



DEAKIN
UNIVERSITY AUSTRALIA

Deakin Graduate School of Business





Professor Ross Chapman – Head of School

The Deakin Graduate School of Business (DGSB) offers highly rated and well-respected programs at Graduate Certificate, Graduate Diploma and Masters levels in Business Administration, International Business, Commerce, Marketing, Personal Injury Management, and Insurance and Risk Management, plus a Doctoral program in Business Administration as well as Masters and PhD degrees by research.

With over 45 full-time academics and almost 3,000 students in postgraduate coursework and research degrees, the School has a long-standing record of graduate program excellence. Many of our staff members have extensive business and industry experience, and all of our programs have active, industry-based advisory boards ensuring our subjects and courses are focused on the realities of business in a modern economy.

We also have exciting new programs being developed and delivered in areas such as Retail Management. Flexibility and innovation in delivery are key strengths of the Graduate School of Business, with most of our programs offering full-time, part-time, on-campus and on-line. We also have intensive residential and block mode

offerings, international and Australian study tour options for students. We aim to ensure that we provide an exciting and informative program that matches your busy lifestyle and career aspirations.

Our staff members undertake leading edge, applied research in Management, Marketing, Economics, Accounting, Finance, and Information Systems. Interdisciplinary research and collaborative partnership research with industry are particular strengths of the Graduate School of Business.

I invite you to explore the opportunities available for study, research and collaboration within the Deakin Graduate School of Business through our website on deakin.edu.au/dgsb

MBA

The revised and renewed Deakin MBA is a flexible program of study reinforced by quality business research and scholarship. The course aims to provide managers from all sectors with opportunities to develop their knowledge, skills and understanding; and to assist them in becoming business leaders who are able to make positive contributions within their organisations and the broader community. The focus is on profit with principles, which means graduates understand the importance of ethical behaviour and sustainable decision-making. Adopting a unique mix of core and capstone units, the course assists managers in understanding the vital cross-functional and cross-disciplinary aspects of successful organisational management within a contemporary business environment. Coherent themes of globalisation, sustainability, and social and regulatory responsibility run through the set of core units. The course offers managers a wide variety of electives and learning mode options so that each participant can identify solutions to their individual and professional needs.

Our MBA offers a world-renowned leadership qualification. It is designed for mid-level managers who want to extend their knowledge to advance their careers. Ambitious executives typically find the MBA a challenging and rewarding experience. The wide diversity of student backgrounds provides MBA graduates with an extensive and varied network. Utilising Deakin's innovative Trimester system allows students to progress at a pace that suits their own timelines. The Deakin MBA has received the highest possible rating (5- star) from the Graduate Management Association of Australia (GMAA) for the past four years.

A distinctive feature of the Deakin MBA program is the option of selecting residential units. These intensive one-week sessions are held at the Deakin Management Centre in Geelong. This experience, enhanced with group activities and industry experts, includes action learning and professional networking. By including one or more residential units as a complement to on or off campus study, you can enrich and diversify your study program.

You might want to take up one of the opportunities for study on tours to Asia and Tasmania. You will study the unit materials interspersed with visits to companies and other business organisations in the host countries, developing a powerful appreciation of all aspects of business in a global environment.

The first MBA students were enrolled at Deakin in 1981, so we now have over 30 years of effective postgraduate business education behind us. Our combination of size, experience and flexible, responsive delivery approaches makes the Deakin Graduate School of Business the logical choice people seeking to gain a relevant business qualification to kick-start or extend their business career.



Residentials/Executive Development

Residential schools involve six consecutive days of intensive study for an MBA unit. Residentials are conducted at Deakin Management Centre, a world class, purpose built residential conference centre within the grounds of Deakin's Geelong Waurin Ponds Campus. In this format and executive environment, participants immerse themselves in the MBA topic, undertake innovative and experiential learning activities, and build their professional networks.

Residential schools complement other study modes and attract students who want to manage their work commitments by completing a unit in a compressed period. Of equal value is the opportunity to build professional networks and form enduring bonds with fellow participants and other managers.

