



## Centre for Scholarship and Research Update

February 2022

The **Centre for Scholarship and Research** (based at the UBSS Melbourne CBD Campus) established in 2021 to assist with the further development of the culture of scholarship across UBSS and GCA. The charter is –

- Provide **monthly updates** on scholarship and research activity at UBSS and GCA – the January 2022 update is available at - <https://www.ubss.edu.au/media/3643/csr-update-january-2022.pdf>
- Provide **regular input** on scholarship and research activity for daily bulletin, weekly bulletin and message from the dean publications;
- **Biannually harvest scholarship activity** using the Boyer template *customized by Professor Whateley* for UBSS use – the most recent version (2021) published in January 2022 is available at - <https://www.ubss.edu.au/media/3611/capturing-scholarship-at-ubss-2021.pdf>
- **Monitor the scholarship commitment** made to TEQSA in 2021/2022;
- Provide the **leadership and encouragement** for UBSS staff to publish regularly as well as fulfil the other elements of scholarship agreed to.

Our commitment as per dot point #1 is to provide a monthly summary of UBSS/GCA scholarship activity (29 entries this month) in this important domain –

Scholars	February Hits
Ian BOFINGER, FCSR	2
Ashok CHANDA	1
Bruce EVERETT	1
Angus HOOKE, FCSR	1
Om HUVANANDANA	1
Cyril JANKOFF, FCSR	4
Fabian LIM	1
Jim MIENCZAKOWSKI FCSR	1
Alan MANLY	1
Irene MENDOZA	1
Tom O'CONNOR FCSR	1
Ailsa PAGE FCFE	1
Stephen PARKER FCFE	1
Art PHILLIPS, FCFE	2
Jamie RIGG, FCFE	1
Eugene SEOW	1
Wayne SMITHSON	1
Greg WHATELEY, FCSR	10
Andy WONG, FCSR	1
Richard XI	1
<b>Total hits in February 2022</b>	<b>34</b>

This has been another excellent month of activity.

1.

Congratulations to **Gus** and **Greg** on the recent *CSR Update January 2022* (31.01.2022) –



The **January** scholarly activities have been captured in the following table –

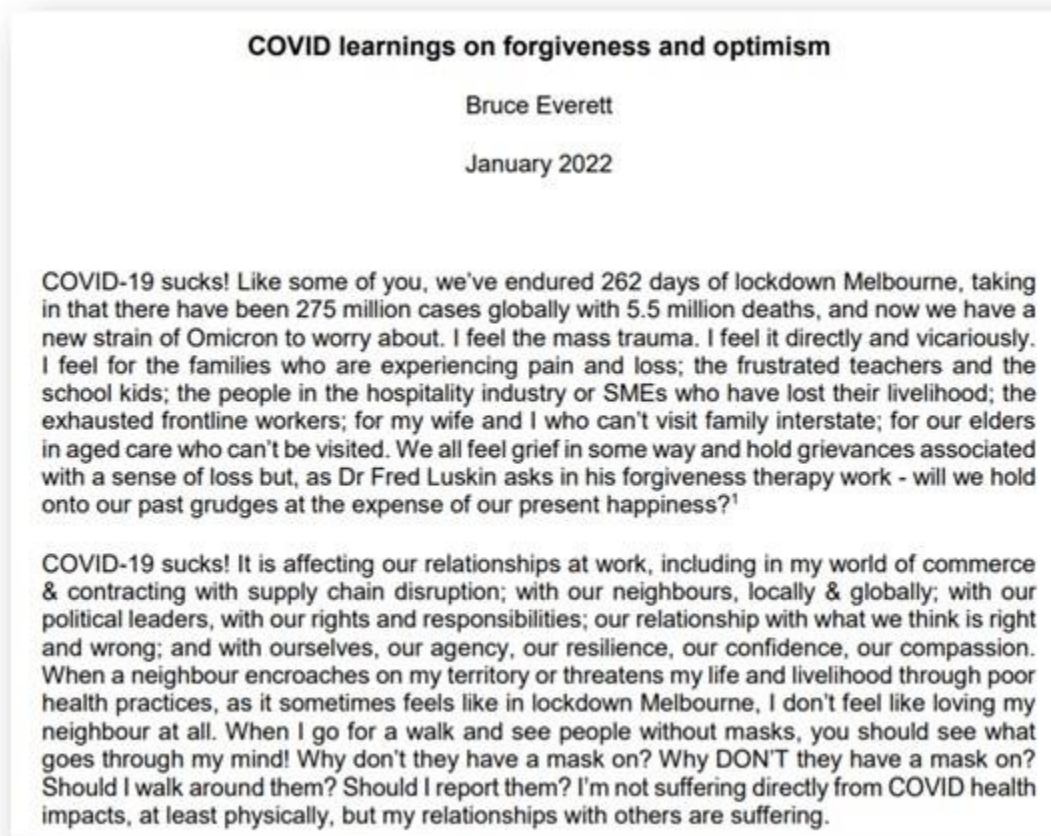
Scholars	January Hits
Daniel BENDEL, FCFE	1
John EDWARDS	1
Angus HOOKE, FCSR	1
Cyril JANKOFF, FCSR	5
Anurag KANWAR, FCSR	2
Dimitri KOPANAKIS	1
Shawn Kok	1
Alan MANLY	1
Paul NICOLAOU	1
Tom O'CONNOR FCSR	1
Stephen PARKER	1
Art PHILLIPS, FCFE	2
Andrew WEST, FCSR	1
Greg WHATELEY, FCSR	15
Lauren WHATELEY	1
<b>Total hits in January 2022</b>	<b>35</b>

The full report is available at - <https://www.ubss.edu.au/media/3643/csr-update-january-2022.pdf>

**January** is usually a quiet month for scholarly activity across the Sector – but not so for GCA/UBSS staffers. Well done all involved.

2.

Congratulations to **Bruce Everett** on his recent article (31.01.2022) – **COVID learnings on forgiveness and optimism**



The full paper is available at – <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

This is the thirteenth article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

3.

Congratulations to **Greg** on his recent X 4MBA TV segments (31.01.2022) centred around summarising the content of another four MBA subjects.



What is **Economics** - Professor G MBA TV

<https://www.youtube.com/watch?v=5wAUfdAAzhU>

What is **Accounting Systems and Processes** - Professor G MBA TV

<https://www.youtube.com/watch?v=DsCs75PCL7w>

What is **Financial Management** - Professor G MBA TV

<https://www.youtube.com/watch?v=sghVUhuDoW4>

What is **Business Law** - Professor G MBA TV

<https://www.youtube.com/watch?v=dHjnVvYeZrk>

This now provides an introduction to the eight CORE subjects at UBSS – and for that matter other institutions who teach similar subjects.

The first four are available at –

**Organisational Behaviour** - <https://www.youtube.com/watch?v=v65i0lZXWso>

**Management Attributes and Skills** - <https://www.youtube.com/watch?v=RJ3uScLnKWI>

**Project Management** – <https://www.youtube.com/watch?v=bzHjzn3ClgM>

**Corporate Strategy** - <https://www.youtube.com/watch?v=3FHjFez3wfE>

In character – professor g – attempts to highlight the value and application of each subject. The series is produced by **James Manly**.






4.

Thank you and congratulations to **Assistant Professor Stephen Parker** (*Smart Questions*) for his work over the Christmas break uploading our ISBN numbers and metadata for our CFE/CSR publications to the central databases that bookstores and online retailers use to look up available books.

