Master of Business (BS16)

Year offered: 2011
Admissions: Yes
CRICOS code: 059599K
Course duration (full-time): 3 semesters (1.5 years)
Course duration (part-time): 6 semesters (3 years)
Domestic Fees (indicative): 2011: Full fee tuition $9,750 (indicative) per semester
International Fees (indicative): 2011: Full fee tuition $11,800 (indicative) per semester
Domestic Entry: February and July
International Entry: February and July
Total credit points: 144
Standard credit points per full-time semester: 48
Standard credit points per part-time semester: 24
Course coordinator: Enquiries to Business Student Services on 3138 2050 or email bus@qut.edu.au

Majors
- Master of Business (Accounting)
- Master of Business (Human Resource Management)
- Master of Business (International Business)
- Master of Business (Strategic Advertising)
- Master of Business (Philanthropy and Nonprofit Studies)
- Master of Business (Applied Finance)
- Master of Business (Public Relations)
- Master of Business (Integrated Marketing Communication)
- Master of Business (Professional Accounting)
- Master of Business (Public Relations) - Online Delivery Only
- Master of Business (Marketing)

Overview
Our Master of Business suite of programs is designed to give you deep specialist knowledge in particular fields of business. Some majors also satisfy the requirements for professional recognition.

The innovative structure and curriculum of our programs is unique in Australia and allows students greater choice and flexibility when designing their course. Content is continually revised to keep abreast of industry requirements and the course includes core subject areas essential to employers.

Our real world connection also includes an Advisory Committee, a group of industry professionals who combine with our senior academic staff to provide input into our curriculum and general strategic direction including a number of international members to ensure a strong global perspective.

This practical nature of our courses means part-time students can apply the concepts they are learning in the classroom directly to their workplace. Full-time students re-enter the job market armed with the latest in global management techniques.

Unique city location
The Graduate School of Business is situated at QUT’s Gardens Point campus, the only university to offer the convenience of a fully serviced campus within the Brisbane central business district. We offer some of the best, dedicated graduate school facilities in the country.

Our technology support services enable you to organise your enrolment and timetable online, download class notes and access electronic references from home, office or on-campus computer labs.

Global perspectives
Our students operate in the global marketplace, so we ensure they are exposed to the international environment as much as possible.

Most of our teaching staff have international origins, education, teaching, work experience or research experience. Diverse interests, experiences and expertise create a rich learning and research environment.

Local and international guest lecturers also bring real-world experience to lecture content and their stories provide entertaining and contemporary practical examples.

We also offer the opportunity to study overseas with one of our international exchange partners through a comprehensive student exchange program.

Learning enrichment
We strive to educate current and future executives by helping you to become creative and strategic thinkers. We encourage you to take advantage of our extra-curricular activities such as peer interaction, group discussions and debates to enhance your communication skills and self-confidence.

Brisbane Executive Club is an associated organisation made up of current and past students and is recognised chapter of QUT Alumni. Its main aim is to provide a link between students, alumni and the wider business community by facilitating professional development opportunities and local and international social and business networking.
Our Fostering Executive Women alumni group nurtures the business and entrepreneurial spirit of QUT women business graduates, by providing opportunities to network, do business, and to develop personally and professionally in a positive environment.

Pathways students only
Pathways units are designed for academically qualified students who do not meet the language requirements. For further information and entry requirements for Pathways, visit www.qutic.qut.edu.au/courses/pathways/index.jsp

International students may choose to study two pathways units in:

• Applied Finance
• Integrated Marketing Communication
• International Business
• Marketing
• Public Relations
• Strategic Advertising

These Pathways units will replace two complementary studies or options units in your course program.

Optional study
An optional 48 credit points of additional study is available in the Master of Business - Advanced program (BS17). This allows you to extend your studies to suit your career interests. The additional 48 credit points may include research studies, advanced coursework studies in your chosen discipline, or the choice of studies in another business discipline. We encourage you to consult with your subject area coordinator as early as possible in your studies to determine the best way to meet your needs.

Entry requirements (domestic and international students)
For all majors except Accounting, entry requirements are an undergraduate degree with an overall minimum grade point average of 4.0 (on a 7-point scale). Students entering the Accounting major must have an appropriate degree in accountancy.

Other cognate degrees: Communications courses will be considered for Advertising and Public Relations, and Journalism courses will be considered for Public Relations. Applications based on other cognate degrees will be assessed on a case-by-case basis and will be determined by the extent of studies in the relevant area.

