Master of Business/Master of Business Administration (MBA) (BS24)

Year offered: 2013
Admissions: Yes
CRICOS code: 069779A
Course duration (full-time): 2 years
Course duration (part-time): 4 years
Domestic Fees (indicative): 2013: $12,600 (indicative) per 48 credit points

Student Services and Amenities Fee
You’ll need to pay the Student Services and Amenities Fee (SSAF) as part of your course costs. More information on the SSAF - http://www.student.qut.edu.au/fees-and-finances/study-costs/fee-schedule/table-I-student-services-and-amenities-fee

Start month: February, July
Commencement notes: Note: The July intake for Philanthropy and Nonprofit Studies has units scheduled in 6TP4 which starts before the commencement of semester 2. Please see the Philanthropy and Nonprofit Studies course structure.
Deferral allowed: No
Total credit points: 192
Course coordinator: Dr Vicky Browning (MBA); Discipline coordinators for MBus: Associate Professor Stuart Tookey (Accounting); Dr William Wild (Applied Finance); ASPRO Paul Davidson (Human Resource Management); Mr Bill Proud (International Business); Mr Bill Proud (Integrated Marketing Communication, Marketing, Public Relations) and Prof Myles McGregor-Lowndes (Philanthropy and Nonprofit Studies)
Campus: Gardens Point
Attendance: Part-time, Full-time
Additional Requirements:
Prospective students must meet the MBA entry requirements. For the MBA entry requirements, refer to www.qut.edu.au/study/courses/master-of-business-administration-mba

For all study areas except Accounting, entry requirements are an undergraduate degree in a cognate discipline with an overall minimum Grade Point Average (GPA) of 4.0 (on a 7 point scale). Applicants for the Accounting study area must have an appropriate undergraduate degree in Accountancy.

For the Philanthropy and Nonprofit Studies major, it is compulsory for enrolled students to attend the ACPNS Orientation and Intensive Weekend at the Gardens Point Campus of QUT. During this weekend students will participate in a specialised orientation program and also attend the first lectures of available units. Further information on the ACPNS Orientation and Intensive is available at www.bus.qut.edu.au/research/cpns/whatweteach/orientation.jsp

To be considered for admission, applicants must:
- demonstrate proficiency in the English language
- hold a Bachelor degree in any field from a recognised university with a minimum grade point average (GPA) of 4.5 on QUT’s 7-point scale
- have a GMAT score of at least 550
- have a minimum three years full-time equivalent relevant managerial or professional work experience post-degree
- provide two referee reports on proforma.

Prior academic achievement Prior academic study at the Bachelor level can be in any field at any recognised tertiary institution. Original or certified copies of academic transcripts that show date of completion or conferral of degree(s) and a Grade Point Average (GPA) must be provided. Not all undergraduate degrees from overseas institutions are assessed as being equivalent to Australian bachelor degrees. Applicants who have not completed a recognised bachelor degree, including the three-year diploma in China, will be considered for admission into the Graduate Certificate in Business Administration based on their Graduate Management Admission Test (GMAT) score, prior work experience and referee reports. Graduate Management Admission Test (GMAT) As applicants may come from a range of fields and their work experience may be diverse, a management aptitude test score is a useful indicator of an applicant’s ability to meet the program’s academic requirements. All applicants are required to undertake the GMAT. There will be no exemptions based on prior education or experience. GMAT test scores are valid for five years. If you have already undertaken the GMAT QUT needs to see a certified copy of your Test Takers Score. If you are planning to take the GMAT, please have the results sent directly to QUT (our identification number is 1677). GMAT_details (PDF file, 271.78 KB) - http://qut.edu.au/__data/assets/pdf_file/0005/232178/GMAT-FAQ.pdf

Work experience Relevant work experience indicates applicants will be able to contribute to class discussion. A minimum of three years full-time equivalent professional or managerial work experience is required after the completion of an undergraduate degree. To enable us to assess your work experience, a current curriculum vitae providing details of your roles, responsibilities and achievements is required. Referee reports All applicants must obtain two referee reports on the referee proforma. At
least one referee report should be from your current employer. The referees may choose to send the recommendations directly to QUT (fax, email and postal addresses are provided on the proforma). Referee Proforma (DOCX file, 106.9 KB) - http://qut.edu.au/__data/assets/word_doc/0011/29783/QUT-MBA-Referee-Proforma.docx

Course highlights
- The QUT Business School is the only business school in Australia to hold triple international accreditation. This means your QUT business degree meets international best practice standards and will be recognised wherever you work in the world.
- Link the breadth of general management knowledge and skills of an MBA with the depth of expertise in a chosen specialist discipline.
- Complete in 2 years full-time or 4 years part-time.

Details:
This double-degree program links the breadth of general management knowledge and skills of an MBA with the depth of expertise in a chosen specialist business discipline. The MBA component equips you with knowledge and skills across a broad range of business areas. You will also attain a higher level of strategic thinking, enhance your abilities as a manager, and advance your leadership prospects.

The specialist masters component complements your MBA by adding deep specialist knowledge and skills, preparing you well for senior roles in progressive organisations.

Professional recognition
Graduates completing the Master of Business (Professional Accounting)/Master of Business Administration meet the academic component of the requirements for associate membership of CPA Australia, the Institute of Chartered Accountants in Australia, the National Institute of Accountants, and enrolment in their respective professional programs. Graduates are also eligible for exemptions in the qualifying program for membership of the Association of Chartered Certified Accountants.

Graduates completing the Master of Business (Applied Finance)/Master of Business Administration meet the academic component of requirements for Senior Associate membership of the Financial Services Institute of Australia, and are entitled to full ASIC RG146 Tier 1 accreditation to provide financial product advice. Graduates may also meet the academic component of requirements for professional level membership of the Finance and Treasury Association Limited—Certified Finance and Treasury Professional, depending on prior study and electives chosen.

Structures and Units
Course design
Students will undertake specified coursework units from each of the Master of Business and Master of Business Administration. Students may select one of the following study areas for the Master of Business component:
- Accounting
- Applied Finance
- Human Resource Management
- Integrated Marketing Communication
- International Business
- Marketing
- Philanthropy and Nonprofit Studies
- Professional Accounting
- Public Relations
- Strategic Advertising.

Course design
Students are required to complete 192 credit points of units (96 credit points from each of the Master of Business (Study Area A) and MBA programs).

Professional recognition
Certain units offered in the Master of Business (Accounting)/MBA may assist with preparation for the professional programs offered by CPA Australia; the Institute of Chartered Accountants in Australia; the National Institute of Accountants as part of their respective membership requirements; and for the Chartered Financial Analysts program.