All five of our current UBSS books are now publicly available. Simply type the book name or ISBN into a search engine and you will see various purchase options.

**Amazon AU** for instance –

Shopping Cart
Deselect all items

		Price
<input checked="" type="checkbox"/> 	What can we learn from everyday successful Australian entrepreneurs? (2) by Cyril Jankoff Hardcover Usually dispatched within 2 to 4 weeks. <input checked="" type="checkbox"/> This will be a gift Learn more Qty: 2 <input type="button" value="Delete"/> <input type="button" value="Save for later"/>	\$53.78
<input checked="" type="checkbox"/> 	Exploring a new era - hybrid, blended and online learning (1) by Greg Whateley Hardcover Usually dispatched within 2 to 4 weeks. <input checked="" type="checkbox"/> This will be a gift Learn more Qty: 2 <input type="button" value="Delete"/> <input type="button" value="Save for later"/>	\$47.12
<input checked="" type="checkbox"/> 	Transitioning to Online Learning During COVID-19: Reflections by Practitioners (1) by Angus Hooke Hardcover Usually dispatched within 1 to 2 months. <input checked="" type="checkbox"/> This will be a gift Learn more Qty: 2 <input type="button" value="Delete"/> <input type="button" value="Save for later"/>	\$47.12
<input checked="" type="checkbox"/> 	Business War Stories from the Trenches - Battles Relating to Starting, Operating and Ending a Business (1) by Cyril Jankoff Paperback Usually dispatched within 1 to 2 months. <input checked="" type="checkbox"/> This will be a gift Learn more Qty: 2 <input type="button" value="Delete"/> <input type="button" value="Save for later"/>	\$48.11
<input checked="" type="checkbox"/> 	Updating and Enhancing Course Content, Course Delivery, and Academic Management (2) by Angus Hooke Hardcover Usually dispatched within 2 to 4 weeks. <input checked="" type="checkbox"/> This will be a gift Learn more Qty: 2 <input type="button" value="Delete"/> <input type="button" value="Save for later"/>	\$48.12
Subtotal (10 items):		\$488.50

A closer look at **Amazon (AU)**. As you can see the delivery from Amazon AU is 2+ weeks. However, you can select on the Amazon AU site to have delivery from Amazon US which has them in stock for immediate delivery, but at a slightly higher price.





**Exploring a new era - hybrid, blended and online learning (1)**  
Hardcover – 27 October 2021  
by Greg Whateley (Author), Andrew West (Author), Ashok Chanda (Author)

See all formats and editions

**Hardcover**  
**\$66.43**  
4 New from \$47.12

This book contains the personal stories of management, marketing, administration, and academic staff as they made the forced move from face-to-face to online delivery due to COVID-19, how they view the new delivery mode about 18 months later, and how they believe that education delivery can and should change in the coming years. It is essential reading for all persons working in the higher education industry or just interested in how we can continue to provide quality education to domestic and overseas students in this rapidly changing world. (Professor Angus Hooke)

ISBN-10	ISBN-13	Publisher	Publication date	Language	Dimensions
1907453318	978-1907453311	Smart Questions	27 October 2021	English	15.6 x 0.97 x 23.39 cm

See all 2 images

**Buy new:** **\$66.43**

Select delivery location

\$4.90 delivery  
**In stock.**

US imports may differ from local products. Additional terms apply.  
[Learn More.](#)

Quantity: 1

**Add to Cart**

**Buy Now**

Secure transaction

Ships from Amazon US  
Sold by Amazon US

**amazon prime**  
Enjoy expedited, FREE delivery with no minimum purchase

Also available at other online retailers e.g. **Barnes and Noble** (if in the US) –


**BARNES & NOBLE**

All Search by Title, Author, Keyword or ISBN

Books Fiction Nonfiction eBooks & NOOK Teens & YA Kids Toys & Games Stationery & Gifts Music & Movies

**all in Love with Books** Relationship status: just buying a ton of books. SHOP VALENTINE

Home > Books



**Exploring a new era - hybrid, blended and online learning**  
by Greg Whateley, Andrew West, Ashok Chanda

★★★★★ (0)

Hardcover  
**\$35.99**

Ship This Item – Qualifies for Free Shipping

Buy Online, Pick up in Store  
Check Availability at Nearby Stores

**ADD TO CART** Sign in to Purchase Instantly

Choose Expedited Shipping at checkout for delivery by **Thursday, February 3**

Add to Wishlist

This profile and acknowledgement is an important part of our scholarship effort – and we are very grateful to Stephen for his efforts.

5.

Congratulations to **Art** on his recent international success. Music from his production music library catalogue - 101 Music Pty Ltd® - has been used as part of the soundtrack on:

**Celebrating Betty White: America's Golden Girl** (01.02.2022).

NBC (USA) presented **Celebrating Betty White: America's Golden Girl**, an hour-long primetime special commemorating the life and legacy of one of pop culture's most beloved entertainers.

A collection of stories, clips, and never-before-seen footage that highlights the late actor's impeccable comedic timing, tonight's special features appearances by President Joe Biden, Drew Barrymore, Cher, Bryan Cranston, Ted Danson, Jimmy Fallon, Tina Fey, Goldie Hawn, Anthony Mackie, Joel McHale, Tracy Morgan, Jean Smart, and many more.

Art extends his thanks to his hard-working US sub-publisher - Spirit Production Music - for making this happen.

For more information see - <https://thestreamable.com/news/how-to-watch-celebrating-betty-white-america-s-golden-girl-special-premiere-for-free-on-roku-apple-tv-fire-tv-and-mobile?fbclid=IwAR0fcAbZ1k8vrxfdV8Y0t4mGg8WvKnFYVNQMxLix-1tbSu-sH5ChLb-EG7o>



6.

Congratulations to **Eugene Seow** on his recent article (04.02.2022) – **Music on screen – reflections on livestreamed concerts** -

### **Music on screen – reflections on livestreamed concerts**

Eugene Seow

January 2022

"You need to pivot," they said. "Embrace the new normal; that's how life is going to be from now on". A familiar trope directed towards artists from governments around the globe, what is more sinister may be what is left unsaid. Perhaps they imply the following: we don't value your craft, we don't have the time or headspace to help you, and you're on your own. While that may be a slightly harsh way to interpret the struggling legislations of the world when faced with the continuing onslaught of the COVID-19 pandemic, it may not be that far off from the truth. Despite the generous reliefs granted to other entertainment industry sectors, the lack of parliamentary support for nightclubs in Britain (Mizierska & Rigg, 2021) is all but proof of the lack of support from the powers that be.

As a musician with roots in session work, COVID-19 has destroyed my former career. In particularly conservative countries with authorities that choose to err on the side of caution, practically everything else is allowed to happen before live music. I have witnessed firsthand the breakdown of former colleagues who are too deeply entrenched into the persona of a gigging musician. Most of them have known only this lifestyle and career for decades. As a result, many of those waiting for the return of music have no other income generation alternative besides low-paying odd jobs. This fact exists in parallel to the discovery made by Mizierska and Rigg (2021) of how many night-scene professionals went through the "five stages of grief, beginning with denial, namely insisting that the situation was not serious and would not last for long" (Mizierska & Rigg, 2021, p. 77). Other musicians have pivoted away from not only performing but also music completely. Many cite money as a reason, but further conversation and commiseration reveal their loss of faith in the government. Ironically, this is the very government that should promise a more prosperous, enriching life. Simply put, the poor handling by legislation has caused the disillusionment of many artists with unlimited potential. This is undoubtedly an incredible pity.

