reports**

1. TERZIOVSKI, M. – Innovation Practice in the Australian Biotechnology Industry, Centre for Global Innovation and Entrepreneurship, University of Melbourne, 2008.
2. TERZIOVSKI, M. – Building Innovation Driven Organisations: Development and Testing of ‘Best Practice’ Models, Centre for Global Innovation and Entrepreneurship, University of Melbourne, 2007.
3. TERZIOVSKI, M. – Continuous Improvement and Innovation Management Practice in Australian Small to Medium Enterprises (SMEs). Euro-Australian Cooperation Centre for Continuous Improvement and Global Innovation Management-Victoria, Department of Management, University of Melbourne, 2004.
4. TERZIOVSKI, M. – Accelerating Biotechnology Research in Victoria. Euro-Australian Cooperation Centre for Continuous Improvement and Global Innovation Management-Victoria, Department of Management, University of Melbourne, 2003.
5. TERZIOVSKI, M. – e-Commerce Best Practice: A Review of the Victorian E-Commerce Early Movers (VEEM) Scheme in Victorian Local Councils. Euro-Australian Cooperation Centre-Victoria, Department of Management, University of Melbourne, 2002.
6. TERZIOVSKI, M., SOHAL, A., & POWER, D. – The Effects of the Non-Financial Auditor and the Audit Process on Business Performance. Euro-Australian Cooperation Centre for Continuous Improvement and Global Innovation Management, Monash University, 1999.
7. TERZIOVSKI, M., & SOHAL, A. – Quality and the Australian Manufacturing Industry. A special report by Ernst & Young and the Monash University Quality Management Research Unit, 1999.
8. TERZIOVSKI, M., & SOHAL, A. – Quality Management Practices in Australian Service Organisations. Research Report: Monash University in collaboration with the Australian Institute of Management, 1998.
9. TERZIOVSKI, M., & SOHAL, A. – The Adoption of Quality Management Practice in the Australian Food Industry. Research Report by Ernst & Young and Monash University, 1998.
10. TERZIOVSKI, M., & SOHAL, A. – Longitudinal Study of Quality Management Practices in the Australian Manufacturing Industry. A special report by the Monash University Quality Management Research Unit, 1998.

#### **6.5 Refereed Journal Articles**

1. TERZIOVSKI, M., & HERMEL, P. – The Role of Quality Management Practice in the Performance of Integrated Supply Chains: A Multiple Cross-Case Analysis, Special Issue, *Quality Management Journal*, Vol.18, No.2, 2011.
2. TERZIOVSKI, M. – Innovation Practice and its Performance Implications in Small to Medium Enterprises (SMEs): A Resource-Based View, *Strategic Management Journal*, Vol. 31, No. 8, August 2010 (**A\* Journal**).
3. TERZIOVSKI, M. & GUERRERO, J., ISO 9000 Quality Systems Certification and its Impact on Innovation Performance, *Academy of Management Best Paper Proceedings*, 2009.
4. SHYONG F., & TERZIOVSKI, M. – Operations and Maintenance Practices and their Impact on Power Plant Performance, *Academy of Management Best Paper Proceedings*, 2008.

5. TERZIOVSKI, M. AND STANKOVSKI, L. – The Critical Role of the Macedonian Diaspora in Macedonia's Integration in the European Union and the Global Economy, *CROSSROADS, The Macedonian Foreign Policy Journal*, Vol. 1, No.4, April-October 2008.
6. FENG, M., TERZIOVSKI, M., & SAMSON, D. – Relationship of ISO 9001:2000 quality system certification with operational and business performance: A survey in Australian and New Zealand based manufacturing and service companies. *Journal of Manufacturing Technology Management*, Volume 19 Issue 1, 2008.
7. NOUSALA, S., IFANDUDOUS. P., TERZIOVSKI, M., & CHAPMAN, R. – Process Improvement and ICTs in Australian SMEs: a selection and implementation framework, *Journal of Production, Planning and Control (PPC)*, Volume 19, Issue 8, December 2008, pp.735-753 **(A journal)**.
8. POWER, D., & TERZIOVSKI, M. – Quality Audit Roles and Skills: Perceptions of Non-Financial Auditors and Their Clients. **Journal of Operations Management**. Vol.25, pp.126-147 (2007) **(A\* journal)**.
9. SINGH, T., PATHAK, R.D., KAZMI, A., SHARMA, B., & TERZIOVSKI, M. – An Empirical Study of Small Business Organisations in Fiji using a competency-based framework. *South Asian Journal of Management*, Volume 14 (2), April-June 2007.
10. TERZIOVSKI, M., & POWER, D. – The Contribution of ISO 9000 Certification to Improved Business Performance: A Continuous Improvement Approach. *International Journal of Quality and Reliability Management*. 24(2) (2007).
11. DELRIO, V., & TERZIOVSKI, M. – High Profile Crisis Management in Australian and New Zealand Organisations. *Asia Pacific Public Relations Journal*. Vol. 7 (2006).
12. BEVERLAND, M., CHING LIM, E., MORRISON, M., & TERZIOVSKI, M. – In-Store Music and Consumer-Brand Relationships: Relational Transformation. *Journal of Business Research*. Vol. 59: pp.982-989 (2006) **(A Journal)**.
13. TERZIOVSKI, M. – Quality Management Practices and Their Relationship with Customer Satisfaction and Productivity Improvement. *Journal of Management Research*. Vol. 29, No. 7: pp. 414-424 (2006).
14. TERZIOVSKI, M., & MORGAN, J. – Management Practices and Strategies to Accelerate the Innovation Cycle in the Biotechnology Industry. *The International Journal of Technological Innovation and Entrepreneurship (TECHNOVATION)*. 26: pp. 545-552 (2006) **(A Journal)**.
15. POWER, D., & TERZIOVSKI, M. – The Process, Practice and Outcomes of Non-Financial Auditing: Five Australian Case Studies. *The International Journal of Manufacturing Technology and Management*, 7(1): pp.52-82 (2005).
16. GLOET, M., & TERZIOVSKI, M. – Exploring the Relationship Between Knowledge Management Practices and Innovation Performance. *Journal of Manufacturing Technology Management*. 15(5): pp.402-409 (2004).
17. MORGAN, J., & TERZIOVSKI, M. – New Drug Development: The Importance of a Global Strategic Management Approach. *European Association of Pharma Biotechnology*. 6, Nov: pp. 28-30 (2004).
18. ALEXOPOULOS, A., COULTHARD, M., & TERZIOVSKI, M. Overcoming the Barriers to East West Trade: Export Success Factors of Entrepreneurial Australian Record Companies. *Journal of Enterprising Culture*. 12(3): pp.211-223 (2004).
19. TERZIOVSKI, M. – Differentiators between High and Low Performing Manufacturing Firms. *International Journal of Manufacturing Technology and Management*. 4(5): pp.336-371 (2003).
20. TERZIOVSKI, M. – The Relationship Between Networking Practices and Business Excellence: A Study of Small to Medium Enterprises (SMEs). *International Journal of Business Performance Management*. 7(2): pp.1-17 (2003) *(Won best paper at the MAAOE Conference in Scotland)*.
21. TERZIOVSKI, M., FITZPATRICK, P., & O'NEILL, P. – Best Predictors of Successful Business Process Re-engineering (BPR) in Financial Services. *International Journal of Production Economics*. 84(1): pp. 35-50 (2003). **(A Journal)**.
22. SOHAL, A., TERZIOVSKI, M., & ZUTSHI, A. – Work Teams at Varian Australia: A Case Study. *The International Journal of Technological Innovation and Entrepreneurship (TECHNOVATION)*. 23(4): pp. 349-357 (2003). **(A Journal)**.
23. GERALIS, M., & TERZIOVSKI, M. – Quantitative Analysis of the Relationship Between Empowerment Practices and Service Quality Outcomes. *Total Quality Management*. 14 (1): pp. 45-62 (2003).