Graduates completing the Master of Business (Professional Accounting)/MBA may meet the academic component of requirements for associate membership of CPA Australia, the Institute of Chartered Accountants in Australia and the National Institute of Accountants, and enrolment in their respective professional programs.

Graduates completing the Master of Business (Applied Finance)/MBA meet the academic component of requirements for Senior Associate membership of the Financial Services Institute of Australia, and maybe entitled to full ASIC RG146 Tier 1 accreditation to provide financial product advice. Graduates may also meet the academic component of the requirements for the professional level membership of the Finance and Treasury Association Limited-Certified Finance and Treasury Professional, depending on prior study and elective chosen.

Pathways to further study
The Master of Business/MBA (BS24) may be a pathway of study into the Doctor of Business Administration (DBA) (BS25). Additional pathways may be available through consultation with the Director of Graduate Studies.
Course Structure - MBA/Master of Business (Philanthropy and Nonprofit Studies)

Master of Business - Philanthropy and Nonprofit Studies

GSN481  Philanthropic and Nonprofit Frameworks of Governance
GSN483  Ethics for Philanthropic and Nonprofit Organisations
GSN484  Management for Philanthropic and Nonprofit Organisations
GSN485  Legal Issues for Philanthropic and Nonprofit Organisations
GSN486  Accounting and Finance Issues for Philanthropic & Nonprofit Organisations
GSN487  Introduction to Social Enterprise
GSN488  Fundraising Development Principles
GSN489  Fundraising Development Techniques
GSN464  Systems Thinking for Managers
GSN498  Investment Strategies for Technology
GSN499  Services Innovation
GSN558  Stakeholder Engagement and Media Principles

24 credit points from Business Unit Options List

The remaining 96 credit points of the BS24 are taken from the MBA program.

MBA

GSN405  Strategic Management
GSN407  Communicating to Influence
GSN491  Economics in Business
GSN468  Problem Framing for Creative Action
GSN404  Accounting for Decision Making
GSN408  Fundamentals of Marketing Management
GSN497  Personal Leadership and Change
GSN403  Understanding Data
GSN409  Understanding and Leading Others
GSN412  Business Law
GSN410  Entrepreneurship
GSN413  Financial Management
GSN406  Human Resource Management Issues
GSN490  Managing Technological Innovation
GSN473  Corporate Governance and Accountability

Course Structure - MBA/Master of Business (Professional Accounting)

Master of Business (Professional Accounting)

EFN406  Managerial Finance
AYN411  Audit and Assurance
AYN414  Cost and Management Accounting
AYN416  Financial Accounting 1
AYN417  Financial Accounting 2
AYN418  Financial Accounting 3
AYN438  Taxation Law and Practice
AYN443  Electronic Commerce Cycles
AYN520  Integrated Issues in Professional Practice

MBA

EFN422  Economics and Data Analysis
AYN456  Business and Corporations Law
GSN497  Personal Leadership and Change
GSN405  Strategic Management
GSN406  Human Resource Management Issues
GSN408  Fundamentals of Marketing Management
GSN409  Understanding and Leading Others
GSN410  Entrepreneurship
GSN415  Leadership and Complexity
GSN468  Problem Framing for Creative Action
GSN473  Corporate Governance and Accountability
GSN490  Managing Technological Innovation

Course Structure - MBA/Master of Business (Accounting)

Master of Business (Accounting)

AYN520  Integrated Issues in Professional Practice
PLUS 12 cps from:

AYN411  Audit and Assurance
AYN418  Financial Accounting 3
AYN438  Taxation Law and Practice

Note: The above 3 units may be substituted if the student is deemed to have completed undergraduate equivalent units.

PLUS 72-84 credit points from:

AYN415  External Reporting Issues
AYN433  Research Topics in Accounting
AYN442  Superannuation and Wealth Management
AYN453  Financial Forensics and Business Intelligence
AYN454 Forensic Accounting and Investigation
AYN460 Accountancy Work Placement
AYN505 Financial Analysis and Business Valuation
AYN506 Strategic Management Accounting

MBA
AYN507 Governance Issues in Accounting
AYN426 International Capital Markets Law and Regulation
GSN497 Personal Leadership and Change
GSN405 Strategic Management
GSN406 Human Resource Management Issues
GSN408 Fundamentals of Marketing Management
GSN409 Understanding and Leading Others
GSN410 Entrepreneurship
GSN415 Leadership and Complexity
GSN468 Problem Framing for Creative Action
GSN473 Corporate Governance and Accountability
GSN490 Managing Technological Innovation

Course Structure - MBA/Master of Business (Integrated Marketing Communication)

Master of Business (Integrated Marketing Communication)
AMN401 Integrated Marketing Communication
AMN403 Marketing and Survey Research
AMN404 Readings in Integrated Marketing Communication
AMN405 Cases in Integrated Marketing Communication
AMN406 Project
AMN420 Advertising Management
AMN465 Public Relations Management

MBA
GSN497 Personal Leadership and Change
GSN403 Understanding Data
GSN404 Accounting for Decision Making
GSN405 Strategic Management
GSN406 Human Resource Management Issues
GSN409 Understanding and Leading Others
GSN410 Entrepreneurship
GSN412 Business Law
GSN413 Financial Management
GSN415 Leadership and Complexity

GSN468 Problem Framing for Creative Action
GSN473 Corporate Governance and Accountability
GSN490 Managing Technological Innovation
GSN491 Economics in Business
AMN442 Marketing Management

Course Structure - MBA/Master of Business (Marketing)

Master of Business (Marketing)
AMN400 Consumer Behaviour
AMN401 Integrated Marketing Communication
AMN403 Marketing and Survey Research
AMN443 Product and Service Innovation
AMN444 Services Marketing
AMN445 Strategic Marketing Management
AMN447 Contemporary Issues in Marketing
AMN431 Marketing Internationally

MBA
GSN497 Personal Leadership and Change
GSN403 Understanding Data
GSN404 Accounting for Decision Making
GSN405 Strategic Management
GSN406 Human Resource Management Issues
GSN409 Understanding and Leading Others
GSN410 Entrepreneurship
GSN412 Business Law
GSN413 Financial Management
GSN415 Leadership and Complexity
GSN468 Problem Framing for Creative Action
GSN473 Corporate Governance and Accountability
GSN490 Managing Technological Innovation
GSN491 Economics in Business
AMN442 Marketing Management

Course Structure - MBA/Master of Business (Strategic Advertising)