Those who continue to struggle have turned to one of the only other possibilities to keep the music alive: livestreaming. Musicians converted bedrooms and living spaces into camera-friendly areas with drapes, lights, and other peripherals. Using their craft to wage war on the pandemic in the only way they knew how to, songbirds crooned, guitarists shredded, and, indeed, everybody poured out their hearts and souls. Though novel and a refreshing change from the coerced silence of the evening streets, these endeavours would quickly find themselves facing unprecedented obstacles and creating a host of new issues for consideration.

The full paper is available at – <https://www.ubss.edu.au/media/3677/music-on-screen.pdf>



**Eugene Seow** is currently Academic Manager, Hitmaker Global Academy – Singapore. HGA is an affiliate of UBSS via the Musicum20 network initiative.

This is the fourteenth article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

Everett - <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

7.

Congratulations to **Ailsa Page** on her recent article (08.02.2022) – **What always was and always will be** -

### **What always was and always will be**

Ailsa Page

February 2022

Gaining wisdom and insight is one of the best things about getting older. The ability to be able to make better decisions based on experience and gain understanding through hindsight is rewarding. I am hoping that in a couple of years we will all look back at these pandemic years and smugly reflect on our insights. In observing my world of business and marketing there are many things I see have changed - but have they changed forever? Or will they in fact, realign back to how things always were? How it looks today may not be the way it always will be. We just need to wait for the dust to settle to get the true picture. In these uncertain times it is hard to identify the dust in the first place and then secondly to see if it has in fact settled. Ah well! Hindsight again will be our answer. Since we can't predict the future let's explore in the meantime how things look today.

As a business owner for over 20 years you start to see patterns emerge. Patterns in the way your business operates, patterns in market behaviour and patterns in your behaviour as a business owner. One thing for certain that did change in the last couple of years, was the lack of these predictable patterns. Things that once were guaranteed in business suddenly weren't. Planning that enabled predictable results no longer was a sure bet.

The full article is available at - <https://www.ubss.edu.au/media/3678/what-always-was-and-what-always-will-be.pdf>

**Ailsa** is a Fellow of the *UBSS Centre for Entrepreneurship*

This is the fifteenth article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

Everett - <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

Seow - <https://www.ubss.edu.au/media/3677/music-on-screen.pdf>

8.

Congratulations to **EDM Team** on the recent entry in MBA News (07.02.2022) – **UBSS Launches MBA Bursary Program To Power Pandemic Recovery**



**Doug Estwick** has written a short piece around our recent press release relating to the bursary program for the executive mode delivery MBA.



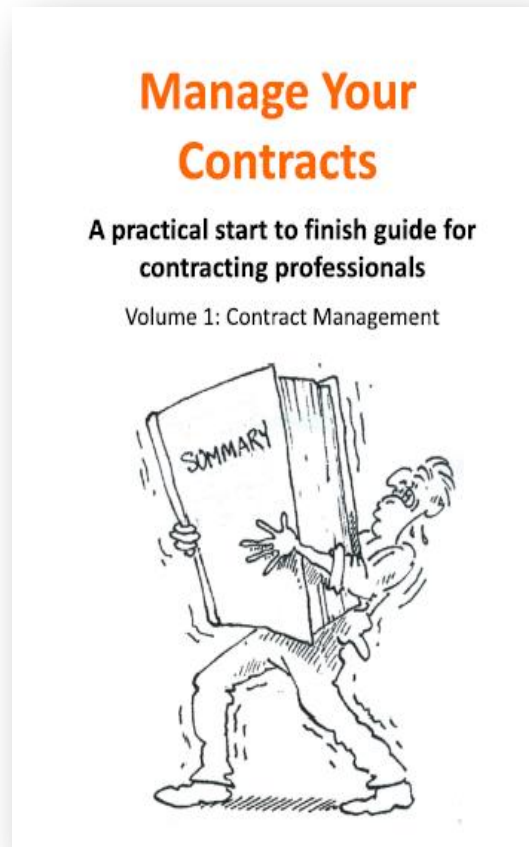
The full article can be viewed at - <https://www.mbanews.com.au/ubss-launches-mba-bursary-program-to-power-pandemic-recovery/>

We are hoping to see growth in this domestic product. We have already seen significant number growth in Study Peirod 1 with 20 students – out dream is 100 by the end of 2022. A special thank you to **Charlotte, Cyril, Andy, Wayne, Ashok and Emma** for their considerable effort over the break.



9.

Congratulations to **Cyril** on his recent book (07.02.2022) – **Manage Your Contracts – A practical start to finish guide for contracting professionals** – Volume 1: Contract Management (Fifth Edition) ISBN 1 86493 048 9 -



This is a 312 page publication filled with sage advice and strategy. It is *Volume 1* in a series of books providing a practical start to finish guide for contracting professionals on how to better manage contracts and improve their organisation's supply chain relationships. It is aimed at both buyers and sellers and follows the procurement process from start to finish and considers the process from the viewpoint of both the buyer and the seller.

The volumes in the series **Manage Your Contracts** are -

- Volume 1: Key contract management issues (this volume);
- Volume 2: Key legal issues;
- Volume 3: Key financial issues;
- Volume 4: Key risk management tools (with a focus on legal risks).





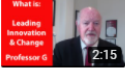



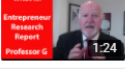







The author is **Dr Cyril Jankoff**, *The Risk Doctor*. He is a business improvement consultant, speaker, lecturer, mentor and author who assists organisations in improving enterprise-

wide contracting processes and in developing the commercial acumen of their managers and staff. He holds current practising certificates as a solicitor and as a CPA accountant.

**Cyril** is an Associate Professor at UBSS and a Fellow of the Centre for Scholarship and Research.

10.

Congratulations to **Greg** on his recent 8 MBA TV segments (08.02.2022) that focus on the eight subjects within the UBSS MBA Entrepreneur Stream –

<input type="checkbox"/>	Video	Visibility	Restrictions	Date ↓
<input type="checkbox"/>	 What is Marketing New Products - Professor G MBA TV MKT002 Marketing New Products The subject investigates and focuses on the collection, analysis and interpretation of data in terms of problem solvin...	 Public	None	Feb 8, 2022 Published
<input type="checkbox"/>	 What is Brand Development - Professor G MBA TV MKT 001 Brand Development Brand Development will enhance problem solving, decision making and strategic abilities in developing and managing...	 Public	None	Feb 8, 2022 Published
<input type="checkbox"/>	 What is Leading Innovation and Change- Professor G MBA TV MHR002 Leading Innovation and Change "Intrapreneurship" (corporate entrepreneurship) is entrepreneurship within an existing organisation and is...	 Public	None	Feb 8, 2022 Published
<input type="checkbox"/>	 What is Managing Workplace Relations - Professor G MBA TV MHR001 Managing Workplace Relations The area of Workplace Relations is broad but is meant to generally cover how managers and employees interac...	 Public	None	Feb 8, 2022 Published
<input type="checkbox"/>	 What is Entrepreneur Research Report - Professor G MBA TV MCR012A Entrepreneur Research Report A vital element in guiding a business is being able to provide a clear business vision that is inspiring an...	 Public	None	Feb 8, 2022 Published
<input type="checkbox"/>	 What is Strategic Business Simulation - Professor G MBA TV MCR011 Strategic Business Simulation This subject focusses students on developing specific strategies for organisations and implementing them on ...	 Public	None	Feb 7, 2022 Published
<input type="checkbox"/>	 What is Innovation and Commercialisation - Professor G MBA TV MCR010 Innovation and Commercialisation The purpose of this subject is to provide students with an understanding of the process that an entrepreneur...	 Public	None	Feb 7, 2022 Published
<input type="checkbox"/>	 What is Clients and Markets - Professor G MBA TV MCR005 Clients and Markets This subject reiterates the importance of clients and markets to any business. It covers the fundamental theories,...	 Public	None	Feb 7, 2022 Published

The recordings are based on the subject outlines/overviews and provide the viewer with a short introduction to each subject.

