An introduction to the EMBA

The Executive MBA (EMBA) program is directed to the needs of ‘advanced career’ students, with at least five years of senior management experience. The program seeks to re-invigorate participants thinking to respond to the key management issues likely to confront them within their existing and future executive roles.

Message from the GSM Director

“IT IS MY PLEASURE TO INTRODUCE YOU TO OUR EXECUTIVE MBA (EMBA) PROGRAM.

WE APPRECIATE THAT DECIDING TO STUDY FOR AN EMBA IS A MAJOR COMMITMENT FOR YOU AND THAT YOU MUST MAKE THE CORRECT DECISION AS TO WHICH UNIVERSITY AND PROGRAM MOST APPROPRIATELY MEETS YOUR NEEDS. WE BELIEVE THAT WE HAVE DEVELOPED A WORLD-CLASS EMBA AT THE GRADUATE SCHOOL OF MANAGEMENT (GSM) AT THE UNIVERSITY OF WESTERN AUSTRALIA (UWA) THAT HAS BEEN CAREFULLY STRUCTURED TO MEET THE NEEDS OF BUSY SENIOR MANAGERS.

OUR UNIVERSITY WAS ESTABLISHED IN 1913 AND IS ONE OF AUSTRALIA’S MOST PRESTIGIOUS UNIVERSITIES. LIKE THE UNIVERSITY, THE GSM POSSESSES AN INTERNATIONAL REPUTATION FOR THE QUALITY OF ITS TEACHING AND RESEARCH AND MANY OF OUR FACULTY ARE AT THE LEADING EDGE OF THEORY AND PRACTICE.

IF YOU FEEL THAT THE TIME IS RIGHT FOR YOU TO EXPERIENCE A WORLD-CLASS MANAGEMENT EDUCATION PROGRAM, WE WOULD LIKE TO HEAR FROM YOU.”

Greg Soutar
Professor
Graduate School of Management

Message from the EMBA Director

“I AM THRILLED THAT YOU MIGHT BE CONSIDERING UNDERTAKING OUR EMBA PROGRAM. WE BELIEVE THAT OVER THE PAST 5 YEARS WE HAVE DEVELOPED AN OUTSTANDING PROGRAM WHICH HAS BEEN SPECIFICALLY TAILORED TO MEET THE NEEDS OF BUSY SENIOR MANAGERS.

WE HAVE CONTINUALLY INNOVATED WITHIN THE PROGRAM IN ORDER TO ENSURE THAT IT STAYS AT THE LEADING-EDGE OF THEORY AND PRACTICE.

OUR FIRST 3 IN-TAKES HAVE ATTRACTED AROUND 70 SENIOR MANAGERS FROM THE PUBLIC AND PRIVATE SECTORS AND ALL ARE AGREED THAT A COHORT BASED PROGRAM, i.e. A GROUP OF SENIOR MANAGERS STARTING AND FINISHING TOGETHER THROUGH A WEEKEND BLOCK MODE TEACHING DELIVERY, IS BY FAR THE BEST WAY TO STRUCTURE AND DELIVER A PROGRAM FOR THEIR NEEDS. THIS IS DEMONSTRATED, FOR EXAMPLE, THROUGH OUR LOW STUDENT ATTRACTION RATE AS WELL AS THE ASSORTMENT OF STUDENT QUOTES THAT WE HAVE INCLUDED WITHIN OUR BROCHURE FOR YOU TO REVIEW.

IF YOU WOULD LIKE TO TAKE THE NEXT STEP IN YOUR PROFESSIONAL AND PERSONAL DEVELOPMENT, THEN I SUGGEST THAT YOU CHOOSE THE UWA, EMBA.”

Gary Stockport
Professor
Foundation Director – Executive MBA

What is an EMBA?

The EMBA is a degree by coursework that is tailored to the needs of busy senior managers.

Subjects are taught on weekends which enables participants to maximise the quality of their time and learning on the program, and enables those not living in Perth to attend.

The UWA EMBA has been predicated on the principles of action learning and there is a direct interaction between what is learnt in the classroom with what can be applied to the workplace.

The EMBA aims to transform both your workplace and career.

