Historic ‘Firsts’ for GSM 2004 Graduates

One hundred and 34 GSM graduates proudly received their hard-earned DBA, MBA, MMR, PhD and GCBA degrees at special September and October 2004 ceremonies in Perth and Singapore.

The Perth graduation ceremony, at the University of Western Australia (UWA), included 110 graduates from Perth, six from Manila, five from Jakarta, six from Singapore, and three from the GSM’s Shanghai Program, which has closed down.

The Shanghai graduates are Jin Wen, Li Hui Zhen and Tee Pek Siang, who was awarded a Director’s Letter for Academic Excellence.

Inaugural MMR Graduates

The two events marked the inaugural graduation of the Master of Management Research (MMR) program, first offered by the GSM, in Perth and Singapore, in 2003. The MMR is the coursework component and stage one of the Doctorate of Business Administration (DBA) program.

The inaugural MMR graduates at the Perth graduation ceremony were Shaji Chandrasenan, Jennifer De Vries, Gregory Fitzpatrick, Theodora Issa, Eileen McCaffrey, Baino Paul, Ronald Regan, Chandra Senkodu, Gurbachan Singh, Christopher Taylor and Dorothy Wardale.

Other inaugural MMR students, who attended the Singapore presentation ceremony at The Holiday Inn, were Fong Khai Seck, and Phang Lay Mui.

GSM Manila’s First MBAs

The very first MBA graduates from the GSM’s Manila program attended the Perth ceremony. They were Kaisa Hoikka, Leah Espino, Abdon Sow, Jennifer Que, Reyland Nepomuceno, and Lorelie Quiambao.

Four DBAs, including the GSM’s Director of the Manila program, Dr Chris Perryer, Kim Teng, Fran Pesich (see profile – page 11) and Erica Hewitt, received their doctorates at the Perth ceremony.

Director’s Letters

A Director’s Letter for Academic Excellence, was awarded to Perth MBA (Advanced) graduates Zoe Kristall, Patrick Leung, international students Brenna Pavey and Zhenming Qiu. Perth MBAs who also received a Director’s Letter were international student Rebecca Felix, Gavin Jones, Gregory Lakeman, Benjamin Lister, Bruce Rummins and Michael Schrick.

Director’s Letters also went to GSM offshore MBA students Kaisa Hoikka (Manila), and Harry Widjaja (Jakarta).

Singapore MBA graduates to receive Director’s Letters were Katherine Wong, Paul James Roberts, Yee Thye Simon Woo, Wing Yin Daryl Martin Wong, and Chee Hong Jeffrey Chang.

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GSM Ranks Highly in Prestigious National MBA Survey

The UWA GSM has been ranked in the top band of five business schools in the latest annual Australian Financial Review (AFR) BOSS Magazine survey of Australian MBAs.

This is the first time in the three years of the AFR Boss analysis of MBA courses, that the GSM has been ranked in the top band.

The AFR BOSS analysis is based on survey of schools and alumni in Australia, with two-thirds of the marks based on the alumni feedback. It found that Australian MBA students have an average of nine years’ paid work under their belts and six years of management experience.

The GSM was highlighted for having an average of only 18 students per class – one of the lowest in Australia (the average is 32) – and for its students achieving the highest percentage increases in their salaries in the first three years.

The survey found that the average salary range for students starting their MBAs was $65,000 - $80,000. Three years later it was $95,000 - $110,000. Students from the GSM, MBS and Griffith, had the highest percentage salary increases in the first three years.

It noted that six institutions, including Griffith, UWA GSM and Deakin, are part of a consortium of schools known as the Australian National Business School (ANBS), which allows students to transfer and exchange between universities.

GSM People Scoop SEAANZ Awards

GSM professors took two of the three best paper awards at the recent 17th annual conference of the Small Enterprise Association of Australia and New Zealand (SEAANZ).

The SEAANZ 2004 Conference (26 – 29 September 2004) was held at Queensland University of Technology’s Brisbane Graduate School of Business. It was for academics and practitioners and addressed local, national and international Small to Medium Enterprise (SME) research, policy and outcomes.

MBA Administers WA Justice

Since 1998, MBA Alan Piper has been in charge of the Department of Justice in Western Australia, responsible for administering the State’s courts of law, prisons, offender management and juvenile detention.

Alan Piper (53) leads one of the State’s most diverse public sector organizations. It has some 4,500 staff at more than 120 locations and annual expenditure of about $560 million.

As well as managing the supervision of all offenders serving community-based sentences, the Department administers court facilities and services across the State and runs 16 prisons and detention centres. On top of this, Alan’s function also includes the Registry of Birth, Deaths and Marriages, the Public Trust, the Public Advocate and services to victims of crime.

