

BEPP Newsletter

APRIL 2012



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**Professor
Alison Sheridan**
Head of School

Head of School Report

I have now received advice that the UNE Council has approved the School's name change – to the UNE Business School – at the April Council meeting. This follows from our extensive discussions over the previous year and the recommendation from the School Review. We will be phasing it in over the next two months, with a revitalised web presence for the School. When we launch the new website, we will be working with you to change the nomenclature across our information sites, including your own web signatures. It will take some time to do, and I will appreciate you letting me know when you come across the references to BEPP so we can change them to UNE Business School.

We have a number of public events planned over the remainder of the year, to showcase our activities and to support important relationships we have within our local community. Thanks to Dr Lou Conway, we will be co-hosting with the Community Mutual Group, the 2012 International Year of Cooperatives and Big Co-op Conversations the business forum 'Creating regional prosperity through co-operative business models'. This forum will be held on 11 May 2012, in the Lewis Lecture Theatre (in the Chemistry building) from 2-4pm. This event is a great opportunity to engage with issues around cooperative business models which may be relevant to your teaching and research. I strongly encourage you to attend (please see pages 6 and 7 for more information).

Professor Oscar Cacho's Inaugural Lecture will be held on the 4 July 2012, and I look forward to seeing you there to repeat the success of Professor Mahinda Siriwardena's Inaugural Lecture in 2011.

Another date to note for your diaries is the 23 August 2012 when we will be officially launching the Master of Economic and Regional Development with a public lecture presented by Professor Anis Chowdhury, a senior economic development advisor to the United Nations and Dr Michael Korrt from Southern Cross University. The launch will provide us with the opportunity to focus on key economic and regional development issues from both an international and local focus, highlighting the value of capacity building in these important areas.

We have also continued to develop our relationships with our international partners. Right is a photo taken at the recent visit by colleagues from Wuxi South Ocean College, President Zhou and Zhang Li (Mark). Accompanying them were colleagues from Wenzheng College of Soochow University, with whom we are seeking to develop a similar pathways relationship.



Research Outcomes

Journal Articles

Almeida, S., Fernando, M. and Sheridan, A. (2012) Revealing the screening: Organisational factors influencing the recruitment of immigrant professionals, *International Journal of Human Resource Management*, 23(9), pp. 1950-1965.

Gow, J., George, G. and Grant, B. (2012) Managing the costs of HIV/Aids: a case study of a South African contract cleaning company, *Development Southern Africa*, (in print).

Khureathai, P., Kaosa-Ard, M. and Villano, R. (2011) Measuring operation efficiency of Thai hotels industry: evidence from a metafrontier analysis, in Tsounis, N. et al (eds) *Proceedings of the International Conference On Applied Economics – ICOAE 2011 Greece*, pp. 315-323.

Mariano, M., Villano, R. and Fleming, E. (2012) Factors influencing farmers' adoption of modern rice technologies and good management practices in the Philippines, *Agricultural Systems*, 110, pp. 41-53.

Panetta, F.D. and Cacho, O.J. (2012) Beyond Fecundity Control: which weeds are most containable? *Journal of Applied Ecology*, 49(2), pp. 311-321.

Teerakul, N., Villano, R., Wood, F. and Mounter, S. (2012) A framework for assessing the impacts of community-based enterprises on household poverty, *Journal of Enterprising Communities: People and Places in the Global Economy* 6 (1), pp. 5-27.

Conference Papers

Al Farooque, O. (2012) Ownership, governance and agency costs in New Zealand listed companies, *British Accounting and Finance Association Annual Conference*, April 2012, Brighton, United Kingdom.

BEPP Conference Travel Grant Reports

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

Dr Omar Al Farooque attended the British Accounting and Finance Association Annual Conference in Brighton, England from 17 - 19 April, 2012. He presented a paper titled "Ownership, Governance and Agency Costs in New Zealand Listed Companies".

Marketing News

By Dr Peter Shanahan

- Dr Peter Shanahan represented the School at a re-invent your career Expo in Brisbane on 24 and 25 March. Approximately 6,000 people attended over the two days and there was a lot of interest in our courses available online.
- 2012 Open Day will be held on 4 and 5 May. On the Friday each Discipline will provide course and career advice in Lazenby Hall. Thank you to those who have volunteered. Associate Professor Martin Hovey will be giving a School presentation to parents and prospective students in the morning.
- The School's marketing plan for the Trimester 2 intake is being finalised and will be implemented by Alyssa Beaumont in Marketing & Public Affairs.

