



## Profile Marcus Stuart Bowles

### Academic Curriculum Vitae October 2019

#### Details

Name: **Marcus Stuart Bowles**

Current job: Director, Institute for Working Futures Pty. Ltd.  
Professor: Tasmanian Institute for Teaching and Learning, University of Tasmania (Adjunct)  
Honorary Professor, Centre for Workforce Futures, Faculty of Business and Economics, Macquarie University  
Professor, Centre for Regional & Rural Futures, School of Engineering and Built Environment, Deakin University (Adjunct)

Current Positions: Chair, Institute for Working Futures Pty Ltd (abn: 22 054 466 769)  
Chair, DeakinCo. Professional Education Centre, Academic Board  
Board member, Engineering Education Australia & The Moreland Group  
Member, Industry Advisory Group, Chartered Accountants ANZ  
Director: Huon Institute Bowles Family Trust Pty Ltd (abn: 79 349 827 985)

DoB: 11 October 1962

Marital Status: Married (with two daughters and a son)

Personal URL: <http://marcbowles.com>

## Referees

### PRIMARY:

#### NATIONAL INDUSTRY RESEARCH & POST-GRADUATE TEACHING & INNOVATION

##### **Professor Daryll Hull**

Head, Centre for Workforce Futures

Faculty of Business and Economics, Macquarie University

M: 0418 942 152 E: [daryll.hull@mq.edu.au](mailto:daryll.hull@mq.edu.au) [dhull@talc.com.au](mailto:dhull@talc.com.au)



<https://www.linkedin.com/in/daryllhull/>

#### INDUSTRY & PROFESSIONAL ENGAGEMENT & PERSONAL CHARACTER

##### **Simon Hann**

A/ CEO

Chartered Accountants Australia and New Zealand

M: 0403 530 489 E: [Simon.Hann@charteredaccountantsanz.com](mailto:Simon.Hann@charteredaccountantsanz.com)



<https://www.linkedin.com/in/simonhann/>

##### **Tony Wilks**

Fmr Group General Manager Industrial Relations

Toll Group

Private

M: 0419 984 059 E: [tonywilksassoc@hotmail.com](mailto:tonywilksassoc@hotmail.com)



<https://www.linkedin.com/in/tony-wilks-407bb511/>

## Personal Details

**Qualifications:** Ph.D. in Public Administration on technology change and innovation; completed at the University of Tasmania and supervised by Professor H. Gelber (University of Tasmania and MIT), examined by Professor R.V. Bruce (Harvard University), Professor D. Fleming (Harvard University/MIT) and Dr R.C. Thompson (ADFA/University of NSW) (commenced 1989 and completed 1991).

M.Ed. on capability-based management development, training and assessment (1996). Supervised by Professor J. Williamson (University of Tasmania).

B.A. (Hons) Second Class Division A (1988) in public sector management and innovation policy systems. Undergraduate completed at the Royal Military College Duntroon, University of Melbourne and University of Tasmania.

**Professional Training:** Certificate IV in Training and Assessment (WPTA 1998/ Cert 4 TAA 2008/ TAE 2015)-Australian Training Management; TAELLN411 Adult LLN – RII-Resources 2015; Diploma of Training and Assessment Systems (1999)-TAFE SA.

**Professional Status:** FIML, FAHRI, FCILTA.

**Personal Contact:** 263 John Lees Drive  
Dilston Launceston Tasmania 7252 Australia  
m. 0412 439 009  
e: [marc@marcbowles.com](mailto:marc@marcbowles.com) w: <http://marcbowles.com>  
e: [mbowles@utas.edu.au](mailto:mbowles@utas.edu.au) e: [marcus.bowles@macquarie.edu.au](mailto:marcus.bowles@macquarie.edu.au)

## Graduate Research Supervision (Current)

Students Supervised (UTAS)	Degree	Supervision	Title
Samrat Ghosh	PhD	Secondary	A Framework for Authentic Assessment that Enhances Academic Performance in Seafarer Training
Martin Crees-Morris (M.Phil)	MPhil/ PhD	Secondary	Effective University Leadership - Attributes, Behaviours, Challenges and Development, Key Predictors of Performance

M.Phil. and doctoral supervision completions: 4 since 2012

## Teaching:

### Higher Education and Vocational Education & Training

Areas of prior teaching and learning expertise. Including design and delivery for both higher education and professional and vocational education.

Unit Higher Education	Sector Delivered	
	H.E.	VET
<i>Transformational leadership</i> <sup>*^</sup>	Yes	Yes
<i>Leadership communication</i> <sup>*^</sup>	Yes	Yes
<i>Adaptive mindsets</i> <sup>*</sup>	Yes	No
<i>Managing people</i> <sup>*</sup>	Yes	Yes
<i>Knowledge Management</i> <sup>*^</sup>	Yes	Yes
<i>Rapid innovation by design</i> <sup>*^</sup>	Yes	Yes
<i>Leading agility and change</i> <sup>*^</sup>	Yes	Yes
<i>Human capability development systems</i> <sup>*</sup>	Yes	Yes
<i>Digital transformation &amp; industry 4.0</i> <sup>*</sup>	Yes	Yes
<i>Strategic Management</i> <sup>*</sup>	Yes	Yes
<i>Future of education and work</i>	Yes	No
<i>Organisational learning</i> <sup>*</sup>	Yes	No
<i>Authentic and professional assessment</i>	Yes	No
<i>Advances in adult education and workplace learning</i>	Yes	No
<i>Business research</i>	Yes	No
<i>Services management</i> <sup>*</sup>	Yes	No
<i>Supply Chain Management</i>	Yes	No
<i>International trade</i> <sup>*</sup>	Yes	No

Units marked with: \* includes course development ^ indicates content licensed by multiple providers

## Career Best Publications

None identified.

## Research

### Summary (collaborative effort to attract funds UTAS 2010-15)

Research Income	Other Funding (Consultancy-Education)
\$3,989,985	\$15,408,000

Institution	Research Team	Initial Year	Duration (Years)	Funding Body/Client	Award Type	Title of Project	Industry Partners	Total Cash \$
UTas	Stephen Cahoon, Hadi Ghadari	2015	0.6	Dept. Of Industry & TasPorts	Research	Feasibility study for a shiplift facility at Bell Bay, Tasmania	Tasmanian Ports Corporation P/L	\$40,550
UTas	Professors J Allison; GA Thomas; SI Kilpatrick; Ms LM Jarvis; JC Olivier; SD Ranmuthugala; M Bowles; and Mr MF Symes; Dr CKH Chin; Dr DS Holloway; Ms DJ Broun.	2014	2	Office for Learning & Teaching: Grant-Innovation and Development Grants Program	Research	Engineering Pathways for Regional Australia	Misc.	\$324,000
UTas	M Bowles; SD Ranmuthugala; Yapa Bundara	2014	0.5	Dept of Industry	Research	Shiplift Feasibility Study	TasPorts, Toll, Svitzer	\$42,208
UTas	Dr M Bowles, T.Boyle, S. Ghosh	2013	0.2	Woodside	Research	Berths Research and AMSA Submission	Challenger Institute of TAFE	\$14,400
UTas	Dr BP Brooks; Dr M Bowles	2012	4	Australasian Marine Pilots Institute: Contract Research	Research	Human Factors Interactions with Marine Pilots Competencies and Performances		\$35,000
UTas	Dr M Bowles	2012	0.4	Innovation and Business Skills Australia; Skills Australia	Research	12-34 Applied Research Fund: NBN Impact Research		\$53,000
UTas	Dr M Bowles	2012	0.5	Innovation and Business Skills Australia; Skills Australia	Research	1205 Digital Literacy Workforce Development Applied Research Project		\$40,200

