



A/Prof Martin Hovey
Head of School (Interim)

UNE BUSINESS SCHOOL “STRATEGIC EXPLORATION: GROWING MARKET SHARE”

A key challenge facing the UNE Business School is how we transform ourselves, our thinking, our actions and our operation to engage the changing face of higher education in Australia. To do so will require us as a team to be an externally-focused, market-aware, commercially-minded Business School that is motivated and responsive to changing market needs and competitive challenges. Undoubtedly, UNE Business School has been at the forefront of innovation in many of our online teaching practices, but the future will require a new dimension involving innovation across the board in the school. A challenge is to avoid being an internally-focused, administratively-driven, historically-bound academic unit within UNE as a primary driver. Considerable achievement is expected if we as a team focus on being highly competitive and innovative in business education.

Preparing for the strategic exploration no doubt saw the school moving in this direction. It was very encouraging to see our team working together so

amicably with this goal in sight.

However, there is no single silver bullet to deliver this prize for us, rather it will take focus, responsiveness and team effort to progress the development process we are embarking upon to further build an adaptive organisational culture and positive working climate that will nurture and support our future operations.

Through the strategic exploration we began proactively grappling with how to best unleash our strategic potential by inviting you all to engage and contribute to a number of important School activities designed to forensically examine available commencement, enrolment and market data so as to build shared understanding and insights about our current and future business. Many issues, challenges and opportunities were identified and discussed by participants during the course of these activities and went a long way towards preparing us so effectively for the Deputy Vice-Chancellor's external strategic exploration of our operations and market penetration of our course products.

The External Panel members involved in the Strategic Exploration were most complementary of “the historical success and reputation of the School”, “the intent of UNEBS staff to deliver high quality educational outcomes” and “the openness and willingness to discuss issues and challenges by School management and academic staff members”.

The Strategic Exploration has provided us with useful feedback to consider when thinking about and refining our

strategic focus and direction into 2015 and beyond. Importantly, this exercise has established a sound platform for us to segue nicely into the EDAP mentoring and development process which aims to assist us to grow and develop the UNE Business School's operations institutionally, domestically and internationally. More details about the aims, objectives and scheduling of these activities will be announced early in 2015.

I look forward to continuing to work with you all to nurture and grow a School that creates opportunities and generates successes that we can all share and be proud of.

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Graduation – 24 October 2014



Emeritus Professor Amarjit Kaur was appointed Esquire Bedell of the University of New England, the principal ceremonial officer of the university.

She performed her first duty as Esquire Bedell at the October Graduation ceremony.



Graduation cont.....



At the Graduation ceremony on 24 October 2014, UNE Business School had 8 PhD students graduate, Rumman Hassan, Kerry Ikin, Jonathan Moss, Supawadee (Bee) Moss, Ravi Prakash Sharma Poudel and Mona Abou Taleb were all in attendance. Lalith Shandra Kotuwegoda Palliyaguruge and Cakti Gunawan were unable to attend.



Renmin University



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Renmin University (RUC) Shenzhen hosted a visit by Head of School (Interim) A/Prof Martin Hovey in November where he met with Professor Chen (RUC Dean), Steven Xie (RUC International), staff and prospective MBA students. These students will soon be studying off-campus in our MBA program. Renmin's School of Business is one of China's leading business schools, having a long history of business education dating back to the 1950s. The School offers BBA, Master of Professional Accounting (MPAcc), MBA, and Ph.D. degree programs, and has been accredited by both AACSB and EQUIS.



UNE Business School China Study Tour

On Sunday, 16 November 2014, 28 UNE Business School students headed off to China. Over 12 days the students have visited Beijing, Shandong, Shanghai and Hong Kong and have engaged in a series of business visits and networking events. The tour also included time at one of UNE's partner universities, the Shandong Institute of Business and Technology. Amidst so much discussion about the FreeTrade Agreement and agriculture; meetings with the Australian Trade Commission, key business leaders and alumni, the students have had the opportunity to walk along the Great Wall of China, visit Tian'anmen Square and the Forbidden City.... to name a few.

More to follow in the next School Newsletter.