English language requirements
In addition to the above academic entry requirements, standard English language requirements apply. See the details for ‘all degrees’ at: http://www.qut.edu.au/study/applying/english-language-requirements.jsp

Pathways programs
Pathways units are designed for academically qualified students who do not meet the language requirements.

The Postgraduate Business Pathway program allows international students who have obtained IELTS 6.0 with no sub-band lower than 5.0 or TOEFL Internet Score of 80 with no sub-band lower than 20 to enter some majors of the Master of Business (BS16) and Master of Business Advanced (BS17) on the condition they undertake two Communication units (QCD111 and QCD211) in the first semester of their postgraduate business course. This option is applicable to following Majors: Strategic Advertising, Applied Finance, Integrated Marketing Communication, International Business, Marketing and Public Relations.

Please note that the Pathways option is not open to students who enter the degree with advanced standing based upon undergraduate studies.

Advanced standing for Undergraduate Studies
Students applying for admission to the Master of Business (BS16) or Master of Business Advanced (BS17) may be eligible for exemptions based on prior undergraduate studies.

If you have completed an undergraduate degree in a Business related or other cognate degree directly related to the discipline area in which you are studying within previous 5 years, you may be eligible for exemptions up to a maximum of 48 credit points. Approved exemptions will apply to introductory studies or option components in the discipline area you are studying and are not available for specified advanced units. No exemptions will be granted for non-Business related degrees, even if some business subjects may have been completed as part of the course.

New applicants may apply for the exemptions under Section 7 of the Application for Postgraduate Coursework Admission (PG form). Students who completed their undergraduate business degree at QUT do not need to supply additional documentation. Students who completed their undergraduate degree elsewhere must also submit an Application for Advanced Standing (AS form), together with original or certified copies of their final undergraduate transcripts confirming course completion.

University deadlines apply
Early exit options
Students may exit from the Master of Business (BS16) at the following stages, once those particular course requirements have been met:

• Graduate Diploma of Business (BS79) (Study Area A)
• Graduate Certificate in Business (BS39) (Study Area A)

Block exemption
Students seeking to exit early from the Master of Business course and graduate with an approved exit course should lodge an application during the teaching period in which they expect to complete their studies. Completion of 96 credit point units, where a minimum of 72 credit points are within the same discipline area, and as approved by the Subject Area Coordinator, is required for completion of the Graduate Diploma course. Students may apply to early exit with the Graduate Certificate course upon completion of a minimum of 48 credit points, in accordance with the course requirements of the relevant business discipline area.

Early exit from the Master of Business course should only be used for students whose circumstances restrict them from completing the original award course. This process in not designed to allow students to obtain multiple qualifications. Students who are approved to early exit from the Master of Business course will not normally be permitted to continue their enrolment in the original award course for a period of 2 years.

Complementary Studies List

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<th>Complementary studies list</th>
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<td>AMN401 Integrated Marketing Communication</td>
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<td>AMN462 Community Consultation and Engagement</td>
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AMN468 Issues and Crisis Management
AYN414 Cost and Management Accounting
AYN416 Financial Accounting 1
AYN424 International Accounting
AYN456 Business and Corporations Law
BSN412 Qualitative Research and Analytical Techniques
BSN414 Quantitative Research Methods
BSN502 Research Methodology
EFN422 Economics and Data Analysis
EFN405 Managerial Economics
EFN406 Managerial Finance
EFN419 Data Analysis
EFN420 Introduction To Financial Management
EFN421 Financial Planning and Strategies
EFN422 Economics and Data Analysis
MGN409 Introduction to Management
MGN410 Employment Relations
MGN412 People in Organisations
MGN440 Designing Effective and Sustainable Organisations
MGN442 Self Leadership
MGN444 Business in Asia
MGN445 Business in Europe
MGN446 Business in Australia
MGN447 Managing in a Globalised Economy
MGN448 Negotiating Across Borders

NOTE:
For Continuing Students only: please note Foundation list is now replaced by Complementary Studies list.

