A clear vision.

Our vision: The Graduate School of Management will be recognised as one of the premier post-graduate management schools in Australasia and Asia.

Our mission: Through the pursuit of excellence in management education, scholarship, research, teaching, and professional and community outreach activities, the GSM exists to provide the highest quality of integrated professional training and development for individuals and organisations in this region and to advance knowledge in the fields of management studies and graduate management education.

Our values:
- We value authenticity. What we do is real.
- We value transformation. We want to bring about enduring change.
- We value resourcefulness. We want to make the most of what we have.
- We value a pioneering spirit. We want to move on, and beyond.
The confidence of clarity.

The world is changing. Our way of thinking is being challenged. How do you move forward with confidence when so much of life, in both corporate and social settings, seems unsettled and uncertain?

At The University of Western Australia’s Graduate School of Management, we see our purpose as much more significant than churning out graduates with a particular qualification. We are in the business of personal and corporate transformation. Our people – staff and students – are making an impact on the world, armed with the confidence they develop during their time with us.

We build that confidence through a learning environment that encourages people to see things in different ways, confronts them with alternative perspectives, helps them experiment and learn new skills and nurtures the development of lasting business and personal networks.

We want our students to discern enduring principles from long-standing tradition, to run with cutting-edge trends while rejecting ephemeral fads. Our holistic approach to management education provides the lens through which members of the GSM community learn to see the world with a new sense of clarity.

And it is the members of the GSM community who make this environment so much more than a series of lectures. The dynamic interaction between exceptional staff, quality students and outstanding real-world partners creates an environment in which all members of the community are empowered to excel.

This book provides a snapshot of the GSM in 2004. It contains some of our present work, and gives glimpses of future directions. Of course, it is only a small part of the story – you are welcome to contact the School at any time to request further information about our activities.

Dr Geoffrey Soutar
Professor & Director
A clear choice.

Here are ten things to remember when considering the Graduate School of Management.

1. The GSM is part of one of Australia’s most prestigious educational institutions, The University of Western Australia.

2. Thirty years of management education experience ensures our programs are strong and relevant.

3. The GSM is consistently ranked among the top management schools in Australia.

4. The staff includes a high proportion of professors with international reputation and practical experience.

5. The School links its expertise to business practice through its unique joint venture with the Australian Institute of Management (WA).

6. Our extensive research programs energise the teaching and add depth to student learning.

7. The GSM provides a rich learning environment through the diversity and commitment of its student body.

8. Offshore programs in South-East Asia and a range of international study opportunities in Europe demonstrate the School’s global mindset.

9. A thriving alumni provides rewarding networking opportunities.

10. The GSM is perfectly placed for interaction with South-East Asian businesses.

CASE STUDY

Ian Bamborough
MBA program

“Completing my MBA has taught me to think. It has given me a far greater perspective on business than I imagined possible. On completing individual units I would often wonder what course my life might have taken if I had gone through the rest of it not knowing what I had just learnt. I consider it almost essential for anyone who is serious about their industry or career. I started my MBA thinking it would give me leverage on my way up the corporate ladder and finished with plans for starting my own business. Sadly, I think most people would underestimate the value of an MBA.”
The Graduate School of Management is widely recognised as the leading graduate business school in Western Australia, and as one of the premier management education providers in Australia.

The Good Universities Guide, Australia’s most complete and authoritative ranking of tertiary institutions, ranks the GSM to be consistently amongst the top five business schools in the country.

As one of thirty-three Schools within The University of Western Australia, the GSM shares in and contributes to the University's culture of integrity, excellence and innovation.

Located in one of Australia’s most beautiful campus settings, UWA is a highly sought-after tertiary education destination. It has been described in The Australian newspaper as the country’s ‘top comprehensive university’. Around 80% of Western Australia’s top secondary school students make UWA their university of first choice, and the University consistently achieves graduate employment outcomes at or above the national average.