To view the recordings go to –

What is **Clients and Markets** – Professor G MBA TV -  
<https://www.youtube.com/watch?v=Dv5DWtaceE4>

What is **Innovation and Commercialisation** - Professor G MBA TV -  
<https://www.youtube.com/watch?v=VHjrJutx9CM>

What is **Strategic Business Simulation** – Professor G MBA TV -  
<https://www.youtube.com/watch?v=iDIduZrHIY>

What is **Entrepreneur Research Report** - Professor G MBA TV -  
<https://www.youtube.com/watch?v=jkIp4LBWQFo&feature=youtu.be>

What is **Managing Workplace Relations** - Professor G MBA TV -  
<https://www.youtube.com/watch?v=70A1f6QM5M0>

What is **Leading Innovation and Change** - Professor G MBA TV -  
<https://www.youtube.com/watch?v=qVOnWSi2zGo>

What is **Brand Development** - Professor G MBA TV -  
<https://www.youtube.com/watch?v=iWdjGyoBdQs>

What is **Marketing New Products** - Professor G MBA TV -  
<https://www.youtube.com/watch?v=1BGVh55UgLY>

All professor G MBA TV segments are produced by **James Manly**

11.

Congratulations to **Jim and Greg** on their recent article in *Campus Review* (09.02.2022) -

# CAMPUS REVIEW

The article is titled – **The rise and rise of private higher education providers**

Home | Opinion | The rise and rise of private higher education providers – opinion



## The rise and rise of private higher education providers – opinion

By: Jim Mienczakowski and Greg Whateley in Opinion, Policy & Reform, Top Stories February 9, 2022 0

Over two decades ago a new breed of private provider began to emerge in the higher education sector.

The full article is available at - [https://www.campusreview.com.au/2022/02/the-rise-and-rise-of-private-higher-education-providers-opinion/?utm\\_medium=email&utm\\_campaign=CR-BN-Email---09-Feb-2022&utm\\_content=The+rise+and+rise+of+private+higher+education+providers+-+opinion%2A3%2AOP%2APR&utm\\_source=apneducationalmedia.writemsg.com](https://www.campusreview.com.au/2022/02/the-rise-and-rise-of-private-higher-education-providers-opinion/?utm_medium=email&utm_campaign=CR-BN-Email---09-Feb-2022&utm_content=The+rise+and+rise+of+private+higher+education+providers+-+opinion%2A3%2AOP%2APR&utm_source=apneducationalmedia.writemsg.com)

12.

Congratulations to **Greg** on his recent blog (09.02.2022) – **What are the components of the UBSS MBA CORE program?**

09 Feb 2022



Share

f

in

## What are the components of the UBSS MBA CORE program?

Accounting Stream (8 subjects) or the IT/Cyber Stream (8 subjects).

To satisfy the requirements of the award students must complete 16 subjects (CORE + A STREAM).

The CORE program has been designed (and nationally accredited) to ensure that all students have the fundamental skills to take on management and leadership roles. The subjects include –

**Postgraduate Brochure 2022**

Let's look at each subject in turn –

The full article is available at - <https://www.ubss.edu.au/article/what-are-the-components-of-the-ubss-mba-core-program/>


This article integrates the MBA TV segments previously recorded and the MBA brochure available on the website – a very useful product for new and potential students at UBSS wanting to know more about the CORE subjects.

13.

Congratulations to **Cyril** on delivering another successful EMD MBA subject in Melbourne – **MCR007 Project Management**. Trialing a new venue – *The Victoria Hotel* (just around the corner from the UBSS Melbourne CBD Campus) – the three day program was well received by all involved. The delivery was over three days (Friday – Sunday, February 11-13) preceded by three online weekly briefing sessions (the current delivery model).



**Project Management** is one of the eight CORE subjects that ALL students must complete to take out the award –

Core Subjects (8) – All Students		
Subject Code	Subject Name	Credit Points
MCR002	Organisational Behaviour	
MCR003	Management Attributes and Skills	
MCR007	Project Management	
MCR008	Corporate Strategy	
MCR001	Economics	
MCR004A	Accounting Systems and Processes	
MCR006	Financial Management	
MCR009	Business Law	

On Sunday, February 13 a guest presenter – **Irene Mendoza** – provided a sensational overview of a large international project and how it was managed – the case in point was the *Dubai International Airport Project* – in which she held a senior role for a number of years.





Irene's presentation captured the key elements of project management including – cultural issues; risk management and mitigation; environmental factors; time lines; and commitment.

The project she focused on was the building of the Dubai International Airport –

DUBAI INTERNATIONAL AIRPORT	
Terminal 1	1997 (Phase 1)
Terminal 2	1998 (Phase 1) 2000+ (Concourse 1) 2003-2004 (Phase 2)
Terminal 3	2000+ (Phase 1) 2003+ (Phase 2)
Quick Transfer Cargo Facility	2003 (Gulf War – Iraq invasion)
Cargo Terminal	1991+






The presentation was an amazing insight into a complex international project in which she played a major role.

The next delivery within the EDM MBA program is scheduled for February 18,19 and 20 in Adelaide with the subject **MCR002 Organisational Behaviour** (with Cyril, supported by Ashok).



14.

Congratulations to **Fabian Lim** on his recent article (14.02.2022) – **Musings on Music, Musicians, and the Metaverse** -

### **Musings on Music, Musicians, and the Metaverse**

Fabian Lin

February 2022

Popping my favourite music compact disc (CD) into the player, the CD starts to skip, making intermittent deafening moments of silence. Finding a local repair technician specializing in CD player rebuilding was a surmountable task. Replacing it is challenging because consumer electronic stores have ceased selling CD players since CD stores have all but disappeared from the face of the island state of Singapore (although a single That CD store at the Shoppes at Marina Bay Sands still hangs on to this last vestiges of a digital dinosaur medium for sale). The gradual disappearance of music CDs with other compact disc formats for media and data storage is evident in music consumerism's decline using this type of digital media. As a result, selling one's creative musical output through sales of CDs has gradually disappeared in the last decade.

The full article is available at - <https://www.ubss.edu.au/media/3699/musings-on-music-musicians-and-the-metaverse.pdf>

This is the sixteenth article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

Everett - <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

Seow - <https://www.ubss.edu.au/media/3677/music-on-screen.pdf>

Page - <https://www.ubss.edu.au/media/3678/what-always-was-and-what-always-will-be.pdf>

15.

Congratulations to **Cyril** on his upcoming national masterclass series (May and June/July) on the topic of **Contract and Commercial Management** across Australia and New Zealand.