UNIT SYNOPSES

AMN400 CONSUMER BEHAVIOUR
This unit provides an introduction to the area of consumer behaviour and a forum for discussion of theory and research in the field. The current state of consumer behaviour research will be reviewed and some of the emerging trends in the area are explored through several avenues of assessment. The unit provides the environment for students to conduct their own research in areas that are relevant, of interest to them and reflect the interdisciplinary nature of consumer behaviour.
AMN401 INTEGRATED MARKETING COMMUNICATION

Integrated marketing communication (IMC) is a new discipline that seeks synergistic effect from integrating traditional marketing communication disciplines. This unit explores the development of IMC, looking at reasons for growth, barriers to implementation and organisation issues. Students are introduced to the strategic foundations of IMC, from consumer behaviour, to marketing strategy, to IMC campaign evaluation. The disciplines of advertising, public relations, direct response and sales promotion are then explored to highlight how each contributes to IMC planning.

**Antirequisites:** CON421  **Equivalents:** AMX401

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point and External  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

AMN403 MARKETING AND SURVEY RESEARCH

This unit provides a detailed overview of marketing research to support decision making in the areas of advertising, integrated marketing communication, marketing and public relations. The unit builds an advanced understanding of the use of survey research to support the descriptive and predictive information needs of management in such areas as consumer opinions and behaviour, and stakeholder analyses. Students will explore issues related to survey research design, questionnaire development and administration, sampling, measurement, data analysis including descriptive and multivariate statistics and presentation of research results.

**Antirequisites:** MIN413  **Equivalents:** AMX403

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point and External  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

AMN420 ADVERTISING MANAGEMENT

This unit empowers students to make effective management decisions within the advertising process. It examines the setting of advertising objectives, and the need for coordination of these with marketing, communication and organisational objectives. It develops a sound understanding of advertising regulations and ethics, budgeting, research and campaign coordination. It further examines management’s participation in the creative, media and production processes, and the contribution of advertising management to the cohesion and creativity of the agency.

**Antirequisites:** CON417  **Equivalents:** AMX420

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

AMN422 MEDIA STRATEGY

One of the ultimate determinants of the effectiveness of any advertising campaign is the media strategy. This unit examines ways to improve efficiency in media planning, buying, coordination and research. It examines concepts of media decision making, market targeting through the creative use of media, and strategic planning. It explores current media campaigns and encourages the development of a more creative and integrated approach to media.

**Antirequisites:** MIN421  **Equivalents:** AMX431, IBN421

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1

AMN423 STRATEGIES FOR CREATIVE ADVERTISING

This unit explores the substantive body of academic research on creative advertising. It follows the creative process, beginning with the development of creative strategy and concluding with campaign evaluation. Through cases and presentations, student examine how copywriters think, the illumination of the ‘big idea’ and its execution across the very diverse advertising media.

**Antirequisites:** MIN419  **Equivalents:** AMX423

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-2

AMN430 INTERNATIONAL LOGISTICS MANAGEMENT

This unit introduces international logistics functions and develops a strategic approach to international business transactions and integration focusing on supply chain management. The unit introduces traditional and contemporary logistics concepts and describes international logistics operations including global transport systems, inventory management, materials handling and information management. Global supply chain management cases and strategies are integrated throughout the unit.

**Equivalents:** AMX430, IBN410  **Credit points:** 12  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

AMN431 MARKETING INTERNATIONALLY

In this unit students are exposed to the theoretical and planning aspects of marketing internationally. Through an applied approach, theoretical issues such as segmentation of international markets, life cycle, contingency and network approaches to international market entry choice, and market development and extension are addressed. Planning issues cover the strategic marketing processes involved, including international market research, and their application to regions and countries primarily in the Asia/Pacific region or Europe. Students are trained in the practical application of these theoretical and planning aspects through the development of an extensive international marketing plan.

**Antirequisites:** MIN421  **Equivalents:** AMX431, IBN421

**Credit points:** 12  **Contact hours:** 3  **Campus:** Gardens
AMN442 MARKETING MANAGEMENT
The study of marketing, marketing systems and marketing management and marketing planning within contemporary structure of social, cultural, political, economic, business and organisational environment. Concepts are applied through the study and construction of a marketing plan, which involves market and sales analysis, target market strategies, tactical decision planning, and implementation and control. Marketing management concepts are applied to virtual and physical markets and attention is given to a range of skills in finance, human resources, information and other skills needed by marketing managers in these markets.
Antirequisites: MIN422   Equivalents: AMX442   Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point and External   Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN443 PRODUCT AND SERVICE INNOVATION
This unit examines the dynamics of innovation and development within the mix of core marketing activities of organisations. Once establishing the integral role innovation plays in organisations, the unit also reviews the key stages in the process of creating, developing and implementing new product and service concepts including product, service and market analysis, design, innovation, evaluation and testing of ideas, branding and packaging, market testing and investment analysis.
Antirequisites: MIN423   Equivalents: AMX443   Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point   Teaching period: 2011 SEM-1

