Welcome to the Trimester C edition of GSM news, our final 2004 edition. As you will see from stories inside, our GSM has been busy, with increasing student numbers, research, teaching and student achievements and successful outreach events by our research centres.

Student numbers in our Singapore programs, with our new partner PSB, are showing strong growth – nearly doubling - and this is set to continue in 2005.

We have signed a new agreement with the Colorado State University to develop teaching and student exchanges. Several international academics have visited us, and our people have travelled to consolidate the GSM’s global networks.

Our welcome goes to new GSM School Manager Alan Luks who has now joined us from Southern Cross University. I have worked with Alan before and know he will make a great contribution.

Enrolments for the GSM January Summer School are growing and everything points to another bumper year in 2005.

My thanks and congratulations go to everyone for the effort they’ve put in to make 2004 one of our most successful years.

Prof. Geoffrey Soutar
Director – UWA GSM

A leading cancer information resource business, in which two current GSM Executive MBA (EMBA) students are involved, has won the prestigious Prime Minister’s Award for Excellence in Community Business Partnerships for Western Australia.

The Award recognises business and community organisations that make a valuable contribution towards helping those in need. In his announcement, the Prime Minister said that award recipients had demonstrated ‘a generosity of spirit and a desire to work together to forge stronger communities’. The Virtual Cancer Centre (part of the Virtual Medical Centre network) and the Silver Chain Nursing Association won the award for their joint development of an online system designed to improve communications between health professionals relating to patient care.

“By combining their expertise, the Virtual Cancer Centre and Silver Chain are making a significant difference to the quality of life for people with cancer, especially for those in the terminal stages of the disease,” said the Minister for Family and Community Services, Senator Kay Patterson.

EMBA student Wayne Hughes is a Director of the Virtual Cancer Centre and Tom Maher is General Manager. Both Wayne and Tom will finish their EMBA studies at the end of this year. The two-year EMBA program, which started in 2002, is one of the first in Australia specifically designed for senior managers, with a minimum of five years’ experience. It involves a peer-based cohort being taught on weekends, enabling people living outside Perth to participate.

The National Final of the Prime Minister’s Award will be decided and presented next month at a ceremony in Brisbane.
New GSM School Manager

The GSM has a new School Manager. He is Alan Luks, who comes from the Southern Cross University (SCU), New South Wales, where he was the Executive Officer in the Division of Business.

At SCU, Alan administered a $22 million annual operating budget and directed the administration across three schools, a Graduate College of Management, and research centres over three campuses. This included SCU Sydney operations and working with national and international partners.

Alan brings to his new job considerable experience across 22 years as an administrator and academic. Prior to the SCU, he spent more than 12 years at Curtin Business School, Curtin University of Technology, including working as Administrator in the School of Management.

Alan said one of the influencing factors in applying for the GSM position was the opportunity to work with one of Australia’s best groups of graduate school academics.

“So impressive is the GSM that I left a job, just 20 minutes drive to Byron Bay, to take it up,” he said. “Seriously though, the GSM has developed a reputation as one of the best graduate schools in the country, with top class academics delivering top class programs. They need an equally efficient administrative group to make sure everything happens smoothly, and I look forward to working in this dynamic and innovative School.”

Research Team Wins National Grant

GSM Professor Leonie Still is part of a research team that has won an $87,000 Australian Research Council (ARC) Linkage Grant in the latest round of national research applications.

Her fellow team members are Associate Professor Alison Sheridan, from the University of New England and Dr. Fiona McKenzie, from Curtin University of Technology.

The three year research project will investigate regional boards in New South Wales and Western Australia, particularly examining the impact of gender diversity on board performance.

Both the State and Federal Governments have, for some time, been encouraging the appointment of women to regional boards, a previously male-dominated area. The research will focus on identifying what impact the effort, to increase women’s representation, has had on the operations and effectiveness of these boards.

Contributing industry partners are the NSW Department for State and Regional Development (DSRD), the NSW Department for Women and the WA Department of Local Government and Regional Development.

The project is also supported in-kind by the Regional Women’s Advisory Council (Department of Transport and Regional Services - DoTaRS) who will be facilitating access to Area Consultative Committees.