Master of Business (Strategic Advertising)
AMN403 Marketing and Survey Research
AMN420 Advertising Management
AMN421 Contemporary Issues in Advertising
AMN422 Media Strategy
AMN423 Strategies for Creative Advertising
KAP402 Advertising Creative: Copywriting and Art Direction
KAP401 Advertising Creative: Introduction
PLUS EITHER:
AMN406 Project
OR
24 credit points AMPR Option Units

NOTES: * KIP424 and KIP426 may count towards this study area if they were completed before mid 2012

MBA

GSN497 Personal Leadership and Change
GSN403 Understanding Data
GSN404 Accounting for Decision Making
GSN405 Strategic Management
GSN406 Human Resource Management Issues
GSN407 Communicating to Influence
GSN408 Fundamentals of Marketing Management
GSN409 Understanding and Leading Others
GSN410 Entrepreneurship
GSN412 Business Law
GSN413 Financial Management
GSN415 Leadership and Complexity
GSN468 Problem Framing for Creative Action
GSN473 Corporate Governance and Accountability
GSN490 Managing Technological Innovation
GSN491 Economics in Business

Course Structure - MBA/Master of Business (Applied Finance)

Master of Business (Applied Finance)

EFN406 Managerial Finance
EFN412 Advanced Managerial Finance
EFN415 Security Analysis and Portfolio Management
EFN410 Economic and Financial Modelling
EFN414 International Finance
EFN416 Treasury and Portfolio Management
EFN421 Financial Planning and Strategies
EFN501 Corporate and Commercial Lending
EFN505 Financial Risk Management
EFN507 Advanced Capital Budgeting

MBA

EFN405 Managerial Economics
GSN497 Personal Leadership and Change
GSN403 Understanding Data
GSN404 Accounting for Decision Making
GSN405 Strategic Management
GSN406 Human Resource Management Issues
GSN407 Communicating to Influence
GSN408 Fundamentals of Marketing Management
GSN409 Understanding and Leading Others
GSN410  Entrepreneurship
GSN412  Business Law
GSN415  Leadership and Complexity
GSN468  Problem Framing for Creative Action
GSN473  Corporate Governance and Accountability
GSN490  Managing Technological Innovation

Course Structure - MBA/Master of Business (International Business)

Master of Business (International Business)

EFN406  Managerial Finance
MGN447  Managing in a Globalised Economy
MGN448  Negotiating Across Borders
AMN430  International Logistics Management
AMN431  Marketing Internationally
AYN424  International Accounting
PLUS 24 credit points from
MGN446  Business in Australia
MGN444  Business in Asia
MGN445  Business in Europe

MBA

GSN497  Personal Leadership and Change
GSN403  Understanding Data
GSN404  Accounting for Decision Making
GSN405  Strategic Management
GSN406  Human Resource Management Issues
GSN407  Communicating to Influence
GSN408  Fundamentals of Marketing Management
GSN409  Understanding and Leading Others
GSN410  Entrepreneurship
GSN412  Business Law
GSN413  Financial Management
GSN415  Leadership and Complexity
GSN468  Problem Framing for Creative Action
GSN473  Corporate Governance and Accountability
GSN490  Managing Technological Innovation
EFN405  Managerial Economics

Students choose 96 credit points from the following in consultation with the HRM Coordinator
MGN421  Strategic HRM
MGN409  Management HRM Practice
MGN431  Strategic Human Resource Development
MGN433  Managing High-Performance Organisations
MGN441  Leadership and Executive Coaching
MGN410  Employment Relations
MGN443  Talent Management
MGN505  Consulting and Change Management
MGN440  HRM Theory and Practice
MGN509  HRM Project 1

MBA

GSN497  Personal Leadership and Change
GSN403  Understanding Data
GSN404  Accounting for Decision Making
GSN405  Strategic Management
GSN406  Human Resource Management Issues
GSN407  Communicating to Influence
GSN408  Fundamentals of Marketing Management
GSN409  Understanding and Leading Others
GSN410  Entrepreneurship
GSN412  Business Law
GSN413  Financial Management
GSN415  Leadership and Complexity
GSN497  Personal Leadership and Change
GSN473  Corporate Governance and Accountability
GSN490  Managing Technological Innovation
GSN491  Economics in Business

Potential Careers:
Manager, Project Manager.

UNIT SYNOPSISES

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.

**Antirequisites:** MIN419  
**Equivalents:** AMX400  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point and External  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

**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:** 2013 SEM-1 and 2013 SEM-2

**AMN402 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:** 2013 SEM-1 and 2013 SEM-2

**AMN403 READINGS IN INTEGRATED MARKETING COMMUNICATION**

The unit provides participants with the opportunity to make a detailed exploration of the literature on a particular topic or problem in the area of Integrated Marketing Communication under the direction of a supervisor. The readings integrate and consolidate theory and research related to IMC and from other studies undertaken in the course. Students undertake a formal and systematic review of literature in a particular problem area of IMC related to their interests, project or thesis. Students may also explore work covered in other specialisations.

**Prerequisites:** AMN401  
**Antirequisites:** CON416  
**Equivalents:** AMX404  
**Credit points:** 12  
**Contact hours:** Supervision only, Lecture in Week 1  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1, 2013 SEM-2 and 2013 SUM

**AMN404 PROJECT**

In this unit, students examine in detail a theoretical or empirical problem in one of the disciplines of advertising, marketing, public relations, or integrated marketing communication. The study is based in the published journal literature of the discipline and can involve primary research and analysis. Students can develop a communication audit of an organisation or a case study related to an organisation product or issue. Project supervision will be arranged by the Unit Coordinator through consultation with the student and available staff members.

**Prerequisites:** 60 credit points of approved prior studies in Advertising, Marketing and Public Relations units (AMN% units)  
**Antirequisites:** CON405  
**Equivalents:** AMX406  
**Credit points:** 24  
**Contact hours:** 2-6 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2 and 2013 SUM

**AMN405 CASES IN INTEGRATED MARKETING COMMUNICATION**

This unit provides students with the opportunity to explore a range of topics related to the integration of the elements of the promotional mix-advertising, personal selling, reseller support, publicity, direct marketing, and sales promotion. Through the use of intensive case study analysis and discussion, students will refine conceptual understanding and analytical skills to explore such IMC topics as brand equity and IMC, IMC approaches to promotions management, organisational issues related to structuring corporate IMC functions, environmental analysis and database marketing to inform IMC planning, and IMC strategies and the development of corporate advantage.

**Prerequisites:** AMN401  
**Equivalents:** AMX405  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

**AMN406 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:** 2013 SEM-1, 2013 SEM-2 and 2013 SUM
Gardens Point  Teaching period: 2013 SEM-1 and 2013 SEM-2

**AMN421 CONTEMPORARY ISSUES IN ADVERTISING**
This unit surveys the intellectual foundations of a number of contemporary issues emerging within the advertising discipline and provides sophisticated, systematic explanations of their societal implications and consequences. It also explores how these issues are addressed by business, government and organisation.

