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**Professor
Alison Sheridan**
Head of School

Happy New Year.

I hope you enjoyed the Christmas and New Year break, and any additional leave you took over this time, and that you are feeling ready for the coming year.

Valerie Dalton and I visited Renmin University of China (RUC) Shenzhen Institute in the week starting 13 January, to discuss the possibilities for their students to continue their studies with our online MBA. Renmin University ranks among the top three Chinese

universities in the liberal arts and social sciences, and its campus in Shenzhen is well placed to service post-graduate business students. The meetings went well and we are seeking to develop a memorandum of understanding around the form this relationship may take.

As part of the UNE Business School's preparation for its application for EPAS accreditation, I will be attending the 2014 EFMD Conference for Deans and Directors General, to be held in Gothenburg, Sweden on 30-31 January 2014. The program promises to be very interesting (<https://www.efmd.org/2014-conference-for-deans-directors-general-presentations>), and while there I will be meeting with the EPAS Directors to receive their feedback on the next steps of the accreditation process.

The UNE Business School is hosting the inaugural Summer Retreat from 7-9 February 2014, as part of the University's SAF trimesters project. The UNE Business School received

seed funding for this event to explore innovative ways to use the trimester system. Our project was designed to bring existing post-graduate students onto campus to experience the beauty of the New England, to attract alumni to return to UNE and to provide professional development opportunities for those working in our region at a time when our campus is less busy. Thanks to Dr Lou Conway, Valerie Dalton and Associate Professor Muayyad Jabri for their ideas in shaping this project around the theme of 'A Deeper Conversation about Change'. With the help of Elizabeth Egan from UNE's External Relations unit, we have crafted a program that we believe will offer participants a rich learning experience on how to bring about change that creates goodwill, is morally responsible and considers the long term perspective. We hope that this inaugural event will prompt ongoing conversations about change within our workplaces and wider communities.

HoS Report Continued....

You can find the UNE Summer Retreat at <http://www.une.edu.au/about-une/academic-schools/une-business-school/summer-retreat-2014> or on facebook where updates are being regularly posted <https://www.facebook.com/SummerRetreat>.

I am sorry to report that Dr Bligh Grant and Professor Abbas Valadkhani will be leaving us in February. Both will remain connected to the School through their ongoing collaborations with colleagues, and continued supervision of HDR students. I wish them well in their new roles.

Uberpreneurs



Dr Fiona Wood
Adjunct Senior Lecturer

Over the last two and a half years I have been working on a project on innovation and entrepreneurship with Queensland's former Chief Scientist and eminent bio-entrepreneur Professor Peter Andrews.

The culmination of this work is a book published by Palgrave Macmillan and released in the UK in December and in the USA early January 2014.

Our book is called: "Überpreneurs. How to Create Innovative Global Businesses and Transform Human Societies".

Entrepreneurs use their imagination, hard work and determination to change their lives, businesses and even whole industries. But some go beyond

I have taken on the role as Acting Pro Vice-Chancellor (Academic) for the first 6 months of this year. I am confident that the ongoing activities of the School will be well covered by Dr Jenny Rindfleisch as Acting Head of School and Dr Fredy-Roberto Valenzuela as Acting Deputy Head, with the ongoing team support they will have from the School office. The work we have all done collectively over the past 12 months in articulating the School plan and acting on this means we are well placed for 2014.

that, influencing economic, social and environmental changes on a truly global scale. We call them überpreneurs.

Our book charts the lives and achievements of 36 extraordinary individuals, telling their unique stories and demonstrating how their entrepreneurial spirit is changing the world for the better. They come from all continents and 18 nations. They come from all walks of life, and they operate in all spheres of human endeavour.

The stories include social entrepreneur Jeroo Billimoria, who is bringing the gift of financial literacy to impoverished children around the world, reclusive billionaire and founder of Zara, Amancio Ortega, and the disruptive co-founder of Skype, Niklas Zennström, who wants the whole world to talk for free.

By exploring and analysing these inspirational stories we reveal the vital characteristics that make an entrepreneur into an überpreneur.