24. TERZIOVSKI, M., POWER, D., & SOHAL, A. – The Longitudinal Effects of the ISO 9000 Certification Process on Business Performance. *European Journal of Operations Research*. 146(3): pp.580-596 (2003) ***Nominated for Best Paper by the US Academy of Management, a first-class journal in the field. (A Journal)***.
25. TERZIOVSKI, M. – Achieving Performance Excellence Through an Integrated Strategy of Radical Innovation and Continuous Improvement. *International Journal of Business Performance Management*. 6(2): pp. 5-14 (2002).
26. TERZIOVSKI, M., SOHAL, A., & HOWELL, A. – Best Practice in Product Innovation at Varian Australia. *The International Journal of Technological Innovation and Entrepreneurship (TECHNOVATION)*. 22: pp. 561-569 (2002). **(A Journal)**.
27. TERZIOVSKI, M., POWER, D., & SOHAL, A. – From Conformance to Performance Auditing and Continuous Improvement: Empirical Evidence. *International Journal of Business Performance Management*. 4(1): pp.1-23 (2002).
28. SOHAL, A., POWER, D., & TERZIOVSKI, M. – Supply Chain Management in Australian Manufacturing – Two Case Studies. *Computers and Industrial Engineering*. 43: pp. 97-109 (2002). ***In the top five requested articles between 2002-2004 with 1,071 requests. (A journal)***
29. SOHAL, A., POWER, D., & TERZIOVSKI, M. – Integrated Supply Chain Management and B2B E-Commerce Practices in Australia – A Retailer’s Perspective in Implementing the EAN System. *International Journal of Business Performance Management*. 4 (2/3/4): pp. 218-230 (2002).
30. SOHAL, A., POWER, D., & TERZIOVSKI, M. – Integrated Supply Chain Management from the Wholesaler’s Perspective: Two Australian Case Studies. *International Journal of Physical Distribution & Logistics Management*. 32(1&2): pp. 96-109 (2002).
31. DEAN, A., & TERZIOVSKI, M. – Quality Practices and Customer/Supplier Management in Australian Service Organisations. *Total Quality Management*. 12(5): pp. 611-621 (2001).
32. MORRISON, M., & TERZIOVSKI, M. – Quality Management Practices and the Link to Potential Learning Outcomes within the Australian Retail Sector. *The Learning Organisation: An International Journal*. 8(2): pp. 176-185 (2001).
33. TERZIOVSKI, M., HOWELL, A., SOHAL, A., & MORRISON, M. – Establishing Mutual Dependence Between TQM and the Learning Organisation: A Multiple Case Study Analysis. *The Learning Organisation: An International Journal*. 7 (1): pp. 23-31 (2000).
34. TERZIOVSKI, M., & SOHAL, A. – The Adoption of Continuous Improvement and Innovation Strategies in Australian Manufacturing Firms. *The International Journal of Technological Innovation and Entrepreneurship (TECHNOVATION)*. 20(8): pp. 539-550 (2000). **(A Journal)**
35. SOHAL, A., & TERZIOVSKI, M. – Total Quality Management in Australia: Factors Critical to Success. *International Journal of Quality and Reliability Management*. 17(2): pp.158-167 (2000).
36. TERZIOVSKI, M., & SAMSON, D. – The Effects of Company Size on the Relationship Between TQM and Organisational Performance. *The International Review of Organisational Improvement*. 12(2): pp. 144-148 (2000).
37. SAMSON, D., & TERZIOVSKI, M. – The Relationship between Total Quality Management Practices and Operational Performance. *Journal of Operations Management*. 17(4): pp. 393-409 (1999) ***1999 Best Paper Award – in the top 10 requested articles 2000-2004 with 1,767 requests. (A\* Journal)***
38. TERZIOVSKI, M., SOHAL, A., & MOSS, S. – Longitudinal Analysis of Quality Management Practices in Australian Organisations. *Total Quality Management Journal*. 10(6): pp. 915-926 (1999).
39. TERZIOVSKI, M., & DEAN, A. – Best Predictors of Quality Performance in Australian Service Organisations. *Managing Service Quality*. 8(5): pp. 359-366 (1998).
40. TERZIOVSKI, M., & SAMSON, D. – The Link between TQM Practice and Organisational Performance. *International Journal of Quality and Reliability Management*. 16(3): pp. 226-237 (1998).
41. BROOKSHAW, T., & TERZIOVSKI, M. – The Relationship between Strategic Purchasing and Customer Satisfaction. *Benchmarking for Quality Management*. 4 (4): pp. 244-258 (1997).
42. TERZIOVSKI, M., SAMSON, D., & DOW, D. – The Business Value of Quality Systems Certification: Evidence from Australia and New Zealand. *Journal of Operations Management*. 15(1): pp. 1-18 (1997). **(A\* Journal)**
43. BEAUMONT, N., SOHAL, A., & TERZIOVSKI, M. – Quality Management Practices in the Australian Service and Manufacturing Industries. *International Journal of Quality and Reliability Management*. 14(8): pp. 814-833 (1997).
44. TERZIOVSKI, M., SOHAL, A., & SAMSON, D. – Best Practice Implementation of TQM in Manufacturing and Service. *Total Quality Management*. 7(5): pp. 459-481 (1996).

45. TERZIOVSKI, M., SAMSON, D., & DOW, D. – The Impact of ISO 9000 Certification on Customer Satisfaction. *Asia Pacific Journal of Quality Management*. 4 (2): pp. 66-68 (1995).
46. TERZIOVSKI, M., & SAMSON, D. – Quality-Based Vision for the Australian Manufacturing Sector. *Asia Pacific Journal of Quality Management*. 2(3): pp. 10-29 (1993).
47. TERZIOVSKI, M., & ARNOLD, P.C. – Mathematical Modelling of the Effective Sizing and Placement of Air Blasters. *International Journal of Bulk Solids Handling*. 10(2): pp. 181-199 (1990).

### **6.6 Publication Pipeline**

1. TERZIOVSKI, M., Predictors of Innovation Performance: A Focus on Intellectual Property Rights (IPRs) Protection and Learning Strategies, *TECHNOVATION: The International Journal of Technological Innovation, Entrepreneurship and Technology Management* (*Decision pending on 4<sup>th</sup> Revise and Resubmit*).
2. TERZIOVSKI, M., ISO 9000 Quality System Certification and its impact on Innovation Performance, *International Journal of Production Economics* (Working on 2<sup>nd</sup> revise and resubmit).
3. SHYONG F., & TERZIOVSKI, M. – Operations and Maintenance Practices and their Impact on Power Plant Performance (*submitted to a special issue in the International Journal of Production Research, July 2012*).
4. TERZIOVSKI, M., The Relationship between innovation management practice and innovation performance in Australian firms: A cross-sectional study (*submitted to a special issue in the International Journal of Production Research, July 2012*).

### **6.7 Published Books**

5. TERZIOVSKI, M. – Building Innovation Capability in Organisations: An International Cross-Case Perspective, Imperial College Press, London: +254 pp. (2007).
6. TERZIOVSKI, M. – Demystifying the Quality Confusion: Empirical Evidence and Lessons Learned, Consensus Books-Standards Australia, Sydney: +380 pp. (1998).

### **6.8 Edited Books**

1. TERZIOVSKI, M. (Editor) – Energizing Management through Global Innovation and Entrepreneurship Research and Practice, Routledge Taylor & Francis, New York: +206 pp. (2009).
2. TERZIOVSKI, M. (Editor) – Relevant Research in Quality Management: An International Perspective, Consensus Books – Standards Australia, Sydney: +284 pp (1998).

### **6.9 Chapters in books**

1. KARKAR, N., & TERZIOVSKI, M. – Building Innovation Capability in the Services, LAREQUOI, ed. Professor Philippe Hermel, The University of Versailles-St Quentin, France, 2012 (in Press).
2. TERZIOVSKI, M., & HERMEL, P. – Developing supply chain excellence through strategic quality management, *The Theories and Practices of Organisational Excellence: New Perspectives*, (Ed) Kevin Foley and Philippe Hermel, SAI Global, 2008.
3. CORBELL, P., & TERZIOVSKI, M. – Organizational excellence, knowledge and the theory of the firm: To What Extent Can We Build on the Knowledge-Based View of the Firm? *The Theories and Practices of Organisational Excellence: New Perspectives*, (Ed) Kevin Foley and Philippe Hermel, SAI Global, 2008, Chapter 7.
4. TERZIOVSKI, M. – Global Collaborative Environments for Manufacturing Innovation, *IMS Vision Forum 2006*, eds. C. Byung-Wook & D. Nagy, Cheong-Moon-Gak Publishers, Korea: pp. 1-212.
5. TERZIOVSKI, M., & LANDAU, J. – Comparison of Innovation, Quality and Entrepreneurial Practices, in *SMEs and Large Companies using the Australian Business Excellence Framework*, 2007.
6. TERZIOVSKI, M., & THOMPSON, G. – Innovation Leadership Practices and Their Relationship to Customer Satisfaction and Productivity Improvement, in *INSEAD*, (Vol 2), eds. L.N. Van Wassenhove, A. DeMeyer, E. Yucesan, E.D. Gunes, & L. Muyldermans, France: pp.299-307 (2004).
7. TERZIOVSKI, M. – Accelerating New Product Development (NPD) Cycle Time Using Concurrent Engineering, in *Other Advanced Approaches in Concurrent Engineering*, (Vol. 2), eds. R.J. Goncalves, M. Tseng, & R. Jiao, A.A. Balkema Publishers, Portugal (2003).

