

Research Outlook

Message from the Chairman

My last message, in September 2024 began, “In the last five editions of Research Outlook I have commented on the post-pandemic growth of ICL Graduate Business School. But I am now challenged towards quite different times: simply record, dramatic and sustained growth.” I have to report the same message for the sixth time!

Our numbers in September were 1050, which was more than double the pre-pandemic record of 517, in November 2019. Now we have 1700 students in the GBS, with over 1200 taking Master’s degrees.



And the Language Division has been sitting comfortably over 650 for most of the year. We expect to hit 2000 students all up before the end of the year.

Capacity is naturally becoming an issue and we have built a third large lecture room on Level 8. But we will probably need to grow elsewhere soon.

We are delighted to welcome back Dr Paula Ray, this time as Academic Director of ICL Graduate Business School. Paula can best assess the growth of the GBS, as it had 180 students when she left us a little over two years ago! Paula’s main challenge since she rejoined us has been just managing the growth, but shortly her focus will switch to new programme approvals. We must constantly innovate in order to succeed.

Underwriting all our teaching however is research, and we can see from this edition of Research Outlook that the brakes are off in both research activity and teaching. These are excellent times for ICL. I thank all our wonderful academic, marketing and admin teams for their ongoing commitment and hard work!

Ewen Mackenzie-Bowie
Principal and Chairman

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Welcome to the May 2025 research update!

Kia ora koutou

Returning to ICL has been like coming home – to an ever-growing family. What has changed is not only the enviable student numbers, but also the GBS team itself. While the core remains intact, layers of newer members have made the team richer, more vibrant, and extremely diverse.

In the last couple of months, we have embraced a number of new Lecturers and thesis Supervisors who bring their expertise spanning several continents, and publications across a range of reputed journals.

In the four months of my return to ICL, I have been fortunate to witness the appointment of two Associate Professors and one Professor Emerita. Dr Jamali Syed, who has been working with ICL for almost 14 years, is now Associate Professor – Teaching. Dr Dayal Talukder, who has also been a part of the GBS team for a decade and half, is now an Associate Professor.



Research Professor Michele Akoorie, ICL's most distinguished scholar, has been recently decorated with the title of Professor Emerita - an honour that makes her the very first recipient of this distinction in ICL's history. No other private tertiary institution in the country can boast of such accolades being bestowed on their staff members. It is, indeed, a proud moment for all of us.

As for students' achievement, earlier in May, our enviable cohort of Master's students initiated 85 Applied Projects and 47 Master's theses, under the guidance of over 35 supervisors. Many of these project reports and theses will be extended for publication in reputed academic journals. We couldn't have been better placed half way through this year.

Given the current number of Applied Projects and theses, we divided the coordination of these between two team members, by creating two positions: Applied Project Coordinator and Theses Coordinator. While Dr Jose Huesca Dorantes took on the former role, Dr Faisal Qureshi took on the latter, alongside his role of Programme Manager – Postgraduate.

Our July intakes have historically been one of our largest cohorts. We are confident that the numbers will exceed our expectations this year too. We look forward to welcoming them and embrace yet another round of ground-breaking research projects, thus furthering the enrichment of our research output, paving the way for the next issue of ICL Journal.

Stay tuned!

Ngā mihi nui,

Dr Paula Ray
Academic Director
ICL Graduate Business School

ICL Research Seminars

Research-active staff and those with research interests regularly gather at research seminars. Some exciting research papers from September 2024 to April 2025 are presented by academic staff. More research-sharing sessions are scheduled for the rest of 2025.