The Australian University Quality Audit report (April 2004) commends The University of Western Australia for examples of good practice in relation to offshore teaching at the postgraduate level, including those involving supervision of research components. The GSM was one of the Schools that contributed to this audit process.

The GSM has been one of UWA’s growth Schools, leading the way in offshore teaching in Asia. It has contributed strongly to the University’s research activities, and has interacted positively with the business community throughout WA. As such, it not only builds business confidence, but enjoys the confidence of business leaders.

THE GSM.
A SCHOOL
OF BUSINESS
CONFIDENCE.
The importance of management education was acknowledged by the University in 1993 with the establishment of the Graduate School of Management in the University’s new campus. The GSM has since expanded its portfolio and in 2002, the University department in Australia was recognised by the Australian National University’s Department of Business Administration for excellence in research and education.

In response to emerging needs of business and managers, the GSM has also expanded its suite of courses. The School noted that the Doctor of Business Administration (DBA) program commenced in Perth and in Singapore. To provide opportunities for senior managers who may not have an initial degree, the GSM received an Australian Quality Award in 1997. In 1998, the School now offers the Doctor of Business Administration (DBA) program.

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The strength of the GSM's holistic approach, combining excellence in academic scholarship and research with authentic business practice, was demonstrated throughout 2003. Here are some highlights:

- The GSM signed a unique joint venture agreement with the Australian Institute of Management (AIM) to provide development programs for senior managers. The agreement also provides funding for an AIM Professor in leadership.

- The GSM student team won the prestigious WA team has won the

- The Guangdong Business Administration (DBA) program commenced in 2002.

- A function acknowledging 30 years of MBA teaching and the GSM (UWA) building prompted further celebrations with the announcement of a capital campaign to support the GSM Business School and a new state-of-the-art campus building to house the Business School and the GSM.

- The Centre for Entrepreneurial Management and Innovation was officially opened, and the University approved the establishment of an Integrated Leadership Centre.

- The GSM's outstanding research performance continued, with highly-competitive Australian Research Council Linkage and Discovery grants at over $1 million in research funding managed during the year.

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- All teaching programs, including those in MBA teaching and the GSM (UWA) building, continued to generate strong interest. A presentation ceremony for graduating students in Singapore also acknowledged graduands from the Jakarta program.

- Visiting academic staff included Dr. Arno Schäfer (Yantaro), Professor Douglas Brinig (Kingsley), Professor Nicholas Beloff (Oxford) and the Alphon Sonderman (UWA), Dr. Brian Broadrick, Dr. William Arthur, Dr. Alastair Choppard and Mr. Vincent Gibson joined the permanent GSM staff.

The University of Western Australia began teaching the Master of Business Administration over thirty years ago. It was the first university in Western Australia to do so, and the fourth in Australia.

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How we bring focus to business complexity.

The quality of the teaching and learning process is of utmost importance in the GSM. While excellence in research brings depth and credibility, innovative teaching methods ensure that students can take the concepts learned and apply them in the workplace.

GSM teachers create a synergy between research-based theories, the challenges facing both public and private sector organisations, and the personal development of our students. Our aim is not merely to impart knowledge but to be a catalyst for organisational and personal transformation.

The School recently reviewed its programs to ensure they meet the changing needs of business and industry. This led to the establishment of WA’s first Executive MBA in January 2002, with a strong, strategic, in-company emphasis. It also led to the development of a new 12-unit MBA, focusing on leadership, innovation and entrepreneurship—three indispensable aspects of modern business and organisational management.

The MBA program is designed to help students learn who they are as leaders. It teaches them to think and act strategically and to manage innovation and change effectively.

In response to changing community concerns, high-profile corporate collapses and a greater focus on corporate governance in business circles, all GSM students now take a foundational unit focusing on corporate governance, triple-bottom-line reporting, and ethical, ecological, social and other contemporary issues in organisations.