Up & Coming Dates

May

- 4 UNE Open Day
- 11 'Creating regional prosperity through co-operative business models', Lewis Lecture Theatre 2-4 pm
- 25 Lectures end for Trimester 1
- 28 Examinations start for Trimester 1
- 20 Lectures start for Trimester 1

June

- 8 Trimester 1 ends
- 11 Intensive schools start
- 20 Board of Examiners meeting
- 24 Intensive schools end
- 25 School Meeting
- 25 Trimester 2 starts

July

- 4 Inaugural Lecture, Professor Oscar Cacho
- 23 School Meeting

August

- 10 T2 Lectures end (mid trimester break)
- 11 Intensive Schools start
- 23 Official launch of the Master of Economic and Regional Development
- 26 Intensive Schools end
- 27 School Meeting
- 28 T2 Lectures recommence
- 31 Census Day



Professor Brian Dollery

University of Cape Town

Professor Brian Dollery recently visited the School of Economics at the University of Cape Town.

Brian met up with Associate Professor Phil Simmons, who was on SSP. Phil had been in Berlin at Humboldt University researching nuclear energy and he delivered a most successful seminar to the School of Economics on risk assessment in nuclear energy.

Brian and Phil held research meetings with Professor Murray Leibbrandt, Director of the South African Labour Research Unit (SALDRU), and Andrew Donaldson of the National Treasury, as well as with members of the Department of Economics at the University of Stellenbosch, including research discussions on municipal financial compliance in the Western Cape system of local government with Professor Philip Black of the University of Stellenbosch.

Brian also met with Professor Gert van der Westhuizen of the University of the North West to plan further joint papers in local government economics. Gert is a familiar figure at UNE having spent several sabbatical periods working with BEPP colleagues in Armidale.



Dr Ian Tiley
Adjunct Research Fellow

‘Town & Gown’ PhD Graduate – Dr Ian Tiley

On 24 April 2012, Dr. Ian Tiley proudly graduated with his Doctor of Philosophy within the School of Business, Economics and Public Policy. After first enrolling at UNE in May 1997 at the age of 50 years, Ian graduated with a Bachelor of Arts Degree, majoring in political science in 2001. In 2003 Ian graduated with a Master of Arts Degree in public policy and political science producing a dissertation concerning cost shifting and unfunded mandates on local government with excellent support from his supervisor and friend, Associate Prof Neil Marshall, now retired.

In March 2005 Ian was elected to the newly amalgamated and inaugural Clarence Valley Council as Mayor, a position he held until September 2008. In January 2009 Ian commenced his doctoral studies examining Australian local government amalgamations with the case study of the forced amalgamation of Clarence Valley Council, New South Wales.

In June 2009, while undertaking doctoral studies, Ian was appointed by the Commonwealth and New South Wales Governments to the position of Chairperson of the inaugural Regional Development Australia - Northern Rivers Board, a position he continues to hold. In June 2011, Ian took up a position with the School as an Adjunct Research Fellow. In this position Ian will endeavour to improve the connectivity and relationships between the University and the local government sector through his involvement with the Centre for Local Government.

Dr Michael Sheehan

The Management Discipline invited Dr Michael Sheehan to deliver a seminar titled "Dealing with difference: authentic leadership as a conduit for change". The seminar was held on 23 April at 12 noon in LT5. It was followed by a light lunch in the BEPP Tea Room, W42 where Michael was available for informal discussions. Similar discussions also occurred during a morning tea that was held on 24 April at 10:30am.

This seminar was funded through the School's Research and Research Training Committee's networking incentive funds.

Brief Biography

Dr Michael Sheehan is the Managing Director of Workplace Behaviours 4 Sustainable Organisations (WB4SO). He was Professor of Management in a UK Business School from December 2004 until May 2010. Michael's interests are in researching, teaching and consulting in human resource management and organizational behaviour. He has presented a number of seminars and workshops on a diverse range of topics at conferences, and to public and private sector organisations. He has an international reputation for his research on workplace bullying and harassment.

He recently has completed a manuscript on sustainability for small and medium enterprises (SMEs).