Presenter	Topic	Date
Meripa Toso	<p>Mentoring with Pasifika/Pacific Methodologies</p> <p>Abstract</p> <p>This study is an exploration of Pacific research methodologies for researchers who may consider delving into usage of some Pacific research paradigms in learning and teaching contexts. Mentoring with Pasifika /Pacific methodologies is about supporting learners about a complex range of research methodologies that refer to indigenous research conducted from a ontological, epistemological and axiological perspective of Pacific peoples. The purpose of Pacific research methodologies are an act of decolonial resistance that recognises the legitimacy of Pacific ontologies and epistemologies, enabling research that is reflective of Pacific peoples (Naepi, 2015; Leenan-Young & Uperesa, 2023). They are a response to colonial research patterns that have framed and stereotyped Pacific peoples in problematic ways. Pacific research methodologies are a resurgence practice that empowers Pacific people to define and critique the Pacific from a Pacific lens. They include but not limited to Kakala, Talanoa, Tivaevae, Ula, Teu le Va; Faafaletui, Vanua, Tafatolu and Tupua. They can be regionally specific, such as the vanua or kakala or pan-Pacific refer to shared values such as respect, reciprocity, communal relationships, collective responsibility, gerontocracy, humility, love and charity, service and spirituality. Pacific duality means that Pacific research methodologies may be both pan-Pacific and regional. As more Pacific people enter the research space Pacific research methodologies continue to develop. This information supports mentoring systems within this talanoa.</p> <p>Key words: <i>Decolonising, mentoring, Pacific methodologies, Pacific spaces</i></p>	September 2024
Hemal Manaktala	<p>From 'Me' to 'We': A Paradigm Shift</p> <p>Abstract</p> <p>At the heart of knowledge is education. While some researchers view education as a preparation for life, others believe education is life. Nonetheless, education plays a crucial role in the holistic development of humanity. The well-being of humanity is at the core of education. Today, we are preparing our mokopuna for the jobs yet to be invented. Hence, it is crucial to consider whether education is serving as a platform to impart knowledge which might become irrelevant in these changing times or as a platform to foster key competencies required for the love of learning, which might serve as an anchor when our mokopuna explore an</p>	October 2024

	<p>unchartered territory. The education framework in Aotearoa commences with early childhood education, transitioning to primary and secondary education, followed by tertiary education. Hence, learning starts at birth and continues throughout life. Each education sector has a curriculum based on the age and developmental stage of ākonga. Hence, each education sector in Aotearoa has its unique identity and ways of knowing, being and doing. However, all of them together form a rich tapestry of knowledge, wisdom, and life experiences of ākonga within the settings. This kōrero delves deeper into the woven universe of knowledge and unpacks the unified identity of the education framework in Aotearoa. After all, everyone is a unique expression of the infinite, and together we are a masterpiece</p> <p>Kuputaka Glossary ākonga learners kōrero discussion mokopuna grandchild, in this context, mokopuna expresses intergenerational connectedness</p>	
Professor Emerita Michèle Akoorie	<p>A Qualitative Study of UBER drivers' Experiences in Auckland, New Zealand</p> <p>Abstract The main research objectives of this study were to understand how customer behaviour, policies, procedures, rules, and regulations of Uber Inc. impact the satisfaction of Uber drivers operating in Auckland, New Zealand and how the quality of Uber service could be improved. The method selected for the data analysis of this study was thematic analysis. Thematic analysis was applied to a set of texts, in this case interview scripts. The researcher used thematic analysis. This helped the qualitative researcher to organize, analyse and discover insights from the qualitative data and to understand the conceptual and theoretical issues generated during the study. In the discussion section we found that the participants were largely satisfied with income, working hours, and other perks. However, some drivers faced racial discrimination, and driver safety was sometimes at risk. Drivers felt Uber needed to improve its app, improve its ratings' review process, make policy changes transparently, and give drivers the status of an employee rather than an independent contractor, following similar changes which have been made to Uber employee status in other countries where Uber operates.</p> <p>Key words: Uber drivers, working experience, employee satisfaction, New Zealand</p>	December 2024

