

Leading business improvement projects

The Professional Certificate in Organisational Improvement is a dual outcome program developed and delivered by the University of Melbourne's School of Enterprise in conjunction with Motorola University. The course, which is run in 4 intensive week blocks, leads to a full accreditation as a Motorola Six Sigma Black Belt, the potential to achieve a Professional Certificate from the University of Melbourne, and if eligible, 25 points credit into the 100 point Master of Enterprise program.

immediately apply concepts and tools taught in training to their real time improvement projects and see measurable results within a short timeframe.

The course teaching, assessment and coordination is undertaken by staff from the School of Enterprise, and a team from Motorola University who are Associates of the School. The School of Enterprise and Motorola University also offer Six Sigma as a stand alone program.

For further information about the Professional Certificate and/or Six Sigma, or to attend the information session below please contact Lechée Donato on +61 3 9810 3174 or l.donato@soe.unimelb.edu.au

The program is designed to prepare participants to effectively lead project teams through business improvement projects. Upon completing each learning segment, participants are able to

SIX SIGMA INFORMATION SESSION

Date: August 21st 2006

Time: 9:30am - 11:30am

Venue: Graduate House, The University of Melbourne

Cost: Free
Morning tea provided
Registration by Wednesday August 16th 2006

Contact: Lechée Donato on l.donato@soe.unimelb.edu.au

Helping manufacturers and service companies with business process improvement

The University of Melbourne's School of Enterprise and Partners in Performance International have joined forces to deliver a Professional Certificate in Operations and a Graduate Certificate in Operations. The courses incorporate Partners in Performance International business improvement education and training and University of Melbourne postgraduate education and assessment, enabling clients to gain a University of Melbourne qualification through mastering a number of Partners in Performance International's core training modules, some extension study and undertaking academic and industry assessment.

The subject Fundamentals of Operations Improvement is delivered in both programs, with students in the Graduate Certificate also studying the subject Leading Operations Change.

The course teaching, assessment and coordination for the Graduate Certificate in Operations is undertaken by a team of Partners in Performance staff who are Associates of the School and by staff of the School of Enterprise of the University of Melbourne. The Academic Course Coordinator, Professor Danny Samson, is a senior professional staff member of the School of Enterprise and responsible for management of all course assessment. This team approach, incorporating academically qualified industry specialists and university staff,

brings the best of research and practice together to ensure a program that provides academic rigour and industry focus. Each course is delivered in the workplace with the addition of academic reading with focus on the application of research to the workplace or workplace projects.

Assessment is achieved by successfully demonstrating competencies, completing a detailed written analysis of recent journal articles on organisational improvement and application of the content and concepts of these articles to the workplace, and submitting a report including detailed work plans, financial evaluations, project plans, value driver trees, and operational improvement statements, plans and results.

The programs are directed towards managers and operations personnel that are typically change-leaders within their organisations, with the most recent intake involving a mining company in South Africa.

Partner in Performance International's Managing Director, Skipp Williamson, says there has been "significant interest and takeup" of the course, in which staff only receive their qualifications when they show real business results.

For more information please contact Partners in Performance International on +61 2 9251 0870 or info@pipint.com

Leadership & Management

Key Dates for 2006

Risk and Decision Analysis
2nd August

Six Sigma Black Belt - Week 1
14th - 18th August

Six Sigma Green Belt
28th August - 2nd September

Master of Enterprise Leadership and Management Managerial Economics
4th - 8th September

Six Sigma Black Belt - Week 2
18th - 22nd September

Six Sigma Black Belt - Week 3
30th October - 3rd November

Professional Certificate in Automotive Dealer Management
8th - 10th November

Master of Enterprise Behaviour and Leadership in Organisations Financial and Performance Management
20th - 24th November

Six Sigma Black Belt - Week 4
27th November - 1st December



THE UNIVERSITY OF
MELBOURNE

August 2006

School of Enterprise
Bulletin

Leadership & Management Special Edition



Welcome to the School of Enterprise's special edition on Leadership & Management, which follows recent editions in Clinical Research and Commercialisation.

The University of Melbourne's School of Enterprise specialises in meeting the education and training needs of business, industry, government and professional associations, through the development of customised award and non-award programs.

The purpose of this special edition is to showcase our Master of Enterprise, an intensive mode course in management, and to profile the broad range of customised programs that have stemmed from it.

Each of the examples are a direct response to industry, which has a thirst for postgraduate level training that is applied and can provide credit into an award program. In the case of the Graduate Certificate in Project Management, Professional Certificate in Automotive Dealer Management, Professional and Graduate

Certificate in Operations, the School of Enterprise has partnered with an external provider to develop and deliver the program.

In other instances, such as Petronas Sdn Bhd, the School of Enterprise has taken existing Master level subjects and significantly customised them to meet the in-house training needs of corporate clients. The result is a co-branded qualification that provides credit into the Master of Enterprise.