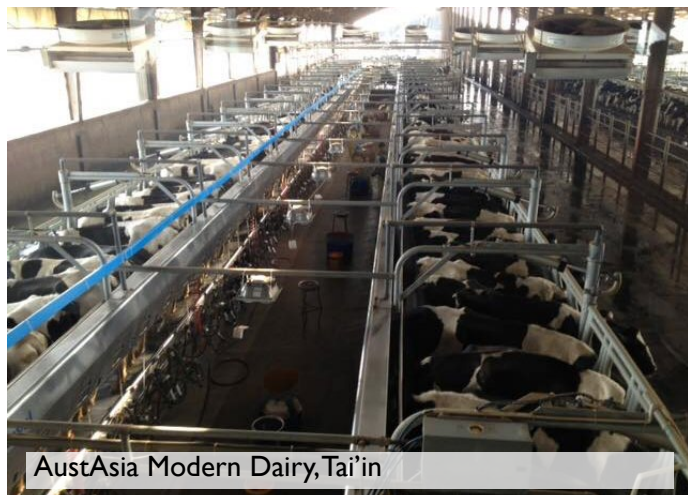
Tian Square



The Forbidden City



Vegetable City, Shandong Province



AustAsia Modern Dairy, Tai'in



Changxu Winery, Shandong Province



Shandong Institute of Business and Technology

John Dickinson Memorial Award



Associate Professor Bernice Kotey has been awarded The Australia and New Zealand Regional Science Association's John Dickinson Memorial Award for her article entitled: "Environmental Hostility and Small Business Innovation in Australia's Drought Stricken Rural Communities", which was published in The Australasian Journal of Regional Studies, 20(2), 325-350.

This award goes to an article which was published in 2014 and that in the opinion of the editors, Sonya Glavac and Anthony Sorensen, was the highest quality and made the most contribution to regional development practice.

A/Prof Bernice Kotey



2015 Research Seed Grant Outcomes

Congratulations to the following staff for their success in attracting UNE funds to support their research projects.



Simone Valle de Souza. The project entitled "Disaster Planning and Local Infrastructure: A Study of Queensland Local Government" received \$10,000. This is an ongoing project which was also awarded a 2014 UNE Research Seed Grant. This year, **Professor Brian Dollery** is the Co-Investigator.

Summary of the project: In the context of a deficient local infrastructure in many respects as a result of infrastructure backlogs, Local Governments in Queensland are due to provide the state government with detailed local infrastructure renewal plans. This project will assess local government's vulnerability and will provide advice for developing disaster-resilient infrastructure plans that will cope with the challenges of climate change, such as more frequent and intense flooding and cyclones. The project will focus on the financial, economic and structural aspects of pre- and post-natural disaster planning.



Dr Joseph Drew. The project entitled "Measuring the Performance of Australian Local Government" received \$4,800.



Dr Subba Reddy Yarram. The project entitled "Financial constraints and CEO pay-performance relationships in family and non-family firms" received \$6,563.

NSW Government's Fit for the Future Package

This article appeared in The Sydney Morning Herald on Tuesday, 4 November. Written by Professor Brian Dollery and Dr Joseph Drew.

THE SYDNEY MORNING HERALD TUESDAY, NOVEMBER 4, 2014

18 Local Government

The deck is stacked

The NSW government's Fit for the Future package includes amendments that make it harder for councils to prove they are financially viable, write **Brian Dollery** and **Joseph Drew**.

Not all is as it seems in NSW government's *Fit for the Future* package to encourage councils to amalgamate. In fact, councils are being duddled in its calculations.

Although the government has long claimed that it would use the 10 financial sustainability ratios calculated by TC Corp in its 2013 analysis of the financial status of individual councils, in a tricky sleight of hand it has not only added a financial ratio not used by TC Corp in the form of "real operational expenditure per capita", but also deceptively selected only six

of the 10 TC Corp ratios and then changed the benchmark values used by TC Corp.

These unremarked changes have gone unchallenged by Local Government NSW and the larger NSW local government community. This is regrettable since the financial ratios and benchmark values cherry-picked in the *Fit for the Future* criteria have been deliberately modified to make it more difficult for councils to demonstrate their financial viability.