Dr Jose Huesca Dorantes	<p>Upper Echelons a la Mexicana: The Leadership Traits of Carlos Slim (Grupo Carso) and Daniel Servitje (Grupo Bimbo) Throughout the Lens of The Upper Echelons Managerial Perspective</p> <p>Abstract</p> <p>This research explores the leadership traits of Carlos Slim from Grupo Carso and Daniel Servitje from Grupo Bimbo, through the lens of the Upper Echelons Theory (UET). The UET suggests that organizational outcomes can be partially predicted from managerial backgrounds and characteristics. The paper delves into the psychological and observable traits of leaders, such as age, functional background, education, and socioeconomic roots. It also examines the evolution of UET and its application to top management teams, decision-making practices, and internationalization of firms. The leadership styles and backgrounds of Carlos Slim and Daniel Servitje are compared, highlighting their impact on their respective organizations and industries. The findings conclude with true alignment to the UET, and its implications for managerial practices and scholarly contributions to the understanding of business groups in Latin America and emerging economies.</p>	February 2025
Hemal Manaktala	<p>Unpacking LEADER-ship</p> <p>Abstract</p> <p>Leadership is one of the most admired disciplines of study because it contributes to the growth and development of society. Research on leadership styles is extensive. While learning about various leadership styles contributes to gaining knowledge, leadership is much more than the style of leading. When viewed holistically, leadership study includes leaders in conjunction with their leadership styles. Though leadership styles are studied extensively, there is a gap in research and knowledge about leaders who enact leadership. This gap in knowledge leads to incomplete knowledge and understanding of leadership and hinders the growth and development of society. This study contributes to the field of research on leadership by exploring the leadership journeys of six leaders around the world - Ragimārie Te Turuki Arikirangi Rose Pere, Kapil Dev, Mother Teresa, Mahatma Gandhi, Dame Whina Cooper, and Sir Apirana Ngata, linking to their everyday work in society. The study was guided by a qualitative, interpretive methodology and underpinned by a sociocultural theoretical lens. The data comprised books, online articles, and interviews of these six leaders published in the public domain. Thematic analysis revealed key themes across the data sources. Findings highlighted that the life experiences and values of the leaders shaped their leadership style. Compassion, courage, confidence, commitment, and service underpinned the leadership journeys of these leaders. The study further revealed that vulnerability is an inevitable part of leadership. However, having the courage to stay true to oneself when facing challenges is leadership. This study sheds light on the complexities of leadership and highlights the importance of living a mindful, heartfelt and soulful life.</p>	March 2025

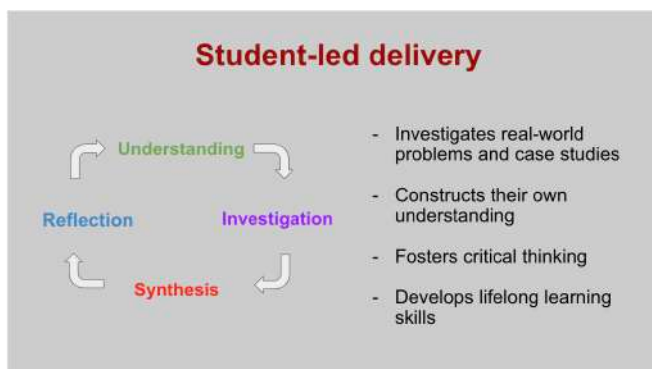
These sessions help boost ICL's research culture. They allow for discussing possible collaborative projects and exploring research topics from previous recommendations.

Professional Development

As part of their professional development, staff members attended and facilitated sessions offered by ICL Graduate Business School and other professional organizations.

Ron Newman, ICL's Research Advisory Board (RAB) chair, conducted a "Research Activities" workshop on 29 October 2024. The management and academic staff participated in this interactive workshop.

Dr Paula Ray, Academic Director, also facilitated a workshop session on "Interactive Blended delivery" for the academic staff on April 9, 2025.



Associate Professor Dr Syed Jamali, Academic Manager, conducted a workshop on "Moderation" for the academic staff in April 2025 as part of their PD plans. In this session, Dr Jamali discussed the factors that must be considered during the pre-assessment process. In this interactive session, the academic staff shared their opinions and experiences.

Hemal Manaktala, ECE Lecturer, attended the following PD sessions:

- The Ministry of Education and ITE leads - Hui 8 organised by the Ministry of Education on September 5, 2024.
- Building a Positive Security Culture training offered by Phriendly Phishing on September 10, 2024.
- ICL Research Seminar Series Presentation by Meripa Toso on September 17, 2024.
- Keynote: "From 'Me' to 'We': A paradigm shift" ICL Research Seminar Series, Presentation by Hemal Manaktala, Pūkenga Lecturer (ICL: ECE), on October 22, 2024.
- ICL RAB Presentation by Professor Ron Newman on October 29, 2024.
- ICL RAB Presentation by Professor Markus Klose on October 29, 2024.

- ICL Research Seminar Series Presentation by Professor Michele Akoorie on December 10, 2024.
- NZ: Passwords and Passphrases training offered by Phriendly Phishing on January 14, 2025.
- ICL Research Seminar Series Presentation by Jose Huesca on February 18, 2025.
- Keynote: "Unpacking LEADER-ship" ICL Research Seminar Series, Presentation by Hemal Manaktala, Pūkenga Matua Senior Lecturer (ICL: ECE), on March 11, 2025.
- Interactive Workshop on Blended Delivery by Dr Paula Ray on April 9, 2025.
- The AI Powered Digital Evolution: Preparing Organisations for a Tech-Enabled Future, ICL Seminar Series 2025, Presented by Flavio Hangarter on April 9, 2025.
- NZ: Scams and Social Engineering training offered by Phriendly Phishing on April 29, 2025.