Structure

The EMBA program consists of 12 subjects (units) that are taught over 12 terms (2 years) of part-time study. Each subject consists of around 36 hours face-to-face instruction and facilitation. This includes 30 hours of weekend classes and 6 hours of group meetings following the weekends. Pre-readings, individual exercises, case studies and other activities are sent to participants 3 weeks prior to the teaching of each unit. Following the teaching, further materials are sent to participants.

All students undertake an applied project at the beginning of the 2nd year. The EMBA also includes an integrated sequence of personal development workshops that are built into the program. An outline of the unit descriptions have been enclosed for your information.

The content of each unit has been specifically designed for senior managers.

EMBA Program in Action

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EMBA Principles
The delivery of the EMBA is predicated upon the following principles:

- There is a rich blend of theory and practice with assignments and activities linked to the workplace. Consequently, there should be immediate and on-going benefits to sponsoring organisations as well as to the participants themselves.
- It has a cohort approach – a cohort is an in-take that starts together, undertakes the same subjects together and finishes their degree together. Consequently, there is a great deal of networking, peer support and group learning throughout the program. The participants come from the public and private sectors and have a mixture of academic backgrounds and work experiences. This diversity helps to enrich the combined learning experiences.
- The variety of teaching and learning approaches is appropriate for this type of senior management learning experience. It includes case studies, individual and group exercises. Electronic communication links cohorts, syndicate groups, individuals, lecturers, coaches and administrators.
- Skilled-based workshops or sessions designed to consider specific issues facing senior managers are also built into the teaching weekends. Examples include cholesterol testing and de-brief.
- Participants are allocated into groups of 5-6 members which meet outside of block teaching, typically twice between units, to discuss the process as well as the content of learning. Each group has a coach to facilitate group and individual learning. Coaches are appointed from senior staff at the GSM.
- The EMBA utilises a number of high profile guest speakers including Chief Executive Officers from both the public and private sectors within the teaching modules. This leads to further networking opportunities.
- The EMBA Program offered by the GSM gives senior managers the skills and knowledge to prepare them to take on the most senior positions and also to be effective in general and strategic management roles. It also gives them the ability to operate effectively in a global workplace. It provides a strong basis for on-going professional development.

Why Should You Study for an EMBA?
An effective Senior Manager or Chief Executive Officer in a globalised world requires a high level of knowledge and skills including:

- a capacity to lead
- strategic insight
- tactical competitive skills
- significant financial competence
- a capacity to design and re-design the organisation in response to competitive challenges
- a deep appreciation of the significance of information technology
- interpersonal and negotiation skills

The EMBA program offered by the GSM gives senior managers the skills and knowledge to prepare them to take on the most senior positions and also to be effective in general and strategic management roles. It also gives them the ability to operate effectively in a global workplace. It provides a strong basis for on-going professional development.

David Nicholson
Director of Finance and Admin., Anglican Homes

“The only word to describe the UWA EMBA program is outstanding. Outstanding world-class academic staff, outstanding courses and an outstanding learning environment. Subjects are relevant, immediately applicable, challenging of thought and challenging in volume.”

EMBA Student Profiles

Gender
- Male 77%
- Female 23%

Academic Background
- Degree 55%
- Non-degree 45%

Work Sector
- Private 62%
- Public 38%

Industry
- Hospitality/Service 24%
- Mining 20%
- Government 16%
- Health 12%
- Finance 12%
- Small Business 10%
- Other 6%
**Benefits of the EMBA**

**For the Company**

If you are an organisation that is thinking about sponsoring your senior managers on this program, it is important that you consider the following EMBA benefits:

- It minimises time away from the workplace.
- It provides immediate benefits such as the transferring of knowledge and skills learnt to the workplace.
- Assignments and the major applied project could be linked to the specific needs of the organisation.
- It will enable your senior managers to benchmark best practice and lessons learnt from organisations from around the world.

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**For the Individual**

For individual participants (some of whom are self-sponsored) the EMBA will:

- Enhance your ability to lead and manage change.
- Help you to assess your career choices and opportunities as well as your personal strengths and weaknesses.
- Provide an important qualification for those of you who want to continually fast track your own career.

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**CASE STUDY**

**Michael Heath**

General Manager of Motoring Operations, RAC Pty Ltd.

“The EMBA Program provided me with a vastly improved skill set and focused upon the areas that I needed most. The emphasis upon strategy and how to link theories to practice was exactly the education I was looking for to better equip me in my current role and to give me the confidence to pursue further opportunities.