Major Reform of the WA Health System

The Western Australian Government has appointed GSM MBA alumnus, Dr Neale Fong, to implement major reform of the State’s health system – a position that makes him one of the highest-paid public servants in WA.

Dr Fong – who graduated from the GSM with an MBA in 1996 – has been appointed to implement significant health system reforms recommended by former NSW health commissioner Mick Reid.

Dr Fong also holds Degrees in Medicine and Surgery, plus a Masters qualification in Theology.

He established the first AIDS Assessment Clinic in Western Australia in 1985.

Dr Fong took up the position of Chief Executive Officer of St John of God Health Care Subiaco, the largest private hospital on one campus in Australia, in October 1998. He leads a staff of 1,500 and has 800 accredited doctors who work out of the campus.

Formerly he was the Chief General Manager, Operations at the Health Department of Western Australia.

Dr Fong is also Chairman of Youth Vision Australia, National Churches of Christ Youth Ministry Council; State Director (part time) Youth Vision in WA, Chaplain of the West Coast Eagles Football Club and the Chairman and Commissioner of the West Australian Football Commission.
The GSM has signed an international Memorandum of Understanding (MOU) with the Colorado State University’s College of Business.

The agreement paves the way for the two prestigious management education centres to develop staff and MBA student exchanges, and to collaborate with research. It was signed in a formal ceremony in Perth on August 3, by the Dean of the College of Business at CSU, Mr Ajay Menon, and GSM Director, Professor Geoffrey Soutar.

Professor Soutar said the agreement will promote strong international links and was a significant step forward in the GSM’s growth.

“The MOU with the Business School at CSU provides us with a further great opportunity to encourage our staff and students to gain quality international contacts and experience, to help keep them at the cutting edge of world thinking and practice in management,” he said.

The GSM currently has direct exchange agreements with other quality business schools in Denmark, Germany, Norway, Austria, France, South Africa and Italy. It delivers offshore MBA Programs in Singapore, Jakarta and Manila.

Outstanding results have been achieved by GSM MBA students in a unique elective study unit that shows how Universities can practically contribute to the development of new high-growth Western Australian businesses.

The Entrepreneurial Management and Venture Capital Unit requires students to create innovative commercialisation strategies and development plans for companies seeking to raise equity capital for new ventures.

Five of seven ventures in the GSM’s 2001 program were successful in gaining venture capital funding, compared to a one percent success rate in the outside world.

This ‘reality education’ program introduces a group of 20-30 students to the difficulties of start-up capital raising with a group of high-growth WA technology companies. The Unit leads each team through the market research and development of a credible business plan, to a pitch for capital, to a panel of local venture capitalists.

SouthPerth-based Venture Positioning Services principals - Andrew Duff and John Simmonds - are contracted by the GSM as adjunct lecturers to lead the program.

The WA business community strongly supports the program, with business people offering their services as guest lecturers, project mentors, venture capital panelists and generous benefactors.

The next round of the program will run for three months during Trimester C.
New Local Partner for GSM in Manila

The GSM’s Philippines MBA program has a new local partner. Until now, the program, which started enrolling students in 2002, has been conducted in partnership with a long established educational institution, the Esteban School.

Esteban has now formed an alliance with a well known Filipino businessman and entrepreneur, Mr Raymond Ang. The GSM’s Manila program director, Chris Perryer, said the new alliance will operate under the banner of a recently incorporated business entity, the Australian Institute of Higher Education (AIHE).

“New local partner will have access to more resources and expertise, particularly in the area of marketing and promotion,” Chris said. “Since AIHE was incorporated, the MBA has received considerable exposure in the Philippines daily press and at trade and business fairs.

“The AIHE will also provide important links to the Manila business community through Mr Ang’s extensive business connections.”

Mr Perryer said the GSM considered that the new arrangement will provide an improved service to students, while also raising the profile of the Manila MBA.

More GSM Singapore Students

Students numbers are increasing significantly in the GSM MBA and DBA programs in Singapore, offered in partnership with the PSB Academy, the education and training arm of the PSB Corporation.

The new partnership started on 8 January 2004. People who transferred from the previous partner were joined then by seven new students. The intake increased to 20 students in the second term and 30 currently.

