Master of Business (Human Resource Management) -
Advanced (BS17)

Year offered: 2011
Admissions: Yes
CRICOS code: 059600M
Course duration (full-time): 4 semesters
Course duration (part-time): 8 semesters
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
Course coordinator: Enquiries to Business Student Services on 3138 2050 or email bus@qut.edu.au
Discipline coordinator: Dr Robert Thompson
Campus: Gardens Point

Overview
In today's rapidly changing business environment, Human Resource Management (HRM) professionals are confronted with the challenges of developing organisational and workforce capability. HRM expertise is also increasingly required by line managers, who now take a more active role in the development and management of their team members.

The Human Resource Management program is designed to increase the skills of both specialists and line managers and meet the individual learning goals and career aspirations of each student. The program provides flexibility for the busy professional to complete the degree part-time, focusing on real-world work issues of personal relevance. HRM professionals will develop a broader view of the nature of business, and the relationship between how people are managed and the organisation's performance in the global context of business.

Those who are undertaking HRM activities but have a background in other professional fields will gain the enhanced people management skills they require. The major also suits the needs of graduates who wish to move into the HRM profession.

The Master of Business - Advanced allows you to further your knowledge with the selection of four approved postgraduate option (elective) units.

Course design
Students must undertake 192 credit points consisting of 144 credit points of prescribed units and 48 credit points of approved option (elective) units.

To ensure that the program builds on prior academic and work experience, each participant in the HRM major receives an individualised study plan. Participants are therefore required to consult with the HRM coordinator regarding development of their study plan. Any subsequent changes to the approved program will require coordinator approval. Failure to obtain approval may affect a student's course progression and impact on their eligibility to graduate.

Students who have completed an undergraduate degree in a Business related or other cognate degree directly related to the discipline area within the previous five years, may be eligible for exemptions up to a maximum of 48 credit points. For further information on exemptions, please refer to the Master of Business Advanced title page.

Some applicants may require unit substitution where they have studied the equivalent of some introductory units in their undergraduate qualification. Choice of unit substitution is subject to approval by the Subject Area Coordinator.

Early Exit
Information on early exit options may be found on the Master of Business-Advanced title page.

Abbreviation
MBusAdv(HRM)

Other Majors
See also separate entries for the following majors in this course: Accounting, Applied Finance, Human Resource Management, Integrated Marketing Communication, International Business, Marketing, Philanthropy and Nonprofit Studies, Professional Accounting, Public Relations and Strategic Advertising.

Career outcomes
The program is accredited with the Australian Human Resources Institute and as such prepares graduates for careers in generalist or specialist human resource professional roles. Generalist positions include human resources assistant, officer, manager or director and these may be located in corporate and private firms as well as public institutions. Specialist positions may include those involved with employment relations, recruitment and placement consulting, training and development specialists, management and executive coaching, as well as consulting careers.
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

Further Information
To ensure HRM students are provided with a selection of units that best suits their prior knowledge and experience, HRM students must contact Narelle Prior on 3138 6701 or email n.prior@qut.edu.au.

Human Resource Management Unit Set

HRM Unit Set

MGN409 Introduction to Management
MGN410 Employment Relations
MGN412 People in Organisations
MGN440 Designing Effective and Sustainable Organisations
Eight units from:
MGN421 Strategic HRM
MGN423 Contemporary Strategic Analysis
MGN431 Strategic Human Resource Development
MGN433 Managing High-Performance Organisations
MGN441 Leadership and Executive Coaching
MGN442 Self Leadership
MGN443 Talent Management
MGN505 Consulting and Change Management
MGN506 Contemporary Issues in Human Resource Management
MGN509 HRM Project 1
MGN510 HRM Project 2

Complementary Studies

48 Credit Points from EITHER:
(1) Further advanced HRM Studies
OR
(2) 48 cp from another Business stream;
OR
(3) 48 cp Dissertation
* Conditions apply. Students wishing to undertake the Dissertation must seek advice early in their studies to confirm their eligibility and to ensure inclusion of preparatory units into their program.

Potential Careers:

UNIT SYNOPSES

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

MGN421 STRATEGIC HRM
HRM is concerned with the relationship between people management strategies and organisational goals and objectives. This capstone unit provides HRM students with the opportunity to apply their learning to this relationship in a
systematic way. It requires them to produce high quality HRM advice that provides direction for practicing line managers consistent with organisational goals and objectives. The learning strategies in the unit challenge students to identify contemporary issues of organisation and management and to interpret these using the paradigms of HRM.