In a time of global economic difficulty, our book focuses on how these remarkable people overcame every obstacle they faced, and how their lessons can be applied by businesses

Calendar

February

- 4-7 58th National AARES Conference
- 7-9 UNE Summer retreat
- 10 T3 examinations end
- 14 Orientation - International students
- 17 Orientation - Domestic students
- 23 Intensive schools end
- 24 T1 lectures start

March

- 22 UNE Business School Graduation

trying to become more innovative, governments striving to build smarter economies, and young people who simply want to change the world.

Endorsement extract: Sandra Harding, Vice-Chancellor and President, James Cook University, and Chair, Universities Australia.

"Andrews and Wood have delivered much more than a story of 36 extraordinary, world-changing individuals. They have made innovation and transformation accessible, understandable and doable".



ISBN: 978-1-137-37614-5

<http://us.macmillan.com/uberpreneurs/PeterAndrews>

Marketing Our Agribusiness Degrees



Professor Oscar Cacho

Some of you may have seen groups of high school students around campus in recent weeks. There were two events organised by the School of Environmental and Rural Science (ERS) that we were invited to participate in.

The Agrifood Experience day on 1 November brought high school students from all over the state to UNE. They participated in different

activities involving animals, plants and agribusiness, and spent a night in college.

Generation 2050 took place on 1-4 December. This event brought 100 high school students for three days of field trips and activities to experience what it is like to be a student at UNE. Students came from all over the country (including WA). To be selected, they had to write an essay on how to feed a growing population sustainably by 2050. These students were the finalists and they will be competing for country scholarships.

Oscar designed a computer game, based on a linear programming model, where players try to find the most profitable mix of enterprises for a farm when faced with limited resources (land, labour, capital and

constraints). The team with the highest profit got a prize. Students got into it very quickly and thoroughly enjoyed the competition. Some teachers also participated and they loved the game. Some of them asked to be allowed to take the game to their class.



feed). Susie and Oscar designed a handout to help players become familiar with the game by answering a few questions.

We ran the activity for up to 25 students at a time, with groups of three in front of each computer. After working together to answer six questions, teams had 15 minutes to try to make as much profit as possible without exceeding the resource

Thanks to Susie Hester, Jonathan Moss, Kara Tighe and Milton Curkpatrick for helping run the activity. Special thanks to Amy Cosby and ERS for inviting us to participate and providing support to run the activities. It was a complete success and, based on the enthusiastic response, we are looking at developing the game to make it a bit more friendly and error-proof so it can be taken on the road for promotional events by ERS.

Resources available:

Labour (hours)	Available	Used
Spring	1,400	904
Summer	2,450	1,340
Autumn	1,800	1,210
Winter	1,350	613

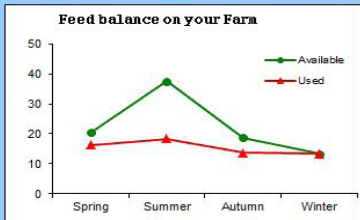
Operating capital	Available	Used
\$ per year	400,000	319,137

Land	Available	Used
Cropland (ha)	800	800
Grazing land (ha)	600	600
Native pasture (ha)	200	200
River flats (ha)	150	100

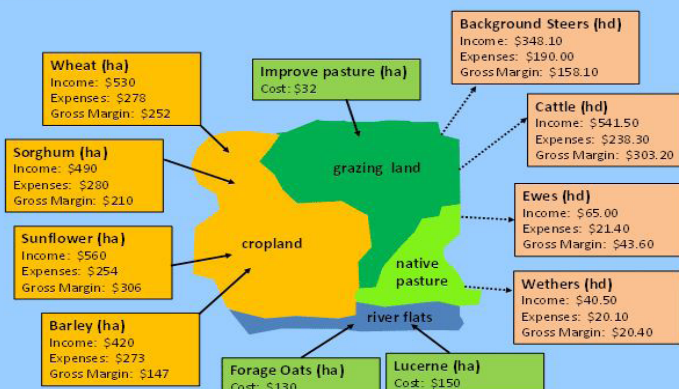
Feed (1,000 LSM)	Available	Used
Spring	20.4	16.3
Summer	37.6	18.3
Autumn	18.7	13.6
Winter	13.4	13.3