8. MARTIN, S., COLLADO, A., KIRCHOFF, U., WOLF, C., WALL, B., & TERZIOVSKI, M. – Methodology for the Improvement of Working Processes in SMEs Through the Introduction of Intelligent Manufacturing System Solutions, in *Other Advanced Approaches in Concurrent Engineering* (Vol. 2), eds. R.J.Goncalves, M.Tseng,& R Jiao, A.A.Balkema Publisher, Portugal (2003).
9. SAMSON, D., MAGUIRE, C., & TERZIOVSKI, M. – Introduction to E-Business, in *E-Business Value Creations for Management*, ed. D. Samson, McGraw-Hill, Australia: pp.1-23 (2003). (30%).
10. SAMSON, D., MAGUIRE, C., & TERZIOVSKI, M. – E-business and Organisational Strategy, in *E-Business Value Creations for Management*, ed. D. Samson, McGraw-Hill, Australia: pp.24-37 (2003).
11. TERZIOVSKI, M., & SOHAL, A. – Critical Success Factors for Sustainable Continuous Improvement, in *Managing Operations Networks*, eds. E. Bartezzaghi, R. Filipini, G. Spina, & A. Vinelli, SGE Ditoriali Padova, European Operations Management Association, Padova: pp.845-849 (1999).
12. TERZIOVSKI, M., SOHAL, A., & POWER, D. –The Effect of the Non-Financial Auditor and the Audit Process on Business Performance, in *ISO 9000 and Total Quality Management: Change for The Better*, ed. S. Ho, Baptist University, Hong Kong: pp. 299-306 (1999).
13. TERZIOVSKI, M. – Best Predictors of High Performance Quality Organisations: Evidence from Australia and New Zealand, in *Management Change*, ed. G. Griffin, McMillan Publishing Company, Melbourne: pp. 283-299 (1998) (100%), B1. *Selected in the top 15 papers.*
14. TERZIOVSKI, M., & SAMSON, D. – South Pacific Tyres, in *The Best Practice Experience, Heavy Manufacturing, Mining and Chemical Industries*, (Vol.1), ed. E. Caruso, Pitman Publishing, Melbourne: pp.227-259 (1997).
15. TERZIOVSKI, M., & SAMSON, D. – Don Smallgoods, in *The Best Practice Experience, Service and Food Industries*, (Vol. 2),ed. E. Caruso, Pitman Publishing, Melbourne: pp.79-110 (1997).
16. TERZIOVSKI, M., & SAMSON, D. – Smorgon ARC, in *The Best Practice Experience, Heavy Manufacturing, Mining and Chemical Industries*, (Vol.1), ed. E. Caruso, Pitman Publishing, Melbourne: pp.189-225 (1997)
17. TERZIOVSKI, M., & SAMSON, D. – Pacific Dunlop Bedding, in *The Best Practice Experience, Machinery, Equipment And Other Manufacturing Industries*, (Vol. 3), ed. E. Caruso, Pitman Publishing, Melbourne: pp. 349-378 (1997).
18. TERZIOVSKI, M., & SAMSON, D. – Exicom, in *The Best Practice Experience, Machinery, Equipment and Other Manufacturing Industries*, (Vol. 3), ed. E. Caruso, Pitman Publishing, Melbourne: pp. 265-295 (1997).
19. TERZIOVSKI, M., SOHAL, D., & SAMSON, D. – Best Practice Implementation of Total Quality Management: Multiple Cross-Case Analysis of Manufacturing and Service Organisations, in *Total Quality Management in Action, Enterprise and Industry*, ed. G.K. Kanji, Chapman & Hall, London: pp.196-199 (1996).

### **6.10 Article reprints as book chapters**

1. POWER, D., & TERZIOVSKI, M. – Quality Audit Roles and Skills: Perceptions of Non-Financial Auditors and Their Clients. *Journal of Operations Management*. Vol.25, pp.126-147 (2007) (*A\**), reprinted in *Quality Control and Applied Statistics*, 2007, 52 (5), pp.513-514.
2. GERALIS, M., & TERZIOVSKI, M. – Quantitative Analysis of the Relationship between Empowerment Practices and Service Quality Outcomes. *Total Quality Management*. 14(1): pp. 45-62, 2003 Paper reprinted in *Quality Control and Applied Statistics*, 2005, 48(6): pp. 693-694.
3. TERZIOVSKI, M., & SAMSON, D. – South Pacific Tyres, in *The Best Practice Experience, Heavy Manufacturing, Mining and Chemical Industries*, (Vol.1), ed. E. Caruso, Pitman Publishing, Melbourne: p.227-259 (1997). Book chapter reprinted in a tertiary textbook titled *Organisation Development and Change*, by D. Waddell (March 2004).
4. SAMSON, D., & TERZIOVSKI, M. – The Relationship between Total Quality Management Practices and Operational Performance. *Journal of Operations Management*. 17(4): pp. 393-409, 1999 (*Won 1999 Journal of Operations Management Best Paper Award*). Paper reprinted in *Quality Control and Applied Statistics*. 44(6): pp. 615-631 (1999).
5. SAMSON, D., & TERZIOVSKI, M. – The Relationship between Total Quality Management Practices and Operational Performance. *Journal of Operations Management*. 17(4): pp. 393-409, 1999 (*Won 1999 Journal of Operations Management Best Paper Award*). Paper reprinted in *Operations Management* (three-volume set) edited by: David J Bennett, Aston University, SAGE Library in Business and Management (2007).

6. TERZIOVSKI, M., & SAMSON, D. – Best Practice Case Studies on South Pacific Tyres, Smorgon ARC, Don Smallgoods, Exicom, and Pacific Dunlop Bedding, Pitman Publishing, Melbourne (1997), reprinted in *Best Practice in Action: Executive Summaries of Best Practice Case Studies*, Department of Industrial Relations, Commonwealth of Australia, Canberra. pp. 1-135 (1995).

### **6.11 Academy of Management Conference Presentations – Refereed Papers**

1. TERZIOVSKI, M., Exploring the Effect of Six Sigma Quality (SSQ) on Innovation and Organisational Ambidexterity, Operations Management Division, Academy of Management Conference, Boston, August 4-7, 2012. (accepted for presentation in the Cross Divisional paper session).
2. TERZIOVSKI, M. & GUERRERO, J., – ISO 9000 Quality Systems Certification and its Impact on Innovation Performance, Operations Management Division, Academy of Management Conference, Chicago, August 7-11, 2009 ***Second time winner of the Operations Division Chan Hahn Best Paper Award, Paper to be published in the 2009 Academy of Management Best Paper Proceedings.***
3. SHYONG F., & TERZIOVSKI, M. – Operations and Maintenance Practices and their Impact on Power Plant Performance, Operations Management Division, Academy of Management Conference, Anaheim, California August 8-13, 2008 ***Won the Operations Division Chan Hahn Best Paper Award sponsored by McGraw-Hill/Irwin. Paper published in the 2008 Academy of Management Best Paper Proceedings.***
4. TERZIOVSKI, M., & HERMEL, P. – The Role of Strategic Quality Management in Developing an Integrated Supply Chain, Business Policy and Strategy Division, Academy of Management Conference, Philadelphia, Pennsylvania, August 3-8 2007.
5. ERZIOVSKI, M. – Supplier ISO9000 Certification and its Relationship with Supply Chain Performance, Operations Management Division, Academy of Management Conference, Philadelphia, Pennsylvania, August 3-8, 2007.
6. TERZIOVSKI, M. – The Effects of Continuous Improvement and Innovation Management on Small to Medium Enterprise (SME) Performance, Operations Management Division, Academy of Management, Washington DC, 2001.
7. TERZIOVSKI, M., SOHAL, A., & POWER, D. – The Effects of the ISO 9000 Certification Process on Business Performance Over Time, Operations Management Division, The Academy of Management Conference, Toronto, Canada August 2000 ***Nominated for an international best paper award by the Academy of Management.***
8. TERZIOVSKI, M. – The Differences Between High and Low Performing Firms, Operations Management Division, The Academy of Management Conference, Chicago, August 1999. ***Press release of abstract to Wall Street Journal, New York Times, Business Week.***

### **6.12 Conference papers published**

1. TERZIOVSKI, M., The Relationship between innovation management practice and innovation performance in Australian firms, Australian and New Zealand Academy of Management (ANZAM), Adelaide Convention Centre, December 2010.
2. TERZIOVSKI, M. & GUERRERO, J., – ISO 9000 Quality Systems Certification and its Impact on Innovation Performance, Operations Management Division, Academy of Management Best Paper Conference Proceedings, Chicago, August 7-11, 2009 ***Winner of the Operations Division Best Paper Award.***
3. SHYONG F., & TERZIOVSKI, M. – The Role of Operations and Maintenance in Power Plants, Power-Gen Asia Conference, Thailand, 7-9 October 2009.
4. TERZIOVSKI, M. AND GUERERRO, J. – The Relationship Between Sustainable Development Practices and Innovation Performance, Multinational Alliance for the Advancement of Organisational Excellence (MAAOE) Aarhus University, Denmark, 2008.
5. SHYONG F., & TERZIOVSKI, M. - Operations and Maintenance Practices and their Impact on Power Plant Performance, Operations Management Division, Academy of Management Conference, Anaheim, California August 8-13, 2008 ***Won the Operations Division Chan Hahn Best Paper Award sponsored by McGraw-Hill/Irwin. The paper was published in the 2008 Academy of Management Best Paper Proceedings.***
6. SHYONG, W. F., AND TERZIOVSKI, M. – Operations and Maintenance Critical Success Factors and Operating Performance of Malaysian Power Plants: A Cross-Case Analysis, Australia and New Zealand Academy of Management (ANZAM), Operations Management Symposium, Monash University, June 2007.