He said his proudest achievements have included consolidating the broad Departmental functions into an integrated justice service, progressing a range of significant court improvements, a community re-entry program for prisoners and the successful introduction of prisoner work camps throughout regional WA.

Alan Piper has more than 30 years experience in the WA public sector. He completed his MBA part-time over four years, graduating in 1981 as equal top student in his year. At the time he was working with the State Energy Commission as an Engineer and Project Manager.

“The basic management and business skills from a broad based MBA program is an excellent foundation for the day to day management issues in complex organisations such as the Department of Justice,” Alan said. “The UWA Program provided a valuable perspective on the role of a manager and I believe that this, plus the skills I gained, helped me move from the utility environment at the State Energy Commission to the broader public sector and more general management roles.”

continued on page 3
New CEMI Staff

The new, recently expanded, GSM CEMI team (L-R): Dr Douglas Adam, CEMI Research Coordinator, CEMI Director, A/Professor Tim Mazzarol (standing). Andrew Moore, Program Manager, CEMI Innovation Excellence Program, and CEMI Training Coordinator Jane-Ann Barnes.

ILC Partnership Helps CBH Awards

The Co-Operative Bulk Handing (CBH) Group (www.cbh.com.au) – which is now working with the GSM’s Integral Leadership Centre – has won both a prestigious Western Australian management award and a National Industry Award.

In the first year that it has entered, CBH has taken out the Australian Institute for Management (AIM) Large Employer of the Year category, in the 2004 WA Training Excellence Awards. CBH has also been announced as the winner of Agri-food Industry Training Award at the 2004 Australian Training Awards.

The Awards recognise CBH’s learning and development approach as being best practice in its endeavour to have one of the best skilled workforces of any comparable organisation.

The WA-based CBH Group, with more than 850 staff, stores, handles and markets grain to more than 20 export destinations. It has a total storage capacity of more than 16.5 million tonnes.

The CBH Group’s achievement has been assisted by its recently formed partnership with the ILC, referred to as the ‘CBH College’. The ILC (www.integralleadership.org.au) supported the Group by providing national and global expertise to assist in the design and implementation of courses and other development initiatives.

Unique EMBA Enters Year Four

The fourth year and fourth cohort of the GSM’s unique Executive Master of Business Administration (EMBA) program, gets underway in March 2005.

The EMBA is one of the first of its kind in Australia specifically designed for senior managers with a minimum of five years senior management experience. The Program involves a peer-based cohort being taught on weekends over two years.

More than 40 senior managers are currently enrolled in the EMBA and the inaugural 18 graduates from the first Cohort received their qualification in March this year.

EMBA Program Director, Professor Gary Stockport said that, the multiple strengths within the Program had probably resulted in the very low attrition rate over the past three years.

“The Each EMBA Program participant has a Coach to help them develop a current and future career plan, based upon their aspirations, as well as the new skills they are acquiring on-going throughout their studies,” Professor Stockport said.

“We also benchmark leading EMBA programs all over the world to ensure that our Program remains world class.”

EMBA An Easy Choice

“I did quite a bit of research into EMBA and MBA Programs but in the end it was actually an easy choice. The EMBA at UWA provides a unique learning environment that fits with a busy senior manager’s lifestyle. Not only do we apply what we learn directly to our current work environment, we also interact and network with some of the most senior managers in WA.”

Nicolle Jenkins, Communications Manager, Perth Convention and Exhibition Centre.

“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.
Colorado Agreement: Participants at the August 2004 signing of an international agreement between the GSM and the Colorado State University’s College of Business, for staff and MBA student exchanges, and research collaboration. (Standing L-R): Dr. Bruce Macintosh, Director, UWA International Centre, Prof. Geoffrey Soutar, GSM Director, and Dr. Paul McLeod, Dean, UWA Business School. (Seated L-R): Prof. Alan Robson, Vice-Chancellor, UWA, Prof. Ajay Menon, Dean of the College of Business, Colorado State University and Prof. Kent Zumwalt, Professor of Finance, Colorado State University.

Europe Tour Builds Global Links

Exciting future student exchange arrangements, potential new short Summer courses and further research cooperation opportunities were discussed by GSM Director Professor Geoff Soutar during a three week European trip in August and September.

During the trip, Professor Soutar visited the 100-year-old Burgundy School of Business (which operates in Paris and Dijon), the Business School at WHU Koblenz, Germany, and the Judge Institute at Cambridge University in the UK.

The GSM has partnership agreements with Burgundy and WHU, to progress student and staff exchange, as well as to cooperate in research. A number of students have traveled both ways between the GSM and WHU Koblenz and enjoyed international study programs.