All customised programs involve work-based assignments, allowing students to make a contribution to the business while gaining new competencies.

On behalf of the academic coordinator, Professor Danny Samson, and Executive Dean of the School of Enterprise, Mariann Fee, I welcome you to this special edition.

Louise Dunn
Business Development Manager



MASTER OF ENTERPRISE (EXECUTIVE)

Great Leaders are Made, Not Born

Join our current group of senior executives and learn more about management, organisational behaviour and marketing from our highly experienced University of Melbourne management educators and earn yourself a Masters.

NEXT DELIVERY: 4th - 8th September, 2006

VENUE: University House, Parkville

COST: \$20,000 (GST exempt) for Masters degree

FOR MORE INFORMATION

Contact: Louise Dunn Tel: 03 9810 3189 or l.dunn@soe.unimelb.edu.au

About the School of Enterprise

The School of Enterprise is a wholly owned company and is an academic school of the University of Melbourne. It has been established as a vehicle to develop and deliver demand driven customised corporate award and non award education programs. It is one of the means by which the intellectual capital of the University of Melbourne is leveraged and made more accessible to corporate and government sectors.

For more information visit our web site www.soe.unimelb.edu.au

Master of Enterprise - Our Flagship Program

The Master of Enterprise (Executive) is a quality, highly efficient 100 point Masters degree which provides a range of management education in economics, financial and performance management, marketing and strategy. The program is delivered by senior academics from the University's Faculty of Economics & Commerce, and is designed to be completed in a one year period over four one-week blocks.

Since its inception in 2003, the program has attracted executives from the retail, mining, food manufacturing and professional services sector, with a limited intake of 10-15 students per year. These individuals typically hold middle to senior management positions that operate across an organisation (such as HR) or within a particular business unit.

According to the academic coordinator, Prof Danny Samson, senior executives from Coles Myer Ltd, Newcrest and Fonterra have found the in-company projects that form the major part of the assessment in each of the eight subjects a



Professor Danny Samson

major benefit, allowing them to combine learning and rich concepts with real work. In numerous cases, the projects conducted as part of the program have been implemented within their respective organisations.

Paul Griffin from Newcrest Mining in NSW, is one recent graduate who flew from his base in Orange NSW to attend the intensive program. On exiting the program, he made the following comment: "I found the entire Masters extremely useful, providing me with the opportunity to apply many of the learnings to real work challenges and issues and with positive outcomes for the business."

Another key feature of the Masters is its rolling intake, which offers applicants four different starting dates per calendar year (namely February, May, September and November).

For further information about the Master of Enterprise, please contact Louise Dunn, Business Development Manager, School of Enterprise on +613 9810 3189 or l.dunn@soe.unimelb.edu.au

Case Study: School of Enterprise and Malaysia

Since 2004 the School of Enterprise has been delivering customised award programs in Malaysia, tailoring each delivery to the specific needs of our clients. This case study focuses on one of these programs, developed for Petronas Sdn Bhd, a major Malaysian corporation.

Working closely with the client in an extensive initial development process, the School of Enterprise has created two unique programs, the Professional Certificate in Management, and the Graduate Certificate in International Management, for first-line (targeting young talent) and middle managers respectively. Each award is co-branded with our client, further reinforcing the partnership.

A strong knowledge of our clients operations and learning objectives allows our academic staff to create customised course materials in topics ranging from Business Planning to Finance, develop client specific case studies, as well as offer consulting services that extend beyond the classroom.

With an average of 25 participants per course, there is a combination of individual and group based activities, both online and face-to-face, and an ongoing focus on relating class topics back to workplace responsibilities.

Each participant completes a range of online pre-course

tasks, attends a 2 week session of intensive classes (pictured below), typically covering 5 modules, followed by completing a major project with their fellow participants which seeks to develop further one of the class modules and solve an issue from their own workplace. Once assessed, the innovations and recommendations generated from these Major Projects are then championed by the participants and their identified sponsors, often leading to significant improvements in their business units and beyond.

Since the successful completion of the pilot program, over 600 managers have graduated from the program, and are eligible to continue their study at the Masters level, with credit given for their previous study.

The School of Enterprise manages each program from its office in Melbourne, coordinating content development, student enrolment, delivery logistics, participant assessment and graduation. Our Project Managers also coordinate all travel, visa, and accommodation as required.

For more information on this program, and opportunities for your organisation to benefit from our services, please contact Mariann Fee, Executive Dean, on +613 9810 3254 or m.fee@soe.unimelb.edu.au



Meeting the professional development needs of the automotive industry

The University of Melbourne's School of Enterprise and Sewells, a consultancy which focuses on enhancing the performance of franchised motor dealers, recently launched a Professional Certificate in Automotive Dealer Management for key talent in motor dealerships. The Professional Certificate is one outcome of the ADM Program initially developed by Sewells and further enhanced by the University of Melbourne, who have applied separate entry criteria and assessment requirements, and is designed to equip future Dealership managers with the know-how and strategic tools required to succeed in an increasingly competitive environment.