The DGSB Residential Program has received the following awards: Dr John McWilliams, A/Prof Judy Nagy and Prof Tanya Castleman, received the Carrick Institute Award for Outstanding Contributions to Student Learning for leadership in the development of a Community of Practice to achieve excellence in postgraduate management residential schools.

The DGSB Residential Team received the Vice Chancellor's Award for outstanding Achievement in Teaching and Learning for their work in the intensive residential units run at the Deakin Management Centre and the China Study Program.

To register your expressions of interest please visit:

www.deakin.edu.au/buslaw/gsb/residentials



Experiential Learning

The Deakin Graduate School of Business offers experiential learning in a range of subjects. Students can undertake an applied business project in their workplace or complete a business practicum. Some units are delivered in a practical, hands-on style, allowing students to engage directly with academics and industry practitioners, such as Management and Organisational Consulting and Managing Innovation. A number of units are offered in block mode. The format can vary and includes week-long intensives or Friday/Saturday classes. These are supplemented by online activities.

Audacious Leadership

The inaugural offering of Audacious Leadership in 2010, an adventure-based experiential unit, saw a group of students set sail in a tall ship from Hobart, Tasmania to Williamstown, Victoria over eight days. The ship provides a wonderful metaphor of organisational structure and dynamics. Students learned the basic seamanship necessary to navigate, set and hand sails, and generally handle a two masted brigantine. As they experienced the human dynamics of the ship, they learned the important things about leadership. Students kept logs of their observations and compared them with contemporary thinking on leadership. To find out details of our next adventure, please visit

www.deakin.edu.au/buslaw/gsb/audacious

China Study Program

This study program provides students with a lifetime chance to immerse themselves in several cities in China and Hong Kong whilst developing a deep understanding of doing business in Asia. Students will attend a series of lectures provided by academic staff from Deakin University and East China University of Political Science and Law, and visit to a variety of multinational firms and Chinese organisations as well as a number of amazing cultural sites. The duration of the tour is approximately three weeks and students are able to enrol in either one or both International Business Management or Human Resource Management units. For further information on our next tour please visit

www.deakin.edu.au/buslaw/gsb/china

Australia Study Program

The theme of this study tour is: "Investing in a Sustainable Future". Students familiarise themselves with the Carbon Pollution Reduction Scheme, and gain an understanding of the implications this will have for business in Australia. The tour starts intensively at Deakin University, Melbourne Burwood campus over a three-day period and then visits companies in the CBD, before undertaking a series of industry site visits in Tasmania.

The duration of the tour is approximately two weeks for this Finance unit. For further information on our next tour please visit

www.deakin.edu.au/buslaw/gsb/asp

Australian National Business School (ANBS)

Deakin University is a member of the Australian National Business School (ANBS) consortium. ANBS has among its membership six of Australia's leading Business Schools: Canberra, Deakin, Griffith, Tasmania, Wollongong and Western Australia. These Schools have combined their resources and expertise to provide their students and corporate clients with an MBA that follows a national framework, and which meets the highest international standards.

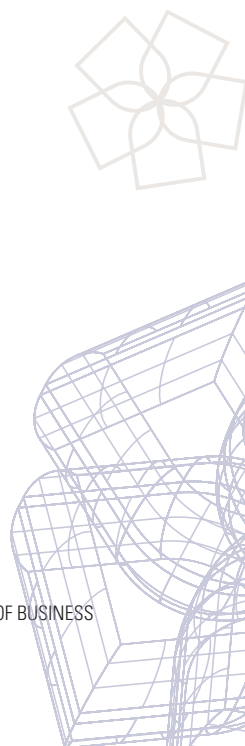
The ANBS consortium supports an MBA consisting of up to eight core units with the balance of the units being electives. While unit titles may vary between member universities, the content and overall assessment criteria are consistent and units completed at one member university are fully recognised at other member universities. Please check with your Head of School to confirm the level of credit to be granted, and to ultimately approve the elective you have chosen for credit.