Professor Soutar said that he discussed with Burgundy School of Business executives the potential for extended student exchange programs where GSM students could have a European summer study experience during their second trimester. Proposals for Dijon students to come to Perth for extended study programs were also canvassed.

At Cambridge, he discussed the possibility for some Judge students to undertake part of their MBA in Western Australia.

“The GSM has developed strong positive relationships with a number of prestigious European business schools and people who have participated in exchange arrangements have thoroughly enjoyed the experience,” Professor Soutar said. “Our goal is to help create valuable business networks around the world and to enrich the study experience of our students and those of our partner institutions.”

New Small Business MOU with UK University

A new memorandum of understanding (MOU) has been signed between the GSM and the UK’s University of Durham, to establish a long term research and teaching partnership in entrepreneurship and small business management.

The agreement involves collaboration in the delivery of enterprise management, professional development and collaborative research programs for the small to medium enterprises (SME) sector.

The Durham University Business School (DUBS) has an international reputation for excellence in the development of industry programs and applied research in small business and entrepreneurship education.

The GSM’s Centre for Entrepreneurial Management and Innovation (CEMI) will be the focal point for this new alliance.

CEMI Director, Associate Professor Tim Mazzarol said the partnership would bring world’s best practice in small business management and entrepreneurship to Wa and feed back to Europe and the UK, the expertise and experience of Australia and its Asia-Pacific orientation.

Currently, the GSM has collaborative teaching and research partnerships in Singapore, Indonesia, and the Philippines. It also has agreements with university partners in Austria, France, Italy, Denmark, Norway, and the United States.
2004’s last quarter has seen a review of CENWAB’s vision and mission, plus its business plan, by the Director and the Centre Advisory Board, after discussions with UWA Business School executives. The results will be published on the Centre’s website – www.cenwab.org.

**New Board Appointments**

New appointments have been made to the Advisory Board, replacing some foundation members who have completed their terms. New members are Kellie Benda, Fiona Harris, Tracey Horton, Denise McComish and Gaye McMath.

**Karrakatta Club**

At the end of October, 40 managerial and professional women from Perth’s CBD attended ‘An Evening at the Karrakatta Club’ – the oldest women’s club in Australia, formed in 1894 to educate women in social and economic issues. Our modern day women professionals heard Roberta Mead, of Facilitation Professionals, talk on how she assisted the people of New York to decide on a new plan for ‘Ground Zero’, and Ron Gibson, of Go Networking, reveal the intricacies of good networking practice.

**Field Studies**

Two research field studies are also near completion. CENWAB’s field researcher, Viti Simmons, has interviewed 75 women entrepreneurs – small business owners in rural and remote parts of Australia. Hayley Lawrence, an honorary research associate with the Centre, has nearly finished interviews of Generation X people. The first book – ‘Corporate Elders’– emanating from the generation study, will be published in 2005 by UWA Press.

2004 has been the ILC’s most successful year and, in this final quarter, the Centre has won the contract to conduct leadership development programs for Alinta, one of Australia’s leading energy infrastructure companies. Alinta has acquired gas infrastructure and power generation assets and is developing a new corporate structure to incorporate them. The ILC competed with leading Australian business schools to win these programs which start this month, with two scheduled in 2005, and another for 2006.

**Derbal Yerrigan**

Another highly successful ILC course, receiving extremely positive feedback, is the Derbal Yerrigan Leadership Readiness Program. This involves professional structured skills development, for indigenous senior health workers.

**Agriculture Department ESP**

The Department of Agriculture’s partnership with the ILC has completed another successful four year Executive Springboard Program (ESP). More than 80 senior managers have completed it with GSM lecturers presenting on leadership, strategy, change and innovation. The ESP increases senior managers’ capacity to effect change and develops their skills to be effective and competent leaders within the WA Agricultural industry.

The Integral Leadership Centre is owned by the GSM and provides services as part of an alliance with the Australian Institute of Management (AIM). It does research in leadership and organisational development and conducts commercial programs for Australian and international organisations.

CEMI has been very busy this second half of 2004, including finishing a major project for the WA Government on the feasibility of creating a digital content industry cluster. This focused on spatial industries and the creative digital sectors, such as multimedia and interactive DVD. The report used Sensis Pty Ltd data to map industry concentrations, plus surveys and case studies to investigate local networking.

**Innovation Launches**

CEMI also launched its six-month Innovation Excellence Program for entrepreneurs seeking to commercialise new technologies and businesses wanting to develop innovation management. Also launched was the UWA Business Planning Competition, sponsored by the Commonwealth Department of Industry, Tourism and Resources, NM Rothchild and Motorola. This promotes entrepreneurship and better business skills and is for all UWA staff, students and alumni.