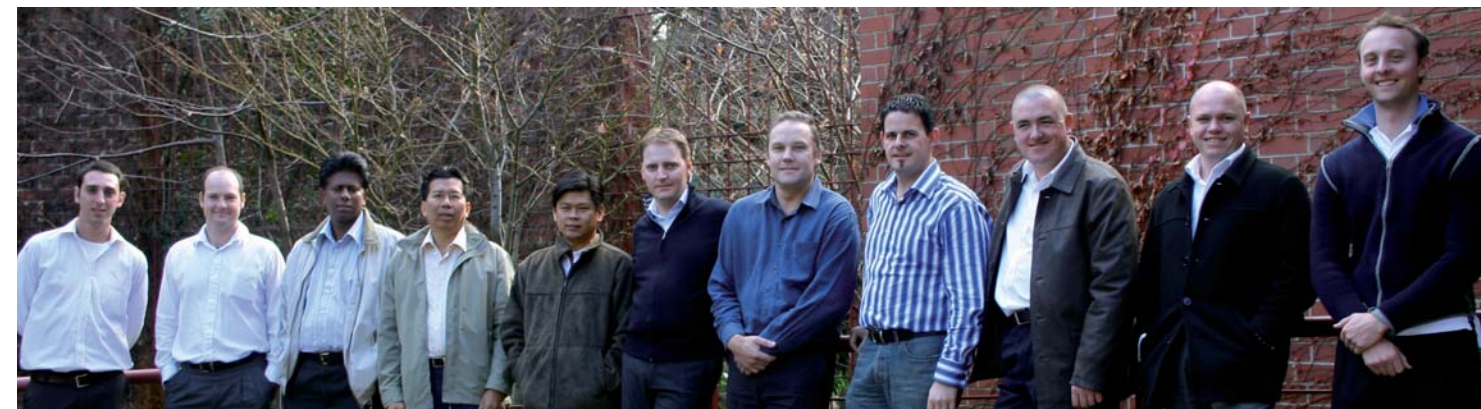
According to Paddy O'Brien, CEO of Sewells Asia Pacific, General Managers throughout the automotive industry have tended to 'learn by the process of discovery' and in many cases the business has suffered. The Professional Certificate in Automotive Dealer Management adopts the notion that development is a process and in so doing offers a unique mix of traditional education and 'street-wise' operational experience, resulting in a high level, intensive program where participants can learn from experienced operators, academics and consultants.

Participants (pictured below) receive focused tuition and coaching from program facilitators and selected subject matter experts in areas such as Leadership - Getting optimal levels of performance from and motivating each member of the Dealership Team; Finance - Appreciating and interpreting

financial numbers so as to positively impact on the 'key drivers' of the business; Marketing and Sales - including New and Used vehicles, Parts and Service; Fixed Operations - Raising levels of contribution from the after-sales area; Systems and Processes - Appreciating, refining and enhancing the business processes; Developing and implementing effective Business Plans and Strategies; Creating and sustaining balance between profitability, throughput and customer satisfaction. According to one Professional Certificate participant, Angus Wilson, Business Development Manager (Fleet) for City Holden Adelaide "After only 5 months with (the) amazing team from Sewells and Melbourne Uni, the independent facilitators and the excellent group of participants on the program I confidently feel that not only I but all participants now have the necessary skills to lead the respective business into the future". The program is also truly international in nature and includes an overseas study tour which provides an opportunity to visit and learn from some of the best global automotive organisations.

The School of Enterprise's unique professional pathway to entry means that those candidates with ten or more years industry experience but no formal undergraduate qualification may still qualify for the postgraduate level program.

For further details about the Professional Certificate in Automotive Dealer Management, please contact Maureen Jongsma of Sewells on +613 9830 2466 or maureen@sewells.com.au



A blended model of distance and face to face education

The School of Enterprise enjoys the ability to customise award courses for different clients, but also thrives on the capacity to partner with other organisations to better benefit the customer. Our Graduate Certificate in Project Management is an example of how the School of Enterprise, with Chifley Business School, created a blended model of distance and intensive face-to-face learning to specifically meet the needs of Roche Mining.

The Graduate Certificate in Project Management incorporates work-place related learning with leading edge project management theory, and is taught at Masters level.

The course delivers the core project management body of knowledge using two of Chifley Business

Schools MBA subjects, while the other two subjects address the project management techniques in an organisational setting, commonly that of leadership and management and human behaviour are taken from our Master of Enterprise course.

The School of Enterprise currently runs three parallel programs for Roche Mining which are delivered in Queensland and attract participants from around Australia.

To discuss your customised inhouse training needs, please contact Louise Dunn on +613 9810 3189 or l.dunn@soe.unimelb.edu.au