Enterprise options:

	Yours	The Browns
Wheat (ha)	600	500
Sorghum (ha)	-	300
Sunflower (ha)	150	-
Barley (ha)	50	-
Wethers (hd)	-	1,000
Ewes (hd)	2,100	1,200
Cattle (hd)	90	50
Background Steers (hd)	-	-
Improve pasture (ha)	600	350
Forage Oats (ha)	-	50
Lucerne (ha)	100	50
Profit (\$/year)	\$ 289,098	\$ 251,680



The FarmPlan game where players try to maximise profit subject to limited resources





Rob Facer
Group General Manager
Intueri Education Group

Rob commenced his career working on farms in the UK before emigrating to Australia in the mid-1980s. After spending five years working in his family's horticultural business, and almost six years running a successful

farm merchandise retail business in Western Australia, Rob moved into management positions with Elders in Tasmania and New Zealand. It was during this ten year period working within a corporate agribusiness that Rob decided to pursue further study observing that career progression required formal qualifications.

Rob combined full time work with part-time study in the MBA program between 2002 and 2005. 'External study was absolutely necessary for me as I had a demanding managerial job in agribusiness and travelled extensively. The ability to fit in reading and assignments around meetings, plane flights, dinners and conferences without using up all of my precious home time was a

real bonus, and the online facilities at UNE made the task relatively painless' Rob commented.

Since 2010 Rob has developed business opportunities from his New Zealand base within the financial services and education sectors and describes his interest as working with significant corporate change projects and building the performance of operations. Rob is currently the Group General Manager for the Intueri Education Group, one of New Zealand's largest privately owned vocational training providers.

Master of Organisational Development and Strategic Human Resource Management 2012



Justin Field
Principal Organisational
Development Consultant
Oracle

Justin is a Principal Organisational Development Consultant, within the Global Organisation and Talent Development group at Oracle. In this role Justin is responsible for Oracle's performance review cycle, identification and assessment of high potential employees, talent management and competency management. Oracle employs over 120,000 people in 145 countries to service 400,000 customers with hardware and software solutions. Communicating and working successfully in the virtual space is paramount for Oracle. In 2012 Justin took part in the Graduate School of Business 21st birthday celebrations, a Roundtable discussing the 'Art of

Conversation' and provided invaluable insights into the dynamics and competencies required by managers operating in the virtual space.

Justin had been working in Sydney for over a decade as an Organisational Development Consultant for Oracle prior to commencing study, and was looking for a Master's degree program to support his future career development. With the completion of the MODSHRM in 2012, Justin has now extended his enrolment with the UNE Business School and will complete his MBA this year.

Seminar Series



Dr George Chen
Seminar Coordinator

It was a great pleasure to have Professor Alex Frino, an internationally renowned researcher in finance and the Dean of Macquarie Graduate School of Management, visiting UNE again this year (he also presented a UNEBS seminar in January last year). He was joined by Professor Francesco Capalbo from Second University of Naples, who has written and worked extensively on corporate governance issues in the European context.

Their joint seminar entitled “Ownership

Structure and Earnings Management: Empirical Evidence from Europe” identified some of the reasons for the link between earnings management and state ownership. It was then concluded by an interesting discussion on how narcissism among Australian top-100 CEOs affects company performance.

Special thanks go to the Accounting and Finance Discipline, especially for the time and effort invested by Associate Professor Martin Hovey for pulling the strings behind this fascinating seminar.



Pictured above: Associate Professor Martin Hovey,
Professor Alex Frino and Professor Francesco Capalbo





Sue Whale

Ed Development & Communications Team Leader

The Ed Dev team have settled back into work after the Christmas break, with Trimester 1 preparation being the top priority. Units will be released to students on Feb 11 (two weeks prior to the commencement of teaching) and we anticipate having all materials uploaded and ready to go by this date.