Institution	Research Team	Initial Year	Duration (Years)	Funding Body/Client	Award Type	Title of Project	Industry Partners	Total Cash \$
UTas	M Bowles, J Weaving; M Marsden	2012	0.4	UTAS, AMC, Australian Training Management	Innovation-Learning Grant	Cloud-based Mobile Assessment	Ascari Systems Jade University (GMY)	\$45,000
UTas	Dr M Bowles, J.Binns; C. Burke	2012	0.6	UTAS, AMC	Innovation-Teaching & Learning Grant	Kitaboo Multi-media eBook		\$8,000
UTas	Dr M Bowles	2012	0.2	Innovation and Business Skills Australia; Skills Australia	Research	Escan 2013 Industry Consultation Facilitator		10,000
UTas	Dr M Bowles F. Corrigan	2011	0.2	SingTel Optus	Research	Optus Digital Futures Capability Framework	Optus Ignite Performance	\$70,000
UTAS-AMC	Dr B Brooks Dr M Bowles	2011	0.3	Enterprise Connect & APM Safety	Research	Accident Prevention Management safety systems & study	APM	\$70,000
UTAS-AMC	Dr M Bowles	2011	0.2	Enterprise Connect & Worklab	Research	Skillsbook, lifelong skills bank	Skillsbook/ Worklab	\$32,627
UTAS-AMC	Dr M Bowles	2011	0.6	Innovation & Business Skills Australia, Skills Australia	Research	Load online and validate eRediness Audit tool	NBNCo, Launceston City Council, Working Futures™, AIIA.	\$20,000
UTAS-AMC	Dr M Bowles	2011	0.5	Enterprise Connect & Phoenix Corp.	Research	Global research & white Paper on the Closed Loop Electronic Medications Management System	SVIDA, Phoenix Corp.	\$56,000
UTAS-AMC	Prof. M. Pourzanjani; Dr M Bowles; Rob Wilson (Warwick)	2011	0.7	Transport & Logistics Skills Council	Research	Workforce planning for the national maritime industry	MUA, ASA, TALC	\$25,000
UTAS-AMC	Dr M Bowles PT Wilson	2011	0.3	Innovation & Business Skills Australia, Skills Australia	Consultancy	Report into data collection and preparedness survey for national workforce planning		\$8,000
UTAS	Dr M Bowles	2011	0.1	Agility Logistics pty. ltd.	Research	Confidential investigation into global best practice in electronic tracking and secure shipment		\$12,000

Institution	Research Team	Initial Year	Duration (Years)	Funding Body/Client	Award Type	Title of Project	Industry Partners	Total Cash \$
UTAS-AMC	Dr M Bowles	2010-2011	0.4	UTAS-AMC	Applied Research	of high value medical product Elevating the readiness of regional businesses and supply chains to adopt broadband infrastructure and intelligent agents	Agent Technology Tasmanian Independent Retailers	\$22,000
UTAS	Dr M Bowles & T. Baker	2010-13	3	CBA	Consultancy	E-learning review project	University of Melbourne; UTS; Working Futures	\$3,000,000
University of Tasmania - NCVET Ltd	Dr M Bowles	2010-11	1	Australian National Training Authority	Consultancy	Research into the national assessor competency standards	University of Melbourne; University of Adelaide; Inst. Working Futures	\$62,000

## Other Income

Institution	Lead	Initial Year	Duration (Years)	Funding Body/Client	Award Type	Title of Project	Industry Partners	Total Cash \$
Deakin	Dr Nick Paterson	2018	2	Lord Mayor's Charitable Foundation	Exploratory Grant	Supporting older people who are disadvantaged with increased access to work through Deakin Professional Credentials	Nil	\$50,000
Deakin	Prof. B. Oliver	2015-2017	3	Deakin University	Institutional Investment in Strategic Research	Professional Capability Standards & Credentials for Future Employability	Misc.	\$5,000,000
UTas	M.Marsden, Dr M Bowles, M.Crees-Morris	2015	1	Skills Tasmania	Industry Skills Funds	Skills Training in Lean Systems & Practices	HaulMax, Productivity Improvers	\$85,000
UTas	M.Marsden, Dr M Bowles, M.Crees-Morris	2014	1.6	Skills Tasmania	Industry Skills Funds	Celer8 Innovation & Leadership Program for Agrifood exporters: Graduate Certificate in Management	Rural Trade Training Centres	\$84,000
UTas	J Weaving, S Hurd, Dr M Bowles, M.Crees-Morris	March, 2014	2	Australian Maritime Safety Authority	Training Funds	Indigenous small boat handling certificates	AMSA	\$2,100,000
UTas	Dr M Bowles, M.Crees-Morris	July, 2014	2	Nat workforce Development Funds	Training Funds	Voc Grad Cert of Management-Learning	Misc.	\$187,000

Institution	Lead	Initial Year	Duration (Years)	Funding Body/Client	Award Type	Title of Project	Industry Partners	Total Cash \$
UTas	J Weaving, S Hurd, Dr M Bowles, M.Crees-Morris	Feb. 2014	1	Australian Maritime Safety Authority	Training Funds	indigenous small boat handling certificates	Nil	\$476,000
UTas	Dr M Bowles, D. Broun, M.Crees-Morris	Feb. 2014	1	Skills Tasmania	Training Funds	Cert. 3 & 4 in Lean for NW Manufacturing Companies	Productivity Improvers, Cradle Coast Authority	\$476,000
UTas	Prof. N Bose; Prof. D Ranmuthugala, Dr M Bowles	Feb. 2013	4	Commonwealth Govt (DIISRTE)	VET Funding	National Infrastructure Funding - Maritime Industry Training. At \$3m p.a. over 4 years.	Misc.	\$12,000,000



## Research Publications

### Summary

Journals Refereed (last decade)	Books & Chapters	Reports, Conference Presentations & Other Publications
30	25	160+

### Journal Article

Bowles, M., Ghosh, S., & Thomas, L. (2020). Future-proofing accounting professionals: Ensuring graduate employability and future readiness. *Journal of Teaching and Learning for Graduate Employability*, 11(1), 2–23. [\[Full Text\]](#)

Bowles, M., Bowes, N., & Wilson, P. (September 2019). Future-proof human capabilities: Raising the future employability of graduates. *International Journal of Business and Social Science*, 10(9), 10-20. [\[Full Text\]](#).

Ghosh, S., Brooks, B., Ranmuthugala, D. & Bowles, M., (forthcoming March 2020). Investigating the correlation between students' perception of authenticity in assessment and their academic achievement in the associated assessment tasks.

Ghosh, S., Brooks, B., Ranmuthugala, D. & Bowles, M., (February 2020). Authentic versus traditional assessment: An empirical study investigating the difference in seafarer student achievement. *Journal of Navigation*, 1-16, doi:10.1017/S0373463319000894. [\[Full Text\]](#)

Ghosh, S., Bowles, M., Ranmuthugala, D. & Brooks, B. (November 2017). Defining authentic assessment towards its achievement and implementation in seafarer education and training. *Australian Journal of Maritime & Ocean Affairs*, 10(1), 1-13. [\[Full Text\]](#)

Ghosh, S., Bowles, M., Ranmuthugala, D. & Brooks, B. (2017). Improving the validity and reliability of authentic assessment in seafarer education and training: a conceptual and practical framework to enhance resulting assessment outcomes. *WMU Journal of Maritime Affairs*, 16(3), 455-472. DOI <http://link.springer.com/article/10.1007/s13437-017-0129-9>. [\[Full Text\]](#)

Bowles, M.S., Harris, J. & Wilson, P.T. (November 2016). Leadership Capabilities for Agile Organisations: Mining Leadership Frameworks Using Latent Dirichlet Allocation. *International Journal of Business and Social Science*, Vol. 7, No. 11; pp. 10-23. [\[Full Text\]](#)

L'Hermitte, C., Brooks, B., Bowles, M. and Tatham, P.H. (16 December 2016). Investigating the strategic antecedents of agility in humanitarian logistics. *Disasters*, DOI <http://dx.doi.org/10.1111/disa.12220>.