For example, "real operational expenditure per capita" reflects numerous external factors that fall

outside the control of councils, such as the age profile of councils, population growth and the like. Moreover, it does not address service quality and service sufficiency.

In addition, *Fit for the Future* offers differently valued compensation packages for urban and country councils which amalgamate. This is exceedingly odd in the light of costs incurred by merged councils in Queensland in 2008. On average, metropolitan Queensland mergers cost \$9.3 million each, whereas regional and rural mergers cost almost \$8 million. Given the Queensland experience, why



are NSW country councils being offered so little compensation?

Given these and other problems with *Fit for the Future*, it is hard to escape the conclusion local government is being deliberately duddled.

Professor Brian Dollery and Dr Joseph Drew are researchers at the Centre for Local Government at the University of New England.



IT News

Bernie Groen
Senior IT Officer



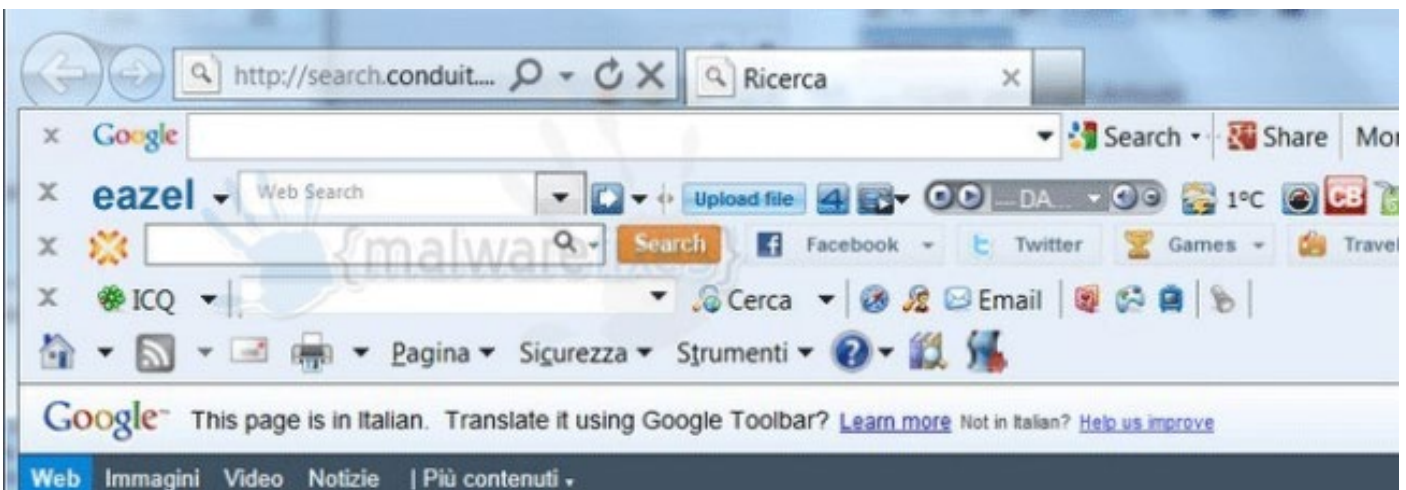
Potentially Unwanted Programs!



A potentially unwanted program (PUP) is a piece of software that is also downloaded when a user downloads a specific program; add in for a browser or an application. A PUP is similar to malware in that it can cause problems when it is downloaded and installed.

PUPs come in all shapes and sizes and are created for a variety of purposes. Here are a few examples that you might recognise:

- Weather Apps
- Search Bars
- Toolbars in your browser
- Shopping Helpers
- Browser Redirects



Continued on the next page.....

IT News cont.....

Generally, PUPs have undesirable effects on a user's computer. Once downloaded a PUP may run various background processes that slow the computer down, or it may display numerous annoying advertisements. The sole purpose of these applications is not discovered until they have been installed and run. Most often, PUPs are downloaded and installed with legitimate applications, and users are unaware of these additional installations because they do not read agreements thoroughly.

How do you get PUPs?