We are likely to see significant changes in the online teaching environment this year including a new TurnItIn plug-in, implementation of Equella, an update to Moodle (to 2.5) and a new Moodle interface (through the SAF project). Hopefully through the SAF project or the Moodle upgrade we will see some additional features and tools becoming available in Moodle as well.

The Ed Dev team are planning to host three 'Showcase' events this year, and if you have ideas that you would like to present, or see presented, please let us know and we will incorporate them into the program.

As you know, we offer a range of support services which includes:

Educational Design and Development

The EDC Team can provide advice on online pedagogy, ideas for innovative practice, instructional and assessment design. We can also provide support by searching for multimedia to incorporate into teaching materials.

Project Management

- Ensuring units are ready for release to students every Trimester.
- Planning redevelopment of units.

Updates & Unit Revision

- Learning material revision, assistance with eReserve.
- Layout and graphic design.

Technical Support

- LMS help and troubleshooting, assistance with Adobe Connect, Camtasia, Grademark and more.
- Management of audio/ visual equipment: voice recorders, video camera, headsets, iPads, Windows Surfaces and MacBook Air.
- Audio/visual editing and multimedia support.

Communications

- Management of existing Social Media sites for the School - Facebook, LinkedIn, Twitter.
- EDC Team blog: <http://blog.une.edu.au/businesseddevcomms/>
- Management of School Community sites: Postgrad Business Community and Bachelor of Business sites.
- School Web development and updates.

Academic Support

- Training - group sessions offered periodically, one-on-one support (anytime).
- Showcase event – three times per annum.

UNE Projects

- SAF Courseware Redevelopment
- Future Campus
- UNEOpen

Team Members & Contact Details

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3609

UNE Business School

News

To view earlier issues:

<http://www.une.edu.au/business-school/newsletters/index.php>

Send your contributions to:

kflack2@une.edu.au



Rob Webster
Senior IT Officer

Use of EBL Computer Labs

For staff to understand the computer support services in the School, the following details have been compiled.

Only students and staff of the UNE Business School and the School of Law can apply for their own individual EBL Computer Lab accounts. Other users will need approval from the School's, HoS or Business Manager, to obtain an individual account.

A UNE username and password does

with the same user name and password as last year. There is no need to register for a new account unless the user has not used the labs since February 2013.

All new lab users & 1st yr students will need to register for an account with EBL computer support preferably between the hours of 10am and 3pm. During the first weeks of a teaching period we try to have either Bernie or Rob available to set up accounts during those hours.

Would staff please let the students know during their unit introduction that there are 2 different accounts, the UNE & the EBL username and password, needed to fully access the EBL labs computers, Moodle, email and the internet.

Students will need to produce their UNE Student Card to prove ID when signing up for an EBL Lab account.

Staff should advise students to get their accounts setup well before their 1st lab sessions. While it does only take a few minutes to set up each account,

a rush of 30+ students at the start of a session will take some time to process and will greatly delay the start of any lab session.

EBL IT support cannot set up UNE Domain accounts. This also applies to visitors to the Schools. There is no way around this, all UNE accounts have to be set up by ITD.

We can set up short term generic accounts that can access the EBL Lab computers only for use in teaching a class for a short period of time where the users will not require longer term lab access, or are not members of the Schools. Common

examples are intensive schools and staff teaching/demonstrations. Access to the internet and other UNE systems WILL require a UNE account. The EBL Lab account does not give access to these, it just provides access to the machines.

Please make sure that arrangements are made well in advance for lab & Internet access for any special events such as conferences, intensive schools, staff teaching and the teaching of outside organisations. If these groups require email, moodle & internet access they will need to organise access with ITD.

Printing in the labs is via the UNE Student Equitrac system to the print-anywhere printer queue. The nearest equitrac printer is in the Law Library in W40 and will only be available during Law Library opening times. The Equitrac Print Console will open on any request for printing and require a UNE username and password to forward the print job to the MFD-Print server and the print-anywhere queue. Users then need to go to any MFD and swipe their card or enter their username and password to access the held Equitrac print jobs.