7. TERZIOVSKI, M., & HERMEL, P. – Developing Supply Chain Excellence through Strategic Quality Management, The 6<sup>th</sup> International Multinational Alliance for the Advancement of Organisational Excellence (MAAOE), The University of Versailles-St Quentin, France, Ed., Professor Philippe Hermel, 2007.
8. CORBELL, P., & TERZIOVSKI, M. – Organizational Excellence and the Management of Knowledge: To What Extent Can We Build on the Knowledge-Based View of the Firm? The 6<sup>th</sup> International Multinational Alliance for the Advancement of Organisational Excellence (MAAOE), The University of Versailles-St Quentin, France, Ed., Professor Philippe Hermel, 2007.
5. TERZIOVSKI, M. – IMS Vision Forum 2006, Global Collaborative Environments for Manufacturing Innovation, published in the proceedings of the IMS Vision Forum pp.1-212
6. TERZIOVSKI, M., & LANDAU, J. – Comparison of Innovation, Quality and Entrepreneurial Practices in SMEs and Large Companies using the Australian Business Excellence Framework (ABEF), The 5<sup>th</sup> International Multinational Alliance for the Advancement of Organisational Excellence (MAAOE), Sydney, 2006.
7. TERZIOVSKI, M., & POWER, D. – The Relationship between Quality Auditor Style and ISO 9000 System Certification Performance, EUROMA International Conference on Operations and Global Competitiveness, Budapest Hungary, June 2005.
8. DANIEL, L., & TERZIOVSKI, M., Theoretical and Qualitative Exploration of Systems of Internal Innovation (SI<sup>2</sup>): Operational Adjuncts to Innovative Capacity, 7th International Research Conference on Quality, Innovation and Knowledge Management. Kuala Lumpur, Malaysia, February 2005.
9. MORGAN, J. P., & TERZIOVSKI, M. Accelerating the Innovation Cycle in Biotechnology Firms, Australia and New Zealand International Business Academy (ANZIBA) Conference, Monash University, November 2005 (*Nominated for best conference paper*).
10. TERZIOVSKI, M., & SAMSON, D. – Does the Origin of the Corporate Parent Matter in the Australian and New Zealand Manufacturing Industries? Australia and New Zealand Academy of Management (ANZAM), Operations Management Symposium, Central Queensland University, June 2005.
11. METZ, I., TERZIOVSKI, M., & SAMSON, D. – Future Research Agenda Based on an Integrated Innovation Capability Model (IICM), 4<sup>th</sup> Global Conference on Business and Economics, Oxford University, Oxford UK, June 2005.
12. DELRIO, V., & TERZIOVSKI, M. – Corporate Crisis Management and Survival in Australian and New Zealand Organisations, Asia Pacific Public Relations Journal, 2005.
13. HOWELL, A., & TERZIOVSKI, M. – e-Commerce, Communities and Government-A Snapshot of the Australian Experience, 2<sup>nd</sup> International Conference on Communities and Technologies, Milan Italy, June 2005.
14. TERZIOVSKI, M., & THOMPSON, G. – Innovation Leadership Practices and Their Relationship to Customer Satisfaction and Productivity Improvement, Operations Management as a Change Agent, European Operations Management Association Conference, INSEAD, France, 2004.
15. KIRCHOFF, U., SOUNDMAEKER, H., SAN MARTIN, F., COLLADO, WALL, B., CAMPOS, J., XEROMERITES, S., & TERZIOVSKI M. – How to speed up the IMSS Related Innovation in Manufacturing SMEs, International IMS Forum, 2004, Lake Como, Italy, pp. 1-8.
16. SINGH, P., & TERZIOVSKI, M. – Differentiators of Innovativeness Between Large and Small Organisations, Australia and New Zealand Academy of Management (ANZAM), Operations Management Symposium, University of Melbourne, June 2004, pp.1-12.
17. TERZIOVSKI, M. – Accelerating New Product Development (NPD) Cycle Time Using Concurrent Engineering. 10<sup>th</sup> ISPE International Conference on Concurrent Engineering: Research and Application, Portugal, July 2003.
18. FENG, M., & TERZIOVSKI, M. – The Relationship Between Motivation for Seeking ISO 9000 Certification and Organisational Performance Outcomes. The Seventh International Conference of the Decision Sciences Institute, China Europe International Business School (CEIBS), Shanghai, 2003.
19. MORRISON, M., & TERZIOVSKI, M. – The Influence of Specifically Programmed In-Store Music on Retail Store Atmosphere and Shopper Behaviour. Society for Marketing Advances, Retail Strategy and Consumer Decision Research Seminar, St Petersburg, FL, 2003
20. TERZIOVSKI, M. – The Effect of Networking Practices on Business Performance. The 3<sup>rd</sup> International Multinational Alliance for the Advancement of Organisational Excellence (MAAOE), Scotland 2002. **Received Best Paper award.**

21. TERZIOVSKI, M., & SAMSON, D. – Quality Management Practices and Their Relationship to Customer Satisfaction and Productivity Improvement. The Australian and New Zealand Academy of Management (ANZAM) and the International Federation of Scholarly Associations of Management (IFSAM), 2002. **Nominated for Best Paper.**
22. GLOET, M., & TERZIOVSKI, M. – Qualitative Analysis of Best Knowledge Management Practice. The 7<sup>th</sup> International Conference on ISO 9000 and Total Quality Management, RMIT University, 2002.
23. TERZIOVSKI, M. – Beyond the Fads: What Can We Learn From Deming’s Profound Knowledge. The 7<sup>th</sup> International Conference on ISO 9000 and TQM, RMIT University, 2002.
24. TERZIOVSKI, M., & MORGAN, J. – Management Practices and Their Impact on Performance Innovation in the Biotechnology Industry. The 6<sup>th</sup> International Research Conference on Quality, Innovation and Knowledge Management, Monash University, Malaysia, February 2002.
25. FENG, M., TERZIOVSKI, M., & SAMSON, D. – Critical Success Factors in Implementing ISO 9000 Quality Systems Certification. The 6<sup>th</sup> International Research Conference on Quality, Innovation and Knowledge Management, Monash University, Malaysia, February 2002.
26. TERZIOVSKI, M., & CHOI, T. – Achieving Performance Excellence Through an Integrated Strategy of Radical Innovation and Continuous Improvement. International Research MAAOE 2001 Conference, University of Versailles Saint-Quentin, France, 26-28 September 2001.
27. GERALIS, M., & TERZIOVSKI, M. – The Relationship Between Empowerment Practices and Service Quality Outcomes. The 5<sup>th</sup> International and 8<sup>th</sup> National Research Conference on Quality and Innovation Management, University of Melbourne, February 2001.
28. GLOET, M., & TERZIOVSKI, M. – Exploring the Relationship between Knowledge Management Approaches and Innovation Performance. The 5<sup>th</sup> International and 8<sup>th</sup> National Research Conference on Quality and Innovation Management, University of Melbourne, February 2001.
29. POWER, D., TERZIOVSKI, M., & SOHAL, A. – From Compliance to Continuous Improvement Focused Non-Financial Auditing: A Comparison of Attitudes between Auditors and Their Clients. The 5<sup>th</sup> International and 8<sup>th</sup> National Research Conference on Quality and Innovation Management, University of Melbourne, February 2001.
30. TERZIOVSKI, M., SOHAL, A., & POWER, D. Effects of the ISO 9000 on Business Performance. Global Manufacturing Research Group Annual Conference: Manufacturing in the Next Millennium, Richard Ivey School of Business, University of Western Ontario, 2001.
31. MORRISON, M., & TERZIOVSKI, M. – An Empirical Study of Retail Management Practices and the Link to Potential Learning Outcomes. British Academy of Marketing Conference, University of Derby, July 2000.
32. TERZIOVSKI, M., SOHAL, A., & POWER, D. – The Effects of the Quality Auditor and the ISO 9000 Certification Process on Organisational Performance. Fifth International Conference on ISO 9000 & TQM, Hong Kong Baptist University and The National University of Singapore, April 2000. **Keynote address.**
33. TERZIOVSKI, M., SOHAL, A., & POWER, D. – From Conformance to Performance Auditing and Continuous Improvement: Empirical Evidence. Fourth International and Seventh National Research Conference on Quality Management, University of Technology, Sydney, February 2000.
34. SOHAL, A., & TERZIOVSKI, M. – Continuous Improvement Process Teams (CIP Teams) and Corrective Action Teams (CATS) at Varian Australia. Fourth International and Seventh National Research Conference on Quality Management, University of Technology, Sydney, February 2000.
35. TERZIOVSKI, M., SOHAL, A., & POWER, D. – The Effect of the Quality Auditor and the Audit Process: Challenges and Opportunities – A Malaysian Perspective. International Symposium on Malaysian Business in the New Era, Sunway Lagoon Hotel, Malaysia, 2000.
36. PETROVIC-LAZAREVIC, S., & TERZIOVSKI, M. – The Effects of Human Resources Management on Transitional Companies in the Globalisation System. The 7<sup>th</sup> International Symposium on Change Management, Zlatibor, Serbia, 2000.
37. TERZIOVSKI, M., & SOHAL, A. – Critical Success Factors for Continuous Improvement in Australian Manufacturing Firms. The 6<sup>th</sup> Conference of the European Operations Management Association, Venice, June 1999.
38. CICMIL, S., & TERZIOVSKI, M. – Project Management and TQM. The 8<sup>th</sup> International Conference on Productivity & Quality Research, University of Vaasa, June 1999. **Won Best Paper Award.**