Bindu Bansal, Senior Lecturer, participated the following PD sessions:

- Attended: ICL Research Seminar Series Presentation by Meripa Toso on September 17, 2024.
- Keynote: "From 'Me' to 'We': A paradigm shift" ICL Research Seminar Series, Presentation by Hemal Manaktala, Pūkenga Lecturer (ICL: ECE), on October 22, 2024.
- ICL RAB Presentation by Professor Ron Newman on October 29, 2024.
- ICL RAB Presentation by Professor Markus Klose on October 29, 2024.
- ICL Research Seminar Series Presentation by Professor Michele Akoorie on December 10, 2024.
- ICL Research Seminar Series Presentation by Jose Huesca on February 18, 2025.
- Interactive Workshop on Blended Delivery by Dr Paula Ray on April 9, 2025.
- The AI Powered Digital Evolution: Preparing Organisations for a Tech-Enabled Future, ICL Seminar Series 2025, Presented by Flavio Hangarter on April 9, 2025.
- The Ministry of Education and ITE Hui- Things that touch on curriculum: Big picture view of the year. on April 1, 2025.

Aiqiao Liu, ECE, Lecturer, attended the following ICL research seminars:

- ICL Research Seminar Series Presentation by Jose Huesca – February 18, 2025
- Interactive Workshop on Blended Delivery by Dr. Paula Ray – April 9, 2025

Amal Kumar Mallick, Lecturer, ICL GBS, attended a workshop titled “NZQA - Assuring Consistency Review Workshop and Programme Consistency Review” in September 2024.

Farah Reyes participated in a session titled “The Innovation through Collaboration: Research,

Education and Industry Partnerships” by Global Academic and Industry Research Organisation, May 2025. She is currently enrolled at the Open Polytechnic for the NZ Certificate in Adult and Tertiary teaching.

Dr Sid Sirisukha, GBS Lecturer, participated in a webinar on “itSMF International Webinar: Connecting Enterprise Architecture and IT Service Management” on November 8, 2024.

Justin A. Joseph, GBS Lecturer, attended an online seminar on “2024 SANS Artificial Intelligence Solutions Track” organised by SANS Institute in October 2024.

ICL’S EXPERTISE IN THE INTERNATIONAL ARENA

2025 INFORMS International Conference, July 20–23 at the Raffles City Convention Centre in Singapore.

Dr Sunny Kareem, ICL Business Lecturer’s paper titled **“From Crisis to Control: The Rise of Economic Nationalism in Global Sustainable Supply Chains in the VUCA 2.0 Era”** has been accepted to present at the 2025 INFORMS International Conferences in Singapore.

Abstract: Global organisations and their supply chains have historically been examined through the lens of organic disruptions such as pandemics, environmental disasters, armed conflicts, and geopolitical instability. However, a new wave of disruption is emerging, politically manufactured, policy-driven, and promoting strong economic nationalism. This paper introduces VUCA 2.0, a conceptual extension to traditional VUCA frameworks, characterised by the inclusion of the study of global economic disruptions as a result of recent sweeping unilateral tariffs and protectionist trade strategies by US policymakers. This phenomenon presents a unique challenge for global organisations, reminiscent of but significantly more complex than the Cold War era. The ripple effects of today's trade and economic wars have a more disastrous and immediate impact on our deeply interconnected and digitalised global economy. These disruptions are not incidental but strategically engineered, forcing businesses to reevaluate the tension between short-term continuity and long-term sustainability commitments. Drawing on comparative insights and a sustainability tension lens, this research proposes an updated framework, i.e., VUCA 2.0, for building resilient, politically-aware global supply chains. The findings contribute to theory and practice by offering new pathways to navigate the recent global trader disruptions in the wave of economic nationalism in an increasingly volatile international landscape. Keywords: VUCA 2.0, economic nationalism, sustainability tensions, supply chain resilience, trade disruption, stakeholder governance.