The PSB Academy provides the facilities and local administration, while GSM staff provides the teaching and lecturing. Students study programs in the Academy’s new campus, opened in September 2003, in Toa Payoh’s HDB Hub.

Another Singapore graduate presentation will be in October and the GSM alumni are seeking to develop a similar strong network in Singapore. Perth alumni, under the auspices of the GMA, have worked with the UWA Graduates Association branch in Singapore to launch a GMA presence there.

GMA’s International Liaison representative, Madeleine Tan, said that the UWAGAS AGM 2004 election was held in June.

“Ms Lim Sook Luan (MBA Class of 1997 - limsookluan@yahoo.com) was elected as the UWA GMA representative,” Ms Tan said. “Graduates and students who are interested in becoming involved should contact her. We welcome anyone who wants to help us establish the Singapore GMA.”

Further information on the Singapore MBA program can be found at: www.psbacademy.com

Untar Program Graduates

The unique UWA GSM – Untar dual degree program, offered in Indonesia, has had 48 graduates since starting in 2001 and reaching a maximum of 60 students in 2003.

During a recent Jakarta visit, Program Director, Professor Roger Smith, met Untar staff to discuss marketing strategies to boost student numbers in 2005. He also presented a seminar session on the best ways for companies to invest offshore and included information on the joint MBA/MM (Master of Management) program.

Other seminar presenters were Pardi Sudradjat, SE, MBA, Head of Market Risk at Bank Mandiri, who spoke on ‘Risk Management in Investment Strategy’ and Roy Goni, SE, MM, Senior Consultant with PT Bina Inti Muda Utama, who spoke on ‘Marketing as Strategy’. Bapak Pardi is a lecturer on Investments in the dual degree program.

The seminar was moderated by Jusup Agus Sayono, one of the MBA/MM program graduates and Managing Director of PT Sarana Cipta Otoritas.

About 100 participants attended the seminar, including Untar staff and students plus business people from a variety of Jakarta organizations.
Together with conducting research, CENWAB was busily in the last quarter, organising two major community outreach events.

The first was a 7 July Women's Boardroom Luncheon, at The Swan Brewery, hosted by RSM Bird Cameron Chartered Accountants, on behalf of CENWAB. Westfarmer's CEO designate, Richard Goyder, spoke to 50 people on 'Management Succession and other Key Business Drivers'.

These regular invitation only luncheons are held for senior business and professional women to hear leading opinion makers on current topics like the Free Trade Agreement, or WA's future growth prospects. They provide a convivial atmosphere for discussion and networking. Previous events have been hosted by Challenge Bank, BankWest, Marketforce, Woodside, and the WA Local Government Association.

CENWAB was Australia's first research center working to advance women in management, small business and the professions. It shares knowledge and research with policy makers, corporate leaders, government agencies and other research centers.

**Women in Management Dinner**

Australia's first female Harbour Master, Helen Cole, spoke on 20 August, at the fourth annual Women in Management Dinner at the Parmelia Hilton. Helen, who filled a similar role for five years at the private Northern Territory alumina and bauxite port of Gove, beat 40 global applicants for the Bunbury port job. Helen has a history of non-traditional jobs, from being BHP's first female cadet in its 23-vessel merchant navy, to being a pilot of manganese carriers at Groote Eylandt in the Gulf of Carpentaria.

About 150 people attended the dinner, with tables hosted by organisations such as Challenger TAFE, the Water Corporation, Jackson McDonald, RSM Bird Cameron, Demonstration Plus, the Department of Community Development, the WA Local Government Association, the GSM and SWOT (Strong Women Out There).

In 2004's second quarter, the Integral Leadership Centre (ILC) has focussed on building its executive coaching capability, plus providing premium customised training and consulting services.

There has been more than 150% growth in demand for ILC coaching in the last two years. WA managers’ feedback indicates this has helped them become more effective and supported them to face new challenges. WA businesses that have recently participated include Westfarmers CSBP, Kleenheat, Airlitude, the Department of Education and Training, Centrelink, the Department of the Premier and Cabinet, the CBH Group, Iluka Resources, Monadelphous, the Water Corporation, and the Department of Agriculture.