In other units, greater emphasis is also being placed on practical, supervised, company-based projects and product development plans, resulting in a high level of authentic learning.

The GSM’s range of teaching programs provides development opportunities for current and aspiring business leaders at all levels of age and experience—from Graduate Certificate and Diploma, through MBA, to doctoral study. The classroom, however, is only part of our concentration on producing well-rounded managers.

Regular Survival Skills for Managers workshops provide additional hands-on development sessions for the GSM students, in areas such as setting up a new business, building a personal brand, developing effective presentation and networking skills. In addition, the School’s partnership with the Beilby Group, one of WA’s leading recruitment agencies, helps students explore future employment possibilities.

To remain the first choice in management education in Western Australia (and in our offshore locations), the GSM is always improving its educational programs, to maintain both academic standards and vocational relevance.
Executive MBA (EMBA)

For candidates with a minimum of 5 years' senior management experience.

The EMBA provides students with the knowledge and skills needed to be effective senior managers and organisational leaders. It emphasises increasing the abilities of senior managers at a strategic level, with key themes of leadership, managing change and strategic management. The EMBA is a transformational experience, both for students and their participating organisations.

Doctor of Business Administration

Open to practicing professionals with an MBA or equivalent Master's Degree who wish to apply pragmatic research to enhance business or administrative practice.

The DBA provides an advanced course of research-focused study at the doctoral level. It applies advanced knowledge to questions of professional, managerial and organisational practice. The DBA is designed for professionals in management and related areas, in the private and public sectors. It provides a greater theoretical foundation for analysing organisational issues, and for evaluating and implementing practical policies.

Doctor of Philosophy

Available to students who have an honours or master's in a specialist area and who intend to pursue original research.

The doctoral student undertakes at least three years of rigorous, supervised research. The resultant thesis must not only demonstrate mastery of the subject but provide a substantial and original contribution to the body of knowledge.

THE GSM PROGRAMS.

The Graduate School offers a strong portfolio of programs for managers who aspire to advance their careers or pursue new opportunities.
Lynton Mayne
MBA program

"Comparison, excitement, self-revelation: Pursuing an MBA experience was a journey of knowing myself a little better.

At the start of the course I thought the degree would give me the skills to be a more successful ‘company man’. However, the mix of what I was taught, and the people I interacted with, actually gave me a better knowledge of who I am and what I really want to do. It broadened my perspective and gave me a clearer understanding of what I would actually love to do.

The experience leaves me with more confidence. I feel like a part of a wider community, with a group of friends who all share an interest in what each other will do after the MBA. It has already planned the 5 year reunion!"

A diverse student community.

A MELTING POT OF FINE MINDS.
A staff at the cutting edge.

The GSM’s academic staff lead Western Australia in world-class management education. Drawn from around the world, many have extensive practical experience in their specialist field. Our staff are regularly invited to teach at premier business schools across the globe.

An indication of the faculty’s depth of knowledge and experience is the proportion of professors on staff—one of the highest in any business school in Australia. Western Australia boasts just three distinguished members of the Australian and New Zealand Academy of Management—every one a GSM staff member.

Another two GSM faculty members are Fellows of the prestigious Academy of Social Sciences—only one other graduate management school staff in Western Australia to be so honoured.

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This professional acknowledgement is matched by the regular appearance of GSM faculty in University teaching awards, judged by the student body. In addition, a number of popular management textbooks, both within Australia and internationally, have been co-written by GSM staff.

The GSM faculty make a significant contribution to our understanding of business through their research, and they are committed to bringing this knowledge to their students.

This practical application of specialised knowledge attracts interest from businesses throughout the region.

Consultancy services from our faculty members are in high demand, particularly in leadership, strategy development and innovation management, but also across the full range of management activity.

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### Staff list.