Research Projects Undertaken by Master of Business Informatics (MBI) and Master of Management (MM) Students

Cohort 37 has recently finished their final Applied Project Reports of 15,000-20,000 words under their supervisors. These research projects have been completed and submitted on time. In addition, the students have investigated some exciting and relevant areas:

Researcher	Topic	Supervisor
Narender Rana	Analysis of the Impact of Supplier Relationship Management on the Construction Industry	Dr. Michelle Ladwig Williams
Mikhail Ageenko	Exploration of the key factors influencing behavioural adoption and use of secure and private cloud solutions by personal users in New Zealand.	Dr. Adrian Liew
Nikita McDonald	Analysis of Digital Technology in the Logistics Industry in New Zealand.	Dr. Adrian Liew
Larisa Uksekova	Analysis of the adoption of emerging technologies and their impact on job search efficiency among job seekers in New Zealand	Dr. Adrian Liew
Gourav Nain	Analysis of the impact of Instagram marketing strategies on e-commerce in New Zealand.	Dr. Leo Hitchcock
Hewagamage Thilina Dilnuwan Wijayapala	Impact of IT Service Management Practices on Customer Satisfaction in the Sri Lankan Banking Sector	Dr. Maria Umali
Aseem Verma	The impact of Blockchain Technology on customers' perception regarding retail supply chain management in New Zealand	Dr. Maria Umali
Shivam Nayyar	Analysis of Viewing Habits and User Preferences of OTT Platform Subscribers in New Zealand	Dr. Neset Tan
Gagandeep	Analysis of marketing strategies by travel companies in New Zealand	Dr. Vilma Deguito
Harsh Verma	Exploring the role of artificial intelligence (AI) in enhancing learning in the New Zealand education industry	Dr. Vilma Deguito
Nimesha Hansadi Wijewardana	Impact of Self-service technologies on consumer satisfaction in New Zealand Supermarkets	Dr. Adrian Liew
Kaluwawe Mudiyansele Prabath Senarathne	Analysis of the perception of customers on AI Technology in fraud detection in the banking sector in New Zealand	Dr. Adrian Liew
Parami Abeysekara	Impact of the Use of Learning Management Systems on International Students' Learning Effectiveness in New Zealand	Dr. Adrian Liew

Kavya Karki	Analysis of Perception of the AI technology on customer experience in the hospitality industry in New Zealand	Dr. Adrian Liew
Rajat Munjal	The impact of Artificial Intelligence in improving Consumer Satisfaction and risk management in the New Zealand Financial sector	Dr. Adrian Liew
Kavita	The Role of Influencer Marketing in Shaping Brand Loyalty Among Fast Fashion Consumers.	Dr. Adrian Liew
Chi Zhao	The Impact of Telecommuting on Employee Performance and Job	Dr. Jose Huesca Dorantes
Devarsh Shah	Evaluating the Role of Artificial Intelligence in Shaping Consumer Buying Behaviour in the New Zealand E-Commerce Sector	Dr. Jose Huesca Dorantes
Chetan Kumar Rajashekar	Examine AI's role in modern-day business in enhancing customer satisfaction and experience in the supermarkets of New Zealand	Dr. Jose L. Huesca Dorantes
Janitha Costa	Analysis of the Impact of IoT (Internet of Things) in Transforming Enterprise Applications for the Manufacturing Industry in Sri Lanka	Dr. Leo Hitchcock
Isuru Chanaka Amarakoon Mudiyansele	Analysis of the perception of the impact of the hybrid working model on productivity and well-being of workers in New Zealand	Dr. Leo Hitchcock
Imal Akalanka	Analysis of the Impact of AI Technologies on Customer Satisfaction in the Sri Lankan Banking Sector	Dr. Leo Hitchcock
Anastasiia Fedik	Career expectations, aspirations and plans: lived experiences of Russian Students in New Zealand.	Dr. Maria Umali
Sanpaul Augustine	An analysis of the perception of security and privacy regarding the contactless payment of consumers in New Zealand	Dr. Michelle Ladwig Williams
Keshav Phuyal	Assessing the factors influencing buyers' decisions in purchasing environmentally friendly clothing products in New Zealand	Dr. Neset Tan
Rohit	Influence of Social Media on Consumer Purchasing Decisions in Supermarkets	Dr. Neset Tan
Somendra Solanki	Assessing the role of AI in developing sustainable practices in the Indian fashion industry	Dr. Neset Tan
Aman Verma	Analysing the Influence of Cognitive Biases on User Behavior in New Zealand's Digital Financial Services	Dr. Syed M. Shahid
Christiano Pegorer	Investigating the Adoption of Smart Home Technologies in New Zealand	Dr. Syed M. Shahid
Gangadaran Rajee	Analysis of the Impact of AI Technology on Software Engineering Jobs in New Zealand	Dr. Syed M. Shahid