**A TWO-DAY MASTERCLASS** **BACK BY POPULAR DEMAND!**

**CM CONTRACT AND COMMERCIAL MANAGEMENT MASTERCLASS**

**IMMERSE YOURSELF IN CONTRACT MANAGEMENT BEST PRACTICE AND STRATEGY TO MITIGATE COMMERCIAL RISK AND IMPROVE OUTCOMES**

A two-day intermediate level masterclass, led by expert Dr Cyril Jankoff, CMA Accredited and Director of The Risk Doctor, who using the contract lifecycle will give delegates a practical and comprehensive understanding of:

- The strategic role contracts play in managing relationships and delivering business outcomes
- How to negotiate and resolve terms and avoid common legal pitfalls in drafting and managing contracts
- Identification of key contracting risks at each stage of the contract lifecycle
- Practical solutions to common legal problems at each stage of the contract lifecycle

**BONUS** Each delegate will be given a copy of the 2021 8th edition of Cyril's 322 page book: *Manage Your Contracts - A practical guide to finish guide for contracting professionals*.

**AUSTRALIA**  
5-6 May Brisbane  
12-13 May Perth  
19-20 May Melbourne  
26-27 May Sydney

**NEW ZEALAND**  
30-31 May Auckland  
1-2 June Wellington

**ONLINE**  
**Session one**  
• Thursday 23 June  
• Friday 24 June  
**Session two**  
• Thursday 30 June  
• Friday 1 July

+61 2 9188 8950 | info@aventedge.com | www.cnmgaventedge.com

**Back by popular demand!**

Immerse yourself in Contract Management best practice and strategy to mitigate commercial risk and improve outcomes

**Australia**  
Brisbane: 5-6th May | Perth: 12-13th May | Melbourne: 19-20th May | Sydney: 26-27th May

**Online**  
Session One: Thursday 23 June 2022 | Friday 24 June 2022  
Session Two: Thursday 30 June 2022 | Friday 1 July 2022

The master class series seeks to equip attendees with -

- The capability to **refine contract management skills** and **move beyond the traditional focus** to a strategic partnership **dedicated to delivering business outcomes**
- **Best-practice techniques** used by global organisations to **improve ROI**, deliverables and **reduce commercial risks**
- Essential skills to focus on the **high-value, strategic and legal** aspects of contract management

### Masterclass Leader



Dr Cyril Jankoff

For more information - [Download](#) the brochure OR find out more [@cnmg.aventedge.com](https://www.cnmgaventedge.com)

16.

Congratulations to **Professor Ian Bofinger** on his recent article (14.02.2022) – **Is 2022 going to be another 'Groundhog' Year?** -

### Is 2022 going to be another 'Groundhog' Year?

Ian Bofinger

February 2022

Finishing the COVID-disrupted examinations in early December 2021, I was feeling grateful that the past 2 years of interrupted studies would be over and a return to normality would happen in 2022. What is considered "normal" for tertiary studies has also changed during the pandemic – and a return to campus doesn't necessarily spell a return to the traditional teaching paradigms of pre-2020. As such we are left to consider the notion of whether things will ever be the same?

After almost two years of phasing in and out of remote online learning, most AMPA students and staff were looking forward to farewelling the notion of the off campus, "Zoom University" and hopeful of a return to face-to-face practical studies on campus and a sense of stability in 2022.

On December 15, 2021, the NSW government chose to phase out all lockdown measures as the State reached a double vaccination rate of 95% of the adult population. *Delta* as well as *Omicron*, a new variant of COVID-19 decimated the state. The NSW government website data shows that COVID-19 infections went from less than 10 cases daily in early December 2021 to over 92,000 daily cases in early January 2022.

In AMPA's case, there was a direct correlation of these figures and the 2022 recruitment data generated from the Customer Management System (OAS). In November 2021, new student information in the OAS, which is monitored daily, indicated that 2022 would see an overall growth of over 25% on 2021 student figures. Staffing plans and capital works initiatives were then designed around this encouraging data.

The full article is available at - <https://www.ubss.edu.au/media/3697/is-2022-going-to-be-another-groundhog-year-.pdf>

This is the seventeenth article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

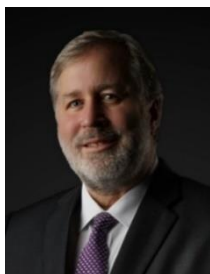
Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

Everett - <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

Seow - <https://www.ubss.edu.au/media/3677/music-on-screen.pdf>

Page - <https://www.ubss.edu.au/media/3678/what-always-was-and-what-always-will-be.pdf>

Lim - <https://www.ubss.edu.au/media/3699/musings-on-music-musicians-and-the-metaverse.pdf>



**Professor Ian Bofinger** is the Executive Dean and CEO of AMPA, the Australian Academy of Music and Performing Arts. Ian is also a Fellow of the UBSS Centre for Scholarship and Research.



Congratulations to **Greg** on his 8 recent MBA TV segments (15.02.2022) which focus on the content of the eight MBA Accounting Stream subjects –

What is **Financial Accounting and Reporting**- Professor G MBA TV

<https://www.youtube.com/watch?v=ehwqxzqaiGg>

What is **Accounting Information Systems** - Professor G MBA TV

<https://www.youtube.com/watch?v=dP5MUY-CEfQ>

What is **Management Accounting** - Professor G MBA TV





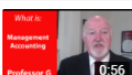

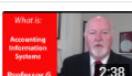



<https://www.youtube.com/watch?v=xQKou0AwjNo>

What is **Quantitative Methods**- Professor G MBA TV

<https://www.youtube.com/watch?v=YeYcl6Jsbnw>

What is **Audit and Assurance** - Professor G MBA TV

[https://www.youtube.com/watch?v=wFtyJQ\\_-0Q4](https://www.youtube.com/watch?v=wFtyJQ_-0Q4)

<input type="checkbox"/>		What is Audit and Assurance - Professor G MBA TV MAC005 Audit and Assurance The subject aims to familiarise the student with some of the key tools used by auditors for collecting and evaluating...	 Public	None	Feb 14, 2022 Published
<input type="checkbox"/>		What is Quantitative Methods- Professor G MBA TV MAC004 Quantitative Methods This subject of study aims to develop students' competency in statistical literacy for decision making in the local...	 Public	None	Feb 14, 2022 Published
<input type="checkbox"/>		What is Management Accounting - Professor G MBA TV MAC003 Management Accounting This subject primarily aims at using accounting/financial information for planning and control purposes. The...	 Public	None	Feb 14, 2022 Published
<input type="checkbox"/>		What is Accounting Information Systems - Professor G MBA TV MAC002 Accounting Information Systems The objective of this subject is to provide students with a broad introduction to accounting information...	 Public	None	Feb 14, 2022 Published
<input type="checkbox"/>		What is Financial Accounting and Reporting- Professor G MBA TV MAC001A Financial Accounting & Reporting This subject is an advanced financial accounting unit with extensive coverage of selected Australian...	 Public	None	Feb 14, 2022 Published

And

What is **Advanced Financial Accounting and Reporting** - Professor G MBA TV

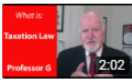





<https://www.youtube.com/watch?v=FITGm8r-kD0>

What is **Strategic Management Accounting**- Professor G MBA TV

[https://www.youtube.com/watch?v=XVUc0\\_O1Sc](https://www.youtube.com/watch?v=XVUc0_O1Sc)

What is **Taxation Law** - Professor G MBA TV

<https://www.youtube.com/watch?v=puM3oiA2iTA>

<input type="checkbox"/>		<p>What is Taxation Law - Professor G MBA TV</p> <p>MAC008 Taxation Law The subject covers the concepts of income taxation and the taxation of capital gains in their underlying historical, social and...</p>	 Public	None	Feb 15, 2022 Published
<input type="checkbox"/>		<p>What is Strategic Management Accounting- Professor G MBA TV</p> <p>MAC007 Strategic Management Accounting The main aim is to ensure that strategic management accountants are able to contribute to the strategic...</p>	 Public	None	Feb 15, 2022 Published
<input type="checkbox"/>		<p>What is Advanced Financial Accounting and Reporting - Professor G M...</p> <p>MAC006 Advanced Financial Accounting. This subject is primarily concerned with the consolidation of financial statements under the relevant Australian...</p>	 Public	None	Feb 15, 2022 Published

All the professor g on MBA TV segments are produced by **James Manly**.