**Worldwide Network**

In September, CEMI joined the Entrepreneurship, Innovation and Small Business (EISB) Network of the European Foundation for Management Development (EFMD), linking to a worldwide network of 112 business schools and more than 400 academic researchers.

The CEMI Director presented at the WA Local Government Week Conference in August, the Institute of Chartered Accountants ‘Sharing Knowledge’ series in October, and, this month, at a workshop of the Business ACT, in Canberra.

CEMI provides research, education and industry outreach programs for managers, from large and small organizations, to better prepare for global competition. Industry can engage students and academics for applied research and educational projects.
Busy Australian First Professor

The GSM’s Director of Doctoral Programs has the distinction of being Australia’s first woman to be appointed a Professor in the disciplines of accounting and finance. Professor H.Y. Izan achieved that milestone in 1990, and her career since has combined academics and business.

For five years from 1995, she served as an inaugural board member of AlintaGas, one of Australia’s leading energy infrastructure companies that manages, owns or operates, $5.7 billion of assets across Australia.

In September, Professor Izan was elected a Fellow of the Academy of Social Sciences in Australia for having achieved a very high level of scholarly distinction and for having made a distinguished contribution to the social sciences.

GSM Professor Asked Back to Vienna

Professor Gary Stockport was asked back to teach the Strategic Management unit in the EMBA Program at Danube University Krems, Vienna, during November 2004.

Last year, his SPOT student evaluation averaged 4.9 out of 5 – which was amongst the best evaluations ever achieved since the Program began some 14 years ago.

The Danube University EMBA is taught by leading Professors from all over the world including the US, Canada and the UK. Previously, the Strategic Management unit had been taught by the Dean of the UK’s Warwick Business School.

Teaching From Milan to Perth and Back

Time management is critical for GSM Professor Jane Klobas, who holds joint appointments on opposite sides of the world, sharing her workload between UWA and Bocconi University in Milan, Italy.

She travels between Perth and Milan at least three times each year, juggling her schedule to match the GSM’s trimester system, which contrasts with Italy’s semester structure. This required her to successfully teach part of her GSM course at a distance this year, using Internet videoconferencing.

“I love teaching the same unit – Management of Information Systems – to international MBA students in Italy, where I have a class of around 50 students from around 25 different countries, and at the GSM, where I mostly have Australian and South East Asian students,” Professor Klobas said. “I like the idea of the synergy between the different student consistencies working on the same cases and projects. This has been very exciting”

Professor Klobas also supervises DBA and PhD students, meeting her DBAs in Singapore ‘on the way through’, two Perth-based PhD students in Perth, and one in Italy.

She has a BAppSc(Psych), GradDipLib (WAIT), MBA (completed at the GSM in 1985), a PhD (University of Western Australia), and is a trained trainer.

At the GSM, Professor Klobas is a Professorial Fellow and the MBA Coordinator of the Management Information Systems unit.

At Bocconi University her roles include Chair of the academic program committee (and teacher) of the Master in Online Education and Training program, coordinator of Advanced Instructional Design and teacher of Multivariate Statistical Analysis.

The Professor is also a teacher on programs offered by the Consortium of European Management Schools (CEMS), and a Visiting Professor with NORSILIS, the Nordic Research School in Library and Information Science, a joint doctoral school for universities in the Nordic and Baltic States.
Business Analyst Becomes Statewide TV Presenter

When she joined Western Australia’s leading government-owned energy corporation, one of the last things on GSM MBA Wendy Ng’s mind was becoming a television presenter.

But, responding to a plea from a manager for help, Wendy put up her hand when Western Power was auditioning for people to feature in a key statewide television advertisement. Two days later, to her amazement, she was selected for the key role.

Wendy became one of ‘the faces of Western Power’ and has the speaking role in one of their television commercials which is regularly promoting the energy utility’s services to hundreds of thousands of viewers across the state.

Wendy, who completed her MBA in May 2001, has a background as a scientist and has been with Western Power in various roles since 1998. Her most recent work, as a business analyst, involved developing and implementing the Generation Business Unit’s strategic programs, contract negotiations and the administration of projects.

She said her MBA study experience at the GSM was thoroughly enjoyable and invaluable.

“I completed the Advanced MBA in the prescribed two and a half year time frame and my MBA has contributed immensely to getting me to where I am today,” Wendy said. “The thing I remember, and appreciated most during my course, was the diversity and experience of my fellow students. It was wonderful to work with such committed and talented people in the various GSM group projects.”

From Policeman to Prize Winning Consultant

Successful leadership and management has been a consistent theme throughout the diverse career of GSM MBA Norm Roberts, who started as a Western Australian policeman for more than 10 years, often being the officer in charge of various police stations across the state.