L'Hermitte, C., Tatham, P.H., Brooks, B. and Bowles, M. (2016). Supply chain agility in humanitarian protracted operations. *Journal of Humanitarian Logistics and Supply Chain Management*, Vol. 6, No. 2, pp. 173-201. [\[Full Text\]](#)

- L'Hermitte, C., Tatham, P.H., Bowles, M. and Brooks, B. (2016). Developing organisational capabilities to support agility in humanitarian logistics. *Journal of Humanitarian Logistics and Supply Chain Management*, Vol. 6, No. 1, pp. 72-99. Doi: <http://dx.doi.org/10.1108/JHLSCM-02-2015-0006>.
- Ghosh, S., Bowles, M., Ranmuthugala, D. & Brooks, B. (2015). Authentic assessment in seafarer education: using literature review to investigate its validity and reliability through rubrics. *World Maritime University Journal of Maritime Affairs*, 15. DOI 15. 10.1007/s13437-015-0094-0. [\[Full Text\]](#)
- L'Hermitte, C., Bowles, M., Tatham, P.H. and Brooks, B. (2015). An integrated approach to agility in humanitarian logistics. *Journal of Humanitarian Logistics and Supply Chain Management*, Vol. 5, No. 2, pp. 209-33. <http://dx.doi.org/10.1108/JHLSCM-04-2014-0016>. [\[Full Text\]](#)
- L'Hermitte, C., Bowles, M. & Tatham, P. (2014). Classifying logistics-relevant disasters: conceptual model and empirical illustration. *Journal of Humanitarian Logistics and Supply Chain Management*, 4(2), pp.155–178. [\[Full Text\]](#)
- Ghosh, S., Bowles, M., Ranmuthugala, D. & Brooks, B. (2014). Reviewing seafarer assessment methods to determine the need for authentic assessment. *Australian Journal of Maritime & Ocean Affairs*, 6(1), pp. 49-63. doi:10.1080/18366503.2014.888133 ISSN 1836-6503 [\[Full Text\]](#)
- Bowles, M. & Lu, J. (2014). Removing the blinders: A literature review on the potential of nanoscale technologies for the management of supply chains. *Technological Forecasting & Social Change*, 82, pp. 190–198. [\[Full Text\]](#)
- Edathil, S., Ranmuthugala, D., Bowles, M., & Brooks, B. (April 2014). Enhancing Learning of Mathematics in Marine Engineering Across Diverse Students: Impact of Real-Time Formative Feedback. *US-China Education Review A*, 4(4), pp. 252-260. [\[Full Text\]](#)
- Ghosh, S., and Bowles, M., and Ranmuthugala, D. & Brooks, B. (2014). Reviewing seafarer assessment methods to determine the need for authentic assessment. *Australian Journal of Maritime & Ocean Affairs*, 6, (1) pp. 49-63. [Peer Reviewed]
- Bowles, M. & Lu, J. (2013). A Systemic Closed Loop Electronic Medication Management Approach. *Medical Principles and Practices*, 23(2), pp. 34-47.
- Bowles, M. & Lu, J. (2013). How Will Nanotechnology Affect Agricultural Supply Chains. *International Food and Agribusiness Management Review*, 16(2), pp. 21-42.
- Bowles, M. (2013). The critical role of e-skills in raising NBN adoption and Australia's competitiveness in the Digital Economy. *Telecommunications Journal of Australia*. 63 (1), pp. 10.1-10.17,
- Bowles, M. & Lu, J. (2013). Potential Application of Nanotechnology in Agricultural Products Logistics Management. *Journal of Convergence Information Technology*, 8(2), pp. 812-819.

- Bowles, M. (March 2011). So just how many people are employed in the Australian maritime industry?. *Australian Journal of Maritime and Ocean Affairs*, 3(1), 14 pages
- Bowles, M. (April, 2005). Rediscovering the Benefits of E-Learning. *Malaysian Online Journal of Instructional Technology*, Vol. 2(1).
- L'Hermitte, C., Bowles, M. & Tatham, P. (20 June 2013). A new classification model of disasters based on their logistics implications. *Proceedings of the 11th ANZAM Operations, Supply Chain and Services Management Symposium*, Brisbane, Australia, pp. 1-19.
- Ghosh, S and Bowles, M, (January 2013). Management of Berths at Sea for Seafarer Students. *Australian Journal of Maritime and Ocean Affairs*, 5(1), pp. 11-21.  
DOI: 10.1080/18366503.2013.10815726
- Lu, J. & Bowles, M. (2013). How Will Nano-Sensor Technology Affect Logistics Management. *Journal of Convergence Information Technology*, 8(2), pp. 820-828.
- Lu, J. & Bowles, M. (2013). Improving the food safety in supply chain: The value of nanotechnology on a growing problem. *Quality Assurance and Safety of Crops & Foods*, 16(2), pp. 21-42.
- Bowles, M. & Wilson, P. (January-March 2012). The NBN and Australia's race to compete in the digital economy. *Australian Quarterly*, Australian Institute of Policy and Science, pp. 11-19.
- Lloyd, J. & Bowles, M. (Autumn, 2011). Australian seafarer skills shortage requires co-ordinated response. *Shipping Australia*, (Special Reference issue), pp. 170-171.

## Book

- Bowles, M. (January 2011). *Realising the full socio-economic promise of the National Broadband Network in preparing all regions of Australia for participation in the Digital Economy*. Armidale: DE Hub Monograph Series. [ISBN 978-1-921597-29-9]. (Available at <http://tiny.cc/dliqu>)
- Bowles, M. (April 2004). *Relearning to E-learn*. Melbourne: Melbourne University Press. [<http://search.informit.com.au/fullText;dn=017942958534812;res=IELHSS> ISBN: 0522851266, paperback 0 522 85126 4]
- Bowles, M. & Boyd, J. (2001). *Collaborative approaches building learning communities*. Australia: Multiversity [ISBN 1 8715 300 8].
- Falk, I., Bowles, M., Vallenge, K., Balatti, J., Smith, T., Kilpatrick, S. & Cairney, T. (2000). *The Nature of Leadership in Vocational Education and Training*. Centre for Research and Learning in Regional Australia, UTAS. Australia: NCVET. [ISBN 1 74096 133 1]
- Bowles, M. & Graham, C. (February 1994). *Participative Planning*. Department of Finance: Sydney.
- Bowles, M. & Graham, C. (1993). *Service Quality Implementation*. NSW Government: Sydney.
- Bowles, M. & Graham, C. (1992). *Train the Trainer: Self Paced Manual*. CBT workbook and video. Sydney: Andermark.

## e-Books/d-Books

- Bowles, M. (March 2020). *Human Capability Standards Reference Framework: The complete seven level framework*, ISBN: 978-0-9942174-6-2, The Institute for Working Futures: Launceston.
- Bowles, M. (May 2015). *Services Marketing Strategy Toolbox*, Institute for Working Futures: Melbourne. [ISBN-13 978-0-9942174-3-1]
- Bowles, M. (August 2014). *Rapid Innovation and Change Toolbox*, Institute for Working Futures, Melbourne. [ISBN-13 978-0-9942174-0-0]
- Bowles, M. (November 2013). *Planning Mentoring: A Guide*, e-book, Institute for Working Futures: Melbourne. [ISBN-13 978-0-9942174-1-7].
- Bowles, M. (May 2013). *Lead learning strategy implementation*, e-book, Institute for Working Futures: Melbourne. [ISBN-13 978-0-9942174-2-4]
- Bowles, M. & Schoenheimer, H. (October 2007). *Human capability development*. 2<sup>nd</sup> edition, E-Book, Sydney: Andermark Publishing. [ISBN-10: 0646910280].
- Bowles, M. (13 June 2002). *Electronic Commerce Training (Physical and Online) Audit*. Multimedia Victoria: Melbourne, Victoria.