Educational Development & Communications Team Update

Click on the links below:

Learning Studio Outages

<http://blog.une.edu.au/businesseddevcomms/2012/03/28/learning-studio-outages/>

Scenarios

<http://blog.une.edu.au/businesseddevcomms/2012/03/29/116/>

Exporting and Importing Grades in Moodle

<http://blog.une.edu.au/businesseddevcomms/2012/04/02/exporting-and-importing-grades-in-moodle/>

Issues with Quizzes

<http://blog.une.edu.au/businesseddevcomms/2012/04/06/issues-with-quizzes/>

Converting Quizzes from test banks to Moodle

<http://blog.une.edu.au/businesseddevcomms/2012/04/07/converting-quizzes-from-testbanks-to-moodle/>

Turnitin Reminder

<http://blog.une.edu.au/businesseddevcomms/2012/04/11/turnitin-reminder/>

Pearson eCollege Academic Forum Series

<http://blog.une.edu.au/businesseddevcomms/2012/04/16/pearson-ecollege-academic-forum-series/>

Changes to eReserve

<http://blog.une.edu.au/businesseddevcomms/2012/04/16/changes-to-ereserve/>

School iPad

<http://blog.une.edu.au/businesseddevcomms/2012/04/23/school-ipad/>

Changes to Guest Access in Moodle

<http://blog.une.edu.au/businesseddevcomms/2012/04/26/changes-to-guest-access-in-moodle/>



Dr Michael Sheehan
Managing Director WB4SO



Associate Professor
Muayyad Jabri

Table of Contents

- Defining Change
- Thinking the Foundation for Managing Change
- Understanding the Role of the Change Agent
- Diagnosing Change: Methods and Approaches
- Making Sense of Change: Process and Narrations
- Selecting Modes and Styles of Intervention
- Constructing Change Through Communication
- Designing Empowerment: Principles and Practice
- Managing Organisational Resistance
- Constructing Change Through Storytelling and Narratives
- Managing Change and the Alignment of Identities
- Leading and Managing Change Through Dialogue and Inquiry

Managing Organizational Change

Process, Social Construction and Dialogue

Congratulations to Muayyad on his new book "Managing Organizational Change: Process, Social Construction and Dialogue" (Palgrave Macmillan). Muayyad's book has just been reviewed by Professor Jean Bartunek, Past President of the highly prestigious American Academy of Management (AMA). In her review, Professor Bartunek describes Muayyad's book as:

'This is quite an amazing book. It is organized around and teaches very current perspectives on organizational change, such as communication, discourse and dialog, which have not previously found their way into textbooks. It is intellectually sophisticated – it would be a wonderful manual for academics who want to learn current thinking about managing change. Yet it also conveys its ideas clearly and presents multiple examples that can help both advanced students and practitioners learn about and gain skill in implementing key elements of change. It should provide a singularly helpful resource to academics, students and practitioners.'

Managing Organisational Change describes change as a socially constructed process, reinforced by the interactions of employees at all levels. The book emphasises the fact that change is an on-going phenomenon, not an event that will soon be over once the consultants have left, but a permanent feature of an adaptable organisation.

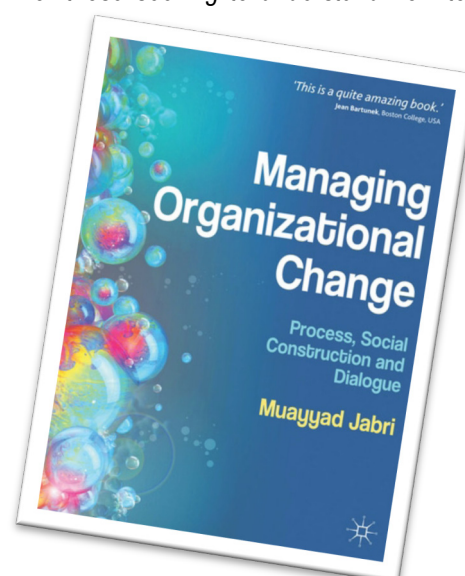
Tina Bass, University of Coventry, UK.

'Jabri takes a thoroughly multi-disciplinary approach to the complexities of organisational change and of the people that try to manage it - making this text highly appropriate for undergraduate or postgraduate students who wish to develop their knowledge and understanding of the area. The reader is carefully guided through the most prominent conventional theories and their more radical challengers, accompanied along the way by an array of organisational metaphors, anecdotes and parables.'

Elden Wiebe, The King's University College, Canada.

'Jabri weaves together traditional approaches to organizational change with recent research that considers change as an ongoing, socially constructed process constituted through dialogical interaction, thereby providing a depth of understanding of organizational change that is often lacking in texts that deal with change as a 'thing'. This book will help readers better understand how planned change and continuous change interact through socially constructed 'reality' powerfully shaped by talk and interaction between people, processes and material things. This book is a very welcome addition for those seeking to understand how to bring about positive change in their organizations.'