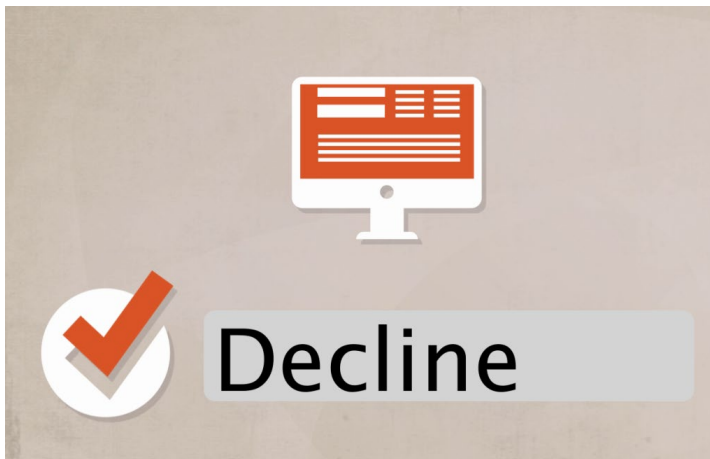
The most common way for a PUP to be installed is through bundled software. For example, when you try to install a legitimate application you might be asked to install additional software.

Take for instance when you install Java on your system. The Java installer is bundled with the Ask Toolbar, so the installer requests that you install the toolbar.

When you install any program add in or browser application always choose the "Custom" option and look for check boxes that need to be checked or unchecked to stop things like "Do you want to make Yahoo your main web page". Do not use the express install as it will in most cases add extra unwanted programs and toolbars that will slow your computer and browsing.

How do I avoid getting PUPs?

Avoiding PUP installation is surprisingly simple, and is often just a matter of paying attention to the installers. If you see a screen that asks you to confirm the installation of a program, but not the one you wanted, just check 'No Thanks' or 'Decline'.



How can I get rid of a PUP?

- Uninstall it if it has an uninstall program
- Delete it if it gives you an option to do so
- For browser toolbars disable them using your browser's Add-ons and extensions interface
- Do a web search for the name of the PUP in question and the word "removal"
- Use an anti-malware removal program to search and remove it. (Beware as some of these programs have their own PUPs).

Calendar

December

- 19 T3 lecture break
- 25 Christmas Day
- 26 Boxing Day

January

- 1 New Year's Day
- 5 T3 lectures recommence
- 26 Australia Day
- 27 T3 examinations start

February

- 13 Orientation
 - International students
- 16 Orientation
 - Domestic Students
- 23 T1 lectures start

March

- 27 UNE Business School Graduation

UNE Business School News

To view earlier issues:

<http://www.une.edu.au/about-une/academic-schools/une-business-school/about-us/newsletters>

Send your contributions to:

amanda.rose@une.edu.au

What we've been doing.....



Dr Nam Hoang is currently on SSP. In September and October he presented at two invited seminars at the Department of Economics, University of Massachusetts-Lowell and at the College of Business and Economics, University of Idaho, USA. His paper was titled: *The rising Australian household debt: A Bayesian VAR analysis*. He also visited and attended workshops/seminars at University of Surrey-London, Quinnipiac University, Yale University and Harvard University.



Dr Albert Wijeweera, formerly of the UNE Business School, but now at Southern Cross University Business School at Tweed Heads, visited Armidale on 1 October. During this period he met with Professor Brian Dollery and Dr Subba Reddy to discuss future collaborative research. Pictured below: Dr Subba Reddy Yarram, Dr Albert Wijeweera and Professor Brian Dollery.



What we've been doing cont.....