## Chapter in Book/Conference proceedings

- George, R.A., Bowles, M., Nouri, N. & Bhargava, R. (2020). Robot-proof work capabilities, Impact of Emerging Technology on Work. In Donta Harper (ed.) (Forthcoming). *Application of Business Graduate and Business Leader Competency-Models*, IGI Global: New York.
- L'Hermitte, C., Bowles, M., Tatham, P.H. and Brooks, B. (2017). Bridging research and practice in humanitarian logistics: A quick diagnostic tool to assess organisational agility. In Kovács, G., Spens, K. & Moshtari, M. (Eds.), *Palgrave Handbook of Humanitarian Logistics and Supply Chain Management*, Palgrave Macmillan UK: London. pp. 591-626. DOI: 10.1057/978-1-137-59099-2.
- Bowles, M. & Lanyon, S. (September 2016). *Demystifying credentials*, DeakinDigital & Deakin University: Melbourne. [[Full Text](#)]
- Bowles, M., Crees-Morris, M. & Ranmuthugala, D. (October 2015). Maritime Leadership Capabilities: A global leadership framework for maritime leaders. *IAMU 2015 Conference Proceedings*, International Association of Maritime Universities, Opatija, Croatia. [[Refereed Conference Paper](#)]
- Ghosh, S., Bowles, M., Ranmuthugala, D. & Brookes, B. (October 2015). Using authentic assessment to enhance seafarer student engagement and their ability to transfer learning. *IAMU 2015 Conference Proceedings*, International Association of Maritime Universities, Volume 16, Opatija, Croatia, pp.93-98. [[Refereed Conference Paper](#)]
- Ghosh, S., Bowles, M., Ranmuthugala, D. & Brooks, B. (27 - 30 October 2014). On a lookout beyond STCW: Seeking standards and context for the authentic assessment of seafarers,

*Proceedings of the 15th Annual general assembly International Association of Maritime Universities - Innovation in Maritime Education, Training and Research*, Australian Maritime College, Launceston, Tasmania, pp. 77 - 86. ISBN 978-0-9806391-4-8 (2014) [Refereed Conference Paper] [\[Full Text\]](#)

Ruggunan, S., Ghosh, S., & Bowles, M. (27 - 30 October 2014). Reviewing human resources development strategies of merchant navy seafarers in South Africa and Australia. *Proceedings of the 15th Annual general assembly International Association of Maritime Universities - Innovation in Maritime Education, Training and Research*, Australian Maritime College, Launceston, Tasmania, pp. 152-162. ISBN 978-0-9806391-4-8 (2014) [Refereed Conference Paper] [\[Full Text\]](#)

Orlandi, L., Brooke, B. & Bowles, M. (27 - 30 October 2014). The Development of a Shiphandling Assessment Tool (SAT): A Methodology and an Integrated Approach to Assess Manoeuvring Expertise in a Full Mission Bridge Simulator. *Proceedings of the 15th Annual general assembly International Association of Maritime Universities - Innovation in Maritime Education, Training and Research*, Australian Maritime College, Launceston, Tasmania, pp. 131-140. ISBN 978-0-9806391-4-8 [Refereed Conference Paper] [\[Full Text\]](#)

L'Hermitte, C., Bowles, M. & Tatham, P. (20-21 June 2013). A new classification model of disasters based on their logistics implications. *Proceedings of the 11th ANZAM Operations, Supply Chain and Services Management Symposium*, Brisbane, Australia, pp. 1-19. ISBN 978-0-646-90576-1 [Refereed Conference Paper]

Bowles, M. & Lu, J. (January 2013). How will Nano-sensor Technology affect logistics management?. *Journal of Convergence Information Technology*, 8(2), 820-828. DOI/doi : 10.4156/jcit.vol8.issue2.98. [\[Full Text\]](#)

Lu, J. & Bowles, M. (August 27 - 29, 2012). *Review on Nano-sensor Technology in Supply Chain Management*, pp. 409-414. In Kwack, K.D. et al, ICCNT2012: 2012 8th International Conference on Computing and Networking Technology, Gyeongju, Republic of Korea. [Refereed Conference Paper]

Lu, J. & Bowles, M. (August 27 - 29, 2012). *Review on Nanotechnology in Agricultural Products Logistics Management*, pp. 415-420. In Kwack, K.D. et al, ICCNT2012: 2012 8th International Conference on Computing and Networking Technology, Gyeongju, Republic of Korea. [\[Refereed Conference Paper\]](#)

Bowles, M. (20 September 2010). Developing an integrated ICT Competency Framework: Debunking myths to posit a solution. *Proceedings World Computer Congress*, Brisbane. Presentation version available at [http://www.workingfutures.com.au/assets/Monday\\_P3\\_Marcus\\_Bowles\\_V1.04.pdf](http://www.workingfutures.com.au/assets/Monday_P3_Marcus_Bowles_V1.04.pdf).

Bowles, M. (May 2010). The Educational Impact of the National Broadband Network: Skills supply and participation in the digital economy, *Digital Economy and Innovation*. Australian

Computer Society: Creswick, Victoria. Available from the conference web site  
<http://www.acs.org.au/vic/2010conference/index.cfm?page=Presentations>

Bowles, M. (June, 2004). Auditing e-learning organisational readiness, Chapter 2 in, UNITAS *Corporate E-learning Implementation Guide*. Commonwealth Bank of Australia and Unitas Knowledge Centre: Sydney.

Bowles, M. (2001). Measuring bottom line benefits from business participation in learning communities and school to work programs, Chapter 8 in Falk, IH (ed.) *Learning to manage change*. South Australia: NCVET. [0 87397 752 1] [[Full Text](#)]

Bowles, M. (2001). Leadership in Vocational Education and Training, Australian National Training Authority, NCVET, NCVET (ed). South Australia, pp. 1-59. ISBN 1 74096 133 1 [[Other Book Chapter](#)]

### Contracted Report/ Consultant's Report

Bowles, M. & Patterson, N. (25 March 2020). *Program Review: Supporting older people with re-joining the workforce pilot study*, Deakin University & Lord Mayors Charitable Foundation: Melbourne.

Bowles, M. (October 2019). *Human Capability Standards Assessment Guides*, QTAC, Brisbane.

Bowles, M. (15 July 2019). *Human Capability Dictionary*, Release version, QTAC, Brisbane. DOI: 10.13140/RG.2.2.11199.05280. [[Full Text](#)]

Bowles, M. (21 May 2019). *Validation report: QTAC Future Capability Dictionary*, QTAC: Brisbane.

Bowles, M. (15 May 2019). *Chartered Accountants ANZ Capability Model: Validation report*, CA ANZ: Sydney.

Bowles, M. (December 2018). *Future Work 2025: Exposing common myths*, Working Futures and Macquarie University, Sydney. [[Full Text](#)]

Bowles, M. (December 2018). *Future Capabilities: Automation, workforce disruption and quantifying the reskilling task and capability requirements*, Working Futures and Macquarie University, Sydney. [[Full Text](#)]

Bowles, M. (December 2018). *Future Capability Dictionary*, Queensland Tertiary Admissions Centre, Brisbane.

Bowles, M. (22 November 2018). *Future Accountant: Occupational Foresight report*, Chartered Accountants Australian and New Zealand: Sydney.

Bowles, M. (28 November 2018). *The C-able model: A capability dictionary*, Chartered Accountants Australia and New Zealand, Sydney.

Bowles, M. (20 November 2018). *Future Micro-credential model*, Engineers Australia: Sydney.

Bowles, M. (October 2018). *Accountant of the Future*, White Paper, Chartered Accountants Australia and New Zealand, Sydney.



Bowles, M. (August 2018), VeriSkills, Queensland Tertiary Admissions Centre, Brisbane. [[Full Text](#)]

Bowles M. (3 May 2018). *Micro-credentials revisited, Micro-credential Recognition Working Group*, Brisbane. [[Full Text](#)]

Bowles, M. (August 2017). *Future Capabilities Reference Framework, Version 2.0*, Working Futures, Melbourne. [[Full Text](#)]

Bowles, M. (20 October 2017). *Automation: Implications for training packages and national vocational education and training system in Australia*, DeakinCo. & Skills Impact, Melbourne. DOI: 10.13140/RG.2.2.29343.46249 [[Full Text](#)]

Bowles, M. (22 September 2017). *Review of CPA Accounting and Finance Capability Framework (Non-Technical)*, Centre for Leadership Advantage, Melbourne.