Owned by the GSM, the ILC provides services in an alliance with the Australian Institute of Management (AIM) WA.

**Customised Leadership Consulting**

ILC’s customised training and organisation consulting projects continue to thrive. Major development programs have been done for large private and public sector organisations. ILC has been contracted by Woodside Energy’s Finance Division to conduct a major Leadership Development Program, over six months.

Many organizations, from the public, private and not-for-profit sectors, have also benefited from ILC Strategic Planning assistance in 2004.

**Advanced Management Program**

The ILC’s June 2004 Advanced Management Program was an outstanding success, attracting senior managers from Bank Indonesia, Gerard Daniels, Deloitte Touche Tomatsu, the CBH Group, the Ministry of Justice and the Malaysian Ministry of Education.

**Authentic 21ST Century Leadership**

The ILC is hosting the Authentic Leadership in the 21st Century workshop on 19 November 2004, US based philosopher and visionary, Andrew Cohen’s presentation will provide a powerful perspective for leaders of the future. Andrew has been teaching internationally for more than 17 years and is the founder and editor of ‘What is Enlightenment’ journal.

During the second quarter of 2004, CEMI was awarded two major Federal Government grants. The first, under the Small Business Enterprise Culture Program, was to deliver management development programs for WA small business owner-managers. The other, an Australian Research Council Linkage Grant, in conjunction with the State West Credit Society, was to investigate and develop a model of member advocacy, to enhance word of mouth referral.

**Industry Presentations**

In May, CEMI participated in the Australian Innovation Festival, running two successful full-day workshops for entrepreneurs on small business management, commercialisation and innovation. The CEMI Director also made two presentations to industry; ‘Creating the Innovative Organisation’, on 21 April (WA Club), and ‘Innovation and Creativity in Government Organisations’, on 14 May, (Hong Kong Civil Service Training and Development Institute).

CEMI provides research, education and industry outreach programs that assist managers from organizations, large and small, to better prepare for global competition. Students and academics participate in CEMI’s research programs and industry can engage both groups for applied research and educational projects.

**Research Projects**

Within its research program, CEMI completed the study of the economic power of the Noongar community within Western Australia for the South West Aboriginal Land and Sea Council (SWALSC). This project, by MBA student Duncan Ord, was highly regarded by the SWALSC, leading to the development of future strategies for economic self-development.

CEMI also collaborated with the Swinburne University of Technology and London School of Business, to collect qualitative data for the Western Australian part of the 2004 Global Entrepreneurship Monitor (GEM).
Networking with international partners and teaching offshore are key strategies towards the GSM’s vision to be recognized internationally as a world-class graduate school of management.

In line with this vision, GSM Associate Director, Professor Ray Fells, and Professor David Plowman, recently spent time in Europe visiting other business schools.

Professor Fells also spent time lecturing at Cambridge University. This was the third time that he has been invited back to Cambridge to lecture in negotiation skills, a unit which has achieved the biggest enrolment of all MBA electives at the University’s Judge Institute of Management School.

During their visits, Professors Fells and Plowman discussed a new exchange agreement with Bocconi University in Milan, Italy, reaffirmed the GSM’s long-standing relationship with Copenhagen Business School, and also visited Bradford University in the UK. These visits also assisted the GSM’s preparation for its Equis accreditation, as did their participation in the

The competition, to be launched this month, will be open to any UWA student, staff member or alumni from any on or offshore campus.

CEMI Director, Associate Professor Tim Mazzarol said the problem was poor planning skills by entrepreneurs and a misunderstanding of the purpose of a business plan.

“Our research and teaching suggests that most entrepreneurs find business planning a complex and somewhat challenging task, with plans being prepared by accountants and consultants rather than the entrepreneurs themselves,” he said. “This means they don’t really understand the plan’s contents and what they must do to guide the company’s future development.”

For further information please contact Lynne Stephenson: 6488-7916
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They were born two generations apart, but both are recent and successful students of GSM programs.

Jeanette McQueen (60), is currently studying in the GSM’s Graduate Certificate program, and Emilee McDonald (24), completed her MBA last year.

