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

Year offered: 2010
Admissions: Yes
CRICOS code: 059600M
Course duration (full-time): 4 semesters
Course duration (part-time): 8 semesters
Domestic fees (indicative): 2010: Full fee tuition $9,500 (indicative) per semester
International Fees (indicative): 2010: Full fee tuition $11,000 (indicative) per semester
Domestic Entry: February and July
International Entry: February and July
Course coordinator: Dr Amanda Gudmundsson
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 major is designed to increase the skills of both specialists and line managers. 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 elective units.

Why choose this course
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.

All students complete the degree with a capstone project that consolidates learning through application to the student's own workplace or other organisations.

There are a variety of delivery modes including face-to-face weekly sessions, block delivery days, projects and online-supported delivery.

Course design
Students must undertake 192 credit points consisting of 144 credit points of prescribed units and 48 credit points of approved elective units. Non-standardised course progression may result in unit selection difficulties. Students should contact the Brisbane Graduate School of Business for course progression advice.

Students seeking to exit early from the Master of Business course and graduate with a Graduate Diploma should lodge an application during the teaching period in which they expect to complete their studies. Completion of eight, 12 credit point units, where a minimum of six units are within the same discipline area, and as approved by the Subject Area Coordinator, is required for completion of the Graduate Diploma course.

Students who have completed an undergraduate degree in a Business related or other cognate degree directly related to the discipline area within the last 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 overview.

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.

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.

**Entry requirements (domestic and international students)**

An undergraduate degree or equivalent with a minimum Grade Point Average (GPA) of 4.0 (on a 7 point scale).

**English language requirements (international students)**

In addition to the above academic entry requirement, international students must meet the following English language proficiency levels for entry into the Faculty’s postgraduate coursework courses:

- IELTS: overall band score of 6.5 with no sub-band below 6.0; or
- TOEFL: 575 (paper-based) or 230 (computerised) (if TOEFL permitted by visa requirements).

**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
  - (2) 48 cp from another Business stream; OR
  - (3) 48 cp Dissertation

**Full-time, Semester 1 Entry**

**Year 1, Semester 1**

- MGN409 Introduction to Management
- MGN412 People in Organisations
- MGN440 Designing Effective and Sustainable Organisations
  - Plus one unit from Part B Human Resource Management list

**Year 1, Semester 2**

- MGN410 Employment Relations
- MGN506 Contemporary Issues in Human Resource Management
  - Plus two units from Part B Human Resource Management list

**Year 2, Semester 1**

- MGN421 Strategic HRM
  - Plus three units from Part B Human Resource Management list

**Year 2, Semester 2**

- 48 Credit Points from either:
  - (1) Further advanced HRM Studies
  - (2) 48 cp from another Business stream
  - (3) 48 cp Dissertation

**Full-time, Semester 2 Entry**

**Year 1, Semester 2**

- MGN409 Introduction to Management
- MGN410 Employment Relations
- MGN440 Designing Effective and Sustainable Organisations
  - Plus one unit from Part B Human Resource Management list
### Year 2, Semester 1
- **MGN412** People in Organisations
- **MGN506** Contemporary Issues in Human Resource Management
  
  Plus two units from Part B Human Resource Management list

### Year 2, Semester 2
- **MGN421** Strategic HRM
  
  Plus three units from Part B Human Resource Management list

### Year 3, Semester 1
- 48 Credit Points from either:
  1. Further advanced HRM Studies
  2. 48cp from another Business stream
  3. 48cp Dissertation

### Part-time, Semester 1 Entry

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<thead>
<tr>
<th>Year 1, Semester 1</th>
<th>Year 2, Semester 2</th>
<th>Year 3, Semester 1</th>
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<tbody>
<tr>
<td><strong>MGN409</strong> Introduction to Management</td>
<td><strong>MGN410</strong> Employment Relations</td>
<td>Two units from Part B Human Resource Management list</td>
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<tr>
<td><strong>MGN412</strong> People in Organisations</td>
<td><strong>MGN440</strong> Designing Effective and Sustainable Organisations</td>
<td>Two units from Part B Human Resource Management list</td>
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### Year 2, Semester 1
- **MGN506** Contemporary Issues in Human Resource Management
  
  One unit from Part B Human Resource Management list

### Year 2, Semester 2
- Two units from Part B Human Resource Management list

### Year 3, Semester 1
- Two units from Part B Human Resource Management list

### Year 3, Semester 2
- Two units from Part B Human Resource Management list

### Year 4, Semester 1
- **MGN421** Strategic HRM
  
  One unit from Part B Human Resource Management list

### Year 4, Semester 2 and Year 5, Semester 1
- 48 Credit Points from either:
  1. Further advanced HRM Studies
  2. 48cp from another Business stream
  3. 48cp Dissertation

### Human Resource Management Unit Set (HRQ) (for continuing Students only)

<table>
<thead>
<tr>
<th>Part A – Compulsory Units (48 credit points):</th>
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<tbody>
<tr>
<td><strong>MGN409</strong> Introduction to Management</td>
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<tr>
<td><strong>MGN412</strong> People in Organisations</td>
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</tbody>
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Part B - HRM Area Studies (96 credit points):

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

Part C - Plus an additional 48 Credit Points from either:

- 48 Credit Points from either:
  (1) Further advanced HRM Studies
  (2) 48cp from another Business stream
  (3) 48cp Dissertation

Important Note:

NOTE: To ensure that the program builds on your prior academic and work experience and is consistent with your planned professional development, each participant in the HRM major should have a program plan. To obtain or renegotiate your plan, please consult with the subject area coordinator.

Full Time, Semester 2 Entry (for continuing students only)

Year 2, Semester 2

48 Credit Points from either:
  (1) Further advanced HRM Studies
  (2) 48cp from another Business stream
  (3) 48cp Dissertation

Full Time, Semester 2 Entry (for continuing students only)

Year 1, Semester 2

MGN409 Introduction to Management
MGN410 Employment Relations
MGN440 Designing Effective and Sustainable Organisations
MGN506 Contemporary Issues in Human Resource Management

Year 2, Semester 1

MGN421 Strategic HRM
Plus three units from Part B Human Resource Management list

Year 2, Semester 2

MGN412 People in Organisations
Plus three units from Part B Human Resource Management list

Year 3, Semester 1

48 Credit Points from either:
  (1) Further advanced HRM Studies
  (2) 48cp from another Business stream
  (3) 48cp Dissertation

Part Time, Semester 1 Entry (for continuing students only)

Year 1, Semester 1

MGN409 Introduction to Management
MGN412 People in Organisations
MGN440 Designing Effective and Sustainable Organisations
MGN506 Contemporary Issues in Human Resource Management

Year 1, Semester 2

MGN410 Employment Relations
Plus three units from Part B Human Resource Management list

Year 2, Semester 1

MGN421 Strategic HRM
Plus three units from Part B Human Resource Management list

Year 2, Semester 1

MGN506 Contemporary Issues in Human Resource Management
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: 2010 SEM-1 and 2010 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: 2010 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
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  
**Contact hours:** 3  
**Campus:** Gardens Point  
**Teaching period:** 2010 SEM-1 and 2010 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.

**Prerequisites:** MGN427  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2010 SEM-1 and 2010 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  
**Teaching period:** 2010 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 ‘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: 2010 SEM-1, 2010 SEM-2 and 2010 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    Teaching
period: 2010 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: 2010 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: 2010 SEM-1 and 2010 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: 2010 SEM-1, 2010 SEM-2 and 2010 SUM