39. MORRISON, M., & TERZIOVSKI, M. – Testing the Relationship Between Quality Management Practices and Learning Outcomes: Within the Australian Retail; Hardware Sector, paper presented at the 6<sup>th</sup> International Conference on Recent Advances in Retailing and Services Science, organised by the European Institute of Retailing and Services Studies, Puerto Rico, July 1999.
40. TERZIOVSKI, M., & SOHAL, A. – The Adoption of Continuous Improvement Strategies in Australian Manufacturing Firms, paper published in the refereed stream of the 1999 Annual Conference of the Academy of International Business South East Asia Region, held in Melbourne, July 1999.
41. SOHAL, A., & TERZIOVSKI, M. – Supply Chain Management in the Australian Retail Industry, paper presented at The 4<sup>th</sup> International Symposium on Logistics (ISL'99), Florence, Italy, July 1999.
42. TERZIOVSKI, M. & SAMSON, D. – The Relationship Between TQM Practices & Organisational Performance, Institute for Operations Research and the Management Sciences (INFORMS), October 25-28, held at the Sheraton Hotel, Seattle, USA. Abstract published in Abstract Proceedings, November 1998.
43. TERZIOVSKI, M. & DEAN, A. – Best Predictors of Quality Service in Australian Organisations, 3<sup>rd</sup> International Conference on ISO 9000 and TQM, 14-16 April, 1998. Held by the Business Research Centre, School of Business, at Hong Kong Baptist University.
44. TERZIOVSKI, M. & SAMSON, D. – Increasing and Sustaining Performance Through and Integrated Quality Strategy, World Innovation & Strategy Conference incorporating the 4<sup>th</sup> International Symposium on Quality Function Deployment, 2-5 August 1998.
45. CAPELA, R., & TERZIOVSKI, M. – The Relationship Between Service Quality Practices and Business Performance in the Fitness Industry, paper presented at the 3<sup>rd</sup> International and 6<sup>th</sup> National Research Conference on Quality Management, RMIT University, February 1999.
46. FITZPATRICK, P., & TERZIOVSKI, M. – Critical Predictors of Business Process Reengineering (BPR) Success in the Australian Financial Sector, paper presented at the 3<sup>rd</sup> International and 6<sup>th</sup> National Research Conference on Quality Management, RMIT University, February 1999.
47. DEAN, A., & TERZIOVSKI, M. – A Model for Exploring Quality Outcomes in Outsourced Activities, paper presented at the 3<sup>rd</sup> International and 6<sup>th</sup> National Research Conference on Quality Management, RMIT University, February 1999.
48. BROOKSHAW, T., & TERZIOVSKI, M. – The Effect of ISO 9000 Certification on the Relationship Between the Total Supply Chain and Customer Satisfaction, paper presented at the 3<sup>rd</sup> International and 6<sup>th</sup> National Research Conference on Quality Management, RMIT University, February 1999.
49. TERZIOVSKI, M., SOHAL, A., & POWER, D. – The Effect of the Auditor and the Audit Process on Business Performance, paper presented at the 4<sup>th</sup> International Conference on ISO 9000 and TQM, Baptist University, Hong Kong, April 1999. *Keynote address.*
50. MORRISON, M., & TERZIOVSKI, M. – The Link Between TQM Practice and Learning Outcomes, paper presented at the Second International and Fifth National Research Conference on Quality Management, February 1998.
51. TERZIOVSKI, M. – Best Predictors of High Performance Quality Organisations: Evidence From Australia and New Zealand, paper presented at the ANZAM Conference, 3-6 December 1997.
52. TERZIOVSKI, M., SOHAL, A., & MOSS, S. – Longitudinal Analysis of Quality Management Practices in Australian Organisations, paper presented at the British Academy of Management Conference, held at the London Business School, 8-10 September 1997.
53. TERZIOVSKI, M., HOWELL, A., SOHAL, A., & MORRISON, M. – The Mutual Dependence Between TQM and the Learning Organisation, paper presented at the First International Conference of Technology Management, held at Massey University, New Zealand, February 1997.
54. TERZIOVSKI, M., SOHAL, A., & SAMSON, D. – Best Practice Implementation of Total Quality Management in Australian Manufacturing and Service Organisations, paper presented at the International TQM Conference, held at the Sheffield Hallam University, Sheffield, UK, July 1996.
55. TERZIOVSKI, M., & SAMSON, D. – The Link Between TQM Practice and Organisational Performance in Australian and New Zealand Organisations, First International Conference on Quality Management Research, held at the Monash-Mt Eliza Business School, February 1996.
56. TERZIOVSKI, M., SAMSON, D., & DOW, D. – The Value of ISO 9000 Certification in Australian and New Zealand Manufacturing, paper presented at Second Research Conference on Quality Management, Monash- Mt Eliza Business School, February 5-7 1995.

57. SAMSON, D., TERZIOVSKI, M., & CHALLIS, D. – Engineers of the Future, paper was jointly presented at the 4<sup>th</sup> International Conference on Engineering Management, held in Melbourne, 10-12 April 1994.
58. TERZIOVSKI, M., & SAMSON, D. – A Framework for Quality Based Competitiveness in Manufacturing, the paper was presented at the National Engineering Convention – Engcon '94, held in Melbourne Regent Hotel on 13-16 April 1994.
59. TERZIOVSKI, M., & SAMSON, D. – Quality Based Competitiveness in Manufacturing, the paper was presented at a Research Conference on Quality Management held at Monash-Mt. Eliza Business School, 6-7 February 1994.
60. TERZIOVSKI, M., & ARNOLD, P. – On the Effective Sizing and Placement of Air Blasters, International Bulk Solids Handling, Vol. 10, No. 2, May 1990; the paper was presented by Dr Terziovski at the Third International Conference on Bulk Materials, Storage, Handling and Transportation, Newcastle, 27-29 June 1989.

### **6.13 Editor of conference proceedings**

1. TERZIOVSKI, M. (Editor) – Proceedings of the 5<sup>th</sup> International and 8<sup>th</sup> National Research Conference on Quality and Innovation Management, European Australian Cooperation Centre, Department of Management, University of Melbourne, 2001.
2. TERZIOVSKI, M. (Editor) – Proceedings of the 3<sup>rd</sup> International and 6<sup>th</sup> National Research Conference on Quality and Innovation Management, European Australian Cooperation Centre, Department of Management, Monash University, 1998.
3. SOHAL, A., & TERZIOVSKI, M. (Editors) – Proceedings of the 1<sup>st</sup> International and 3<sup>rd</sup> National Research Conference on Quality Management, Department of Management, Monash University, 1996.

### **6.14 Seminars and Keynotes**

1. TERZIOVSKI, M., “*Innovation Practice in Australian SMEs*,” Melbourne Business School, Mt Eliza Executive Education, July, 2011.
2. TERZIOVSKI, M., “*How to publish in top-tier Journals*,” Graduate School of Management, University of Versailles, France, December 2010.
3. TERZIOVSKI, M., “*How to get your customer on the same page*,” ASI Executive Round Table Forum, Sofitel Mansion Hotel, Werribee Park, Victoria, 20 May, 2008.
4. TERZIOVSKI, M., “*AMI-4-SME Project – Progress Report on the Australian Project*”, 4<sup>th</sup> AMI-4-SME Review Meeting, National University of Ireland, Galway, Ireland, December 2007.
5. TERZIOVSKI, M. “*Improving Business Processes in SMEs – the COSTWORTH Project*”, IMS Australia Commercialisation Forum, Melbourne Exhibition and Convention Centre, 2006.
6. TERZIOVSKI, M. “*How to build innovation capability in Australian organisations: National Research Study Results*”, Australian Organisation for Quality, 16 November 2006.
7. TERZIOVSKI, M. “*Best Practice Cases in Six Sigma Quality*”, invited as keynote speaker at the QUALCON Conference, Sydney, October, 2006.
8. TERZIOVSKI, M. “*Global Collaborative Environments for Manufacturing Innovation: R&D, Human Resources and Infrastructure*”, invited as keynote speaker and panel speaker, IMS International Forum, Seoul, Republic of Korea, May 2006.
9. TERZIOVSKI, M. “*Innovation Practice and its Performance Implications in Small to Medium Enterprises*”, invited as a keynote speaker, The International Tooling Conference, October 2006.
10. TERZIOVSKI, M. “*Global Education in Manufacturing Pilot Program in Australia*”, invited member, representing IMS Australia, on a 5-member Global Education in manufacturing Strategy (GEM) Education Working Group. The working group consists of members from USA, Japan, Australia, EU, and Korea. The inaugural meeting was held at the Conference on Advanced Manufacturing, organised by the European Union’s Information Society Technologies, November 2005.
11. TERZIOVSKI, M. “*Innovation Capability and its Relationship with Innovation Performance*”, Research Seminar, Laboratoire de Recherche en Management, Université Versailles-Saint Quentin, December 2005.
12. TERZIOVSKI, M. “*Innovation and Quality in a Changing Business Environment: Future Opportunities and Challenges*”, Faculty Seminar, Université Versailles-Saint Quentin, December 2005.
13. TERZIOVSKI, M. “*Building Innovation Capability in Australian Organisations*”, invited to participate as a feature presenter at the 12<sup>th</sup> International Conference on Thinking, held in July 2005.