AMN447 CONTEMPORARY ISSUES IN MARKETING
This unit offers advanced study of topical issues and emerging trends in marketing practice as a result of new technologies, current events and their impact on local, national and international enterprises. In depth interaction with business and public policy leaders expands students research, reflection and strategic thinking abilities.
Antirequisites: MIN407   Equivalents: AMX447   Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point   Teaching period: 2011 SEM-2

AMN460 CORPORATE AND INVESTOR RELATIONS
This unit reviews all aspects of the public relations function in communicating with corporate audiences. Specific focus is placed on how corporate entities meet both regulatory and promotional requirements in communicating with special interest groups including shareholders and employees. Suitable communication tools are examined for use in ongoing communication programs.
Antirequisites: CON409   Equivalents: AMX460   Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point and External

AMN461 CORPORATE MEDIA STRATEGY AND TACTICS
This unit examines theories underpinning mass media and links these with the practice of public relations media tactics. Students analyse techniques and skills used in liaison with electronic media, print media, trade media and news media. Producing and evaluating communication materials such as news releases, features and media kits forms an important part of this unit. Students develop strategic thinking through analysis of contemporary media case studies.
Antirequisites: CON424   Equivalents: AMX461   Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point and External   Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN462 COMMUNITY CONSULTATION AND ENGAGEMENT
This unit introduces students to key engagement strategies of community information, consultation and participation. The unit develops student understanding of the theoretical foundations of engagement strategies and provides the skills and knowledge for students to analyse community engagement needs and establish engagement programs. Ethical practice is a key organising framework for this unit.
Equivalents: AMX462   Credit points: 12   Contact hours: 3   Campus: Gardens Point and External   Teaching period: 2011 SEM-2

AMN465 PUBLIC RELATIONS MANAGEMENT
This unit provides learners with an overview of the theory and research that constitute the foundations of public relation practice. The unit provides a detailed inspection of communication processes necessary for the management of organisational relationships with publics. The unit focuses on such topics as issues management, organisational change, public opinion, and mass media effects in order to explore the foundations of contemporary public relations management.
Antirequisites: CON415   Equivalents: AMX465   Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point and External   Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN468 ISSUES AND CRISIS MANAGEMENT
This unit examines the strategic management of crisis communication including for organisations. A strategic planning approach will be covered including organisation analysis, issues identification, audience prioritisation, strategy formulation, tactical planning and implementation and evaluation. Pre-crisis issues in management will be addressed as well as proactive and defensive communication strategies during crisis. The unit will
demonstrate the application of general communication tools to a specialised area.

**Antirequisites:** CON408  **Equivalents:** AMX468  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1

**AYN414 COST AND MANAGEMENT ACCOUNTING**

This unit introduces students to techniques that provide management at all levels with information for use in inventory valuation, planning, controlling and decision-making. The unit’s major focus is on product costing systems for manufacturing firms.

**Prerequisites:** AYN416 Can be enrolled in the same teaching period.  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN416 FINANCIAL ACCOUNTING 1**

This unit provides an introduction to financial accounting within the context of the accounting profession’s conceptual framework, relevant accounting standards and the requirements of the Corporations Law. Topics include: the accounting cycle for both service and merchandising entities: the preparation of general purpose financial reports: cash management and control; non-current assets; the formation, operation, and financial reporting requirements for companies; and statement of cash flows.

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN424 INTERNATIONAL ACCOUNTING**

This unit is designed to provide students with an insight into, and an appreciation of, many of the accounting problems and issues faced in an international business environment. The unit examines issues including: accounting systems in the global environment; international patterns of accounting development including cultural influences on accounting; comparative international accounting systems and practices; the pressures for international accounting harmonisation and disclosure; international disclosure trends and financial analysis; global accounting issues into the twenty-first century.

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN456 BUSINESS AND CORPORATIONS LAW**

This unit will introduce students to the Australian legal environment and develop students’ knowledge and understanding of the basic principles of business law and the Australian corporations legislation. Students will be encouraged to develop their research and analytical skills relevant to contemporary business and corporate practice.