\$69.00, Pb ISBN 9780230244085
January 2012, 320 pages
Palgrave Macmillan
www.palgravemacmillan.com.au





Creating Regional Prosperity through Co-operative Business Models

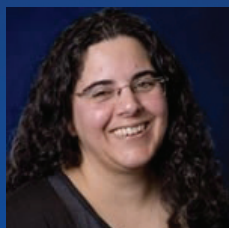
Lewis Lecture Theatre, University of New England

(Refer to Map: <http://www.une.edu.au/fms/images/help-desk/academic-campus.pdf>)

2-4 pm, 11th May 2012

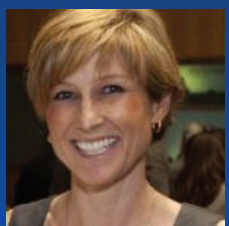
2.00pm	Alison Sheridan, Professor and Head of the School of Business, Economics and Public Policy, University of New England Welcome
2.10pm	Jo Barraket, Associate Professor, Business School, Queensland University of Technology "The increasing appetite for co-operative business activity within regional Australia"
2.25pm	NORCO representative (TBA), Lismore "Achieving practical business advantages through collaboration"
2.45pm	Melina Morrison, Secretariat for the International Year of the Co-operative "Solidarity amongst co-operatives within Australia in the International Year of the Co-operative"
3.00pm	Peter Tregilgas, Executive Officer, Mid North Coast Regional Development Australia "Mapping the value of regional cooperative activity in a region"
3.20pm	PANEL DISCUSSION: Alison Sheridan to Chair Jo Barraket, Melina Morrison, Peter Tregilgas, Kevin Dupe (CEO, Community Mutual Group) and Valerieanne Byrnes (Executive Manager People, Community and Credit, Community Mutual Group)
3.50pm	Plenary – Kevin Dupe to Chair
4.00pm	Refreshments

Speakers:



Associate Professor Jo Barraket

Jo Barraket is an Associate Professor of Social Enterprise at The Australian Centre for Philanthropy and Non-profit Studies, Queensland University of Technology. Jo researches and teaches management and policy aspects of social enterprise and social innovation. Jo's research spans the consumer cooperative movement which is the first research effort to document the scope and activities of the Australian social enterprise sector. She has researched extensively and been published widely on social enterprise, and on relationships between governments and the not for profit sector in policy development and implementation.



Ms Melina Morrison

Melina is a Director of Australia's Secretariat for the International Year of Co-operatives, and a member of the voluntary board of management – the IYC 2012 Steering Committee. Melina has written on co-operatives and the social economy for a decade for international and national publications (including four years as Associate Editor of the International Co-operative Alliance e-Digest). Melina has wide experience engaging social and mainstream media on how we build social capital through profitable social businesses.



Professor Alison Sheridan

Professor Sheridan is the Head of the School of Business, Economic and Public Policy in the Faculty of Professions at UNE. Alison's comprehensive research includes gender and diversity in corporate governance, flexible work practices, human resource management, and small business. Her research is widely published and she contributes to our panel discussion a wealth of knowledge and experience applicable to business management in our region. Alison is also a member of the Board of the Community Mutual Group Ltd.

Norco

Norco is a diverse agricultural co-operative, with four distinct business groups, operating within Australia for more than 110 years. Norco Rural forms part of this co-operative with the objective to provide customers with good value, convenient and trusted business solutions which help add value to their business. Norco Rural operates 25 stores located along the Australian Eastern coastline, ranging from Bundaberg in South East Queensland down to Newcastle in NSW.



Ms Valerieanne Byrnes

Valerieanne is the Executive Director of People, Communities and Credit at the Community Mutual Group. With extensive experience in management in the mutual sector, Valerieanne is currently broadening her expertise by completing a Masters of Management in Co-operatives and Credit Unions at St Mary's University, Canada. Valerieanne has recently returned to Armidale from a study tour of Mondragon region in Spain where co-operative economic activity underpins the national economy.



Mr Peter Tregilgas

Peter is currently the Executive Officer of Regional Development Australia Mid North Coast (NSW). Peter has overseen the mapping of co-operatives within his region and has valuable observations on their relevance for local economies. He has wide-ranging experience in creative innovation including, arts management, festival coordination, capital projects and social enterprise. Peter is a former director of the Adelaide Festival Fringe. Peter has extensive skills in business planning and the development of social enterprise for the "Not for Loss" sector including writing a definitive booklet Social Enterprise in Australia. He is a champion for "cause related programs" including a recent term as Executive Director, Arts Access SA (Arts & Disability).

For further event information, contact Will Winter on 0407820049.