Together with her son, Dr Shane Langsford, Jeanette runs marketing and public relations firm Savant Surveys and Strategies, specializing in computerised market research.

Emilee is a mechanical engineer with ProMet Engineers in Perth, which provides services to the metals industry. She got the job a week after graduating with her MBA and is also extensively involved with family ventures in the mining and fishing industries.

Jeanette previously studied 15 years ago with the UWA School of Management, completing a Certificate in Advanced Marketing and Strategic Planning. She has also lectured in marketing, public relations and tourism on a casual basis for 10 years, at four different TAFE Colleges.

"Overall, I would say I am living my life in reverse, doing the things not possible when I was young," Jeanette said. “Allowing people to achieve industry related qualifications from such a prestigious institution as UWA, based on their background rather than a previous degree, is fantastic. It provides new horizons for many of us. We’re no longer restricted by a lack of previous opportunity or change in career path, that would otherwise have held us back.”

Having completed her bachelor of mechanical engineering degree in 2001, with honours, enabled Emilee to go directly into her MBA studies. Upon completion of her MBA, she was awarded a Director’s letter for academic achievement.

“Living in Perth, I have always had a multicultural group of friends, but nothing to rival the group of people I met in the MBA,” Emilee said. “I have met and befriended an exceedingly diverse range of people from all over the world.

“What the MBA accomplished, most of all, was allowing me to open my eyes, to evaluate situations from human resources, financial, managerial, and public interest perspectives. The MBA has definitely gotten me to where I am today. I doubt the financial analysis aspect of the studies would have crossed my path if I had not completed it.”
Is Your Networking Working?  
Or Are You Making Mistakes??

Ron Gibson, an expert networker, offers some help……..

When done properly, networking is one of the most effective ways to build your business. Unfortunately, most people who think they’re networking really aren’t. Either they use events as a time to merely socialise or, missing the point altogether, they think they have to hit people over the head with a lot of information about their business to try to make a sale.

If you want to network effectively at events to build a pipeline of future business, here are a few keys to make your networking really work for you:

1. **Go prepared.** Figure out who’ll be there, what your objectives are and what you’re going to talk about. This planning sets you up for success.

2. **Show up early.** If the invitation says 12.30pm for 1.00pm lunch, get there at 12.30pm. That first half hour is the most productive time for networking.

3. **Be the first to say hello.** Be friendly and initiate conversation with strangers. Don’t be shy. Everyone in the room has at least one thing in common with you – they don’t know many people, they’re a little nervous and they’re not sure what to say.

4. **Make sure you’re building relationships.** Realise that no-one will want to network with you if they sense you’re just in it for the business. Become genuinely interested in others.

5. **You must give before you receive.** Good networkers know that relationships come before business. This means finding ways to help people first before asking for their business. Most people fail at their networking attempts because they violate this procedure.

6. **Don’t expect to walk out of a social event with a sale.** Networking is about building mutually beneficial relationships. And relationships take time.

7. **Don’t stop at the chit-chat.** There’s nothing wrong with asking a couple of key questions that would give you an idea if the person could be a prospect. But save your sales pitch for a future meeting.

8. **Be productive.** Some people go to events and don’t talk to anybody. Or, they spend their time talking to colleagues, friends and others they already know. Such behaviour results in missed business opportunities.

9. **Don’t leave until you achieve what you came for.**

10. **Follow up.** If the business cards you get end up collecting dust in a desk drawer, you’ve wasted your time. Within a few days of the event, write a quick thank you note, or send an article or a tip that could be of use to the person. If you can make a referral, all the better.

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**Ron Gibson** is the Managing Director of Go Networking. He runs seminars and training programs on developing business through networking and referrals. 
Ron can be reached at 0413 420 538 or gonetworking@iinet.net.au.

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**The Power of Positive Persuasion**

Presentation consultant, Margot Halbert’s firm Positive Persuasion works with senior executives to help them create and rehearse face-to-face communications. Here are some key points from the GSM ‘Survival Skills for Managers’ presentation ‘How to Increase Your Influence and Impact Through Effective Presentation Skills’ that she delivered in February 2004.