After leaving the police service, and before becoming the successful management consultant he is today, Norm was general manager and owner of several businesses in food retailing and roadhouses, including a chain of cafes.

Norm’s interest in management led him to take up study at the GSM, graduating with his MBA (International) in 2003 and winning a Director’s Letter for Academic Excellence, plus the 2004 Graduate Management Association (GMA) MBA Program award.

Last year, Norm was in the GSM team that became the first, from a WA university, to win the Australian Grand Final of the Boston Consulting Group National Strategy Competition.

He is now the Managing Partner and Senior Consultant at Australasian Management Consulting (AMC), a boutique firm generally servicing companies with more than 50 employees and A$10 million turnover, within the Australasian region.

Norm’s current role includes practice management, presenting to senior executives and boards, business development, and project management. He has worked on the strategic review - including marketing, HR alignment, profitability and project assessment - of more than 50 businesses in different industries, including some with more than A$200 million turnover.

“Working across a broad range of industries, companies and topics, I have found all aspects of my GSM studies both valuable and applicable,” Norm said. “I have been able to relate all of my studies to either my own experiences, or clients with whom I’ve worked. It was interesting to find that a number of work related problems that we had found solutions for, actually had theories and names.

“The quality of teaching and learning available at the GSM is certainly amongst the very best in Australia.”

GSM 1st Half 2005 Information Evenings

Information evenings are a great opportunity to find out more details about particular GSM study programs.

They are held on Wednesday evenings, 6.00pm – 7.30pm, at the UWA Graduate School of Management, Level 2, Myers Street Building, Myers Street, Crawley (Perth), near the corner of Myers Street and Fairway.

| Graduate Certificate – Graduate Diploma | 19 January |
| Executive MBA | 2 February, 16 February |
| MBA | 6 April, 20 April |
| Graduate Certificate – Graduate Diploma | 25 May, 8 June |
Understanding Board Decision Making – Prof. Malcolm Richmond

“….everyone knows that Boards should be seats of challenge and enquiry that add value, without meddling, to make CEOs more effective, but not all powerful…”

Successful investing in major new projects is becoming an increasingly difficult activity, and a more intensive role for Board members is now accepted. This deeper accountability carries a ballooning number of concomitant responsibilities and capabilities.

For any director, judging large complex projects, perhaps across several countries, will remain extremely difficult. A structured approach to questioning large scale projects, is now a vital activity for an effective Board.

Great firms not only create successful projects but have few major failures. This requires a consistent capability at the top, including:

- The right Board culture
- A capable CEO and executive team
- Independent directors blessed with sound judgement
- An insightful language of business shared between Board executives and management.

Directors need to develop an incisive and focused line of enquiry. A director needs to ‘add value’ by acting as a patient, left field source of enquiry, prepared to ask the hard questions.

Seven key questions for directors:
1. Do the firm’s key products – services offer a clear value proposition, leading to good market opportunities?
2. Does the project business have an attractive structure for its industry?
3. Is the business making efficient use of its entry into the market, relating to timing and costs?
4. Does the business have a believable implementation strategy and capabilities that support it, such as resources and know how, leadership and business sense?
5. Does the project enjoy a well anchored competitive advantage and is it sustainable?
6. Does the project have consistency with the firm’s desired business direction and does it fit with the firm’s other business?
7. Has the project’s ‘scorecard’ been calculated, does it have attractive economic returns, has it been subject to a realistic key risks assessment and have upside and downside cases been considered?

A Board should not be unwilling to handle the ambiguities and complexities common to most business projects. Sustained analysis, focussing on the heart of a project, poses a considerable responsibility on any Board member.

Malcolm Richmond is a Visiting Professor with the UWA Business School and Faculty of Engineering. Tel: 6488 7993 – Malcolm.Richmond@uwa.edu.au. This article is a brief summation of the ‘Survival Skills for Managers’ presentation entitled ‘Decision Making at the Board Table’ that he gave on Friday, 8 October 2004.

‘Corporate Governance – Everything You Wanted to Know, But Were Afraid to Ask!’

For all that has been written on corporate governance, it remains difficult to understand and to know your precise role, if you are in the corporate structure. Before accepting a directorship, there are some key things you need to know:

Understand the ‘Rules’
The type of incorporated entity, the company’s constitution, the roles and responsibilities of Directors and the specific industry legislation, establish the ‘rules’ that you must follow. Be sure you understand these before you accept a Director’s position.

Be clear on the Director’s Role
Directors must act in good faith in the company’s overall best interests. You must also act with care and due diligence and avoid any conflict of duty and interest. Directors must not misuse their positions nor make improper use of information. They must avoid insolvent trading.