**Antirequisites:** AYN410 and AYN412  **Credit points:** 12

**BSN412 QUALITATIVE RESEARCH AND ANALYTICAL TECHNIQUES**

This unit provides a detailed overview of qualitative research to support decision-making in business disciplines. The primary purpose of this unit is to develop a detailed understanding of the theoretical contexts in which field studies and qualitative research methods have developed and the techniques that define the approach. Students develop the ability to analyse, conduct, and evaluate qualitative research in discipline areas related to business. The unit provides a basic preparation for the development of a project, thesis or dissertation proposal based on the use of qualitative research.

**Antirequisites:** CON500  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**BSN414 QUANTITATIVE RESEARCH METHODS**

Quantitative Research Methods is a postgraduate unit designed to introduce students to a range of quantitative research methods and their application to different research questions and types of quantitative data. Throughout the unit, students will be exposed to a wide range of quantitative research issues including survey and index development, factor analysis, multiple regression, experimental data collection and analysis, ANOVA and MANOVA, structural models, secondary data collection and analysis, and longitudinal data analysis. Each lecture will be conducted in computer laboratories to allow students the opportunity to develop their quantitative research skills using SPSS and AMOS with data provided by lecturers.

**Credit points:** 12  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**BSN502 RESEARCH METHODOLOGY**

The purpose of this study is to provide students with a range of ideas and methods that enable them to analyse, evaluate and conduct research in discipline areas related to business. It provides an essential and basic preparation for the development of a thesis or dissertation proposal. Areas of study include research paradigms, analysis and criticism, research design, data collection and data manipulation, interpretation and presentation.

**Antirequisites:** BSB400  **Credit points:** 12  **Contact hours:** Flexible Mode  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1

**EFN405 MANAGERIAL ECONOMICS**

This unit addresses the following topics: managerial decision making in an economic environment; an introduction to economics, demand analysis, cost analysis, market strategy and the macroeconomic environment;
issues including problems of resource allocation at the firm, in industry and in the economy. 

**Antirequisites:** GSN203, GSN411, GSN414, GSN491, GSN492 and GSZ491  
**Equivalents:** EFX405  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

### EFN406 MANAGERIAL FINANCE

This unit is an introduction to the world of finance and financial management. Topics include: the finance function, the role of the financial manager; the Australian financial environment; sources of funds; present and future value; time value of money; financial mathematics; introduction to valuation; cost of funds; the firm investment decision; investment evaluation techniques; capital budgeting; portfolio theory; risk and return; capital asset pricing model; dividend policy; financial structure policy; futures; options. 

**Antirequisites:** GSN413, GSN423, GSZ413  
**Equivalents:** EFX406  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1, 2011 SEM-2 and 2011 SUM

### EFN419 DATA ANALYSIS

The unit introduces the common statistical methods and tools for inference and decision making in business. It covers important methods of data analysis with an emphasis on interpreting and understanding reported business and economic data. Topics include the concept of sampling error and sampling distributions, estimation and hypothesis testing, regression analysis, time series and an introduction to non-parametric statistical methods. 

**Antirequisites:** EFB101  
**Credit points:** 12  
**Contact hours:** 4 per week  
**Campus:** Gardens Point

### EFN420 INTRODUCTION TO FINANCIAL MANAGEMENT

This unit is a preliminary study of financial information and financial markets and it includes a number of techniques required for analysing financial information. 

**Equivalents:** EFX420  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

### EFN421 FINANCIAL PLANNING AND STRATEGIES

This unit aims to give students a solid grounding in the world of Financial Planning and Superannuation. This will involve gaining knowledge of financial markets and instruments as well as the appropriate regulatory framework. 

**Credit points:** 12  
**Contact hours:** 3  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

### EFN422 ECONOMICS AND DATA ANALYSIS

**Antirequisites:** EFB101, EFN405, EFN419, GSN403, GSN411, GSN414, GSN491, GSN492 and GSZ491  
**Equivalents:** EFX405  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

### MGN409 INTRODUCTION TO MANAGEMENT

This unit examines the following: the functions and roles of managers; concepts and principles and their practical applications; the key management functions; areas of planning, organising, staffing, directing and controlling; production/operations management and the management of quality; entrepreneurship and business planning; and important problems, opportunities and trends facing managers in Australia analysed from the viewpoint of relevant academic disciplines. 