- Your presentation should focus on aligning with your audience, using appropriate body language and clarifying your key messages.
- Save yourself time, write down, before you do too much, the outcome you want from the presentation and just three key points you want the audience to receive.
- Organise and structure your presentation with a beginning, middle and end. Begin with the end in mind. Structure your presentation like a three course meal with an appetiser, the main course, and desert.
- Keep your concluding remarks brief and make a ‘call to action’. Explain the key benefit of that action and suggest the next step.
- Remember that ‘actions speak louder than words’ and that in communications, visual body language (70 per cent facial, 30 per cent other) accounts for 55 per cent of the message, your voice 38 per cent and the actual words only 7 per cent.
- Use gestures and movement to energise your presentation, but only in appropriate ways for your audience.
- Use engaging eye contact to connect with and read your audience. Give one thought to one person. This build rapport and makes audience members feel more involved.
- Use the ‘power of the pause’ to help your audience digest what you are saying and to punctuate your address.
- Visual aids should support, not dominate, your presentation. Allow two – three minutes per slide.

**Margot Halbert – Positive Persuasion**
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Bumper 2004 for GMA

The GMA continues to build on its sensational start to the year with record numbers of students and alumni attending our strategic networking events. The highlight for the year was clearly the GMA Dinner, held at the Parmelia Hilton on 22 May. More than 200 students and alumni attended the gala black tie dinner, enjoying wines sponsored by Rosabrook Estate and listening to presentations from some of Western Australia’s leading business identities, before moving onto Margeaux’s Nightclub until the small hours.

Dinner speakers

I spoke of the importance of university alumni in building a community in which philanthropic spirit could be generated for the university. Keynote speaker, Bob Browning, CEO of Alinta Ltd, spoke of the importance of personal and corporate identity. Michael Chaney, CEO of Wesfarmers and National Australia Bank Chairman elect, introduced Bob and congratulated the GMA on its success. The Dinner also featured presentations from Tony Howarth, Chairman of Alinta Ltd, and Mark Barnaba, Chairman of the UWA Business School Board. Prizes were also given to the top performing students of 2003, including Norm Roberts, who was presented with the GMA Prize.

Golf and Workshops

The GMA also participated in the GSM Golf Day on 2 May at Sun City Country Club and continues to participate in the ‘Survival Skills for Managers’ workshop series, a worthwhile educational series that I encourage you all to attend. The GMA held a breakfast with Paul Duffy, GM, Executive Recruitment, Gerard Daniels Australia, on 16 June at the WA Club. More than 60 students and alumni attended this event with tickets selling out in just a couple of days. Gerard Daniels has been a strong supporter of the GMA over many years and Paul confirmed the high regard, held in the employment market, for MBA graduates of the GSM.

Drinks at Steve’s

My favourite regular event, the GMA ‘end of month drinks at Steve’s’ continues to attract large crowds of students and alumni keen to take advantage of the bar tab and the opportunity to meet new and interesting people. I was so overawed by the turnout from the last end of trimester drinks at Steve’s that I jumped on a pool table for an impromptu speech!

More to come in 2004

There are other great GMA events left on the 2004 calendar, so check out the GMA website - www.gma.asn.au - for our upcoming breakfasts, evening functions and the GMA Ball.

The GMA also looks forward to next February’s opening of the University Club, which will be become home to most of our networking activities.

On a final note, I want to remind you that the GMA is your alumni. Elections for all council positions will be held at the AGM towards the end of the year. I would welcome your involvement on the GMA Council. Details will be posted on the GMA website.

Order of Australia for Prominent UWA Alumnus

Prominent businessman and early UWA Business School graduate, Michael Chaney, has been appointed an Officer of the Order of Australia (AO) in the June 2004 Queen’s Birthday honours.

Mr Chaney received the award for his innovative business leadership and management strategies and his support for artistic, cultural and scientific organizations.

The national honour came in the same week that Australia’s biggest bank – the National Australia Bank – announced that Mr Chaney will become a non-executive director of NAB in December 2004 and will assume the role of Chairman in September 2005.

Mr Chaney graduated with an MBA from UWA in 1979 and is also a graduate of Harvard University. Last year he became the inaugural Patron of the Graduate Management Association.