**Prerequisites:** AMN420  **Antirequisites:** CON412  
**Equivalents:** AMX421  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2013 SEM-1 and 2013 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:** CON418  **Equivalents:** AMX422  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2013 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:** CON419  **Equivalents:** AMX423  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2013 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:** 2013 SEM-1 and 2013 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 Point  **Teaching period:** 2013 SEM-1 and 2013 SEM-2

**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:** 2013 SEM-1 and 2013 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:** 2013 SEM-1

**AMN444 SERVICES MARKETING**
This unit introduces a framework for studying services and explores both strategic and operational issues including the design and delivery of services; the formulation of communication strategies; definition, measurement and implementation of customer focused marketing programs in
service industries; the establishment and maintenance of relationships with customers.

**Prerequisites:** AMN442  
**Antirequisites:** MIN424  
**Equivalents:** AMX444  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

**AMN445 STRATEGIC MARKETING MANAGEMENT**  
This is a capstone unit which aims to ensure students can manage the complete marketing function at a senior level within a corporation, and includes assessing the marketing function's performance with appropriate tools to diagnose, assess, track and evaluate performance and to modify processes to improve the function. Links between the marketing function and other functions of a business such as accounting, operations and human resources are drawn, so that the student would be in a position to move into top management if the opportunity arose.

**Prerequisites:** AMN442  
**Antirequisites:** MIN425  
**Equivalents:** AMX445  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

**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:** 2013 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  
**Teaching period:** 2013 SEM-2

**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:** 2013 SEM-1 and 2013 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:** 2013 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:** 2013 SEM-1 and 2013 SEM-2

**AMN467 PUBLIC RELATIONS CAMPAIGNS**  
This unit provides a systematic exploration of the planning, management and evaluation of public relations campaigns and programs. The primary goal of the unit is to build a detailed understanding of existing theory and research that informs the development and evaluation of public relations campaigns. The unit focuses on key problem areas of campaign management including strategy, design and evaluation.

**Equivalents:** AMX467  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point and External  
**Teaching period:** 2013 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:** 2013 SEM-1

**AYN411 AUDIT AND ASSURANCE**  
Topics in this unit include: the audit environment; legal liability of auditors; professional ethics; the study and evaluation of audit planning and programming, evidence, internal control theory and review techniques; audit program applications; audit in CIS environment and evaluation of CIS controls; computer-assisted audit techniques; computer fraud; audit sampling techniques; audit reporting.  
**Prerequisites:** AYN416  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

**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:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

**AYN415 EXTERNAL REPORTING ISSUES**  
**Prerequisites:** AYN417 and AYN418  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 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:** 2013 SEM-1 and 2013 SEM-2

**AYN417 FINANCIAL ACCOUNTING 2**  
This unit covers the preparation of consolidated financial statements; an overview of the statutory requirements that dictate the format and content of published financial reports of companies; the requirements of the Corporations Act 2001 and the major disclosure orientated accounting standards; accounting for income tax; accounting for the acquisition of assets (including business entities); accounting for investments in associates; the termination of a company’s life and the accounting procedures necessitated by winding up/liquidation.  
**Prerequisites:** AYN416  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

**AYN418 FINANCIAL ACCOUNTING 3**  
This unit introduces students to the concepts and theories that underlie financial reporting and disclosure practices. The regulatory environment and factors influencing accounting policy choices provide a framework for examining the financial effects and behavioural implications of applying different accounting methods to specific accounting issues. Particular emphasis is placed on both the application of specific accounting techniques/rules and the conceptual/theoretical issues associated with alternative accounting methods.  
**Prerequisites:** AYN416  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 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:** 2013 SEM-1 and 2013 SEM-2

**AYN426 INTERNATIONAL CAPITAL MARKETS LAW AND REGULATION**  
This Unit provides understanding of the regulation of global financial markets including the history, philosophy and economics of capital markets and the regulatory models used by governments. The 2008 Global Financial Crisis is reviewed including the effects of margin lending. The Australian Prudential System is compared to systems in other economies. An overview of the Corporations Act, including anti-cartel and executive remuneration provisions, provides a foundation in corporate law and regulation. Corporate misfeasance; fundamentals of the Principal-
Agent problem; basic Trust law and anti-monopoly regulations; an introduction to derivative actions and Board independence; and the regulation of financial instruments, are also included.

**Prerequisites:** AYN410 or AYN456 or (GSN412 and GSN472)  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

### AYN433 RESEARCH TOPICS IN ACCOUNTING

This unit introduces Honours, Higher Degree Research and other Postgraduate students to a broad range of accounting literature. It is designed to explore various theories and research methodologies that are applied in accounting research through assigned weekly readings and assigned research tasks. The assigned readings include contemporary research in financial accounting, management accounting, auditing and corporate governance.

**Prerequisites:** AYN417 and AYN418  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1

### AYN438 TAXATION LAW AND PRACTICE

This unit introduces students to the statutory framework of the Australian taxation system. Elements in the determination of taxable income and the levying of income tax are examined including general and specific categories of assessable income and allowable deductions, capital gains tax and administration aspects of the tax system. The taxation of fringe benefits is also examined. The unit concludes with a brief overview of the taxation of partnerships, trusts and companies and the goods and services tax. Emphasis is placed on developing students' skills in problem solving through research and analysis of taxation issues.

**Prerequisites:** AYN410 or AYN456  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

### AYN442 SUPERANNUATION AND WEALTH MANAGEMENT

The complex regulatory environment in which retirement income policies operate, gives rise to a need for accountants and other business professionals to have comprehensive knowledge and understanding of wealth management issues. This unit introduces students to personal wealth management, in particular, the Australian strategies. The knowledge and skills developed in this unit are essential for accounting professionals working in any areas of practice associated with the administration or auditing of superannuation funds, advising employers about superannuation, or providing individuals with financial planning services.

**Prerequisites:** AYN416 and EFN406 and AYN438. AYN438 may be studied in the same teaching period.  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Campus:** Gardens Point

### AYN443 ELECTRONIC COMMERCE CYCLES

This unit examines the concepts, processes and issues relevant to computerised accounting systems including: accounting information systems; internal controls; design and development of computerised accounting systems including general ledger and reporting cycle, revenue cycle, expenditure cycle and payroll cycle; computer fraud, security and crime; accessing accounting information; and accounting in an electronic environment. Practical application of these concepts is enhanced by the use of accounting software such as MYOB, spreadsheet software such as Excel, database software such as Access, and interactive multimedia software such as Accounting Information Systems Cycles.