Emeritus Professor Amarjit Kaur was invited by the DIBP (Department of Immigration and Border Protection), University of Adelaide (Australian Population and Migration Research Centre) and the ANU (Crawford School of Public Policy) to present a keynote paper at the Migration, Mobility and Governance in ASEAN- An Australian Perspective Workshop in Canberra on 17-18 November 2014. Her paper was titled: *Key Issues on Contemporary ASEAN Migration: Migrant Workers, Policies, challenges and Protection.*



Dr Boyd Blackwell, as part of his postdoctoral research fellowship, has recently visited the town of Jabiru, including Kakadu National Park, and the Ranger uranium mine. The remote town and mine are one of his key case study locations in the Northern Territory. Along with Dr Steve Fischer and Ms Lyn Allen from Ninti One Ltd, they discussed some of the findings of Boyd's work (collaborating with Mr Jim McFarlane (also UNE Business School) and Dr Andy Fischer (UTas)) with the local Aboriginal corporation. In addition, Boyd made a presentation summarising the findings from his project to date to the Advisory Committee meeting for the Enduring Community Value from Mining projects in Darwin. These NT meetings followed a number of Synthesis and Integration meetings in Adelaide and Alice Springs where Boyd made presentations on some of the trends in remote Australia including barriers to obtaining finance. Please contact Boyd directly on boydb@une.edu.au, (02) 6773 3279, if you would like to know more about his research or discover his latest publications at: www.une.edu.au/staff-profiles/bblackw2.



AARES New England Branch and UNE Business School Seminar Series

On Thursday, 30 October Dr Tom Nordblom, Principal Economist (Economic Research Unit, NSW Department of Trade and Investment, Wagga Wagga Agricultural Institute), delivered the seminar “A Framework for Modelling Whole-Farm Financial Risk”. During the presentation, probabilistic projections of whole-farm and long-term financial viability were made using a Sequential Multivariate Analysis (SMA) method. This technique computes cumulative distribution functions (CDFs) of decadal whole-farm cash balances for a farm facing highly variable prices and weather, instead of using “average conditions”, which can be a poor basis for advice.



On Thursday, 6 November Dr Fiona Scott, Senior Economist (Economic Research Unit, Strategic Policy and Economics Branch, NSW Trade and Investment), delivered the 2014 Jack Makeham Memorial Lecture titled “Applied farm management and economic analysis in Australia and Cambodia”. In her presentation, Dr Scott presented experiences on agribusiness projects and remembered Professor Makeham’s view about the importance of combining the human, technical and economic aspects of a farm and of seeing the system from the farmer’s perspective.



On Wednesday, 12 November Dr Sharuna Verghis, Director of Health Equity Initiatives (Malaysia), presented the seminar titled “Access to Universal Health Coverage for Migrant Populations: Case Study from Malaysia”. During the presentation, Dr Verghis reviewed aspects of Malaysia’s migrant health care policies. She emphasised the critical consideration of political and economic contexts in the development and reform of health care. Finally, she argued that normative ambiguities in the current Universal Health Coverage strategies align with contextual factors to shape unhealthy health policies for migrants.



Research Outcomes

Book Chapters

Kotey, B. (2014). Exit planning in small Australian firms. In B. Kotey, T. Mazzarol, D. Clark, D. Foley, & T. McKeown (Eds.), *Meeting the globalisation challenge: Smart and innovative SMEs in a globally competitive environment* (Chapter 11). Australia: Tilde UP.

Books

Jabri, M. (2012). *Managing organisational change: Process, social construction and dialogue*. Palgrave Macmillan.

Nahar, B., Siriwardana, M. & Treadgold, M. (2014). *Trade reforms, poverty and inequality in Bangladesh*. New York: Nova Science Publishers.

Edited Books

Kotey, B. (2014). Exit planning in small Australian firms. In B. Kotey, T. Mazzarol, D. Clark, D. Foley, & T. McKeown (Eds.), *Meeting the globalisation challenge: Smart and innovative SMEs in a globally competitive environment* (Chapter 11). Australia: Tilde UP.

Journal Articles

A ranked journals

Bayerlein, L. (2014). Students' feedback preferences: How do students react to timely and automatically generated assessment feedback? *Assessment & Evaluation in Higher Education*. 39(8).

Chen, G., Kotey, B. & Valadkhani, A. (2014). Asymmetric changes in Australia's small business loan rate. *Small Business Economics*. In print.

Drew, J. & Dollery, B. (2014). What's in a name? Assessing the performance of local government classification systems, *Local Government Studies*, In print.