14. TERZIOVSKI, M. “*The Australian Experience for Obtaining Government Funding for European Australian Framework Projects*”, invited speaker, FP6 Seminar on Developing Projects Funded by the European Union, University of Wollongong, February 2005.
15. TERZIOVSKI, M. “*How to Speed Up the IMSS-related Innovation in Manufacturing SMEs?*” invited to IMS International Forum, expert panel, 2004.
16. TERZIOVSKI, M. “*Leadership for Innovation: Future Business Model*”, keynote speaker, Waite Inter-Search, CEO Luncheon 2003.
17. TERZIOVSKI, M. “*The Impact of ISO 9000 Certification on Business Performance*”, keynote address, Policy Dialogue on ISO 9001 Certification, Regulatory Alternatives to Quality Systems Certification, Asia Pacific Economic Cooperation (APEC) Sub-Committee for Standards and Conformance, Thailand, February 2003.
18. TERZIOVSKI, M. “*How e-Commerce and Innovation Policy Can Assist Macedonia to Accelerate its Integration in the EU*”, keynote address, invited by The President of the Republic of Macedonia to speak at an International Forum, 2002.
19. TERZIOVSKI, M. “*Beyond the Fads: Why Change Efforts Such as Reengineering and TQM Fail to Deliver?*” COMVIEW Conference keynote address, Victorian Commercial Teachers Association, Latrobe University, 2002.
20. TERZIOVSKI, M. “*The Role of Global Innovation and Collaboration in Increasing SME Competitiveness*,” invited keynote address on European Australian Cooperation, Innovation Congress, Shepparton, 2001. In the same session as Sir Gustav Nasal.
21. TERZIOVSKI, M. “*The Role of Leadership in Global Innovation*”, guest speaker, Fairley Leadership: The Community Leadership Programme Shepparton, March 2001.
22. TERZIOVSKI, M. “*Economic Aspects of Quality Management*”, keynote address, University ‘SS Cyril and Methodius’ Skopje, Republic of Macedonia, 15-16 November 2000.

## **7.0 Teaching and Learning**

### **7.1 Quality of Teaching Scores**

Mean score of 4.4 on Q2 “*This subject is well taught*” for Quality of Teaching surveys at the University of Melbourne. Received eight Dean’s awards for excellent teaching.

Subject	No. of students	1999/2000	2001	2002	2003
325-694 Innovation Management	21	-	-	-	4.4
325-318 Quality Management	100	-	4.3	4.0	-
325-314 Managing Organisational Innovation	120	-	3.9	3.9	-
325-664 Strategy	80	-	-	4.1	4.2
MBA 5700 Reengineering the Organisation Monash-Mt Eliza Business School	65	4.8	-	-	-

**Table 1 Quality of Teaching Scores question 2: “*This subject was well taught*” 1999-2003**

Subject	Numbers	2004	2005	2006	2007	2008
664 Strategy	80	-	-	4.10	4.20	-
314 Managing Organisational Innovation	<b>75</b>	<b>4.1</b>	-	-	-	<b>4.3 s1</b>
694 Managing Innovation and Entrepreneurship	3 streams @ 70 per stream	4.6	4.5	4.3	4.3	<b>4.4 s1</b> <b>4.3 s2</b>
Managing Quality and Business Process Improvement.	50	4.6	4.4	4.3	-	-

**Table 2: Quality of Teaching Scores for 2004 - 2008 “*This subject was well taught*”**

## **7.2 Honours Thesis Supervision**

Supervised 14 honours students studying in areas such as Innovation Management, Business Performance, e-Commerce and sustainable development (1996-2008).

## **7.3 Research Masters Supervision**

1. Michael Morrison, *Quality management practices and the link to potential learning outcomes within the Australian retail sector*, Monash University (completed 2000).
2. Terry Brookshaw, *The relationship between strategic purchasing and customer satisfaction*, Monash University (completed 2005).

## **7.4 Final year Thesis, Centre for Environmental Studies - Completions**

1. Danny McDearmid, *The Impact of ISO 14000 Certification in the Forestry Industry*, University of Melbourne (completed 2004).
2. Matthew Nelson, *Critical Success Factors for the Implementation of the Triple Bottom Line*, University of Melbourne (completed 2004).

## **7.5 PhD Joint Supervision - Completions**

1. Dr Johanna Macneil
2. Dr Benn Lawson
3. Dr Christina Scott-Young

## **7.6 PhD Main Supervisor - Completions**

1. Dr Marianne Gloet, *Exploring the Relationship Between Knowledge Management Practices and Innovation Performance (graduated 2011)*.
2. Dr John Morgan, *The relationship Between Innovation Practice and Innovation Performance in the Biotechnology Industry (graduated 2007)*.
3. Dr Shyong Foon, *The Relationship Between Management Practices and Operational Performance in Regulated and Deregulated Power Generating Industries in Australia and Malaysia(graduated 2009)*.
4. Dr Victor Del Rio, ARC Linkage Grant, *The Effects of Corporate Strategy on Organisational Crisis Management and Survival(graduated August 2008)*.
5. Dr Mei Feng, *The relationship between motivation for seeking ISO 9000 certification and organisational performance outcomes (graduated August 2007)*.

## **7.7 PhD Students in Progress at UniSA**

1. Anton Wiesman, *The Identification of Competitive Advantage (writing up)*.
2. Yasmin Kamal, *Organisational Innovation and its Performance Implications on Small to Medium Enterprises (confirmed March 2012)*.
3. Sairah Hussain, *The Performance Effects of IP Appropriation Strategy on Innovation in Australian Organisations (confirmed March 2012)*.

## **8.0 Leadership**

### **8.1 University**

1. Member of Working Group, Excellence in Innovation for Australia (EIA) – ATN/G08 Impact Assessment, July 2012- present.
2. UniSA College board member, University of South Australia, 2011.
3. Head of School, International Graduate School of Business, UniSA, July 2010-present.
4. Chair, Heads of School Group – University of South Australia, Jan 2012-present
5. Chair, School Board, International Graduate School of Business, July 2010-present.
6. Chair, School Executive, International Graduate School of Business, July 2010-present.
7. Deputy Director of the Contemporary Europe Research Centre (CERC), 2008-2009.
8. Invited appointment, Deputy Director, Contemporary Europe Research Centre, April 2008-present.
9. Member of Board, Contemporary Europe Research Centre, 2000-present.
10. Invited by the student Entrepreneurship Society to officially launch ‘Innovators Challenge’ as part of Entrepreneurship Week and give an opening speech on innovation and entrepreneurship, August 2008.
11. Invited to advise Students in Free Enterprise (SIFE) working on community solutions, 2007.
12. Invited member, Central University Committee, Early Career Research Scheme, 2007-present
13. Invited as Academic Supervisor, Executive MBA program, Melbourne Business School, 2006-2008.

14. Advisor to the Taskforce, Investment in Research Taskforce, Melbourne Research Office, 2005.
15. Member of Management Department Executive Committee, 2003-2006.
16. Adjunct Academic Advisor, School of Enterprise, Australian Centre for Public Infrastructure, 2003.
17. Member of Australian delegation, launch of European Union 6<sup>th</sup> Framework Research Program, 2002.
18. Speaker, European Australian Research Cooperation, Australian Research Management Society, 2002.
19. Member, Governance, Policy and Communications Committee, Office for Environmental Programs, 2000-2006.