**Antirequisites:** GSN401 and GSZ401  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

### MGN410 EMPLOYMENT RELATIONS

This unit looks at the following: employment relations; employee and union action; the role of governments and industrial tribunals; alternative methods and pressures to change traditional Australian systems; the Australian system of labour management relations; systems of regulation in the employment area; negotiating skills; and the resources required for mobilising change in this area. 

**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-2

### MGN412 PEOPLE IN ORGANISATIONS

This subject aims to provide a broad understanding of organisational behaviour as a base for future study and practice of management. It moves from a micro-perspective on individual behaviour through the interface between the individual and the organisation to overall characteristics of organisations which shape the behaviour of their members. The aim is to provide an understanding of why employees feel and act the way they do in organisations and considers methods for enhancing positive employee attitudes and behaviours and organisational effectiveness. The emphasis is on understanding basic assumptions and models, major theoretical issues, methods of measurement and practical implications. 

**Antirequisites:** GSN409, GSN419 and GSZ409  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-2

### MGN440 DESIGNING EFFECTIVE AND SUSTAINABLE ORGANISATIONS

This unit examines the interplay between human resource management policies and processes and their contribution to sustainable competitive advantage and organisational effectiveness. HRM is considered from stakeholder, strategic and functional perspectives and an open systems model is used to introduce key processes and practices. The unit fosters discipline knowledge, analytical and action
taking competencies and prepares students for advanced study in the field.

**Antirequisites:** MGN427  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**MGN442 SELF LEADERSHIP**
In the contemporary business environment professionals are empowered to manage their own growth and development in order to facilitate meaningfulness in organisational life. The unit on Self-leadership is an elective in the HRM major and is delivered predominately in an ‘on-line’ mode to enable an ‘anytime’ and ‘anywhere’ approach to your self-development work. This approach invites you to take the necessary time to reflect and develop greater insight into your own thinking and behaviour.

**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1, 2011 SEM-2 and 2011 SUM

**MGN444 BUSINESS IN ASIA**
The aim of this unit is to enable an intensive study of business and markets in Asia. The development of the major industries is examined, together with major intra-regional patterns of trade, commerce and finance. Significant economic, political and social factors determining developments are focused on, as well as regulatory restraints governing market access. Students are required to undertake a project that requires the application of knowledge of the region to a business issue.

**Antirequisites:** MIN403  
**Equivalents:** IBN403, MGX444  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**MGN445 BUSINESS IN EUROPE**
This unit enables a more intensive study of business and markets in Europe. The development of the major industries will be examined, together with intra-regional patterns of trade, commerce and finance. A particular focus will be the development of a single European market and its international implications. Significant economic, political and social factors determining developments will be focussed upon, as well as regulatory restraints governing market access. The student will be required to undertake a project which requires the application of knowledge of the region to a business issue.

**Antirequisites:** MIN404  
**Equivalents:** IBN404, MGX445  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1

**MGN446 BUSINESS IN AUSTRALIA**
This unit introduces students to the business environment in Australia. Students examine the geographical, historical, socio-cultural, political, regulatory, demographic, economic, legal, locational and other factors that have influenced, or still impinge upon, doing business in Australia in the current international environment. Learning activities include factory visits and industry analysis.

**Antirequisites:** MIN435  
**Equivalents:** IBN435, MGX446  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1, 2011 SEM-2 and 2011 SUM

**MGN447 MANAGING IN A GLOBALISED ECONOMY**
This core unit examines the forces of globalisation, the diversity of international environments and their impact on business functions at the operational level. It examines the processes and challenges of internationalising the business operation as firms strive to compete successfully in the global marketplaces. Areas of study include the growth of international business and globalisation, international business motives and forms, the nature and challenges of the diversity of environments, and managing and controlling business operations. An international business simulation game is used to facilitate the understanding of business as a system of integrated operations and environments.

**Antirequisites:** BSN408  
**Equivalents:** IBN408, MGX447  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**MGN448 NEGOTIATING ACROSS BORDERS**
This unit develops students' skills in negotiating intra- and inter-culturally. It provides students with a tool-box of negotiation skills and then explores the relationship between cultural value dimensions and negotiating behaviours. Students practise their negotiating skills with members of their own culture, in cross-cultural dyads and in multi-cultural teams to build confidence and capability in negotiating and influencing.

**Antirequisites:** GSN462  
**Equivalents:** IBN409, MGX448  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2