Bowles M., Corrigan, F., Stanley, C. & Jones, A. (20 September 2017). *Automation Skills Cross-industry project: Consultation Findings*, DeakinCo. & Skills Impact, Melbourne. [[Full Text](#)]

Bowles, M. & Jones, A. (10 August 2017). *Automation Skills: Background Paper*, DeakinCo. Research Report, Skills Impact, Melbourne. [[Full Text](#)]

Bowles, M. & Lanyon, S. (September 2016). *Demystifying Credentials: Growing Capabilities for the Future*, Launch Presentation, DeakinDigital, Melbourne. [[Register and download](#)]

Bowles, M. (2016). LEAD Credentials, DeakinDigital, Melbourne. [[Available](#)]

Bowles, M. (August 2016). *CPD Review*, Engineers Australia, Canberra.

Bowles, M. (April 2016). *Chartered assessment guide*, Engineers Australia, Canberra.

Bowles, M. (March 2016). *Chartered assessment: Evidence guide*, Engineers Australia, Canberra.

Bowles, M. (February 2016). *Retail Edge Program: Training & Assessment Strategy and Guides*, Woolworths, Brisbane.

Bowles, M. (December 2015). *Final Report: Review of Registered Training Organisation and Retail Edge Program*, Woolworths, Sydney.

Bowles, M. (September 2015). *Leadership and Management Capability Framework Guide. Leadership & Management for the Digital Age*, Working Futures, Melbourne. [[Full Text](#)]

Cahoon, S., Bowles, M., Ghaderi, H. & Mudiyansele, M.Y. (20 April 2015). *Shiplift feasibility study*, Department of Industry, Tasmanian Ports Corporation, Launceston.

Bowles, M. (4 March 2015). *Competency Matrix: Interview Guide*, Macquarie Bank, DeakinPrime, Melbourne.

Bowles, M. (4 November 2014). *Chartered Engineers: Assessment process high level review*, Engineers Australia, DeakinPrime, Melbourne.

- Bowles, M. (12 October 2014). *Professional Capability Standards Assessment Guide*, DeakinDigital, Melbourne.
- Bowles, M. (29 September 2014). *ICT Future Foresight 2014-2015: Australia*, Digital Economy and Regional Futures, University of Tasmania & Australian Computer Society, Hobart.
- Bowles, M. (29 September 2014). *ICT Future Foresight 2014-2015: ICT & State Growth in Tasmania*, Digital Economy and Regional Futures, University of Tasmania & Australian Computer Society, Hobart.
- Bowles, M. (8 October 2014). *Professional Capability Standards*, DeakinDigital, Melbourne.
- Bowles, M. (29 May 2014). *ICT State of the State: Tasmania*, Australian Computer Society, Hobart.
- Bowles, M. (21 January 2014). *Australian ICT Education Marketplace*, Australian Computer Society, Sydney.
- Bowles, M. (2 June 2013). *Organisational Design and Capability Realignment Project Report*, NSW Telecommunications Authority, Sydney.
- Bowles, M. (July 2013). *LOV: The Brilliant Customer Service Development Model*, SingTel Optus, Sydney.
- Bowles, M. (March 2013). *Network Technical Capability Framework and Governance Model*, SingTel Optus, Sydney.
- Bowles, M. (April 2013). *Network Capability Governance Model*, SingTel Optus, Sydney.
- Bowles, M. (26 January 2013). *Transformational Leadership Capability Framework: Performance Assessment Model*, Canterbury District Health Board: Christchurch. (Commercial-in-Confidence)
- Bowles, M. (12 December 2012). [\*Post-NBN Impact on Business Skills\*](#), Applied Research Report, Innovation and Business Skills Australia: Melbourne.
- Bowles, M. (8 December 2012). [\*Digital Literacy and E-skills: Participation in the Digital Economy\*](#), Applied Research Report, DIISRTE & Innovation and Business Skills Australia: Melbourne.
- Bowles, M. (8 August 2012). *Optus Capability Progress Report Stage 1 progress report*, Singtel Optus: Sydney.
- Bowles, M. (8 August 2012). *Network Division Selection and Interview Guide and Job Redesign*, Singtel Optus: Sydney.
- Bowles, M. (8 June 2012). *NBN in the Enterprise: An investigation into the insurance broking and printing industries*, Applied Research Report, Innovation and Business Skills Australia: Melbourne. [Available at <http://tiny.cc/itkdsdw>]



- Bowles, M. & Corrigan, F. (21 May 2012). *Planning Programming and Governance Competence profiles*, Singtel Optus: Sydney.
- Bowles, M. (24 April 2012). Network Division competency and job Profiles, Singtel Optus: Sydney.
- Bowles, M. & Corrigan, F. (30 March 2012). *Future Digital Capability Framework and Competence Dictionary*, Singtel Optus: Sydney.
- Bowles, M. (30 March 2012). *Optus Future Capability Development Guide*, Singtel Optus: Sydney.
- Bowles, M. & Corrigan, F. (30 March 2012). *Future Digital Capability Framework Project Evaluation report*, Singtel Optus: Sydney.
- Bowles, M. (18 January 2012). *Foresighting Optus' Future Digital Capability Framework*, Singtel Optus: Sydney.
- Bowles, M. & Wilson. P. (January 2011). *Public Report: The Impact of the Digital Economy and the National Broadband Network on Skills, Innovation and Business Skills Australia*, Melbourne. [Available at <http://tiny.cc/6sjxy>]
- Bowles, M. & Wilson. P. (21 September 2010). *Investigative Research Report: The Impact of the Digital Economy and the National Broadband Network on Skills, Innovation and Business skills Australia*: Melbourne.
- Bowles, M. (Jan. 2010). *Applied Research Project Telecommunications Industry: Review of occupations, skills demand and the impact of the National Broadband Network*. IBSA: Melbourne. [Available at <http://tiny.cc/fhnuq>]
- Bowles, M. & Wilson. P. (16 December 2009). *Stage 1 Scoping Report into the Review and Research into the ICA05 ICT Training Package*. IBSA: Melbourne. [[In Full](#)]
- Bowles, M. (16 December 2009). *Review of the Digital Games Development: Game Art, Animation and Programming*. DEEWR & IBSA: Melbourne. [[In Full](#)]
- Bowles, M. (March 2009). *Building Effective Transformational Leadership Competency Development in Healthcare*. Canterbury District Health Board: Christchurch. [[Summary](#)]
- Bowles, M. and Wilson, P. (March 2009). *Flexible Packaging of Technology Training Packages: Investigative Research Report into making ICT-related Training Packages more flexible and relevant to young people*. Report to National Quality Council and COAG Joint Steering Committee, Innovation and Business Skills Australia: Melbourne. [[In Full](#)]
- Bowles, M. (5 December 2008). *White Paper on The Knowledge Exchange Testbed 2009: The Leadership and Management Virtual Academy (LAMVA)*. Melbourne: Working Futures.
- Bowles, M. and Wilson P. (February, 2008). *Desktop information gathering, collation and analysis of national industries and occupations*. Innovation and Business Skills Australia (IBSA): Melbourne. [[Download](#)]
- Bowles, M. (July 2007). *Design requirements for a standards-based Transport Integrated Learning & Information Service*. Transport and Logistics Centre: Sydney.