#### Professors of Management

<table>
<thead>
<tr>
<th>Name</th>
<th>Academic Qualifications</th>
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<tbody>
<tr>
<td>B. L. Cantrup</td>
<td>BSc, PhD</td>
</tr>
<tr>
<td>J. R. V. Driver</td>
<td>BSc, PhD</td>
</tr>
<tr>
<td>H. A. B. Lewis</td>
<td>BSc, PhD</td>
</tr>
<tr>
<td>E. H. Paton</td>
<td>BSc, PhD</td>
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#### Associate Professor

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<th>Name</th>
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<tr>
<td>T. W. Manuell</td>
<td>BA, MPhil, MBA, PhD</td>
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#### Visiting Professor

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<th>Name</th>
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<tr>
<td>D. Morgan</td>
<td>BA, MPhil, MBA, PhD</td>
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#### Lecturers

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>J. M. Broadhead</td>
<td>BEng, MEng, PhD</td>
</tr>
<tr>
<td>A. J. Melkar</td>
<td>BSc, MPhil, MBA</td>
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<tr>
<td>H. S. Glenn</td>
<td>BA, MBA</td>
</tr>
<tr>
<td>C. J. Gordon</td>
<td>BA, MBA</td>
</tr>
<tr>
<td>A. K. Iffat</td>
<td>BA, MBA</td>
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<tr>
<td>J. R. Still</td>
<td>BEc, MBA</td>
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#### Honorary Research Fellow

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<tr>
<th>Name</th>
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<tr>
<td>J. K. Wannas</td>
<td>BSc, MPhil, PhD</td>
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#### Staff research areas.

- **Marketing/Marketing Research**
  - Dr Julie Lee
  - Dr Renu Burr
- **Human Resource Management**
  - Dr Roger Smith
- **Negotiation Behaviour**
  - Dr Julie Lee
  - Professor Geoff Soutar
- **Consumer Behaviour**
  - Dr Julie Lee
  - Professor Geoff Soutar
  - Professor Leonie Still
- **Marketing/Marketing Research**
  - Dr Julie Lee
  - Dr Renu Burr
- **Financial Analysis**
  - Dr Julie Lee
  - Professor Geoff Soutar
- **International Finance**
  - Dr Julie Lee
  - Professor Geoff Soutar
- **International Management**
  - Dr Julie Lee
  - Professor Geoff Soutar
- **Entrepreneurship**
  - Dr Tim Mazzarol
  - Professor Andre Morkel
- **Strategic Management**
  - Dr Tim Mazzarol
  - Professor Andre Morkel
  - Professor Gary Stockport
- **Ethical and Social Issues**
  - Dr Tim Mazzarol
  - Professor Andie Heath
  - Professor Nick Forster
  - Professor Nick Forster
- **Research Methodology**
  - Dr Tim Mazzarol
  - Professor Andre Morkel
  - Dr Tim Mazzarol
- **International Management**
  - Dr Tim Mazzarol
  - Professor Andre Morkel
  - Dr Tim Mazzarol
- **Corporate Governance**
  - Dr Tim Mazzarol
  - Professor Andre Morkel
  - Dr Tim Mazzarol
- **Small Business Management**
  - Dr Tim Mazzarol
  - Professor Andre Morkel
  - Dr Tim Mazzarol
- **Women in Small Business**
  - Dr Tim Mazzarol
  - Professor Lorrie Smith
- **Knowledge Management**
  - Dr Tim Mazzarol
  - Professor Lorrie Smith
  - Professor Lorrie Smith
The Centre for Women and Business (Director: Professor Leonie Still) is a unique research unit devoted to women in business and women in management. It recognises national and international collaboration among researchers interested in a range of disciplines, and draws from the public, community and private sectors. We are involved with local government and social services. The Centre provides a focus for research, education and industrial outreach programs that help managers better prepare for the competitive pressures of the global marketplace. It does this by applying research and disseminating knowledge within the Graduate School of Management and external organisations. The Centre also provides postgraduate teaching and professional advice to business on gender issues. By using the profile of this research in both academic and professional circles, the Centre contributes to the Centre’s vision to be recognized both nationally and internationally as a centre of excellence in this field.