**Prerequisites:** AYN416  
**Antirequisites:** AYB221, AYN402  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

### AYN453 FINANCIAL FORENSICS AND BUSINESS INTELLIGENCE

As a result of having to make increasing numbers of urgent, strategic, high-risk decisions, management need more than just information to assist them. This unit focuses on providing skills in forensic and business intelligence through the use of MS Access, MS Excel and SAS Enterprise Guide 4.3 to mine and analyse data sets to assist managerial decision making and aid in fraud detection. Applications for financial forensics and business intelligence are emphasised.

**Prerequisites:** AYN443  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

### AYN454 FORENSIC ACCOUNTING AND INVESTIGATION

The unit is designed to provide students with an understanding of the risks of fraud or corporate failure occurring and an appreciation for the subsequent forensic review processes. An understanding of control environments and their adequacies and inadequacies should also be derived.

**Prerequisites:** AYN417 and AYN418  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1 and 2013 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  Campus: Gardens Point  Teaching period: 2013 SEM-1 and 2013 SEM-2

AYN460 ACCOUNTANCY WORK PLACEMENT
This unit fosters learning through work related experience. Students will be given the opportunity to experience the work that is performed by accountants which will enable them to more effectively learn and practice accounting discipline knowledge and graduate capabilities. Admission to this unit is by application and subsequent approval by the unit coordinator.

For additional important information about this unit please refer to the current unit outline. Other requisites: An application, interview and subsequent approval by the Unit Coordinator is required to enrol in this unit. In addition to completion of the following units: AYN417 & AYN418. Credit points: 12  Campus: Gardens Point  Teaching period: 2013 SEM-1 and 2013 SEM-2

AYN505 FINANCIAL ANALYSIS AND BUSINESS VALUATION
This unit is about the analysis of financial information arising primarily from the financial reports of entities. Fundamental analysis techniques are examined in detail with particular emphasis on the application of these techniques in equity (share) valuation decisions. The unit comprises three related parts. Part one outlines the four basic steps in the fundamental analysis framework; business analysis, accounting analysis, financial analysis and prospective analysis. The next part combines these skills in addressing the question of valuation, while the final section of the unit applies the skills in several different contexts, such as credit analysis, security analysis, mergers and acquisitions and financial policy decisions. Prerequisites: AYN417 and AYN418 and EFN406  Other requisites: In addition to the prerequisite subjects, subject area coordinator approval is required. Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2013 SEM-2

AYN506 STRATEGIC MANAGEMENT ACCOUNTING
Strategic Management Accounting develops a theory of organisations that provides an understanding of the information requirements of management to facilitate strategic planning, decision-making and control. This unit prepares students for a world of unstructured problem-solving and develops skills in managerial decision-making by the use of current research articles to ascertain how managers can design organisations to motivate individuals to make choices that increase firm value. Topics include: the management of control systems; performance evaluation and compensation incentives; transfer pricing. New management accounting practices, activity-based costing, the balanced scorecard, and economic value added, are evaluated using the latest research. Prerequisites: AYN414 and AYN417  Other requisites: In addition to the prerequisite subjects, subject area coordinator approval is required. Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2013 SEM-2

AYN507 GOVERNANCE ISSUES IN ACCOUNTING
This unit adopts an accounting perspective to examine issues relating to sound corporate governance, accountability and transparency. Topics covered include the following: the role of the board of directors and board committees; internal control and risk management; audit committees, internal and external audit; duties of directors and management; codes of conduct and ethics; compensation issues; conflict of interest and insider trading. Prerequisites: AYN417 and AYN418  Other requisites: In addition to the prerequisite subjects, subject area coordinator approval is required. Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2013 SEM-1

AYN520 INTEGRATED ISSUES IN PROFESSIONAL PRACTICE
The Accountancy profession has repeatedly stressed the need for accounting university graduates to be 'work ready' and able to deal with and solve unstructured, multi-disciplined problems. This unit is a deliberate attempt to address this concern for students who enter the accounting profession through the Master of Business (Professional Accounting) - Advanced course and enables students in the Master of Business (Accounting) courses to further develop their team work, research and problem-solving skills using problem-based learning (PBL). The unit simulates issues faced by a professional advisor/consultant by presenting students with simulated real world problems. The 'real world' focus of the unit ties strategically into QUT's charter and provides our students with a potential advantage in seeking employment. Prerequisites: AYN417 and AYN418  Antirequisites: AYB339  Credit points: 12  Campus: Gardens Point  Teaching period: 2013 SEM-1 and 2013 SEM-2

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: 2013 SEM-1 and 2013 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: 2013 SEM-1, 2013 SEM-2 and 2013 SUM

EFN410 ECONOMIC AND FINANCIAL MODELLING
This unit introduces students to the modelling techniques which are frequently used in a business and financial environment. Modelling is used as an aid to decision-making, as a means of forecasting important variables and as a planning and analysis tool. Various modelling exercises are used to illustrate the use of these modelling techniques in an economic and financial context. Prerequisites: EFN412 Antirequisites: AYN419, EFN503 Equivalents: EFX410 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 SEM-1

EFN412 ADVANCED MANAGERIAL FINANCE
This unit expands on material introduced and developed in EFN406 Managerial Finance. Its objective is to examine the key decisions made by corporate financial managers (that is the investment, financing and dividend decisions). Topics include: the financing decision & capital structure, debt versus equity, lease versus debt, term structure versus default structure of interest rates; the dividend decision & dividends versus capital gains, franked versus unfranked income; firm valuation, free cash flow model; evaluation of takeovers; Risk and Return & diversification, the CAPM model, its practical application and its relationship to efficient market hypothesis; forwards, futures, options, warrants, convertibles and risk management using financial derivatives. Prerequisites: EFN406 Equivalents: EFX412 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 SEM-1 and 2013 SEM-2

EFN414 INTERNATIONAL FINANCE
This unit introduces the theory and practice of international finance, the relationship between domestic and international financial markets, international parity conditions and arbitrage, foreign exchange risk management, country and political risk management, international trade finance, international portfolio investment, multinational cost of capital and capital structure, international capital budgeting and foreign direct investment. Prerequisites: EFN406 Antirequisites: EFN417 Equivalents: EFX414 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 SEM-2

EFN415 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
This unit deals with security analysis and portfolio management. The unit is both practical and theoretical. Topics covered include: portfolio theory and the capital asset pricing model; bond and equity portfolio management; fundamental valuation techniques; portfolio hedging; active vs. passive investment strategies; and the evaluation of portfolio performance. The ultimate purpose of this unit is to provide the necessary tools for students to manage investment risk and return, select mispriced securities, design and administer investment portfolios, accomplish goals in portfolio management, and measure the performance of investment management. Prerequisites: EFN406 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 SEM-1 and 2013 SEM-2