The EMBA was exceptionally well planned and the lecturers were of the highest calibre. It was also possible to work alongside world-class Professors whilst solving current workplace issues. Overall the EMBA was a great experience that both professionally and personally gave me far more than I could have imagined.”

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**Who Teaches the EMBA?**

The EMBA is taught by the Graduate School of Management, which has a proven track record in the teaching of graduate management education. This includes:

- The development of a quality international brand reputation through 30 years experience in offering MBAs.
- Over 25 core faculty, many of whom have developed international reputations and are at the cutting edge of theory and practice. Staff at the GSM have PhDs and MBAs from quality universities such as Chicago, Cornell, Cranfield, Macquarie, University of New South Wales, UWA and Warwick. Most staff have relevant industry experience. A number of international visiting professors also teach on the EMBA.
- The development of core competencies in flexible teaching and learning methodologies pertinent to senior executive education. For example, the GSM is engaged in offshore MBA teaching programs in Indonesia, Philippines and Singapore. It is also active in executive programs offered through the AIM – UWA Senior Management Centre.
- Lecturers at the GSM have been awarded UWA Outstanding Lecturer and Unit Awards.

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**CASE STUDY**

**Message from Julie Lee**

“I have had the honor to teach on several EMBA programs throughout the world and am happy to say that UWA’s EMBA is an outstanding program. I have found that the EMBA students are not only passionate about learning for themselves, but they are also passionate about helping each other to learn. Many students bring rich marketing and managerial experience into the classroom. These experiences are often integrated with the marketing theory and frameworks we deliver to uncover additional insight into past and future business problems.”

**Dr Julie Lee**

Senior Lecturer, Marketing

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**CASE STUDY**

**Tony Vowles**

National Administration Manager Australian Railroad Group

“Why the UWA-EMBA? because for me there was no comparable course. The EMBA offers flexibility around my busy work schedule where I often travel interstate during the week. The program is run by world-class professionals who provide real-life experience and practicality at a level that is instantly usable in my workplace. The cohort structure has strengthened my learning experience and has created a network of professional contacts and a level of friendship that will remain long after the program is completed.”

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**Profile of GSM Academic Staff**

- [Graph showing the distribution of academic staff by rank]

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**Profile of GSM Academic Staff**

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Admission Requirements

To be eligible for admission, applicants must have:

- An approved bachelor’s degree and at least 5 years senior management experience or;
- A Graduate Certificate in Management and at least 5 years senior management experience or;
- In special circumstances a candidate may be allowed entry on the basis of at least 10 years senior management experience.

Tuition Fees

The total cost for the EMBA Program in 2005 over 2 years is $29,640 or $4,760 per unit.

- There is an additional cost of $4,400 to cover the cost of set textbooks and catering over the teaching weekends.
- An additional fee will be charged for pre-unit workshops attended but not for the 2-day Induction Program.
- Fees may be subject to an annual increase of 10%.

Frequently Asked Questions

What is the difference between an EMBA and an MBA?

Both qualifications are excellent. An EMBA however is only for experienced, senior managers. Consequently, there are a number of specific benefits from you undertaking this Program. For example, you will be better at thinking and acting strategically. You will learn from other senior managers undertaking the Program as well as from the lecturers.

You will be given an assortment of tools and techniques that you can directly apply back to the workplace through the rich blend of theory and practice. You will also become better at reflecting upon your personal strengths and weaknesses. All-in-all, you will become a more effective senior manager during the time you are studying and hopefully throughout the rest of your career.

Why study for an EMBA at UWA?

There are many answers to this question. UWA has a prestige University brand. The UWA EMBA is taught by world-class faculty many of whom are at the leading edge of theory and practice. The UWA EMBA has been carefully structured to cater for the needs of busy senior managers. It has a track record of success and has had a very low attrition rate.

Are EMBA's new?

No. EMBA’s have been taught for many years and were first run at the University of Chicago. Most top global Business Schools such as London Business School and Rotterdam School of Management offer EMBA’s.

How much time will I need to commit each week?

Around 10 – 12 hours per week will enable you to maximise the benefits from participating in the EMBA.

What is a cohort?

A cohort is an intake that starts together, undertakes the same subjects together and finishes together. The strength of a cohort is that it continually combines and builds upon the shared experiences of the group throughout the Program. This is a very powerful learning medium.