- Bowles, M. (January 2007). *Workforce trends and future needs in the Australian transport and logistics industry*. Transport and Logistics Centre: Sydney.
- Bowles, M. & Wilson P. (February, 2006). *Occupational profiling and audit of education and training market activity in the Australian transport and logistics industry*. Transport and Logistics Centre: Sydney.
- Bowles, M. (April 2004). Using Elearning to Underpin Regional Development, *Issues Paper 12*. Australia: Unitas Company Ltd.
- Bowles, M. (December, 2003). *E-learning Implementation Process Manual*. Melbourne University Publishing & Unitas Consulting. [\[In Full\]](#)
- Foskett, S. & Bowles, M. (July 2003). EduArt and Cambridge University Press: Specialist Applications for the Hitachi Interactive Whiteboard, Unitas Knowledge Centre, *Learning to Elearn Case Study 1*. Hobart, Australia: Unitas Company Ltd. [\[In Full\]](#)
- Bowles, M. & Whitby, R. (July 2003). Development of a Transport Integrated Learning Information Service (TILIS), *Learning to Elearn Case Study 7*. Sydney, Australia: Unitas Company Ltd. [\[In Full\]](#)
- Bowles, M. (July 2003). Byzedium: Building Emotional Capital, *Learning to Elearn Case Study 10*. Hobart, Australia: Unitas Company Ltd. [\[In Full\]](#)
- Bowles, M. (July 2003). Telehealth Tasmania Network, *Learning to Elearn Case Study 12*. Hobart, Australia: Unitas Company Ltd [\[In Full\]](#)
- Bowles, M. (June 2003). *Learning to Elearn Investigative Research Report*. Australia: Commonwealth Bank of Australia and Unitas Company Ltd. [\[In Full\]](#)
- Bowles, M. (January 2003). *Mlearning and trends in wireless and satellite infrastructure*. Commissioned Research Paper. Australia: eSat Communications.
- Bowles, M. & Wilson, P. (January 2003). *Why ICT and economic growth requires deliberate effort to accelerate SME adoption and deployment of it and e-commerce*. Position Paper. Australia: Australian Electronic Commerce Centre.
- Bowles, M. (October 2002). *Summary of Data on Organisational Use of e-Learning Extracted from IT&T Training Review*. Melbourne: IT&T ITAB.
- Bowles, M. & Wilson, P. (August 2002). *Choosing and Implementing an ICT Cluster*. Hobart: Department of Economic Development.
- Bowles, M. (31 July 2002). Community of Practice on Flexible & Responsive Vocational Education & Training, *Background Research Paper*, TAFE Tasmanian and the Australian National Training Authority: Brisbane.
- Bowles, M. (13 June 2002). *Final Report: Electronic Commerce Training Audit*. Melbourne: (The Institute for Working Futures for) Multimedia Victoria.
- Bowles, M. (June 2002). *Self-assessment tool for electronic commerce enablement. For enterprises or individuals seeking to match their needs and preferences against available e-commerce training*. Melbourne: Multimedia Victoria.
- Bowles, M. (1 March 2002). *IT Training Package ICA99 Review: Stage 1 Final Report*. and the Information Technology and Telecommunications Industry Training Advisory Board Australia, Melbourne: ANTA and IT&Titab.

- Bowles, M. (April 2002). *E-commerce Training Audit*. Background Research Report. Melbourne: Multimedia Victoria.
- Bowles, M. (1 March 2002). *IT Training Package ICA99 Review: Stage 1 Final Report*. Melbourne: ANTA and the Information Technology and Telecommunications Industry Training Advisory Board Australia.
- Bowles, M. (February 2002). *Final Scoping Report: E-business Standards in the Australian Retail Industry*. National Wholesale Retail and Personal Services ITAB: Sydney.
- Bowles, M. (August 2001). *Case Studies on E-business and Training in the Australian Retail Industry*. Sydney: National Wholesale Retail and Personal Services ITAB: Sydney.
- Bowles, M. (November 2000). *National Wholesale Training Package*. Sydney: Wholesale, Retail and Personal Services Industry Training Board and Australian National Training Authority.
- Bowles, M. (May 2000). *The Future School*. Sydney: NSW Department of Education.
- Bowles, M. (January 2000). *Report into the Business Case for Digital Education across Australian Television International*. Sydney: Seven Network.
- Bowles, M. & Falk, I. (January 2000). *Strategic Learning: Assessing and Valuing Identity, Skills and Knowledge Assets*. Research Paper, Centre for Research and Learning in Regional Australia: Australia.
- Bowles, M., Falk, I. & Kendell, L. (February 2000). *Report Drafting Wholesale Competency Standards*. Sydney: Wholesale, Retail and Personal Services Industry Training Board and Australian National Training Authority.
- Bowles, M., Falk, I., Vallenge, K., Balatti, J., Smith, T., Kilpatrick, S. & Cairney, T. (30 November 2000). *Interim Report: The Nature of Leadership in Vocational Education and Training*. Centre for Research and Learning in Regional Australia. Launceston: NCVER.
- Bowles, M., Falk, I., Fisher, J., Dayton, M. & Kendell, L. (December 1999). *Wholesale Competency Standards and Industry Alignment Report*. Sydney: Wholesale, Retail and Personal Services Industry Training Board and Australian National Training Authority.

## Conference Publications and Key Notes

- Bowles, M. (March 2020). *Robot-Proof Accounting Careers: Capabilities for The Future Accountant*, Accounting Business Expo: Sydney.
- Bowles, M. (21 November 2019). Micro-credentials in the global engineering profession: Lifelong recognition for a personal and professional journey. *Speaker Presentations World Engineering Conference WEC19*, World Federation of Engineering Organisations: Melbourne. [[Full Text](#) and [video](#)]
- Bowles, M. (15 October 2019). Future Work: Beyond fear to the realities. *Future Work Summit*, DeakinCo.: Sydney. [[slides](#) and [video](#)]
- Bowles, M. (31 July 2019). *VU 4.0: Releasing human potential*, Academic Programs of the Futures, Thought Leadership Series, No. 5:2019, Victoria University: Melbourne. [[Full Text](#)]
- Bowles M. (13 March 2019). Universities 4.0: Insights into projects reshaping the digital future for higher education. *ACODE 78 – The University of 2030 – Laying the Foundations for Ongoing*

*Success in Open Distance and E-Learning*, Australian Council for Open Distance and E-learning: Hobart. [\[Full Text\]](#)

Bowles, M. (8 March 2019). Micro-credentialing in the Chartered process: An Engineers Australia Case Study. *National Summit on microcredentials and professional accreditation*, Australian Council of Professions: Deakin University, Melbourne. [\[Full Text\]](#)

Bowles, M. (7 March 2019). Credentials in current accreditation practices, *National Summit on microcredentials and professional accreditation*. Australian Council of Professions: Melbourne. [\[Full Text\]](#)

Bowles, M. (1 May 2018). The future of work: The future for freelancers and writers, Freelance Writers Festival, Launceston, Tasmania.

Bowles, M. (18 October 2018). The impact of automation and AI on the future workplace, *FutureFest*, Forum and Webcast, Australian Computer Society, Tasmania.

Bowles, M. (12 April 2017). Learning 4.0: Learning trends to watch in 2017, Working Futures, Melbourne [\[Presentation\]](#)

Bowles, M. (31 August 2016). Lead Credentials. *Leadership in an Age of Disruption*, Keynote Presentation, DeakinDigital, RACV Club, Melbourne. [\[Presentations\]](#)

Bowles, M. (20 July 2016). *Leadership in the Digital Age, Capabilities of the future leader*, Keynote, DeakinDigital, Symantec House, Sydney. [\[Presentation\]](#)

Bowles, M. (19 November 2014). Celer8: Importance of developing rapid innovation capabilities in a region, Key Note, Bell Bay Aluminium Community Forum, Peppers Resort, George Town Tasmania.

Bowles, M. (3 November 2014). Assessing Engineers: Best practice and emerging trends in open badges, Engineers Australia, *DeakinPrime Assessing Professionals Forum*, Melbourne

Bowles, M. (2 June 2014). [Engaging with Emerging Industries: Changed horizons, new opportunities](#), 2014 *Tasmanian Skills Conference*, Skills Tasmania, Wrest Point Casino, Hobart.

Bowles, M. (30 May 2014). [Leadership in the Digital Economy](#), Key Note, *Oppeus International Leadership Forum*, RACV Club, Melbourne.

Bowles, M. & Weaving, J. (14 December 2012). Cloud-based mobile assessment, *Teaching Matters Conference*, University of Tasmania, Inveresk, Launceston, Tasmania.