Congratulations to **Adjunct Professor Om Huvanandana** on his recent article (16.02.2022)  
 – **The economy will never be the same again – or will it?** –

### **The economy will never be the same again – or will it?**

Om Huvanandana

February 2022

#### **Introduction**

Countries all over the world are dealing with the novel coronavirus epidemic, including the economic implications of COVID-19 - since 2019. The pandemic has brought with it, not only, a killing virus, but also a stand-still in people's routine daily lives; the need for social distancing; disrupted economic transactions; and anti-political movements against public policy.

All these changes will result in a new order of social behavior, and the objective of this paper is to respond to a question, *Things will never be the same - or will they?*

From a 'birds-eye' view perspective we can respond to the epidemic impact by looking at a major variant of society namely - political, economic, and social change. As is evidenced in the media, all variants are subject to change in one form or the other, not only locally, but also globally.

For example, a policy to close down the transportation system in one country, will stop a movement of goods and services, raw materials, labor and tourists, to other countries. This action will have a significant adverse effect on the national political, economic and social environment of both countries.

Therefore, it is useful to look at the pandemic's impact on, an economic variant, because it instantly and directly affects the people at large, and analyze whether the impact will result in things never being the same again – or will they?

The full article is available at - <https://www.ubss.edu.au/media/3700/the-economy-will-never-be-the-same-or-will-it.pdf>

This is the eighteenth article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

Everett - <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

Seow - <https://www.ubss.edu.au/media/3677/music-on-screen.pdf>

Page - <https://www.ubss.edu.au/media/3678/what-always-was-and-what-always-will-be.pdf>

Lim - <https://www.ubss.edu.au/media/3699/musings-on-music-musicians-and-the-metaverse.pdf>

Bofinger - <https://www.ubss.edu.au/media/3697/is-2022-going-to-be-another-groundhog-year-.pdf>



**Adjunct Professor Om Huvanandana** is a Fellow of the UBSS Centre for Scholarship and Research

Congratulations to **Alan** on the investiture of his OAM today (16.02.2022) at Government House, Sydney by the *Governor General*.



**Alan** was acknowledged, and rightfully so, for his contribution to tertiary education over many years –



It is a proud moment for GCA (and UBSS) and of course the Manly extended family. Certainly a moment to cherish and celebrate in an appropriate way –



A more detailed press release will be available later in the week



Congratulations to **Art** on his latest creative work (14.02.2022) – **Best of Summer** (101 Music Group) released on Valentine's Day.



The recording is accessible at –

[https://music.amazon.com.au/albums/B09SHT73M1?marketplaceId=A15PK738MTQH&musicTerritory=AU&ref=dm\\_sh\\_d1Eqiekb3CfUkMSsAKJLwIXCn&fbclid=IwAR1P\\_DUYaaeFOZMwS0oRSmcLfth-hX\\_7pYTDIwXxgk11bmRARVKGrASPL6I](https://music.amazon.com.au/albums/B09SHT73M1?marketplaceId=A15PK738MTQH&musicTerritory=AU&ref=dm_sh_d1Eqiekb3CfUkMSsAKJLwIXCn&fbclid=IwAR1P_DUYaaeFOZMwS0oRSmcLfth-hX_7pYTDIwXxgk11bmRARVKGrASPL6I)

**101 Music Pty Ltd®** creates original music uniquely designed for powerful storytelling. Quality, value and artistry are our priorities, delivering '**emotional solutions through music**'.

Congratulations to **Wayne** (and team) on his recent success with the alignment exercise associated with the *Bachelor of Accounting* and the *Master of Business Administration* with the **CPA and CA** 2021 accreditation guidelines.

This is no mean feat

The citation reads –

*On behalf of both professional bodies, please find the attached letter outlining the alignment with new 2021 professional accreditation guidelines for Bachelor of Accounting and Master of Business Administration program. More formally -*



There was an enormous amount of work required in the adjustment – this has now been completed and endorsed by the key industry groups.

Congratulations to **Greg** on his recent blog (21.02.2022) – **What subjects are in the Entrepreneurship Stream within the UBSS MBA?**

21 Feb 2022



Share



What subjects are in the  
Entrepreneurship Stream of the  
UBSS MBA?

The full article is available at - <https://www.ubss.edu.au/article/what-subjects-are-in-the-entrepreneurship-stream-of-the-ubss-mba/>

The blog supports the MBA TV series with *professor g* that spells out the contents for all 28 subjects in the UBSS MBA. *Links to the video segments are provided within the blog.*

Congratulations to **Greg** on his recent blog (21.02.22) – **What subjects are in the Accounting Stream of the UBSS MBA?**

21 Feb 2022



Share

f

in

What subjects are in the  
Accounting Stream of the UBSS  
MBA?

The full article is available at - <https://www.ubss.edu.au/article/what-subjects-are-in-the-accounting-stream-of-the-ubss-mba/>



Congratulations to **Cyril** and **Ashok** on a wonderful launch of the *EMD MBA in Adelaide* – the first class F2F component happened on February 18-20



Pictured Associate Professors Cyril Jankoff, L1 and Ashok Chanda, L2.

The program was conducted at *The Mayfair Hotel* in the CBD and subject chosen for the inaugural delivery was **MCR002 Organisational Behaviour**



The facilities were excellent – both from a teaching and catering perspective







The next subject to be delivered in Adelaide is **MCR010 Innovation and Commercialisation**, with the F2F component scheduled for April 22-24

The schedule for the program for 2022 is captured in the following table -

Adelaide	1	Organisational Behaviour	MCR002	24 January	1 February	8 February	15 February	18 February	18 February	19 February	20 February
	2	Innovation and Commercialisation	MCR010	28 March	5 April	12 April	19 April	22 April	22 April	23 April	24 April
	3	Financial Management	MCR006	23 May	31 May	7 June	14 June	17 June	17 June	18 June	19 June
	4	Management Attributes and Skills	MCR003	25 July	2 August	9 August	16 August	19 August	19 August	20 August	21 August
	5	Project Management	MCR007	19 September	26 September	3 October	10 October	14 October	14 October	15 October	16 October
	6	Business Law	MCR009	7 November	15 November	22 November	29 November	2 December	2 December	3 December	4 December

Also available at - <https://www.ubss.edu.au/media/3593/ubss-mba-executive-delivery-academic-calendar-2022.pdf>

Congratulations to **Greg** on his recent 4 X MBA TV segments (22.02.2022) – highlighting the subjects in the IT half stream within the UBSS MBA

<input type="checkbox"/>		<b>What is Information Systems in Practice - Professor G MBA TV</b> MIT104 Information Systems in Practice This is a capstone project subject that will provide students with the opportunity to develop Information...
<input type="checkbox"/>		<b>What is Managing Digital Transformation - Professor G MBA TV</b> MIT103 Managing Digital Transformation This subject examines the important themes and contemporary issues in managing digital...
<input type="checkbox"/>		<b>What is Enterprise Information Management and Security - Professor G ...</b> MIT102 Enterprise information Management and Security Organisations are increasingly relying on business analytics to make strategic decisions using...
<input type="checkbox"/>		<b>What is Business Requirement Analysis - Professor G MBA TV</b> MIT 101 Business Requirement Analysis The subject takes a high-level view of IT development where the focus is on the strategic alignment of IT and...