There are significant liabilities for failing to comply with the civil and statutory requirements. If you are unsure of your obligations, do not accept the role until you are fully informed of its related liabilities.

Be clear on the Board’s Functions
The Board exists to protect shareholders’ (or members’) interests and its key functions are to:

- Authorize and monitor the company’s strategic direction
- Oversee and monitor its risk management approach
- Appoint and manage the CEO
- Provide the company’s policy framework
- Ensure that the company complies with all internal and external requirements, and
- Monitor the company’s overall performance

OPM
Understand the concept of OPM – Other People’s Money. The governance standards are higher if you are a Director of an OPM company as opposed to your own company where only your money is involved. Be very aware of your additional obligations when governing an OPM organization.

How do I protect myself as a Director?
The best protection is to do your job professionally and diligently. Be clear on your roles and responsibilities. Keep up to date on governance practices. Challenge yourself and your fellow Board members to regularly review, and improve, your governance performance.

Trish Ridsdale is a Director of ‘Board Business’ – Tel: 0418 920 296 boardbusiness@chapmangrove.com.au

This is a summary of the ‘Survival Skills for Managers’ presentation that Trish gave on Friday, 11 June 2004.
The annual GMA 2020 Seminar was the best attended in years, featuring informative and entertaining addresses by leading executives (see above) from Wesfarmers, Western Power and Marketforce. Everyone was well rewarded with management insights ‘to the year 2020’ from this esteemed group.

Wesfarmers’ CFO, Richard Goyder, who is also on the Board of the UWA Business School, spoke about the difficulties of forecasting, displaying a 1979 graph that portrayed the expected likely oil prices up to the Year 2000. He showed that it was woefully incorrect in its predictions and asked ‘who are we now to say what will happen in the run up to 2020?’

Neil Hamilton has been at the helm of the giant Western Power Corporation this year, and outlined the immense changes and future challenges for the State’s Energy and Electricity Industry. With more deregulation and competition coming into the markets, and the political impact being ever-present, it is going to be an interesting next few years in this industry.

Marketforce Managing Director, John Driscoll, then argued how the ‘Golden Age’ of advertising (1964-2004) was drawing to a close, and how new generations of consumers, armed with a complex array of media, are reshaping how advertisers get their message and influence across. Creative Director, Andrew Tinning, demonstrated some of these new techniques with examples of his previous work in New Zealand.

GMA Ball

The next GMA event on the calendar (and last for the year) is the GMA Ball, or ‘MBA Meltdown’ as it is being billed this year. Taking place at the WA Rowing Club in Mt Pleasant, a barbecue style black and white Ball is being organized under the stars, with DJ music and video screen. A great way to end the year: 7pm, Saturday 27 November.

AGM

Our Annual General Meeting was held at the GSM from 5pm on Friday, 19 November, where all councilors were up for re-election. Results were not able to be included in this edition of GSM News, but will be available on our website – www.gma.asn.au. During our tenure, my fellow councilors and I have thoroughly enjoyed creating networking opportunities for our members, both from a professional and social perspective. And, most importantly, raising the profile of our MBA degrees to an audience of our peers.

Singapore GMA Networking

Another recent event occurred in Singapore – a reunion networking sundowner for MBA students and alumni. This was the first such event, with more planned in 2005 as we seek to take the GMA international. Twenty five members congregated at Number 5, Emerald Hill, to catch up with GSM staff, fellow graduates and students (see page 12).

Farewell and Thanks

My past two years as President have been thoroughly rewarding.

Personal highlights include the past two GMA Dinners, the 30th Anniversary Function and impromptu pooltable-top speeches at Steve’s during our very popular end of month networking drinks.

I’m very proud of our collective achievements over the past two years and feel that it is the right time for me to step down as President to let somebody else have a go.

I intend to remain an active council member and look forward to sharing with you some exciting events already planned for 2005, including the GMA Dinner with Telstra CEO Ziggy Switkowski as the keynote speaker and also implementing the ‘Alumni Reunion Event Program’.

Thank you for your support over the past two years and a safe and happy festive season’s greetings to you and your family.

Brian Leedman
GMA President
EMBA Testimonials

I was attracted to the UWA EMBA Program because of its cohort based approach and the benefits gained from sharing work experiences with fellow students of such high calibre. The action learning approach, involving a mix of theory and practice, can be effectively utilised in my current workplace. I can see that the experience and knowledge gained from the Program will put me in good stead for any future endeavours.

Farah Salleh, Director of Anglican Homes Foundation.

“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 opportunity of developing wider leadership and management knowledge 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.”