**Prerequisites:** MGN506 and 84cp of other MGN units  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**MGN423 CONTEMPORARY STRATEGIC ANALYSIS**  
This unit focuses upon developing managers’ understanding of the strategy concept and placing the fundamental elements of strategy in a framework for use in the decision making process. Taking the perspective that many managers make decisions that can have strategic implications, the emphasis is upon studying those issues that can affect the strategic positioning of the organisation. This involves creating an understanding of the universal building blocks of competitive advantage at the business, corporate and international levels. By understanding the nature and determinants of competitive and comparative advantages, students will be well positioned to take a more strategic perspective in their organisational activities.

**Antirequisites:** BSN407 and MGN504  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-2

**MGN431 STRATEGIC HUMAN RESOURCE DEVELOPMENT**  
Strategic HRD provides a theoretical and practical framework for planning and implementing HRD within today's organisations. It examines the critical theoretical approaches underpinning learning and skills development and relates these in a practical way to the HRD challenges faced by organisations. This unit also provides exposure to contemporary international HRD ideas and practices to develop an understanding of the contribution of HRD to the broader economic context.

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

**MGN433 MANAGING HIGH-PERFORMANCE ORGANISATIONS**  
Managing High-Performance Organisations is designed to provide a bridge between HRM-discipline specific and strategic/general management perspectives. The unit is therefore a centrepiece of the postgraduate HRM program. The unit serves the vitally important role of locating HRM in to its broader organisational and general management context. It also aims to develop advanced level business knowledge and skill and develop conceptual frameworks for integration and high level impact of HRM with business success and performance.

**Prerequisites:** MGN409  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 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

**MGN441 LEADERSHIP AND EXECUTIVE COACHING**  
One-to-one executive coaching has emerged as a popular and powerful intervention for improving the performance and satisfaction of individual executives. More recently, its use has been expanded into a variety of related organisational interventions. Human resource professionals are often responsible for making decisions about how coaching is used in organisations, particularly in relation to leadership development. This unit will equip students with expertise in understanding how leadership and executive coaching intersect in organisations. It will cover the theoretical foundations and models of evidence-based executive coaching, give opportunities to acquire and practice foundational coaching skills, as well as providing feedback for self-development.

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

**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 ‘online’ 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

**MGN443 TALENT MANAGEMENT**  
Australia’s growing skills shortage and the prospect of an ageing workforce threaten the sustainability, productivity and growth of many industry sectors. These pressures have made talent management a strategic priority for many
organisations. At its heart, talent management is simply a matter of anticipating the need for human capital and then developing a plan to meet it. However, the adaptive capacity of traditional workforce planning methods appears inadequate for today’s uncertain business environment. This unit examines talent management as an alternative to traditional HR planning practices. It focuses on developing both a theoretical framework to guide talent management initiatives and applied skills (e.g. identification of critical roles, workforce forecasting and analysis) required to develop a talent management plan.

Antirequisites: MGN429  Credit points: 12  
Campus: Gardens Point  Teaching period: 2011 SEM-1

MGN505 CONSULTING AND CHANGE MANAGEMENT
This unit considers the origins, nature and effect of social change on individuals, organisations and communities. Theories and models of change are used to explore planned and unplanned changes currently occurring, particularly as these relate to possible futures. Emphasis is on the strategies and skills required to initiate and participate in effective change management.

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

MGN506 CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT
The main objectives of this unit are to identify, analyse and report on contemporary issues in HRM and to research information relevant to identified topics. The content may vary according to which issues are current or predictably important in the future. Special expertise of staff, visiting scholars or distinguished HRM professionals may be utilised.

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

MGN509 HRM PROJECT 1
This unit provides the opportunity for students to undertake an approved project to develop and enhance learning associated with the coursework elements of human resource management.

Credit points: 12  Contact hours: Flexible Mode  
Campus: Gardens Point  Teaching period: 2011 SEM-1, 2011 SEM-2 and 2011 SUM

MGN510 HRM PROJECT 2
This unit provides the opportunity for students to undertake an approved project to develop and enhance learning associated with the coursework elements of human resource management.

Credit points: 12  Contact hours: flexible mode  
Campus: Gardens Point  Teaching period: 2011 SEM-1, 2011 SEM-2 and 2011 SUM