Mr Chaney has been Managing Director and Chief Executive Officer of Western Australia’s biggest company - Wesfarmers Ltd - since 1992. He will retire at the end of his current contract in July 2005.

Also a Director of the Business Council of Australia, BHP Billiton Ltd and Gresham Partners Holdings Ltd, Mr Chaney is a Member of the JP Morgan International Council and a Member of the Board of Taxation.

www.gsm.uwa.edu.au
MBA Leads to a KFels Oil Rig Career

As Senior Project Manager with major international offshore oil rig manufacturer Keppel FELS (KFELS), Keith Teo, who graduated with a GSM MBA in 1998 – manages huge projects often involving 1,000 men assembling 10,000 tonnes of steel in just 12 months.

KFELS, in Singapore, is the world’s leading offshore rig fabrication yard.

The latest US$96 million project, for which Keith is responsible, is the construction of a jack-up rig for BP which will be deployed in the Caspian Sea as part of the US$3.2 billion Shah Deniz Gas Export Project. His job is to ensure the Project is on time and on budget – a role for which his MBA, with a specialty in financial management, has equipped him well.

Keith was appointed Marketing Manager of KFELS when he finished his MBA studies. He went on to become KFELS Country Manager for Iran, Project Manager, and subsequently Vice President (Commercial) at the KFELS Caspian shipyard in Baku, Azerbaijan. In August 2003, he returned to KFELS in Singapore to spearhead the massive BP project.

He said his GSM MBA qualifications have given him the confidence, credentials and substance to speak his mind and handle knowledge management.

“Armed with an MBA, and rotating through the various KFELS departments, coupled with overseas exposure and management experience over the last 10 years, have made me an ‘all rounder’,” Keith said. “My GSM qualification is an important building block that differentiates me from the so many basic degree graduates today and makes me a leading contender for progress to top management.”

A GSM MBA in the Big Apple

The leadership, facilitation, and conflict resolution skills learned during her GSM MBA - are what business analyst Canice Lim uses most in her work in New York.

Canice – who graduated in December 2002 – is now a business analyst with online brand name fashion retailer Bluefly.com.

She previously worked as a senior consultant with RCG Information Technology and with New York Life Investment Management (NYLIM) as a business analyst within the eCommerce Group.

Canice said that having an MBA played a big part in her gaining employment in what still is a very, very tough market in the Big Apple.

“I think that I use all parts of my studies at work - anything from being able to critically analyse situations and problems to dealing with other people,” Canice said. “In particular for me, the concepts of leadership that I picked up during my studies, have helped me tremendously – from dealing with conflict to brokering and facilitation.

“The ability to deconstruct issues, problems and opportunities, using frameworks that I was exposed to during my studies, have been immeasurably helpful.”

MBA Experiences

“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 learned. 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 it with plans for starting my own business. Sadly, I think most people would underestimate the value of an MBA” - Ian Bamborough, Senior Exploration Geologist Newmont Tanami Operations, Newmont Australia (Graduated May 2004)

DBA Thesis Impresses Examiner

Congratulations go to GSM DBA student Kim Teng, who has received a pass for his DBA Thesis – ‘Company Turnaround: Australian Listed Companies’ – from external examiners.

During the past year, Kim, who is a migrant agent with Auskim Strategic Consulting in Perth, has presented his research at top Strategic Management Conferences.

One of the External Examiners, a Professor of Competitive Strategy at the University of Nottingham Business School and formerly part of the DBA Program at Cranfield School of Management - said: “It (Kim’s) is a ‘well-rounded’ DBA thesis to the level I would expect from an internationally recognised institution.”

Kim will receive his DBA at the GSM’s 15 September 2004 graduation ceremony.

MBA Experiences

“I thoroughly enjoyed my MBA course. I have already recommended the program to several work colleagues. I particularly enjoyed the lecturers’ enthusiasm and dedication to the Strategic Management Unit. This Unit has changed the way I approach my job and business thinking. I am sure this will be of tremendous benefit to me in my career as I will be thinking, planning and acting strategically.”

Work by ANBS students at the GSM has attracted the attention of WA’s two national Australian Football League (AFL) football teams – the West Coast Eagles and the Fremantle Dockers.