Kortt, M.A., Dollery, B. & Drew, J. (2014). Municipal mergers in New Zealand: An empirical analysis of the proposed amalgamation of the Hawke's Bay councils. *Local Government Studies*. In print.

Sinnewe, E., Kortt, M. & Dollery, B. (2015). Is biggest best? A comparative analysis of the financial viability of the Brisbane City Council. *Australian Journal of Public Administration*. In print.

B ranked journals

Baker, D. & Enahoro, D. (2014). Policy analysis and advocacy for livestock-based development: The gap between household-level analysis and higher-level models. *Food Policy*. pp.361-364.

Barnes, P., Wilson, B. R., Reid, N., Bayerlein, L., Koen, T. B. & Olupot, G. (2014). Examining the impact of shade on above-ground biomass and normalized difference vegetation index of C3 and C4 grass species in north-western NSW. *Australia, Grass and Forage Science*.

Bayerlein, L. & Davidson, P. (2014). Are user perceptions of chairman addresses managed through syntactical complexity and rationalisation? *Australian Accounting Review*. In print.

Dollery, B. & Simmons, P. (2014). Explaining the Australian Local Government infrastructure expenditure backlog: A market failure approach. *Economic Papers*. In print.

Kotey, B. (2014). Small business innovation in the hostile environment of Australia's drought stricken rural communities [online]. *Australasian Journal of Regional Studies*. 20(2), 325-350.

Kotey, B. & Rolfe, J. (2014). Demographic and Economic Impact of Mining on Remote Communities in Australia, *Resources Policy*. 42, 65-72.

Kotey, B. & Sorensen, A. (2014). Barriers to Small Business Innovation in Rural Australia. *Australasian Journal of Regional Studies*. 20(3), 405-428.

Mounter, S., Perera, S. & Siriwardana, M. (2014). Should agriculture be exempt from trade reforms in South Asia? *Asia-Pacific Development Journal*. 21(4), 67-106.

Perraton, S., Blackwell, B., Fischer, A., Gaston, T. & Meyers, G. (2014). Systemic barriers to wastewater reuse in Australia: Some jurisdictional examples. *Australasian Journal of Environmental Management*.

Valenzuela, F. (2014). Switching barriers' influences on service recovery evaluation in the retail banking industry: Construct development and testing. *Australasian Marketing Journal*.

C ranked journals

Robertson, S. & Blackwell, B. (2014). Mine lifecycle planning and enduring value for remote communities. *International Journal of Rural Law and Policy*. Special Issue No. 1, pp. 1-11.

Unranked journals

Meng, S., Siriwardana, M. & McNeill, J. (2014). The contribution of carbon pricing to sustainable mining. *International Journal of Rural Law and Policy*. No.1. UTS ePRESS.

Conference Papers

Buachoom, W., Farooque, O.A. & Hoang, N. (2014, September). *Board characteristics and financial performance relationship in Thai listed firms*. Paper presented at the Haskell & White Corporate Reporting & Governance Conference. California State University, Fullerton, USA.

Kaur, A. (2014, November). *Key Issues on Contemporary ASEAN Migration: Migrant Workers, Policies, challenges and Protection*. Paper presented at the Migration, Mobility and Governance in ASEAN - An Australian Perspective Workshop. Canberra, Australia.

Mollah, S., Hassan, M. K. & Farooque, O. A. (2014, September). *Corporate Governance, Risk-taking and Firm Performance of Islamic Banks during Global Financial Crisis*. Paper presented at the Finance and Development in Islamic Economies Conference. Bangor University, Lancaster, UK.

Mollah, S., Hassan, M. K. & Farooque, O. A. (2014, October). *Corporate Governance, Risk-taking and Firm Performance of Islamic Banks during Global Financial Crisis*. Paper presented at the Financial Management Association (FMA) International Annual Conference. Tennessee, USA.

Honorary Appointments

Professor Karl Rich

Adjunct Professor

25 August 2014 – 25 August 2017

Associate Professor Phil Simmons

Adjunct Associate Professor

12 September 2014 – 12 September 2017

Dr Philip Harrell

Adjunct Lecturer

10 October 2014 – 10 October 2017