The four links are available at –

What is Managing Digital Transformation - Professor G MBA TV  
<https://www.youtube.com/watch?v=5iwEmmKdRM4>

What is Information Systems in Practice - Professor G MBA TV  
<https://www.youtube.com/watch?v=4Qz4mKd1Vbo>

What is Business Requirement Analysis - Professor G MBA TV  
<https://www.youtube.com/watch?v=T3utoHhYEuo>

What is Enterprise Information Management and Security - Professor G MBA TV  
<https://www.youtube.com/watch?v=ld0SpcL1qCE>

The segments – produced by **James Manly** – mean we now have an overview for all 32 MBA subjects available at UBSS.



Congratulations to **Richard** on his recent article (23.02.2022) – **Hybrid learning for post COVID-19 – why it matters** –

### Hybrid learning for post COVID-19 – why it matters

Richard Xi

February 2022

#### Introduction

It is unfortunate that the COVID-19 has generated enormous challenges to higher education institutions (HEIs) particularly for those whose revenue heavily rely on international students thanks to the dramatic decline of enrolment numbers due to border closure, various restrictions on international mobility, and the Government's rules and policies in regard to national safety concerns. It is also a challenge to international students with constant changing conditions and an uncertain future to pursuing their dream of gaining an Australian higher education degree. With the newly development of COVID-19 and the Government's initiative of reopening border, it is the time to plan a sustainable learning model that can mostly satisfy international students' needs and help HEIs position to gain the competitive advantages in the global market for the post COVID-19 future. According to various surveys of asking students about their preferences for keeping online or back to face-to-face (F2F) course delivery, most students like to keep current online learning model - which confirms a strong need for a workable and effective hybrid solutions for HEIs to consider in the context of post COVID-19 (Whateley 2021; Miroshnikov 2021).

The full article is available at - <https://www.ubss.edu.au/media/3708/hybrid-learning-for-post-pandemic.pdf>

This is the nineteenth article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

Everett - <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

Seow - <https://www.ubss.edu.au/media/3677/music-on-screen.pdf>

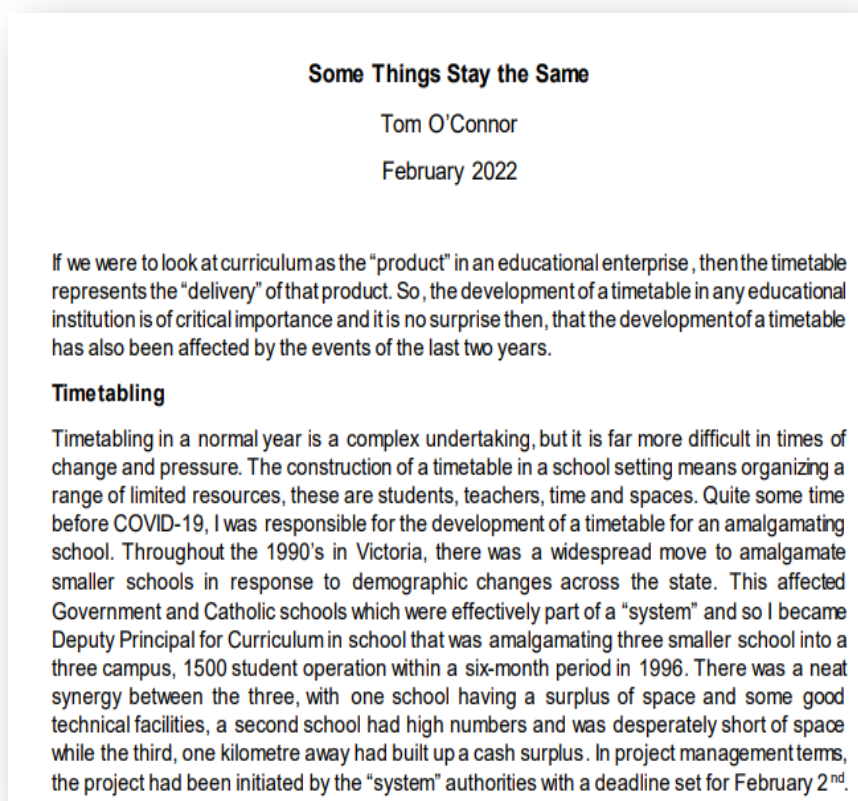
Page - <https://www.ubss.edu.au/media/3678/what-always-was-and-what-always-will-be.pdf>

Lim - <https://www.ubss.edu.au/media/3699/musings-on-music-musicians-and-the-metaverse.pdf>

Bofinger - <https://www.ubss.edu.au/media/3697/is-2022-going-to-be-another-groundhog-year-.pdf>

Huvanandana - <https://www.ubss.edu.au/media/3700/the-economy-will-never-be-the-same-or-will-it.pdf>

Congratulations to **Tom** on his recent article (23.02.2022) – **Some Things Stay the Same** –



The full article is available at - <https://www.ubss.edu.au/media/3709/some-things-stay-the-same.pdf>

This is the twentieth article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

Everett - <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

Seow - <https://www.ubss.edu.au/media/3677/music-on-screen.pdf>

Page - <https://www.ubss.edu.au/media/3678/what-always-was-and-what-always-will-be.pdf>

Lim - <https://www.ubss.edu.au/media/3699/musings-on-music-musicians-and-the-metaverse.pdf>

Bofinger - <https://www.ubss.edu.au/media/3697/is-2022-going-to-be-another-groundhog-year-.pdf>

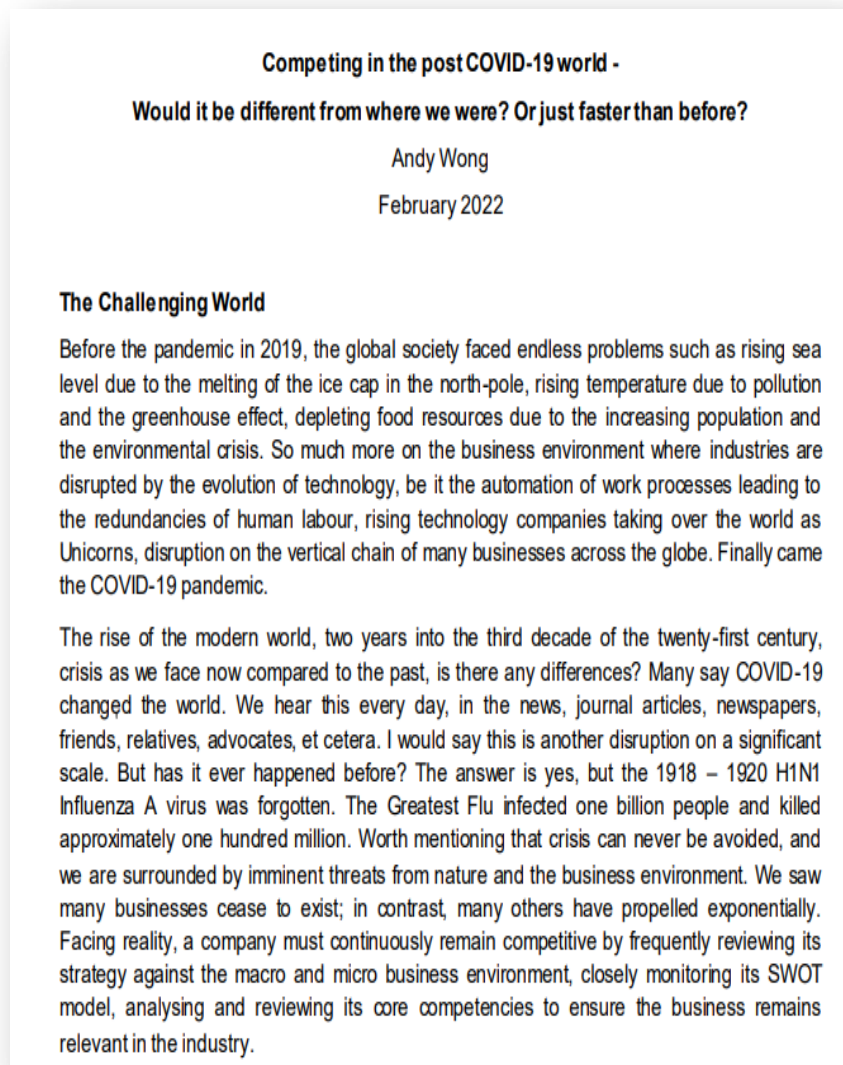
Huvanandana - <https://www.ubss.edu.au/media/3700/the-economy-will-never-be-the-same-or-will-it.pdf>