After Hours Access

W42, where the EBL Labs are located, is locked after hours, as is the entire EBL building. After hours access is via the small door immediately behind the EBL Labs on the southern end of W42. A UNE swipe card is needed. A swipe card is also needed to swipe into the Labs. Access to other areas of EBL is not possible for students after hours. Students wishing to use the labs after hours are advised to contact Safety and Security to confirm their access.

If you need the building open over the weekends, public holidays or after hours weekdays for the purposes of teaching etc you should contact Safety & Security.



not gain access to the EBL Computer Labs, only accounts as set up by Bernie and Rob will.

The accounts for all continuing students of the School of Law and the UNE Business School remain active

Research Outcomes

Book

Smith, L.R. (Ed.) (2013) Higher education: Recent trends, emerging issues and future outlook, *Nova Publishing*, New York.

Book Chapter

Kaur, A. (2014) Migrant labor and welfare in Southeast Asia, Owen, NG. (Ed.) *Routledge Handbook of Southeast Asian History*, Routledge, pp.165-176.

Smith, L.R. (2013) The impact of political culture on higher education reform: Three case studies, Smith, L.R. (Ed.) *Higher education: Recent trends, emerging issues and future outlook*, pp. 149-164.

Journal Articles

Adapa, S. and Rindfleish, J. (2013) Internet non-users: Thematic matrix display analysis, *International Journal of Business and Information*, 8(2), pp. 151-182.

Bateman, I.J., Harwood, A.R., Mace, G.M., Watson, R.T., Abson, D.J., Andrews, B., Binner, A., Crowe, A., Day, B.H., Dugdale, S., Fezzi, C., Foden, J., Hadley, D., Haines-Young, R., Hulme, M., Kontoleon, A., Lovett, A.A., Munday, P., Pascual, U., Paterson, J., Perino, G., Sen, A., Siriwardena, G., van Soest, D., Termansen, M. (2013), Ecosystem services: Response, *Science*, 342(6157), pp. 421-422.

Blackwell, B. and Dollery. B. (2013) Income factor shares from mining in remote Australia: An analysis of the Ranger uranium mine and the Tanami gold mine in the Northern Territory, *Australasian Journal of Regional Studies* 19(3), pp. 369-395.

Dollery, B. E. Kortt, M. and O'Keefe, S. (2014) Local co-governance and environmental sustainability in New South Wales Local Government: The Lake Macquarie City Council sustainable neighbourhoods program, *Economic Papers*, (in print).

Fleming, E., Villano, R. and Williamson, B. (2013), Structuring exotic options contracts on water to improve the efficiency of resource allocation in the Australian water market, *Australasian Agribusiness Perspectives*, pp. 1-24.

Grant, B., Dollery, B. and Kortt, M. (2013) Is there a case for mandating directly elected 'semi-executive' mayors in Australian Local Government? Lessons from the 2012 Queensland Government elections, *Australian Journal of Public Administration* (in print).

Grant, B., Fleming, E., Mounter, S., McFarlane, J. and Griffith, G. (2013) Collective action in the value chain: A conceptual framework for analysis and policy for the Australian Wine Industry, *Econometrica*, (online journal).

Griffith, G.R., Pollock, K.S. and Burrow, H.M. (2013) How did we go? Revisiting the Ex Ante Economic Impact Assessment of the CRC for Beef Genetic Technologies, as at the Cessation of Funding, *Australasian Agribusiness Review* 21(5), pp. 83-100.

Griffith, G.R., Mounter, S.W. and Villano, R.A. (2013) Muscle score premiums and discounts in wholesale beef carcasses, *Australasian Agribusiness Perspectives*, paper 97, (online journal).

Kramol, P., Villano, R., Kristiansen, P. and Fleming, E. (2013) Productivity differences between organic and other vegetable farming systems in northern Thailand, *Renewable Agriculture and Food Systems*, pp. 1-16.