## **9.2 Faculty/Division and Department/School Committees**

1. Acting Pro-Vice Chancellor, Division of Business Nov 2011, July 2012.
2. Workforce Strategy Advisory Group member, University of South Australia.
3. Academic Promotions Review Panel member, University of South Australia.
4. Chair, CEO Symposium , UniSA.
5. Panel member, Academic Promotions Policy Review (invited by the VC), panel chaired by Former PVC (Academic), RMIT, July 2011-January 2012.
6. Board member, UniSA College Board (1-year term), representing Head of School Network.
7. Board member, Division of Business, July 2010-present.
8. Member, Division of Business EQUIS Panel, 2010.
9. Assessment panel member, Department of Further Education, Employment Science and Technology (DFEEST), State Government of South Australia (nominated by the Vice Chancellor), January-April, 2010.
10. Advisor to the President of The Republic of Macedonia, on *e-Commerce and Innovation strategies in Small to Medium Enterprises (SMEs)*.
11. Executive Director, Centre for Global Innovation and Entrepreneurship (CGIE), 1999 – 2009.
12. Deputy Chair, European Australian Cooperation Centre (EACC), Australia, 1999-2009.
13. Member, Industry Advisory Board, CGIE, University of Melbourne, 1999-2009.
14. Member, Department of Management and Marketing, Melbourne Model, Breadth Working Party, 2007.
15. Chair, Performance Development Framework (PDF) Working Group, 2006.
16. Member, Selection Committee to hire Lecturer/Senior Lecturer in Management, 2002.
17. Member, Graduate Offerings Review team, Department of Management, 2002.
18. Member, Salary Loadings Committee, Department of Management, 2002.
19. Member, Steering Committee for the Olympics Study, FSED, University of Melbourne, 2001.
20. Representative, Operations Group, Department of Management Committee, 2000-2002.
21. Chair, Task Force, Department of Management Governance Structure, 2000.
22. Member Research and Graduate Studies Committee, Department of Management, 2000.
23. Member Publications and Promotions Committee, Department of Management, 2000.
24. Associate Foundation Director, Foundation for Sustainable and Economic Development (FSED), 2000.
25. Member, Industry Advisory Board, FSED, University of Melbourne, 2000.
26. Subject Leader, Managing Organisational Innovation, under graduate, 2001-2010.
27. Subject Leader, Managing Innovation and Entrepreneurship, postgraduate programs, 2001-2010.
28. Subject Leader, Quality Management, undergraduate and postgraduate programs, 2001-2006.
29. Subject Leader, Strategy, Masters of Applied Commerce, 2001-2004.
30. Subject Leader, Summer Subject, Managing People and Organisations, 2001-2008.

## **9.3 Membership of External Committees and Boards**

1. Quality and Tertiary Education Policy Directorate, Department of Further Education, Employment, Science and Technology, Government of SA, member of Course Assessment panel – nominated by the VC.
2. Manufacturing Industry, Thinkers in Residence, Steering Board.
3. Phoenix Society, Advisory Board.
4. Peer Reviewer, Excellence Research Australia.

## **8.4 Leadership Roles in Sports and Cultural Associations**

- |           |   |
|-----------|---|
| 2008-2010 | Chair, Task Force for the re-establishment of the Macedonian National Council of Australia. |
| 1995-2001 | President, Macedonian Council of Australia.   |
| 1994-1998 | President, Macedonian Community Council of Melbourne and Victoria.                          |
| 1993-1995 | East Doncaster Secondary College, School Council.   |
| 1992-1993 | Vice-President, Preston Lyons Soccer Club.  |
| 1991-1992 | Coach, U/12 Doncaster Rovers Junior Soccer Club.  |

1984-1986	President, Wollongong United Soccer Club.
1982-1984	Publicity Officer, Wollongong United Soccer Club.
1980-1982	Project Leader, Sports and Cultural Centre, Macedonian Church Community of Wollongong.
1977-1980	Secretary, Wollongong United Soccer Club.

## **9.0 Knowledge Transfer**

### **9.1 External postgraduate examinations**

1. Doctor of Business Administration Examiner, University of Western Australia, 2011.
2. Doctor of Business Administration Examiner, University of South Australia, 2008.
3. PhD Examiner, Faculty of Graduate Studies and Research, University of Alberta, Canada, 2006.
4. Doctor of Business Administration, University of South Australia, 2005 (2 off)
5. Doctorate, Construction Partnering in Hong Kong, Macquarie University, Sydney, 2004.
6. PhD Examiner, University of Western Sydney, 2001.

### **9.2 Conference Chair and Organising Committee**

1. Invited member of the steering committee for the 12<sup>th</sup> International Conference on Thinking, 2003-2005.
2. Member of Organising Committee for the International Conference on Supply Chain Management, 2002.
3. Chair of the 5<sup>th</sup> International and 8<sup>th</sup> National Research Conference on Quality and Innovation Management, Melbourne Business School, University of Melbourne, February 2001.
4. Member of the National Committee for The 4<sup>th</sup> International and 7<sup>th</sup> National Research Conference on Quality Management, convened by Sydney University of Technology, February 2000.

### **9.3 Chairing of Public Lectures, Conference Sessions and Discussant**

1. Session Chair, Operations Management Division, Academy of Management Meeting, Anaheim, USA 2008.
2. Invited as Session Chair, The 5<sup>th</sup> International Multinational Alliance for the Advancement of Organisational Excellence (MAAOE), Aarhus, Denmark, 2008.
3. Chair, Public Lecture at the Contemporary Europe Research Centre, 'Macedonia after the Bucharest NATO Summit' presented by his Excellency, Mr Viktor Gaber, Ambassador of the Republic of Macedonia.
4. Chair, Public Lecture at the Contemporary Europe Research Centre and School of Political Science, Criminology and Sociology, 'The Significance of the Transatlantic Link: A Central European Perspective,' presented by His Excellency Gabor Csaba, Ambassador – Republic of Hungary, 22 April 2008.
5. Chair, Department of Management and Marketing, Public Lecture 'Challenges and Opportunities of Investing in Emerging Markets: Macedonia'. Case Study delivered by His Excellency Mr Gligor Tashkovich, Minister for Foreign Investment, Republic of Macedonia, Melbourne Business School, University of Melbourne, 2007.
6. Session Chair, Operations Management Division, Academy of Management Meeting, Atlanta, 2006.
7. Session Chair, Multinational Alliance for the Advancement of Organisational Excellence Conference, 2006. Lead Discussant, EURAM 2006 Doctoral Colloquium, Oslo, Norway, May 2006.
8. Discussant, Academy of Management Conference, Toronto, Canada, 2000.

### **9.4 Track Chair**

Track Chair, European Academy of Management (EURAM 2006), Innovation and Entrepreneurship, 2006.

### **9.5 Invitations-Seminars and Keynotes**

1. Australia New Zealand Academy of Management (ANZAM) Heads of School Network, Presentation on the Budgeting System in the International Graduate School of Business, UniSA, June, 2012.
2. Keynote Address, Chief Financial Officers (CFOs) Strategy Summit, Keynote Panel – Australia's 2-Speed Economy: Managing Skills Shortages, Perth 20-22 May, 2012.
3. Chair Roundtable - Chief Financial Officers (CFOs) Strategy Summit, Keynote Panel – Maximising ROI From Education, 20-22 May, Perth 2012.
4. Invited by the Graduate School Chinese Academy of Social Sciences, Beijing. Presented on the International Graduate School of Business, MBA Programme. ***Subsequently signed two agreements to deliver a bilingual MBA in Beijing, 2011.***

5. Invited by the Australia China International Association (ACIA) to present a seminar to the Zhuhai City Municipal Government, Peoples' Republic of China, *'How to Build Innovation Capability and Entrepreneurial Orientation in Organisations'*, July 2009.
6. Invited by the Hargraves Institute as guest speaker at the International Innovation Conference: New World. New Opportunity, presentation: *How to build innovation capability: An international perspective*, Sydney, 2009.
7. Keynote speaker, Six Sigma Best Practice for Innovation and Growth, International Quality and Productivity Centre, Sydney, March, 2009.
8. Invited Speaker, **Oxford Roundtable – 20<sup>th</sup> Anniversary**, on *Trade Liberalization: Consequences of Human Rights*, August 2008. **Invitations sent to selected persons throughout the world after several screening processes.**
9. Invited to speak at the Australian Institute of Management's Professional Development Forum *"Building Innovation Capability in Organisations,"* June 2008.
10. Invited by the Department of Foreign Affairs and Trade to farewell HE Mr Viktor Gaber, Ambassador of the Republic of Macedonia, hosted by the Deputy Secretary Mr David Spencer, December 2008.
11. Invited by Charles Wankel, St John's University, New York, to present at a Professional Development Workshop, Academy of Management meeting in Anaheim, California, August 2008.
12. Invited as Keynote speaker by Tokyo University and the Japanese Government, Ministry of Education, Culture, Sports, Science and Technology (MEXT) to speak at an International Workshop for the Accreditation of a Master of Technology (MOT) course, December 2007.
13. Keynote speaker, Australian Organisation for Quality (Vic) to speak at QUALCON 2007, Melbourne.
14. Invited as Session Chair, The 5<sup>th</sup> International Multinational Alliance for the Advancement of Organisational Excellence (MAAOE), Versailles, France, 2007.
15. Invited member, Academic Review Committee, Chifley Business School, 2006.
16. Invited as Session Chair, The 4<sup>th</sup> International Multinational Alliance for the Advancement of Organisational Excellence (MAAOE), Sydney, 2006.
17. Invited by the Chair of the European Academy of Management Conference (EURAM 2006) to be the Track Chair of the Innovation and Entrepreneurship Track, Oslo, Norway, 2006.
18. Full Professorship offer (in writing) University of Versailles, Faculty of Business and Humanities, University of Versailles, 2005.
19. Invited by the Hon. Alexander Downer MP, Minister for Foreign Affairs to attend a private dinner in honour of the Minister of Foreign Affairs in the Government of Republic of Macedonia, 2005.
20. Invited by their Excellencies the Governor-General and Mrs Jeffery to attend a luncheon at the Government House, November 2004.
21. Invited by the National Europe Centre at the Australian National University, to Chair a Session at the International Conference for the Countries of South Eastern Europe on the Path to EU Membership: Opportunities for Australia: Relationships in the Region, Melbourne, Australia, 2004.
22. Member, accreditation panel, Office of the Vice President (Administration), Deakin University, 2003.
23. Invited by Sir James Gobbo, Commissioner for Italy Innovation, Industry and Regional Development to attend Veneto in Victoria Conference, 2003.
24. Chair Roundtable, Forum for European Australian Science and Technology, Inaugural Conference, Australian National University, Canberra, 2001.
25. Member of the Victorian Delegation attending the Biotechnology Conference, San Diego (June 2001).
26. Unit Chair, and Study Guide author, Australian Professional Engineers, Scientists, and Managers Association, MBA (Technology Management) distance education program, 2001-2011.
27. Member of the Industrial Innovation Working Group, Prime Minister's Innovation Summit, 2000.
28. Member of the Joint Management Standards Coordination Group, 1999.