Bowles, M. (29 November 2012). Building futures for small business and regional Australia in the digital economy, Digital Technology Convention, Crown Promenade Hotel, Melbourne.

Bowles, M. (9 October 2012). Foresighting future skills needs for the ICT professional, YITCON12, IT Professionals, Hilton, Sydney.

Bowles, M. (4 October 2012). Identifying NBN impact and opportunities in enterprises, The Future of Work, Australian Workforce and Productivity Agency, Sydney Convention and Exhibition Centre, Darling Harbour. Session Chair and Convenor.

- Bowles, M. & Weaving, J. (14 December 2012). Cloud-based mobile assessment, Teaching Matters Conference, University of Tasmania, Inveresk, Launceston, Tasmania.
- Bowles, M. (29 November 2012). Building futures for small business and regional Australia in the digital economy, Digital Technology Convention, Crown Promenade Hotel, Melbourne.
- Bowles, M. (9 October 2012). Foresighting future skills needs for the ICT professional, YITCON12, IT Professionals, Hilton, Sydney.
- Bowles, M. (4 October 2012). Identifying NBN impact and opportunities in enterprises, The Future of Work, Australian Workforce and Productivity Agency, Sydney Convention and Exhibition Centre, Darling Harbour.
- Lu, J. & Bowles, M. (27 August 2012). Review on Nano-sensor Technology in Supply Chain Management, ICCNT2012: 2012 8th International Conference on Computing and Networking Technology, in Gyeongju, Republic of Korea
- Lu, J. & Bowles, M. (29 August 2012). M. Review on Nanotechnology in Agricultural Products Logistics Management, ICCNT2012: 2012 8th International Conference on Computing and Networking Technology, in Gyeongju, Republic of Korea
- Bowles, M. (30 September 2011). Major supply chain innovation is virtually here, Broadband Technology in Supply Chain Management, Transport and Logistics Conference, Australian Maritime College, University of Tasmania, Launceston.
- Bowles, M. (14 September 2011). Digital economy and regional futures, University-Business Regional Cooperation, Northern Tasmania Development – Leaders’ Luncheon, Launceston.
- Bowles, M. (22 May 2009). Transformational Leadership Competencies: Enhancing the organisation’s capability to innovate and change, *To create tomorrow innovate today*. Professional Learning Series Publications, TAFE Development Centre: Melbourne.
- Bowles, M. & Chaloupka, M. (June 2007). Electronic services that span supply chains, *Supply Chains, the engines for growth*. SMART Conference: Sydney. [\[In Full\]](#)
- Bowles, M. (July 2007). *Transport Integrated Learning & Information Service: Educational uses for the repository*. Transport and Logistics Centre Forum: Sydney.
- Bowles, M. (May 2007). SkillPort: National transport and logistics industry training portal, *Proceedings Australian Logistics Council Conference 2007*. ALC, Shangri-La Hotel: Sydney Australia.
- Bowles, M. (27 – 29 August 2006). National web-gateway and CORDRA repository for the transport and logistics industry in Australia, *Proceedings Australian and Pacific Digital Asset Management Asia Pacific*. Four Points Sheraton Hotel: Darling Harbour Sydney Australia.
- Bowles, M. (9 – 12 October 2006). Transport Integrated Learning and Information Service: Overview and drivers, *Proceedings of IDEA 2006: Integrated e-learning environments*. Victoria University Flinders Street Campus, Melbourne Australia. [\[In Full\]](#)
- Bowles (August 2006). If content is king then knowledge is divine. Proceedings of the Digital Asset Management Asia-Pacific Conference, DAMAP: Sydney. [\[In Full\]](#)
- Bowles, M. (28 April 2005). *Mobile learning: What is the future?*, EInet Professional Development Series. E-learning Network of Australasia: Powerhouse Museum, Sydney.



- Bowles, M. & Ragus, M. (November, 2005) Mobile assessment: the QTImPlayer project, Australian Flexible Learning Framework New Practices Project Conference. Australian Flexible Learning Framework: Melbourne. [\[In Full\]](#)
- Bowles, M. (February 2005). A new emphasis in strategic elearning. *International HarvestRoad User Group eLearning Conference*, Perth: iHUG. [\[In Full\]](#)
- Bowles, M. (October, 2004). An end-to-end third party learning supply chain solution, *Issues Paper 04-15*, Australia: Skillworks.
- Bowles, M. (2-8 July 2004). Relearning How to E-learn, *Technology enablement of Industry Series, The Third Pan Commonwealth International Conference On Open And Distance Learning*. Commonwealth of Learning: Dunedin, New Zealand. [\[In Full\]](#)
- Bowles, M. (June 2004). Mobile Learning and the strings attached. *International Conference on Emerging e-learning Technologies and Applications Paper 04-14*. ICETA 2004: Košice, Slovakia.
- Bowles, M. & Nichani, M.R. (April 2004). Why Content is Queen, Context Is King and Infrastructure God, *Issues Paper 04-13, eAgenda International Forum*, Singapore. Australia: Griffith University.
- Bowles, M. (20-21 May 2002). *Session 9: The Future of Training Packages: Digital and Physical Issues*. Proceedings Training for the Futures: Hands on Training Packages: Burswood International Resort Perth.
- Bowles, M. (July 2000). *Schools as Knowledge Hubs for Young People and the Community*. Schools of the Future District High Schools State Conference. NSW District High Schools Dubbo.
- Bowles, M. (15 June 2000). *Technology in NSW Secondary Schools: Building Learning and Capabilities*. NSW Secondary Education Futures Project Discussion Paper.
- Bowles, M. (June 2000). *Building the Remote Classroom: Regional and International Learning Centres*. Sydney: 42Digital and Cable and Wireless Optus.
- Bowles, M. (May 2000). *Will Secondary Schools Survive the 21st Century?* Sydney: NSW Secondary and Primary Principals Councils State Conference.
- Bowles, M. (March 2000). *The Power of Digital Schools to Create Learning Communities*. Session Paper for the NSW Secondary Principals Council State Conference. Blue Mountains.
- Bowles, M. (March 2000). *What Are the Possibilities for Workplace Learning in Schools?* Session Paper for the NSW Secondary Principals Council State Conference. Blue Mountains.

### Other public output

- Bowles, M. (December 2019). *Tertiary Education: Trends to watch in 2020*, Working Futures
- Bowles, M. (April 2017). *Learning 4.0: Trends to watch in 2017*, Pulse, Working Futures, ([Available on LinkedIn](#))
- Bowles, M. (February 2017). Revised chartered self-assessment tool and process, Engineers Australia, Canberra ([Available Online](#))