Sheridan, A., Ross-Smith, A. and Lord, L. (2014) Institutional influences on women's representation on corporate boards : An Australian case study, *Equity, Diversity and Inclusion*, 33 (2), pp. 140-159.

Terdpaopong, K. and Hovey, M. (2013) Financial uniqueness and predictive model for financially distressed, listed Chinese SMEs, *Journal of International Management Studies*, 5 (1), pp. 21-36.

Valadkhani, A. and Chen, G. (2014) an empirical analysis of the US stock market and output growth volatility spillover effects on three Anglo-Saxon countries, *International Review of Applied Economics*, (in print).

Research Outcomes

Journal Articles Continued

Valenzuela, F.R., Cooksey, R., Chandralal, L. and Hassan, R. (2013) Service recovery in the Australian banking industry, *Contemporary Management Research*, 9(4), pp. 463-482.

Villano, R., Khrueathai, P. and Fleming, E. (2013) Does a rising tide lift all boats? The case of vertical strategic alliances involving housewives groups in northern Thailand, *ASEAN Journal of Economics, Management and Accounting*, 1(1), pp. 66-80.

Conference Papers

Ahulu, H., Farooque, O. A. and Yarram, S. R. (2013) Environmental disclosure in multinational companies: An empirical study on developed and emerging markets, *Asian-Pacific Conference on International Accounting Issues*, November 2013, Bali, Indonesia; *Sustainability Conference*, November 2013, Massey University College of Business, Auckland, New Zealand.

Kaur, A. (2013) The deal: Najib Abdul Razak, Hindraf and the 2013 Malaysian general elections, *18th Malaysia and Singapore Society of Australia Symposium*, 5-6 December 2013, Sydney University.

Honorary Appointments

Professor Kay Harman

Adjunct Professor 6 February 2014 – 5 February 2017.

What we've been doing.....



Sharuna Varghis, Director, Health Equity Initiatives has been successful in her application for the 2014 AusAID Endeavour Executive Fellowship Award (nominated by Curtin University and **Professor Amarjit Kaur**, UNE Business School/ Asia Centre).



Professor Brian Dollery met with Professor Yukio Kinoshita (pictured below) of Iwate University. Professor Dollery met with Professor Kinoshita in Osaka to discuss a joint project. Following their meeting they went to see the famous Osaka Castle (pictured below).

Professor Dollery and Dr Simone Valle de Souza have written a joint paper with Yukio on local infrastructure reconstruction following disasters.



Conference Report

Successful conference travel grant recipients report on their recent conference attendances.



Professor
Amarjit Kaur

Professor Amarjit Kaur attended the 18th Malaysia and Singapore Society of Australia (MASSA) Symposium on 5-6 December 2013. The conference was hosted by Malaysia and Singapore Society of Australia and Sydney Southeast Asian Studies Centre at the University of Sydney.

The Symposium Theme was The 2013 Malaysian Elections: Critical Junctures and Contested Visions.

Professor Kaur's paper was very well received and she is expanding her research on the topic in the light of Malaysia's very poor ranking in the recently published World 2012 International Religious Freedom report (United States), (which has an impact on rights of persons of faiths other than Islam in Malaysia). Report released January 2014.

Professor Kaur intends to present a substantially revised paper on Minorities and Egalitarian Thinking in Malaysia at the Asian Studies Association of Australia conference (July 2014).



Ascilite & ANZAM



Sue Whale
Ed Development
& Communications
Team Leader

Associate Professor Josie Fisher presented findings from the OLT seed grant she has been leading throughout 2013 (with Dr Fredy-Roberto Valenzuela and Sue Whale) at Ascilite (Sydney), and ANZAM (Hobart) in December 2013. Both papers have been published in the refereed proceedings from the conferences. Also in December, the project team presented findings from the grant at an OLT dissemination event held in conjunction with the HERSLEB (Higher Education Research & the Student Learning Experience in Business) conference in Melbourne. All the presentations were well attended and they stimulated interesting discussion and feedback.

Pictured below is the view from the ANZAM venue in Hobart