An MBA Helps Amazing City Growth

In the six years that GSM MBA Chester Burton has been leading the administration of one of Perth’s leading local councils, he has been involved in extraordinary growth and development in his city.

Chester is the CEO of the City of Subiaco, which has a population of nearly 16,000 people in an area of some seven square kilometers, and annual revenue of more than $18 million.

In the time of Chester’s administration, Subiaco has seen the undergrounding of the Perth to Fremantle railway line and major urban renewal in the resulting reclaimed land – now called Subi Centro. Among many other issues, there has also been the development of Perth’s major sporting stadium, Subiaco Oval, that now attracts more than one million visitors each year to national and international sporting events.

Chester graduated with his MBA in 1982 and says his MBA program gave him a valuable general understanding of a wide range of disciplines such as accounting, law, and human resource management.

“The study was very beneficial in broadening my knowledge base and rounding my perspective of organisations and their effective management,” he said. “Becoming familiar with the professional jargon has enabled me to ask specialists the right questions and to debate them about their answers.”

Chester believes students with considerable work experience benefit most from an MBA program.

“I believe that part-time study, in conjunction with full-time work, provides the greatest opportunity for students to benefit from the program and contribute to the learning of their colleagues,” he said.

MBA Graduate’s Franchise Management Appointment

Maintaining standards across nine Western Australian stores in an international business, is just part of the new responsibilities of GSM MBA graduate Kym Godfrey, who has been appointed inaugural State Manager of 18-year-old Australian company New Zealand Natural.

New Zealand Natural (www.newzealandnatural.com) sells premium New Zealand icecream, smoothies, fresh fruit juices, and shakes. It currently has 160 outlets worldwide across Singapore - Malaysia, Hong Kong, China, Indonesia, South Korea, United Kingdom, with new outlets planned for the US market. There are more than 70 stores throughout Australia and New Zealand.

Kym, who completed her MBA in December 2002, was a recipient of the GSM’s Women in Management scholarship. Previously she spent nearly a decade managing, training, recruiting, and employing staff in the private and public sectors. She had extensive experience in communications training, as a consultant, and working for health, disability and education departments. She also developed her social entrepreneurial skills and founded a community learning centre aimed at women to develop social, mental and physical health. This work was recognized by the Australian Institute of Management where Kym won the Community Services award in 2000, and each year her organization has won management training scholarships for not for profit organizations.

“Probably the most beneficial work that I did during my MBA were the business, strategic, and marketing plans that I developed whilst working in teams,” Kym said. “The experience of having to work effectively and efficiently, often with people you did not know from other cultures, was excellent. The process of developing these plans was valuable, and I have referred back to these documents many times.”

“An MBA gives you confidence to interact with a variety of professionals, to ask pertinent questions and to give broad based understandings of the factors affecting businesses large and small. The networks we develop continue to be of great and ongoing value.”
DBA Graduate Overcomes Extra Challenge

A successful fight against cancer did not deter Fran Pesich from continuing to both work and study for her GSM Doctor of Business Administration (DBA), but she admits it ‘slowed her progress somewhat’.

Fran was part of the second year intake for the GSM’s DBA program in 1997. She was diagnosed with cancer the same year, leading to major surgery, chemotherapy and a five year monitoring program.

The research based DBA Program is concerned with the application of advanced knowledge to professional practice. It is particularly designed for professionals in management and related areas, in both the private and public sectors.

During her study and recuperation from treatment, Fran continued to work because she said ‘it was very important to keep academic management information in perspective’.

She graduated with her DBA in Perth in September.

Currently employed as a management consultant, Fran is helping the Water Corporation with a long term management assignment relating to capital investment and asset creation.

She said that understanding research was an invaluable benefit provided by her DBA experience.

“Research tools are an important skill in all work environments and I would encourage anyone who was serious about any type of management career to learn these skills,” Fran said.

“The other thing I will remember is the GSM’s flexibility. Professional doctorates require continuity of employment because students place their work environment above study and this often results in conflict. Doing classes on the weekend offered a tangible benefit for me, enabling my family to support me with my study commitment, an essential requirement when undertaking this type of project.

“The GSM also provided flexibility in delivery and topic supervision which was much appreciated and the DBA encourages you to knit the research into the real-world work situations.”

Vale Barry McQuilken DBA

The UWA GSM community has been saddened by the death of DBA graduate, computer and IT executive Barry McQuilken, who passed away in late August.

Barry succumbed to cancer after traveling to the US from Singapore to seek treatment.

He joined the inaugural intake of the GSM’s Singapore DBA program in January 2000 and completed his DBA thesis in the second half of 2003, working with Professor Izan as his supervisor. He was the first DBA graduate from the GSM’s Singapore program.