The Australian National Business School (ANBS) program enables people who have at least seven years management experience, to gain qualifications irrespective of their educational history.

As part of their Data Analysis and Decision Making unit, two ANBS students – Joe Ostojich and Karolina Zoltaniecka – decided to develop a statistical model to predict the Fremantle Dockers’ winning game rate.

ANBS Perth Program Director, Catherine Jordan, said that the model they developed predicted 20 per cent of the variability in the game score.

“The team used publicly available football data published in the paper to predict the score for the Dockers and their weekly competitors, to determine who would win,” Catherine said. “They contacted the Dockers and their predictions were fairly good.

“Somehow the West Coast Eagles found out about this and requested a copy of the assignment. The discussions during class really helped students understand the usefulness and application of statistics.”

From Libya to Perth for a Finance Program

The Al–Fateh University in Tripoli, Libya, nominated Tarek Morghem to undertake further overseas study because they regarded him as a high achiever.

Tarek, now studying for his MBA – Advanced, Specialising in Finance, said he chose the GSM due to its high accreditation, rich culture and friendly staff.

Having obtained a BSc in Accounting from Al-Fateh University, Tarek then established and developed an exclusive carpet and furniture trading company in Harare, Zimbabwe. He was Financial Manager from 1998 to 2001 when he left to pursue his studies.

Tarek said he has enjoyed the GSM MBA program.

“Each unit fits in the puzzle to build up the full picture, however I have always had a preference for Finance, and this area has been phenomenal for me,” he said. “Together with my Accountancy degree, I believe my MBA will qualify me for senior management options. I’m an entrepreneur and this will also equip me to set up my own business, in time. The Strategic Planning and Risk Analysis unit will no doubt prove its value in this area.”

GSM MBA student David Edwards has been appointed General Manager of Australia’s leading medical and surgical skills training centre.

The Clinical Training and Education Centre (CTEC) at UWA, collaborates with leading universities, hospitals and industry to develop and run courses in many clinical disciplines. It has provided hundreds of innovative training programs for some 12,000 health professionals.

David’s role is to run CTEC’s day-to-day operations, working with the Board to determine strategic direction, and to implement an international strategy.

He was previously General Manager, Export Development, for the Western Australian Government, working across industry sectors.

David has completed eight units of his MBA, and said his studies have been particularly useful in his new job.

“This is one of my first opportunities to lead such a multi-disciplinary team,” David said. “What I’ve learned in the GSM’s Strategic Management (and other units) is proving particularly useful. Without doubt, the interaction at the GSM with fellow students is the most inspirational part of the MBA course. Having people from a diversity of backgrounds debating issues, and being able to share their experience, has been fantastic.”
The planning and implementation of the strategy for the long-term future of the UWA Business School, is the challenging brief taken on by Tracey Horton, who started work in May. Most recently a Director with corporate advisory and management consulting firm Poynton and Partners and GEM Consulting, Tracey is working with the UWA Vice Chancellor and the Business School Board to help plot the way forward for the School's next several decades. Her role includes integrating this vision with fundraising for the construction of the planned new multi-million dollar Business School building precinct. This will house the School of Economics and Commerce and the Graduate School of Management in world-class premises reflecting the School's international reputation. This special assignment is something of a 'home coming' for Tracey who graduated from UWA in 1986, with first class honours, as a Bachelor of Economics. After graduation, she worked at the Reserve Bank of Australia as an economist, before heading to the USA to further her studies at the Stanford Graduate School of Business in California, where she was awarded an MBA in 1991. She then stayed in San Francisco to work for international management consulting firm Bain and Company. Tracey provided strategic and operational advice for businesses such as Nike, Microsoft, Baxter Healthcare and Pacific Gas & Electric.

To clearly define the strategy and importance of the Business School, Tracey has already been involved in more than 50 individual and 30 group meetings with staff and students, gathering ideas and visions for the future.

"We have been communicating broadly with the UWA community and getting steady input along the way," Tracey said. "I am being kept busy integrating the various strategy, fundraising and building threads, but it is a stimulating challenge."

Future Directions
Homecoming for a Global Economist