EFN416 TREASURY AND PORTFOLIO MANAGEMENT
This unit introduces the student to the treasury environment in which financial institutions operate. The key to the unit is the raising of funds and the management of interest rate risk. This unique hands-on unit allows students to develop these skills by trading in a simulated environment of international economic uncertainty. Students have trading parameters within which they should operate and decisions must be made concerning source of funds, term and duration, interest rate re-set, and risk management with derivatives. Trading will be conducted over a simulated four quarter year. Prerequisites: EFN406 Equivalents: EFX416 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 SEM-1

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:** 2013 SEM-1 and 2013 SEM-2

**EFN422 ECONOMICS AND DATA ANALYSIS**
The aim of the unit is firstly to provide a basic understanding of how market conditions are determined and, in particular, it investigates market forces that drive production and prices in both individual markets and the national economy. Secondly, the aim is to help students to develop a statistical way of thinking to assist with decision-making in the absence of complete information in real world situations.

**Antirequisites:** EFB101, EFN405, EFN419, GSN403, GSN411, GSN414, GSN491  **Credit points:** 12  **Campus:** Gardens Point  **Teaching period:** 2013 SEM-1 and 2013 SEM-2

**EFN501 CORPORATE AND COMMERCIAL LENDING**
This unit covers the theory and practice of lending by commercial banks to firms. Topics include the nature of financial intermediary, basic loan structure, costs of lending, lender’s compensation, and loan terms and conditions.

**Prerequisites:** EFN412  **Equivalents:** EFX501  **Credit points:** 12  **Campus:** Gardens Point  **Teaching period:** 2013 SEM-1

**EFN505 FINANCIAL RISK MANAGEMENT**
The unit covers the major areas of modern risk management. The focus is on measuring and managing risks in financial institutions. Particular attention is paid to developing understanding of the analytical techniques employed in the construction of hedging strategies and the interrelations between the major areas of risk management. The unit emphasises empirical applications and assessment of risk management techniques. Topics covered include the current state of prudential regulation of financial institutions, measurement and management of market risks, hedging strategies with derivatives and managing interest rate and exchange rate risks.

**Prerequisites:** EFN415  **Equivalents:** EFX505  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2013 SEM-1 and 2013 SEM-2

**EFN507 ADVANCED CAPITAL BUDGETING**
Topics in this unit include: capital investment analysis, the NPV rule, adjusted present value, replacement decisions, retirement decisions, unequal lives, optimal life, cost of capital, estimating beta, capital rationing, valuation of new issues, mergers and takeovers, analysis of financial and leverage leases, the impact of recent taxation changes on the financing, dividend and investment decisions of the firm, capital budgeting in an international context, access or infrastructure pricing, and real options. The course includes a series of case studies, problems and exercises, which require the student to apply the theory they have learned, to practical situations not covered in normal undergraduate courses. A basic understanding of spreadsheets is assumed.

**Prerequisites:** EFN406 and EFN412  **Equivalents:** EFX507  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2013 SEM-2

**GSN403 UNDERSTANDING DATA**
This unit is designed to provide students with a clear understanding of different types of data and techniques to present and analyse real world problems relevant to business and managers. Students are introduced to various techniques of organising, presenting and analysing economic and business data. Topics include probability theory, descriptive and inferential statistics.

**Prerequisites:** GSN404, GSN405, GSN407 and GSN491  **Antirequisites:** EFN409  **Equivalents:** GSZ403  **Credit points:** 6  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2013 6TP5

**GSN404 ACCOUNTING FOR DECISION MAKING**
This unit provides students with the opportunity to develop an understanding of accounting techniques that are useful for managerial decision making. Essentially this unit concentrates on two key areas of particular importance to business managers and leaders: budgeting and cost control accounting and the analysis and interpretation of financial statements. Through the study of this unit, students will be in a better position to make informed predictions, recommendations and decisions about future directions and actions that are needed to ensure the financial stability of a particular organisation.

**Antirequisites:** GSN202  **Equivalents:** GSZ404  **Credit points:** 6  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2013 6TP4 and 2013 6TP6

**GSN405 STRATEGIC MANAGEMENT**
Strategy is the process of determining goals and moving towards the achievement of those goals in a business, government, or not-for-profit setting. The Strategic Management unit introduces the concept of strategy and explores the basic tenets of the strategy process, competitive advantage, and strategic management in a changing global environment. It lays the foundations for students in terms of understanding contemporary thinking in the strategy field.

**Antirequisites:** GSZ602  **Equivalents:** GSZ405  **Credit points:** 6  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2013 6TP4 and 2013 6TP6
GSN406 HUMAN RESOURCE MANAGEMENT ISSUES
There is increasing recognition internationally of the critical contribution of effective people management in obtaining and sustaining a strategic advantage in an increasingly globally competitive business environment.

This unit provides students with the opportunity to examine the challenges faced by managers and leaders in achieving effective human resource management in the complex business environments of today and tomorrow. The unit adopts an issues-based approach, designed to build awareness of the human resource management issues and build contextually specific solutions to those issues in diverse industry contexts.

Equivalents: GSZ406 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 6TP3

GSN407 COMMUNICATING TO INFLUENCE
Specialised knowledge alone is no longer enough to guarantee success in business; you must be able to effectively communicate this knowledge with a variety of audiences, in a variety of situations and using a range of communication technologies.

This unit provides students the opportunity to develop highly effective and persuasive oral, written and technology enabled communication skills. The unit encourages students to develop an understanding of their audience, sensitivity to language use and to demonstrate the value and power of language as a means of persuasion in managerial and leadership contexts.

Antirequisites: GSZ603 Equivalents: GSZ407 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 6TP2 and 2013 6TP4

GSN408 FUNDAMENTALS OF MARKETING MANAGEMENT
The Fundamentals of Marketing Management unit provides students with the opportunity to critically examine and evaluate the role of marketing and its contribution to the strategic processes of organisations operating in increasingly complex and highly competitive global business environments. A study of key marketing decisions made by real world organisations are examined including the marketing concept, the marketing mix, marketing information systems, marketing research, market segmentation, targeting and positioning, and the process of marketing planning, implementation and control.

Equivalents: GSZ408 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 6TP2 and 2013 6TP6

GSN409 UNDERSTANDING AND LEADING OTHERS
The Understanding and Leading Others unit will help students to be able to identify, assess and understand the factors that influence the thoughts, feelings, motivations and actions of individuals in the workplace. Students will then have the opportunity to apply these insights into human behaviour within organisations to determine the most effective strategies and courses of action for maximising the potential of individuals and to lead and build high performing face-to-face and virtual teams.