The Centre for Entrepreneurial Management & Innovation (Director: Associate Professor Manfred Majsznki) is a key part of the GS M’s vision to be recognised both nationally and internationally as a centre of excellence in these fields. The Centre provides a focus for research, education and industrial outreach programs that help managers better prepare for the competitive pressures of the global marketplace. It does this by applying research and disseminating knowledge within the Graduate School of Management and external organisations.

The Integrity Leadership Centre (Director: Professor Peter Boxall) is a unique and innovative leadership development centre within the Graduate School of Management. The Centre provides a focus for research, education and industrial outreach programs that help managers better prepare for the competitive pressures of the global marketplace.

The Centre for Women and Business is a unique and innovative leadership development centre within the Graduate School of Management. The Centre provides a focus for research, education and industrial outreach programs that help managers better prepare for the competitive pressures of the global marketplace. The Centre also provides postgraduate teaching and professional advice to business on gender issues.
An extended business family. The GSM Alumni.

Of the GSM’s nearly 2000 graduates, many hold senior management positions within Australia and throughout the world.

One of these graduates is Michael Chaney AM, long-time CEO of Wesfarmers Ltd, and often described as the most respected CEO in Australia. Michael Chaney is Patron of the GSM Alumni Association.

Mr Chaney says his MBA from UWA facilitated a 180-degree career switch from science to investment banking. “It allowed me to perform much better in the commercial world,” he says. The West Australian (Saturday, 29 May, 2004.)

The Graduate Management Association actively promotes opportunities for development and networking amongst GSM students and alumni. It organises business seminars and social events throughout the year.

There is no doubt that the business links formed during studies at the GSM continue to bear fruit for many years after graduation.

International Teaching Centres.

Singapore
PSB Academy
The GSM has been teaching in Singapore since 1995. Over 140 students are currently studying in the MBA program, taught by GSM staff and offered in partnership with one of Singapore’s leading education providers, PSB Academy. Demand for the Doctor of Business Administration program is strong, with 50 students currently enrolled.

Jakarta
Universitas Tarumanagara
In a unique partnership, the GSM offers a joint MBA-Master of Management course in Jakarta in conjunction with an Indonesian University, Universitas Tarumanagara. This part-time program is designed for executives in the greater Jakarta area. Over 50 students participate in the program.

Manila
The Australian Institute for Higher Education
One of our youngest offshore programs, the UWA MBA was first offered in Manila in 2002. With over 30 students, it is taught in partnership with The Australian Institute for Higher Education, a well-respected private education provider in the Philippines capital.

Hong Kong
ET Business College
The GSM’s international teaching strategy continues to expand, with the proposed commencement of an MBA program in Hong Kong in late 2004. This program will be run in partnership with the Business College of the Hong Kong Economic Times.
Ms Barbara Gordon Wood  
Director  
MBA Program  
“Students are challenged in the MBA to strengthen and develop their managerial skills and competencies through diverse learning and practical experiences. Outstanding MBA staff ensures that program content remains robust and progressive.”

Professor H.Y. Izan  
Director  
Doctoral Program (DBA)  
“Like a traditional PhD, the Doctor of Business Administration (DBA) is research-based, but it’s also concerned with the application of advanced knowledge to questions of professional practice.”

Ms Catherine Jordan  
Director  
ANBS Program  
“The Australian National Business School brings together six of the best universities in Australia. It offers an MBA pathway for people with no first degree but plenty of work experience.”

Professor Gary Stockport  
Director  
Executive MBA Program (EMBA)  
“The Executive MBA provides the knowledge and skills to be an effective senior manager. It’s a transformational experience, both for students and for their participating organisations.”

Professor Ray Fells  
Director  
International Programs  
“The GSM has led the way in establishing UWA programs throughout South East Asia. In this way, we help the University fulfill its goal of being a high-quality international institution.”