For further information regarding ANBS please visit www.anbs.com.au

Block mode study

DGSB offers a range of units in block mode in each trimester. This may involve intensive Friday/ Saturday classes or other variations of intensive study, an alternative to weekly classes. For further information regarding available units, please visit

www.deakin.edu.au/buslaw/gsb/block





Dr Munirul Nabin Lecturer – Development Economics

Munirul Nabin’s thirst for knowledge is infectious. He has his research finger firmly planted in so many pies that students under his watch are sure to engage with one of his many interest areas. There is the developmental economy, issues surrounding migration, plus the environment. ‘In recent papers I have looked at illegal immigration, the problems of illegal immigration and clean technology adoption,’ he says.

Nabin’s current research will strike a chord with most people. He is tackling the pharmaceutical industry head-on by examining the issues surrounding generic alternatives in the purchase of prescription drugs. When people are asked if they would like a cheaper brand, they usually assume that the ingredients are the same, but the results of level trade tests have been surprising, he explains. ‘A recent medical journal confirmed that the active ingredients in the drugs are the same but the inactive ingredients are different. For example, the salt contribution added to preserve the active ingredient can determine the absorption rate and the consequences of that being different can be irreversible.’ In the US, two people have died from the consequences of the cheaper brand, says Nabin, who is preparing a paper in collaboration with Deakin colleagues Dr Vijay Mohan and Professor Pasquale Sgro.

The focus of the research lies in the underlying benefit to society of the cheaper drug, Nabin says. But, again, his investigations have proved surprising. ‘The purpose of the generic drug is to lower the price but we have found that it is endemic that it is not happening. The branded price actually goes up so there is no incentive to entice the market to provide the cheaper product.’ He wants his efforts to pose plenty of questions about the whole issue, including whether the inactive ingredient matters and, if the ingredients are identical, whether or not the generic brand will exist. ‘It has not created a socially desirable outcome so I will be asking a lot of questions regarding policy,’ he says.

Nabin has a special reason for encouraging young students to research areas they feel passionate about: he says they will do it best. ‘If you look at the history of science, all the breakthrough ideas (like the theory of relativity) have been dislodged when the scientist is in the age bracket 21-28. That is the productive time.’

Recently Nabin was proud to co-author a newspaper article with Showvonick Datta, one of his former Deakin students now teaching at a University of Liberal Arts, Dhaka. The article, entitled Share Market Crisis – What we shouldn’t do! was published in the Daily Sun, an English newspaper in Bangladesh.

Standout Quotes

‘... the salt contribution added to preserve the active ingredient can determine the absorption rate and the consequences of that being different can be irreversible.’

‘If you look at the history of science, all the breakthrough ideas (like the theory of relativity) have been dislodged when the scientist is in the age bracket 21-28.’



**Jill Kokinos
Bachelor of Secondary Education, Rusden (later incorporated into Deakin University),
Graduated 1984
Currently: MBA, Deakin University, online
General Manager, BJH Controls**

Nine nights battling the west coast of Tasmania in a sailing boat taught Jill Kokinos a lot about herself and her leadership skills. ‘I had no sailing experience and we had three watch groups responsible for sailing the boat,’ Jill says of her participation in the Audacious Leadership program she completed as part of her Deakin MBA. ‘Crossing Bass Strait at night when it was extremely rough, and living in confined conditions, you learn a lot about how far you can push yourself.’ The program also allowed her to see a lot of different leadership styles, Jill adds. ‘I could see what works well and I will change some things about my own leadership style because of that. It was an amazing experience.’

The four residential units that will make up Jill’s MBA have also proved a huge bonus, she says. ‘Change Management and Management Communications, in particular, have brought some life changing moments. They were all based on experiential learning and have been absolutely brilliant.’ She has also embraced the opportunity to learn from other

residential participants. 'They (residential) tend to be full of mature age students from all round Australia with a lot of experience in business. It is a huge melting pot of ideas and is fantastic fun.'

Originally a secondary physical education teacher, Jill later combined raising children with working in her family's commercial joinery business. Her journey with BJH Controls, an engineering service to the manufacturing sector, began when she was employed as a part-time book keeper. But, by 2007, she had moved to a full-time position, accrued much more responsibility, and was appointed business manager. Soon after commencing her MBA, Jill took on the general manager's position.