Antirequisites: MGN412 Equivalents: GSZ409 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 6TP6

GSN410 ENTREPRENEURSHIP
The Entrepreneurship unit introduces students to the field of entrepreneurship and the management of innovation. Through the study of this unit, students will be able to develop an understanding of entrepreneurial attitudes, abilities, behaviours and culture and explore a range of issues related to opportunity recognition, viability screening for sustainable competitive advantage, risk recognition and mitigation, intellectual property protection and developing a business model for a new enterprise.

Equivalents: GSZ410 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 6TP5

GSN412 BUSINESS LAW
The Business Law unit provides managers with an overview of basic legal principles, which form the foundation of the laws of commercial transactions from the perspective of, and with particular relevance, to managers. Students will learn key elements of the rules governing business dealings by the interaction of the laws of contract, agency and franchising, property law, securities and bailment, company law and consumer law. The unit also introduces students to the Australian legal and statutory structure and provides an overview of the legal nature of business entities.

Antirequisites: AYN410, EFN413 Equivalents: GSZ412 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 6TP2

GSN413 FINANCIAL MANAGEMENT
It is essential for business leaders and managers who must make financial decisions, to have a fundamental understanding of the operation of financial markets and how these markets impinge on the operation of their organisation. They must know how to properly value cash flows and other assets, and understand the fundamentals of asset diversification, risk and return, and the cost of capital.
This unit introduces students to the national and international financial environments in which they operate from a personal and business perspective. The unit explores the three major lessons in finance: time value, diversification and arbitrage.

**Prerequisites:** GSN403  
**Antirequisites:** EFN406  
**Equivalents:** GSZ413  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP4

**GSN415 LEADERSHIP AND COMPLEXITY**  
In a complex society where changes are occurring with increasing speed and frequency, leadership has never had greater significance, nor has it been more challenging.

The Leadership and Complexity unit is designed to improve the capacity of students to understand, communicate and influence the people they will lead in complex, rapidly changing business environments. Students will be taken through a variety of reflective activities designed to help them to shape up their own leadership philosophy that will form the foundation of their leadership style.  
**Equivalents:** GSZ415  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP2

**GSN464 SYSTEMS THINKING FOR MANAGERS**  
Leaders and managers of organisations deal with complex problems whose resolution requires holistic approaches, sophisticated thinking and pluralist methodologies. Systems Thinking is an approach that has been successfully used by business managers and leaders to engage with and manage complex and often ambiguous business problems.  
This unit provides students with foundational knowledge related to systems methodologies and their underpinning epistemologies that enable business leaders and managers to solve and manage the complex, multi-faceted business problems of today and tomorrow.  
**Equivalents:** GSZ464, GSN502, GSZ502  
**Credit points:** 6  
**Teaching period:** 2013 6TP3 and 2013 6TP6

**GSN468 PROBLEM FRAMING FOR CREATIVE ACTION**  
Simple problem solving approaches are no longer sufficient to solve and manage the complex and multi-faceted business problems of today and tomorrow. Instead, managers need to be skilled in new approaches such as problem reframing, creative problem solving, lateral, analogical and design thinking that support creative and innovative approaches for dealing with complex business challenges.

This unit enables students to explore contemporary and creative approaches to problem framing and problem solving in complex business environments both at the individual and group level. Students will also have the opportunity to investigate how to create workplace environments that encourage and foster creativity and innovation.  
**Equivalents:** GSN504, GSN526, GSZ468, GSZ526, GSZ556  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP3 and 2013 6TP5

**GSN473 CORPORATE GOVERNANCE AND ACCOUNTABILITY**  
Boards of directors and managers of organisations are now legally as well as morally accountable for policies, processes, and outcomes to an increasingly vocal set of stakeholders. This unit introduces students to the principles underlying good corporate accountability and governance and examines the roles of the board and management in implementing and monitoring a sound corporate culture, proactively identifying and dealing with risk, and safeguarding the company's assets and its place in our society and economy. Comparative models of governance are also discussed drawing on examples from many cultures and jurisdictions, as well as large and small businesses.  
**Prerequisites:** GSN403 and GSN409 and GSN412  
**Antirequisites:** GSN472, GSZ413  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP2 and 2013 6TP5

**GSN481 PHILANTHROPIC AND NONPROFIT FRAMEWORKS OF GOVERNANCE**  
The unit explores contemporary understandings of philanthropic and nonprofit governance in the context of social, economic and political systems. It locates these understandings in various theoretical and descriptive frameworks providing students with both the knowledge and analytical skills that are necessary to reflect critically on philanthropy and nonprofit governance systems and their environments.  
**Antirequisites:** GSN472, GSN229  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP2

**GSN483 ETHICS FOR PHILANTHROPIC AND NONPROFIT ORGANISATIONS**  
This course introduces students to ethical theories and constructs with a focus on producing effective personal and professional resolutions to those ethical dilemmas specifically associated with Philanthropic and NonProfit (PANFP) organisations. The unit recognises the distinctive mission and character of PANFP organisations, while seeking to provide an understanding of integrity and response-ability.
GSN484 MANAGEMENT FOR PHILANTHROPIC AND NONPROFIT ORGANISATIONS

In the context of the multiple management challenges facing non-profit and philanthropic entities, this unit provides students with an introduction to contemporary thinking and practice in the effective and efficient management of organisations. While the focus is on non-profit management, wider management and organisational theory will be drawn on in order that proactive responses to situations, problems and dilemmas facing non-profit organisations can be developed by students.

**Antirequisites:** AMN480, GSN230  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP3

GSN485 LEGAL ISSUES FOR PHILANTHROPIC AND NONPROFIT ORGANISATIONS

The unit introduces students to critical issues of philanthropic and nonprofit law and taxation. The unit examines the regulatory, taxation and governance framework of nonprofit organisations and philanthropic transactions in Australian Federal and State jurisdictions.

**Antirequisites:** GSN231  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP4

GSN486 ACCOUNTING AND FINANCE ISSUES FOR PHILANTHROPIC & NONPROFIT ORGANISATIONS

This unit introduces students to an overview of financial reporting. The unit begins with an overview of the purpose of accounting and the types of financial statements that comprise a financial report. The unit also focuses on the Australian financial reporting framework and whether an Australian accounting standard for nonprofit organisations is required. International comparisons are made.