## **9.6 Refereeing for scholarly journals, international conferences, and books**

1. McGraw Hill Publishers, review of book chapters on *'New Venture Creation'*, 2010.
2. *Journal of Operations Management*, Elsevier, 2009, 2010, 2011 (refereed 3 articles).
3. *Quality Management Journal*, American Society for Quality 2009, 2010, 2011 (refereed 5 articles).
4. *Journal of Manufacturing Technology Management*, 2009, 2010, 2011 (refereed 3 articles).
5. *The TQM Journal*, 2009 (refereed one article).
6. *Journal of Supply Chain Management*, 2009 (refereed one article).
7. *International Journal of Management Reviews*, College of Business Administration, The University of Texas-Pan American, 2008.
8. *Quality Management Journal*, American Society for Quality 2008 (refereed 2 articles).

9. *International Journal of Operations and Production Management (IJOPM)*, Emerald Group Publishing, 2008.
10. *Australia New Zealand Academy of Management* (2 papers), 2007.
11. *Academy of Management Conference, Atlanta* (3 papers), 2006.
12. *International Journal of Manufacturing Technology and Management*, Conference Papers, 2006.
13. *Knowledge and Process Management Journal*, Innovation and Knowledge Management, 2005.
14. ANZAM Operations Management Symposium, 2005.
15. *Quality Management Journal*, 2005.
16. Invited by Butterworth-Heinemann to review Book Chapter for an Operations Management book, 2004.
17. *Journal of Manufacturing Technology Management*, 2004.
18. *Journal of World Business*, 2004.
19. *Management Science*, 2004.
20. *European Journal of Operations Research*, 2003, 2004, 2005.
21. *International Journal of Production and Economics*, 2003, 2004.
22. Academy of Management, Seattle, Strategy and Business Policy Division, 2003, 2004.
23. Australian and New Zealand Academy of Management (2 papers), 2002.
24. Academy of Management, Denver, Operations Management Division (2 papers), 2002.
25. Academy of Management, Business Policy and Strategy Division (2 papers), 2002.
26. *Journal of Operations Management* (1 paper), 2001.
27. Butterworth Heinemann, UK, Review of Operations Management text, 2001.
28. *Management Science*, 2001.
29. Academy of Management Conference, Washington DC, 2001 (3 papers).
30. *European Journal of Operations Research*, 2001 (5 papers).
31. Academy of Management Conference, Toronto 2000, (3 papers).
22. Academy of Management Conference, Chicago, 1999 (3 papers).
23. VCE Board of Studies, Business Management 1998.

### **9.7 Assessment of research proposals**

1. Social Sciences and Humanities Research Council of Canada, Adaptation of Organizational Practices and Implementation Outcomes, 2008.
2. The Research Council of Norway, Value Creation and Innovation Processes in Regional Networks, 2003.
3. Small ARC Grant, Faculty of Business and Economics, Monash University, 2000.
4. Monash Small Grants Round, Faculty of Business and Economics Research Committee, 1999.

### **9.8 Membership of professional societies and associations**

1. Member, Australian Institute of Company Directors (MAICD), 2010-present.
2. Member, Academy of Management, 1999-present.
3. Member, Institute for Supply Chain Management, 2008-present.
4. Member, Carlton Rotary Club, 2006-2010.
5. Fellow, Australian Organisation for Quality (VIC), October 2007-2010.
6. Fellow, Australian Institute of Management, (FAIM), October 2007-present.
7. Member, Australian Institute of Management, (AIM), 1992- 2005.

### **9.9 Offices held in professional societies**

1. Executive Member, Operations Division, Academy of Management, 2007-present.
2. Deputy Chair, Academic Board, Australian Institute of Management, 2007-present.
3. Member of the Board, Australian Organisation for Quality (AOQ), 2006-2007.
4. Executive Member, Quality Society of Australasia, 1998-2000.
5. Member of the Joint Management Standards Coordination Group, Standards Australia, 1998-1999.
6. Invited Executive Member of the Audit Handbook Committee, Standards Australia, 1998.

### **9.10 Guest Editor for special issues of international journals**

1. Special issue on intellectual property in *Management International Review*, 2008.
2. Special issue, *International Journal of Manufacturing Technology Management*, Vol.15, No. 5, 2004.
3. Special issue, *The International Journal of Quality and Reliability Management*, Vol. 16, No.3, 1999.

### **9.11 Member of Editorial Boards**

1. Invited member, *The International Journal of Innovation Science*, 2008-present.
2. Invited member, *International Journal of Quality and Standards*, British Standards Organisation, 2006-10.

### **9.12 Member of Editorial Review Board**

1. International Journal of Manufacturing Technology Management, 2006-present.
2. Quality Management Journal 2005-present.
3. International Journal of Measuring Business Excellence, University of Colorado, 1999-2010.

### **9.13 Member of EU Project Advisory Board**

1. European Union 7<sup>th</sup> Framework TARGET Project, invited by The Foundation for Scientific and Industrial Research at the Norwegian Institute of Technology, 2009-2011.
2. Global Innovation Management Institute, Hult International Business School, April 2012 – Present.

### **9.14 Consultancies, seminars, conferences and expert commentaries**

1. University of Tasmania, Review of the Department of Management, August 2012.
2. Graduate Management Association of Australia (GMAA) National Conference 2012, Building and Sustaining High Performance Management, University of Technology, Sydney, 20 July, 2011.
3. International Conference for Deans and Directors, Association of MBAs, Barcelona, Spain, 14-16 May, 2012.
4. Australian – Macedonian Parliamentary Friendship Group, Parliament House, Canberra, 2 August, 2012.
5. Invitation from the Prime Minister, Republic of Macedonia, 20<sup>th</sup> Anniversary since Independence, Seminar, Reflections on Macedonia's development over the past 20 years: Discussant: The Critical Role of the Macedonian Diaspora in Macedonia's Integration in the European Union and the Global Economy, 7-10 September, 2011.
6. Conduct seminars for the Australia-China International Association participants. Have prepared and facilitated several seminars for visiting Chinese Government ministries, 2006-2010.
7. PETRONAS, Malaysia - Facilitator of the General Management Module, School of Enterprise, University of Melbourne, 2004-2010.
8. Australian Medical Association (Victoria) – provided advice to the Health Policy Officer on knowledge management systems, 2007.
9. Department of Education and Training, Design and Piloting of Project Management Modules 2006.
10. CEO Club Dinner to discuss the future of the Australian Biotechnology industry, April 2002.
11. Invited to present at Careers Expo, University of Wollongong, August 2001.
12. Interviewed for the Global Entrepreneurship Monitor (GEM) Australia study, 2001.
13. Advisor on e-Commerce and Innovation, President of the Republic of Macedonia, 2000-2004.
14. President, Macedonian Council of Australia, 1995-2000.
15. President, Macedonian Community Council of Melbourne and Victoria (elected position), 1994-1998.
16. Consultant to Bosch Australia, Product Liability Workshops for all managers and engineers, 2000-2003.
17. Facilitator, Australian Institute of Management, Leadership Navigation Management, 2002-2006.
18. Consultant to the Institute of Chartered Company Secretaries, Facilitating strategy session, 2002.
19. Study Guide Author and Unit Chair, MBA (Technology Management), APESMA, 2000-2011.
20. Bosch Australia, Product Liability, Bosch Australia, Problem Solving for Managers, January 2001-2003.

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