Xi - <https://www.ubss.edu.au/media/3708/hybrid-learning-for-post-pandemic.pdf>



**Adjunct Professor Tom O'Connor** is currently a Secondary/Higher Education Consultant. He is also a Fellow of the UBSS Centre for Scholarship and Research

Congratulations to **Andy Wong** on his recent article (23.02.2022) – **Competing in the post COVID-19 world – Would it be different from where we were? Or just faster than before?** –



The full article is available at - <https://www.ubss.edu.au/media/3710/competing-in-the-post-covid-world.pdf>

This is the twenty-first article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

Everett - <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

Seow - <https://www.ubss.edu.au/media/3677/music-on-screen.pdf>

Page - <https://www.ubss.edu.au/media/3678/what-always-was-and-what-always-will-be.pdf>

Lim - <https://www.ubss.edu.au/media/3699/musings-on-music-musicians-and-the-metaverse.pdf>

Bofinger - <https://www.ubss.edu.au/media/3697/is-2022-going-to-be-another-groundhog-year-.pdf>



Huvanandana - <https://www.ubss.edu.au/media/3700/the-economy-will-never-be-the-same-or-will-it.pdf>

Xi - <https://www.ubss.edu.au/media/3708/hybrid-learning-for-post-pandemic.pdf>

O'Connor - <https://www.ubss.edu.au/media/3709/some-things-stay-the-same.pdf>



**Andy Wong** - Co-founder and Executive Director of Hitmaker Global Academy, Singapore

He holds an MBA from the University of Manchester UK.

Andy is a Fellow of the UBSS Centre for Scholarship and Research.

Congratulations to **Jamie Rigg and Ian Bofinger** on their recent article (23.02.2022) – **The Recovery of the Live Music Industry –**

**The Recovery of the Live Music Industry –  
An imperative to the Future of Tertiary Music institutions in Australia**

Jamie Rigg and Ian Bofinger

February 2022

The impact of COVID-19 in 2020 and 2021 resulted in disastrous years for the live music industry in Australia. Langford (2021) reported that live music attendance suffered a 67.5% decline nationwide between 2019 and 2020 with just 7.7 million tickets sold in 2020, compared to over 23 million tickets in 2019 which caused the Australian live music industry to lose \$1.4billion in 2020.

The implications of this economic downturn in the sector have impacted on the desire for students to follow their passion into tertiary music studies that may not have the long-term financial security of other university studies. The choice of studying music at a tertiary level has historically been a concern for parents and students alike and the impact of the past 2 years has put further pressure on providers. Some like the James Morrison Academy at Mount Gambier have been forced to close in 2022. If the live music industry fails to recover in 2022, there may be other providers that suffer the same fate.

This paper identifies some of the music industry trends that have emerged since the pandemic lockdown that may change the landscape of the Australian Live Music sector and in turn reinvigorate the tertiary music sector.

The full article is available at - <https://www.ubss.edu.au/media/3713/the-recovery-of-the-live-music-industry.pdf>

This is the *twenty-second* article in a new series of chapters for an upcoming book - Whateley, G., West, A. and Chanda, C. (2022) **Things will never be the same – or will they?**

Other chapters to date include –

Whateley - <https://www.ubss.edu.au/media/3263/things-will-never-be-the-same.pdf>

West - <https://www.ubss.edu.au/media/3336/covid19-the-accelerator-that-evenly-distributed-the-future.pdf>

Chanda - <https://www.ubss.edu.au/media/3276/delivering-change-when-things-are-constantly-changing.pdf>

Kok - <https://www.ubss.edu.au/media/3340/up-against-methodolatry.pdf>

Kanwar - <https://www.ubss.edu.au/media/3341/board-meetings-will-never-be-the-same.pdf>

O'Connor - <https://www.ubss.edu.au/media/3594/things-more-things-change.pdf>

Whateley and Kopanakis - <https://www.ubss.edu.au/media/3608/using-cpd-as-a-means-of-getting-back-in-front.pdf>

Parker - <https://www.ubss.edu.au/media/3612/chapter-8-will-the-great-resignation-accelerate-the-great-outsource-and-the-great-automation.pdf>

Whateley, L - <https://www.ubss.edu.au/media/3634/if-you-can-read-this-youre-too-close.pdf>

Jankoff - <https://www.ubss.edu.au/media/3637/how-covid-has-changed-the-way-i-do-things.pdf>

Bendel - <https://www.ubss.edu.au/media/3639/coping-with-volatility.pdf>

Phillips - <https://www.ubss.edu.au/media/3640/waves-from-the-effects-of-covid-19-on-a-music-business.pdf>

Everett - <https://www.ubss.edu.au/media/3641/covid-learnings-on-forgiveness-and-optimism.pdf>

Seow - <https://www.ubss.edu.au/media/3677/music-on-screen.pdf>

Page - <https://www.ubss.edu.au/media/3678/what-always-was-and-what-always-will-be.pdf>

Lim - <https://www.ubss.edu.au/media/3699/musings-on-music-musicians-and-the-metaverse.pdf>

Bofinger - <https://www.ubss.edu.au/media/3697/is-2022-going-to-be-another-groundhog-year-.pdf>

Huvanandana - <https://www.ubss.edu.au/media/3700/the-economy-will-never-be-the-same-or-will-it.pdf>

Xi - <https://www.ubss.edu.au/media/3708/hybrid-learning-for-post-pandemic.pdf>

O'Connor - <https://www.ubss.edu.au/media/3709/some-things-stay-the-same.pdf>

Wong - <https://www.ubss.edu.au/media/3710/competing-in-the-post-covid-world.pdf>



**Adjunct Professor Jamie Rigg** is an accomplished Musician, Arranger, Producer and Music Educator. He is also a Fellow of the UBSS Centre for Entrepreneurship.



**Professor Ian Bofinger** is the Executive Dean and CEO of AMPA, the Australian Academy of Music and Performing Arts. He is also a Fellow of the UBSS Centre for Scholarship and Research