When does the next EMBA intake start?

There is only one intake per year. The next intake will start with the Induction Weekend in the middle of March.

Student Quotes.

A collection of quotes from recent EMBA students.

“The Professors selected for the EMBA Program were outstanding. I found them generous, good natured, experienced and wise. Many are recognised as leaders in their respective fields and it showed in their performance.

To me the EMBA Program is about growth and change and there is no question that I have been affected by the experience. My business colleagues have often remarked since I started the EMBA about the changes in my approach to business and the growth in my character. I now feel better equipped to tackle any issue that may arise at work, and confident in my ability to succeed in my business career.”

Stewart Maddison
General Manager, Macmahon Services

“The EMBA provides the senior manager with an efficient time based challenging opportunity to access and understand current approaches in strategic thinking and planning for integration with specific workplace requirements. The EMBA has given me the opportunity to develop a wider leadership and management knowledge base, complimented by the integration of theory and practice and the opportunity for sharing knowledge and experience with the cohort on a level playing field whilst developing a better understanding of strategic issues.”

Graham Hawkins
Risk Management Team Leader Support Services, Woodside Energy Ltd, Northwest Shelf Supply Development Division

“I would recommend The University of Western Australia’s Executive Masters of Business Administration to any senior manager who is looking for something more than a theory based course. Someone who has the personal discipline to commit to a valuable development program over two years (and it is surprising how quickly the first year has gone as they say time flies when you are having fun?), and who is committed to bringing his own knowledge and personality into a close knit group for the benefit of all involved.”

Kerry Bell
Director, Comfort Home Products
"I really enjoyed teaching the EMBA Accounting for Senior Managers unit as I found the experience to be both challenging and rewarding. The varied backgrounds of the students and their willingness to participate in classroom discussion made for a rich learning experience for all participants. I was particularly impressed with the way the groups performed as well as the quality of their assignments. The EMBA Program is a very well structured and administered program and teaching in the program was both very demanding and enjoyable."

Phil Hancock
Senior Teaching Fellow - Accounting, Winner of the 2002 EMBA Best Lecturer Award

“I vividly remember the classroom discussion of one of the case studies. Different student comments were bombarding me from all corners of the classroom and I felt a bit like a pin-ball machine. But the EMBA students were combining their own significant work experiences with academic theories and frameworks to try and make sense and judgement about a particular issue that included a considerable amount of ambiguity. At the end of the case study discussion, I was physically drained but I felt we had all developed our strategic insight."

Professor Gary Stockport
Strategic Management, Winner of the 2002 and 2003 EMBA Best Unit Award

It was fun to work with the UWA EMBA because their experiences allowed the classroom discussions to focus upon real world issues. They kept me on my toes. The students often presented issues that they had experienced in their organisations that are found in textbooks. They took their studies seriously, but we had a good time in the classroom.

Visiting Professor Kent Zumwalt
Financial Management

“I have found it personally rewarding to work with the EMBA students both individually and in smaller groups as they aspire to become more effective leaders and senior managers. Over the time that they have been in the program I have seen them grow in self-confidence and in their willingness to confront the challenges that face senior managers today."

Dr Sandra Kiffin-Petersen
Lecturer and EMBA Coach

“I continue to be impressed by the calibre of the EMBA participants. Their depth of senior management experience, enthusiasm to learn, and capacity to see the linkages between theory and practice makes teaching on the EMBA Program a stimulating and rewarding experience."

Dr Chris Perryer
Lecturer and EMBA Coach

“The City of Albany recently won State Best practice Awards in Communication, Customer Service, Innovation, Performance Measurement and Process Management as well as being the first ever non-metro local government to win the Whole of Organisation Award in Best Practice across all its functions.

A lot of this achievement can be contributed to the value adding from the EMBA, and the knowledge transfer to me and to my organisation of contemporary management practice. I continue to be impressed with the knowledge that comes from each unit and the Councillors have really seen the organisational benefit of using the EMBA as part of my executive development program.”

Andrew Hammond
CEO, City of Albany

“I examined several other MBA programmes but felt they missed out the best bit. The EMBA programme at UWA utilises a cohort approach where 20 professionals start and finish together over an intensive two year period. Much of the work is completed in syndicates and there is strong attention to strategy development. There is nothing to match it anywhere in Australia.”

Stuart Collison
State Manager.