Gurpreet Pahwa	Evaluation of the Impact of Packaging Design on the Consumer Perception and Buying Behaviour in New Zealand	Dr. Vilma Deguito
Dolly Mejia	Work Evolution: An Evaluation of Virtual Assistant Roles and Their Job Satisfaction in the Philippines	Dr. Vilma Deguito
Elizabeth Mathew	An Assessment of the Employability of International Graduates Students in New Zealand	Dr. Vilma Deguito
Dinithi Shyamika Ranasinghe	Analysis of the impact of Self-service technology on customer satisfaction in the Sri Lankan Banking Industry	Dr.Syed M.Shahid
Bimashi Nayanathara Peramunagama	Analysis of the Impact of Mobile Banking Technology on Customer Satisfaction in National Savings Bank, Sri Lanka	Dr.Syed M.Shahid
Supuni Prabhamali Kariyawasam	Analysis of strategies to manage conflict resolution in hybrid working environments in the IT Industry in Sri Lanka.	Dr. Michelle Ladwig Williams
Di Yu	Sustainable Supply Chain Practices and Their Effect on Consumer Brand Perception	Dr. Jose Huesca Dorantes
J Suranjith Nanayakkara	Impact of Internet Technology on Recruiting International Students for Educational Institutions in New Zealand.	Dr. Leo Hitchcock
Thais Souza Queiroz	Analysis of Eco-Friendly Hospitality Management in New Zealand	Dr. Neset Tan
Parthasarathi Chakraborty	Analysis of The Impact of Contact Centres on Customer Service in The Banking Sector of NZ	Dr. Neset Tan
Jing Yuan	Exploring the Influencing Factors of New Zealanders' Online Shopping Behaviour: A Technology Acceptance Model Perspective	Dr. Adrian Liew
Nadia Afroz	Evaluating the Impact of ERP Systems on Organisational Agility in the Food and Beverage Manufacturing Sector in New Zealand	Dr. Syed M. Shahid
Fathima Shamila Suhaib	Analysis of the Impact of Artificial Intelligence on Personalised Learning for Students in Higher Education in New Zealand	Dr. Syed M. Shahid
Ann Lorraine Iruguin	Filipino Attitude towards Using AI Technology in Customer Service in Auckland, New Zealand	Dr. Maria Umali

Publications:

- Bansai, B. Shaheen, Z. & Wang, W. (2024). Exploring the potential of transferring China's live-streaming commerce success to New Zealand. *ICL Journal*, 7 (1), 34-58
- Bhadola, V. & Sirisukha, S. (2024). Examining users' perception on the effectiveness of fog cannon security alarm applications in New Zealand. *ICL Journal*, 7 (1), 109-163
- Chadha, S. & Sirisukha, S. (2024). Empowering Indian banks – AI powered dispute resolution for better customer service. *ICL Journal*, 7 (1), 85-108
- Kandage, C. & Sampath, P. (2024). Impact of e-learning system efficiency on IT employee training in the bottled water industry in Sri Lanka. *ICL Journal*, 7 (1), 1-33
- Hitchcock, L. & Ravikumar, A. (2024). The human factors in IT service management (ITSM): The impact of employee training, engagement, and organisational culture on ITIL practices. *ICL Journal*, 7 (1), 242- 270
- Reyes, F. (2025). Factors Influencing Filipino Online Shoppers' Livestream Purchases. *Journal of Business and Management Studies*.
- Sirisukha, S. (2025). The Implementation of Cloud-Based ERP and Traditional ERP System for SME. *Journal of Science and Technology Kasetsart University (JSTKU)*, 12 (2).
- Shaheen, Z., Akoorie, M. & Magar, R. (2024). Cybersecurity challenges in the era of remote work: Strategies for ensuring data privacy and information security. *ICL Journal*, 7 (1), 59-84
- Wedyan, A. & Pinchawon, W. (2024). Factors influencing customers' repurchase intentions at cafés in Auckland CBD. *ICL Journal*, 7 (1), 164-241

Editor

Associate Prof. Dr Syed Jamali

Academic Manager

ICL Graduate Business School