Graduate Certificate in Business (Human Resource Management) (BS39)

Year offered: 2010
Admissions: Yes
CRICOS code: 031769E

Course duration (full-time): 1 semester (6 months) (Philanthropy and Nonprofit Studies is not available full-time)
Course duration (part-time): 2 semesters (1 year)

Domestic fees (indicative): 2010: Full fee tuition $9,500 (indicative) per semester
International Fees (indicative): 2010: Full fee tuition $11,500 (indicative) per semester

Domestic Entry: February and July
International Entry: February and July

Total credit points: 48
Standard credit points per full-time semester: 48
Standard credit points per part-time semester: 24

Course coordinator: Dr Amanda Gudmundsson
Discipline coordinator: Dr Robert Thompson
Campus: Gardens Point

Overview
The Graduate Certificate in Business is effectively one-third of the Master of Business program. Graduate Certificate in Business (Human Resource Management) students will undertake 48 specified credit points (4 units) in your chosen discipline.

Course Design
Students are required to complete 48 credit points (4 units). The course can be undertaken either full-time (1 semester) or part-time (2 semesters).

Abbreviation
GradCertBus(Study Area A)

Other Majors
See also separate entries for the following majors in this course: Accounting, Applied Finance, Integrated Marketing Communication, Interdisciplinary, International Business, Marketing, Philanthropy and Nonprofit Studies, Public Relations, or Research Studies.

Entry requirements (domestic and international students)
For all specialisations except Applied Finance the entry requirements are an undergraduate degree or equivalent in any field, with an overall minimum GPA of 4.0 (on a 7-point scale).

English language requirements (international students)
In addition to the above academic entry requirements, 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), 230 (computerised) or 90 with at least 20 in all bands (Internet Based) (if TOEFL permitted by visa requirements).

Special Entry
Applicants who have an undergraduate degree with a GPA below 4.0, or who do not have an undergraduate degree but have appropriate professional and employment experience, may be considered for special entry following the approval of the Discipline Coordinator. Such applicants may be required to attend a selection interview and present a portfolio of work.

Articulation
With approval of the relevant Discipline Coordinator in conjunction with approval from the Course Coordinator, students may articulate from the Graduate Certificate in Business to a related Master of Business course, depending on the major undertaken. Students must meet the entry requirements and/or prerequisites for further study. Students completing the Graduate Certificate in Business (Human Resource Management) may articulate to the:
- BS16 Master of Business (Human Resource Management)

Course Structure

<table>
<thead>
<tr>
<th>Human Resource Management - for students with prior study in HRM</th>
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<tbody>
<tr>
<td>Students with an undergraduate HRM major are required to complete the following 4 units (48 credit points) from the following in consultation with the Discipline Coordinator:</td>
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<tr>
<td>MGN421 Strategic HRM</td>
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<td>MGN423 Contemporary Strategic Analysis</td>
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<tr>
<td>MGN431 Strategic Human Resource Development</td>
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<tr>
<td>MGN433 Managing High-Performance Organisations</td>
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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 implications.
Antirequisites: GSN409, GSN419 and GSZ409  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2010 SEM-2

MGN421 STRATEGIC HRM
HRM is concerned with the relationship between people management strategies and organisational goals and objectives. This capstone unit provides HRM students with the opportunity to apply their learning to this relationship in a systematic way. It requires them to produce high quality HRM advice that provides direction for practicing line managers consistent with organisational goals and objectives. The learning strategies in the unit challenge students to identify contemporary issues of organisation and management and to interpret these using the paradigms of HRM.
Prerequisites: MGN506 and 84cp of other MGN units  Credit points: 12  Campus: Gardens Point  Teaching period: 2010 SEM-1 and 2010 SEM-2

MGN423 CONTEMPORARY STRATEGIC ANALYSIS
This unit focuses upon developing managers' understanding of the strategy concept and placing the fundamental elements of strategy in a framework for use in the decision making process. It examines the strategy concept and placing the fundamental elements of strategy in a framework for use in the decision making process.

UNIT SYNONPSES
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

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Prerequisites: MGN506 and 84cp of other MGN units  Credit points: 12  Campus: Gardens Point  Teaching period: 2010 SEM-1 and 2010 SEM-2

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

**Antirequisites:** BSN407 and MGN504  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2010 SEM-2

**MGN431 STRATEGIC HUMAN RESOURCE DEVELOPMENT**

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

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2010 SEM-2

**MGN433 MANAGING HIGH-PERFORMANCE ORGANISATIONS**

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

**Antirequisites:** 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