As well as being able to study off campus, a strong factor in Jill choosing the Deakin course was the opportunity to exit at Graduate Certificate or Graduate Diploma stage if she lacked the time or motivation to continue, she says. 'Because I was going back to study in my 40's, I wasn't sure how I would find the time, or how motivated I would be.' But she soon found the desire to keep going was never a problem. 'I have been fully motivated to continue all the way through it. I have even been thinking about what I could study next,' she says.

As well as the satisfaction of achieving the qualification, Jill says she is experiencing many advantages of doing the MBA. 'I am responsible for all the non-technical aspects of running the business so I liaise with bank managers, accountants and lawyers, and deal with staff issues,' she explains. 'It affirms the way you are doing things and gives you the confidence to know you are using best practice. And when you are dealing with people outside the business who are experts in their field, you know you are using the right terminology. The course was a lot of fun as well – it has been great for me.'

Standout Quotes

'I could see what works well and I will change some things about my own leadership style because of that (Audacious Leadership). It was an amazing experience.'

'They (residential) tend to be full of mature age students from all round Australia with a lot of experience in business. It is a huge melting pot of ideas and is fantastic fun.'



Dr Jane Menzies Lecturer – International Business Management

The Australian business sector knows that to deal with China effectively it needs a good understanding of the Chinese environment. That includes culture, political and legal frameworks, an understanding of foreign direct investment and trade rules, and plenty of thorough strategic planning. But Jane Menzies says her research indicates these things don't actually happen. 'I have written a number of papers on the internationalisation of Australian business to China, looking at the above issues, and Human Resource issues that Australian business experiences,' says Jane. 'Despite the literature saying they should have a good understanding and do the strategic planning, they are not doing that as much as they should.'

Along with Deakin Graduate School of Business colleague, Professor Stuart Orr and School of Management and Marketing colleague Dr Mona Chung, Jane has researched the kinds of strategies businesses can use to help overcome the large cultural gap between Australia and China. 'There are so many issues,' she explains. 'There is a lack of understanding of the marketplace and evidence that businesses are not doing enough research beforehand.'

Skills shortages and a lack of employee retention are major issues too, Jane adds. 'Companies operating in China often can't find people with the skills they need, or they find people who are educated but they don't have the western knowledge required. The skills shortages issue is

compounded by the fact that businesses find it difficult to retain workers which leads to a skills deficit because, when companies do employ them, they don't stay.'

Australian businesses should be alert because China currently is the second largest economy in the world and, according to economists' predictions, looks set to overtake the US in the next 10-25 years as the largest in GDP terms, Jane says. In addition, China is Australia's number one trading partner, so her current research project examining the management practices these firms are using is important. 'We need to look at how businesses find skilled staff, keep them, and improve their talent management practices.'

Jane brings a wealth of experience to her teaching of International Business Management at Deakin. She has lectured previously at Victoria University and tutored in international business and HR subjects at Monash. In 2008, 2009 and 2010, she was nominated for Deakin UniJobs Lecturer of the Year. She is also a member of the Australia China Business Council (ACBC) and Austcham Shanghai.

Jane uses her research findings in her International Business classes, providing her students with plenty of real-life examples. 'I want them to develop a good broad knowledge of what businesses are doing,' she says. As one of the academic coordinators of the China Study Program, she has accompanied MBA students on the trip, visiting companies to experience the issues first hand. She has also visited India on the India Study Tour on three occasions - another high growth economy that will be important on the world economic stage in future.

Jane hopes her current project on skills shortages and retention issues for Australian multinationals in China will have an impact on business practice and would love to see some postgraduate students pursue similar research issues. She is therefore interested in supervising DBA and PhD students in the area.

Standout Quotes

'There is a lack of understanding of the marketplace and evidence that businesses are not doing enough research beforehand.'

'We need to look at how we find skilled staff, keep them, and improve their talent management practices.'





To contact the Deakin Graduate School of Business:

Email: postgrad-enquiries@deakin.edu.au

Phone: 1800 624 316 (Freecall Aust. only)

Website: deakin.edu.au/dgsb