- Bowles, M. (28 September 2016). Demystifying Credentials: Growing Capabilities for the Future, *The Evollution*, Credentials Special Edition, Ontario. [\[Article\]](#)
- Bowles, M. (22 September 2016). Leadership attributes: Expert insights, *Learning and Development Professional*, Online Journal, Sydney [\[Full Interview\]](#)
- Bowles, M. (20 September 2016). Leadership and management are completely distinct: Expert insights, *Learning and Development Professional*, Online Journal, Sydney. [\[Full Interview\]](#)
- Bowles, M. & Harris, J. 2015. *Delivering Regional and Rural Futures: A foresighting report into megatrends, technology enablers, and research activities able to transform supply chain and logistics capability*, Centre for Regional and Rural Futures, Deakin University, Australia
- Bowles, M. (1 August 2014). *ICT Development, eSkills and Emerging Industries: Changed horizons, new opportunities for Tasmania*, State of the State: Tasmania, State Growth, Hobart.
- Bowles, M. (13 August 2014). *Rapid Innovation by Design Toolbox: For ICT Startups and Entrepreneurs*, Australian Computer Society, Melbourne.
- Bowles, M. (30 June 2014). *Capabilities: Quick insight into capabilities as a theoretical and applied concept*, Digital Economy & Regional Futures, University of Tasmania and Institute for Working Futures, Melbourne. [\[In Full\]](#)
- Bowles, M. (17 August 2013). *Education Future Foresight Report*, University of Tasmania: Australia.
- Bowles, M. (August 2013). *Knowledge Management*. Post Graduate Study Guide and Tool Kit, Online and E-Book, University of Tasmania: Australia.
- Bowles, M. (July 2013). *Lead Learning Strategy*. Post Graduate Study Guide and Tool Kit, Online and E-Book, University of Tasmania: Australia.
- Bowles, M. (June 2013). *Transformational Leadership*. Post Graduate Study Guide and Tool Kit, Online and E-Book, University of Tasmania: Australia.
- Bowles, M. (12 January 2012). *Digital Economy & Regional Futures: ICT Future Foresight*, University of Tasmania: Australia.
- Lloyd, P.J. and Bowles, M. (Autumn 2011). Australian seafarer skills shortage requires co-ordinated response, *Shipping Australia*, pp. 170-171. ISSN 1447-1779. (2011) [Professional, Non Refereed Article]
- Bowles, M. (3 November 2011). Issues in seafarer skills shortages–Role in reforms, *Lloyd's List*, p.11. [Professional, Non Refereed Article]
- Bowles, M. (January 2012). Warehouse management, *Masters of Business Administration*, Study Guide and resources, Online and E-Book, Australian Maritime College, University of Tasmania.
- Bowles, M. (June 2012). Transformational Leadership, *Masters of Business Administration*, Study Guide and resources, Online and E-Book, Australian Maritime College, University of Tasmania.

- Bowles, M. (January 2011). International Trade, *Masters of Business Administration*, Study Guide and resources, Australian Maritime College, University of Tasmania.
- Bowles, M. (May 2010). Supply chain management, *Certificate IV in Frontline Management* Study Guides and resources. Online and E-Book, Sydney: Skillworks.
- Bowles, M. (Jan 2010). *Risk management. Graduate Certificate of Management (Leadership)* Study Guide and Tool Kit, Online and E-Book, Sydney: Skillworks.
- Bowles, M. (Dec 2009). *Certificate IV in Frontline Management Suite of Distance Learning Study Guides*. Online and E-Book, Sydney: Skillworks.
- Bowles, M. (July 2009). *Developing Human Capacity. Graduate Certificate of Management (Leadership)* Study Guide, E-Book, Sydney: Skillworks.
- Bowles, M. (July 2009). *Leading transformational change. Graduate Certificate of Management (Leadership)* Study Guide, E-Book, Sydney: Skillworks.
- Bowles, M. (February 2009). Implementing successful transformational leadership competency development in healthcare, *Working Futures Research Paper 2009:3*. [[In Full](#)]
- Bowles, M. (2 October 2008). Competency versus Competence: Moving beyond the rhetoric to an integrated approach. *Working Futures Research Paper 2008:12*. Australia: The Knowledge Exchange. [[In Full](#)]
- Bowles, M. (April 2007). *Competency Analysis Guide*. Manual & D-Book, Sydney: Skillworks. [[In Full](#)]
- Bowles, M. (June, 2006). *Lean Leadership*, Study Guides and Resources, Sydney: Qantas Airways Ltd. (Online and print)
- Bowles, M. (March, 2005). *Transformational Leadership*, MBA Unit of Study, Australia: Skillworks. (Online, e-book and print)
- Bowles, M. (March, 2005). *Learning to Lead and the Frontline*, Study Guides and Resources, Adelaide: Santos Ltd. (Online, e-book and print)
- Bowles, M. (September, 2005, updated 2008). *Supply Chain Management*, MBA Unit of Study, Australia: Skillworks. (Online, e-book and print)
- Bowles, M. (2004). *Diploma of Frontline Management, Workbooks and Support Materials*. (Books and CD-ROMs). Australia: Skillworks.
- Bowles, M. & Wilson, P. (December, 2004, updated 2006). *E-commerce and Information Technology*, Australia: Skillworks. (Online, e-book and print)
- Bowles, M. (April, 2004). *E-learning organisational readiness audit tool*. Commonwealth Bank of Australia and Uitas Knowledge Centre.
- Bowles, M. (2001). *Leading the Way*. Workbook and Learning Guide. Perth: Australian Training Management.
- Bowles, M. (2001). *Diploma of Training and Assessment System, Workbooks and Support Materials*. (Books, video and CD-ROMs). Multiversity: Australia.
- Bowles, M. & McCabe, M. (December 2000). *Lead the Way: Communication and Leadership*. Textbook learning guide for an MBA Unit of Study for educational and professional managers. Education Online Network and Multiversity Australasia.



- Bowles, M. & Falk, I.H. (2000). Knowledge Capital and Learning. *Working Futures Research Paper: 2*, Sydney: Working Futures & Centre for Research and learning in regional Australia.
- Bowles, M (1997). Profiling capabilities in an organisation. *Working Futures Research Paper 04-97*, Sydney: Working Futures. [[In Full](#)]
- Graham, C. & Bowles, M. (1995). *Discussions on Working Futures in Australia*. Transcripts of ABC Radio Talks 1994-1995. Sydney: ABC. (Book & Audio Tapes)
- Bowles, M. & Graham, C. (1993). *Management Communication & Leadership*. (Book and Courseware). Consortium of Australian Management Schools: Australia

## Professional awards and achievements

- Deakin University, 2019 Jim and Alison Leslie Award, Vice-Chancellors Prizes and Awards for the [Master of Information Technology Leadership](#)
- University of Tasmania, 2015 Citation for Outstanding Contribution to Student Learning, The Regional Training Alliance delivering post-graduate applied Lean learning program (For the development and delivery of an [innovative, integrated and applied pathway](#) from VET to higher education for workers and managers in regional industries.)
- Young businessperson of the year, Rotary, Tasmania, 1988.

## Previous appointments

- Chair, Micro-credential Assessment Panel, DeakinCo./ Deakin University.
- Member, Strategic Initiatives Group, AMC, University of Tasmania
- Chair, Academic Advisory Board, Smart Academy (China)
- Member, Telework Leadership and Management Advisory National Committee (DBCDE)
- Member: Australian Computer Society, Business Executive Committee Tasmania, 2014-15
- Member: Australian Computer Society, Strategic Initiative Advisory Committee, 2013-15
- Member, University of Tasmania, Australian Maritime College Research Committee, 2011-13
- Member: Editorial Board for Impact, the *Journal of Applied Research in Workplace E-learning* 2008-11
- Member: Editorial Review Panel Association for Human Resources Development, 2008-10
- Assistant Editor: The Australian Journal of Maritime and Ocean Affairs (AJMOA), 2010-11
- National Project Reference Group on ICT Skills, Innovation and Business Skills Australia, 2009
- Industry Ambassador, Innovation and Business Skills Australia, 2008-09
- Chair, UXels Pty. Ltd. Board of Management, 2004-06
- Member, Multimedia Victoria e-commerce for small business project advisory panel (VIC), 2004-05
- Director and Member, Multiversity Pty. Ltd. Board of Management, 2001-2

- Director, 42Digital Pty. Ltd., 2001-3
- Funding committee Centre for Research and Learning in Regional Australia (TAS), 2002
- Chair, Bachelor of Applied Management Quality Assurance Board (SA), 2002-04
- Member Australian/Tasmanian Electronic Commerce Education Committee (TAS), 2002-2004
- Chair, Board of Billy Blue School of Graphic Design (NSW), 1994-1996
- Member, Board of William Blue School of Hotel Management (NSW), 1994-96
- Chair, Australian Training Management Quality Assurance Committee (WA), 2004
- Member Tasmania Procurement Advisory Board (TAS), 1994-96
- Chair, Tasmanian Heard Improvement Organisation Board (TAS), 1988-90
- Member and Executive Officer, Tasmania Dairy Industry Advisory Board (TAS), 1989-90
- Department of Defence: cadet, Royal Military College Duntroon, Defence Logistics Organisation, Joint Intelligence Organisation, 1981-1984, 1988-89.