Barry also attended several UWA Singapore MBA courses, including Corporate Finance, Entrepreneurship and International Management. Following completion of his DBA, he worked as a tutor in UWA’s Bachelor of Commerce program that is taught in conjunction with the PSB in Singapore.

Barry joined Chaoticom – a US venture seeking to reach Asia-Pacific Telecom markets – in July 2002 and was Vice President of the firm’s Asia-Pacific Operations. He was responsible for sales and technical support in the key markets of Australia, Japan, Korea and Singapore.

The UWA’s condolences go to Barry’s widow, Shifa, his family, friends and work colleagues.

Career Coaching Service Available

Annette Walker of Insight Career Management, and the GSM, are jointly providing a Career Coaching Service which is available to all currently enrolled MBA students.

This service takes a counselling approach to career decisions and supports people who:

- Are experiencing some form of discontent with their current job role
- Know that they wish to change their career, but are unsure of direction
- Know their preferred direction, but have no goals to achieve it
- Have some goals, but do not know ‘how’ to create a plan and progress it to achieve their goals
- Know the role they wish to gain, but need assistance with identifying and presenting their competencies to the market place
- Need assistance to develop a competency based resume
- Need assistance in job applications and selection criteria, and
- Need assistance with improving and finetuning their interview skills

Annette can be contacted via her website – www.insightcareers.com.au or on 9450 8544 for an obligation free, half hour introductory session.
SURVIVAL SKILLS FOR MANAGERS
Management Skills Workshop Program for GSM Students
Program for the First Quarter 2005

This workshop program is a joint venture of the Graduate Management Association and the GSM. These events are intended to provide students with opportunities to upgrade their management skills to increase their competitiveness when applying for jobs and to assist them to progress their careers.

The workshops provide excellent scope for networking with fellow students and alumni while you also pick up extra skills and knowledge.

Networking Skills
Mr Ron Gibson
Go Networking
2.30pm to 5.30pm
(Myers Lecture Theatre)
Friday, 11 March 2005

Career Management
Ms Annette Walker
Insight Career Management
9.00am to 4.00pm
(Myers Lecture Theatre)
Saturday, 12 March 2005

Presentation Skills
Ms Margot Halbert
Positive Persuasion
7.00am to 9.30am
(Myers Lecture Theatre)
Thursday, 17 February 2005

Decision Making at the Board Table
Prof. Malcolm Richmond
4.00pm to 6.00pm
(Myers Lecture Theatre)
Friday, 15 April 2005

Drinks and finger food are served at the end of each workshop to facilitate networking. Please register early at GSM Reception, as places are limited.

Have your say
If you have a good story, picture or idea for GSM News, then please let us know. Alumni, we’d love to hear what you’ve been doing since you graduated.

Simply Contact: Ross Storey
Tel: +61 8 9339 3972
Fax: +61 8 9438 3500

The Graduate School of Management (GSM)
The University of Western Australia
35 Stirling Highway
CRAWLEY WA 6009
AUSTRALIA
Telephone: +61 8 6488 3980
Facsimile: +61 8 6488 1072
Email: gsm@uwa.edu.au
www.gsm.uwa.edu.au

Architects Appointed for New UWA Business School

One of Australia’s leading architecture firms – Woods Bagot – has been appointed to design the planned new UWA Business School building.

Woods Bagot – founded in Adelaide in 1869 – is an international design and consulting practice with offices throughout Australia and Asia, plus London and Dubai.

Australian projects by the firm include LaTrobe University’s Library, Monash University’s Information and Technology building, Sydney University of Technology’s Faculty of Information Technology, and the Australian Catholic University.

The Perth team working on the project has previously completed major education projects in Doha, Qatar and the United Arab Emirates University.

Project Leader Michael Michelides said the design challenge was to produce a landmark UWA Business School building that would reach out to embrace the future of learning environments.

“Flexibility will underpin the design, enabling the facility to change over time in response to the predicted shift from teacher and curriculum-centred delivery to student-centred problem solving,” Mr Michelides said. “It will also be a social environment, providing a home base for students, academics and administrative staff, where social encounters are encouraged by the provision of appropriate and strategically located spaces and facilities.”

He said that in recent education projects they had adopted the model developed for Woods Bagot’s Qantas Lounges used at airports throughout the world.

“These are social workspaces, essentially transient in nature,” Mr Michelides said.

“They encourage spontaneous social and work activity, sometimes individually, sometimes in groups of varying size. They have accessibility to online databases, either through wireless or plug-in furniture, availability of a variety of bureau and help desk services, plus food and beverage.

“The siting of the Business School at the southern end of the UWA campus, offers a great opportunity to provide completion to the north-south axis of the University and also to provide a southern landmark.”