**Antirequisites:** GSN231  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP5

GSN487 INTRODUCTION TO SOCIAL ENTERPRISE

The nonprofit sector continues to mature and expand with the establishment of more sophisticated social enterprise programs. With significant reductions in the traditional sources of revenue, increasingly sophisticated competition and dramatic changes in expectations from clients and stakeholder groups, the need for effective strategy and implementation has grown. The unit offers a background to social enterprise and associated issues.

**Antirequisites:** AMN482  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP3

GSN488 FUNDRAISING DEVELOPMENT PRINCIPLES

This unit considers the broad factors that influence fundraising/development success. It applies theories of marketing, public relations and management to fundraising and development and builds an understanding of the philanthropic environment. It re-examines the principles of fundraising/development, institutional readiness, case statement preparation, leadership, constituencies and research to build understanding of the context in which good development practice occurs.

**Antirequisites:** GSN232, MIN409, AMN481  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP4

GSN489 FUNDRAISING DEVELOPMENT TECHNIQUES

This unit builds on GSN488 to delve into particular techniques of resource mobilisation in nonprofit organisations. It considers a range of income generation vehicles and techniques including capital and major gifts, special events, bequests, direct mail, telemarketing, e-fundraising, gift clubs and the art of building donor relationships. It also examines professional evaluation of fundraising programs.

**Prerequisites:** GSN488  
**Antirequisites:** GSN232, MIN409, AMN481  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP5

GSN490 MANAGING TECHNOLOGICAL INNOVATION

The management of technological innovation is a strategic process that supports, drives and influences the strategic management of the firm. The Managing Technological Innovation unit explores the dynamics of technological innovation, how to identify trends within their technological and competitive environments and use these insights to craft an innovation strategy and importantly strategies for operationalizing the innovation.

**Prerequisites:** GSN405 and GSN410  
**Equivalents:** GSZ490  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP1

GSN491 ECONOMICS IN BUSINESS

For business leaders and managers to operate in the volatile global business environment of today, it is important for them to have a fundamental understanding of both macro and micro economics to guide their business decision making.

This unit introduces students to an analytical framework that is needed to understand how market conditions are determined at both the micro and macro levels and how market conditions affect business performance, including issues such as supply and demand, market structures and how they impact pricing strategies and decisions of...
individual firms, structure of the economy as well as some exploration of international trade. **Antirequisites:** EFN405, GSN411, GSN414  
**Equivalents:** GSN491  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP3 and 2013 6TP5

**GSN497 PERSONAL LEADERSHIP AND CHANGE**

It is widely recognised that self-awareness provides a foundation for understanding ourselves as leaders and is a key attribute that characterises truly great leaders. This unit explores personal leadership in the context of cultural understanding and ethics and how students' interactions with others impact on their effectiveness as leaders in a complex business environment. This unit provides students with the opportunity to look inwardly to gain a deeper understanding of themselves and to benchmark where they are currently as a leader. Students are encouraged to identify opportunities for growth and development through the development of a leadership development plan that will be revisited in GSN415 Leadership and Complexity.  
**Equivalents:** GSN503, GSN497, GSN503, GSN554  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP1 and 2013 6TP5

**GSN498 INVESTMENT STRATEGIES FOR TECHNOLOGY**

Organisations are spending an estimated 25 - 45% capital expenditure on Information and Communications Technologies (ICT) related investments and between 2 - 10% of operating expenditure on running their ICT portfolios. Business leaders struggle to keep abreast and be responsive to the latest technological developments and the impact of disruptive technologies on their business. This unit introduces students to ICT governance and an understanding of the inter-relationships between business strategy and business-IT alignment. It also provides students with some strategies for investigating and evaluating the impact of some current disruptive technologies that have the potential to radically change the process of business and business models.  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP4

**GSN499 SERVICES INNOVATION**

Service innovations can enhance existing products and services and enable businesses to penetrate new markets, attract new customers, achieve higher margins, reduce costs and help to shape new ways of working with stakeholders to sustain competitive advantage. This unit explores the initiation and application of service innovation in varied contexts and new ways of creating value for the firm and its stakeholders. In particular the unit focuses on the importance of service innovation, how to manage the process of service innovation and some practical frameworks to guide decision-making at a strategic level.  
**Prerequisites:** GSN405 and GSN490  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP6

**GSN558 STAKEHOLDER ENGAGEMENT AND MEDIA PRINCIPLES**

In this globally connected world it has never been so important for organisations to effectively manage their public reputation portrayed in both traditional and social media. The Stakeholder Engagement and Media Principles unit develops students understanding of the role of stakeholder engagement, the importance of stakeholder analysis and the role media plays in influencing organisational issues.  
**Equivalents:** GSN558, GSN555, GSN496, GSN523, GSN523  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP6

**KAP401 ADVERTISING CREATIVE: INTRODUCTION**

This unit provides an introduction to the creative side of advertising, involving the analysis of advertising creative content, the development of creative strategies, creative concepts, and the crafting of persuasive ideas. The unit is the foundation for further work in creative advertising, and provides you with a thorough grounding in creative advertising history, industry practices, strategies and concept development.  
**Equivalents:** KIP424, KCP404, KCP360  
**Credit points:** 12  
**Campus:** Kelvin Grove  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

**KAP402 ADVERTISING CREATIVE: COPYWRITING AND ART DIRECTION**

Copywriting and art direction are fundamental to creative advertising practice. Both tasks exist at the front end of advertising: copywriters and art directors help to bring advertising campaigns to life through creative concept development, writing, and liaising with both clients and artists. This unit builds on the introductory creative advertising units. It examines contemporary advertising theory and practice and develops practical skills in writing and art directing. Case studies examine a wide range of advertising campaigns, including campaigns to sell products, corporate reputations, and not-for-profit organisations.  
**Prerequisites:** KAP401 or KIP424 or KCP404 or KCP360 (can be enrolled in the same teaching period)  
**Equivalents:** KIP426, KCP406, KCP362  
**Credit points:** 12  
**Campus:** Kelvin Grove  
**Teaching period:** 2013 SEM-1 and 2013 SEM-2

**MGN409 MANAGEMENT THEORY AND PRACTICE**

This unit examines the following: the functions and roles of managers; concepts and principles and their 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:** 2013 SEM-1

**MGN440 HRM THEORY AND PRACTICE**

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:** 2013 SEM-1 and 2013 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:** 2013 SEM-1

**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: 2013 SEM-1

**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: 2013 SEM-1 and 2013 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: 2013 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: 2013 SEM-1, 2013 SEM-2 and 2013 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: 2013 SEM-1 and 2013 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: 2013 SEM-1 and 2013 SEM-2

**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: 2013 SEM-1

**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: 2013 SEM-1, 2013 SEM-2 and 2013 SUM**