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

Year offered: 2011
Admissions: Yes
CRICOS code: 031769E
Course duration (full-time): 1 semesters (6 months)
Course duration (part-time): 2 semesters (1 year)
Domestic Fees (indicative): 2011: Full fee tuition $9,750 (indicative) per semester
International Fees (indicative): 2011: Full fee tuition $11,800 (indicative) per semester
Domestic Entry: February and July
International Entry: February and July
Total credit points: 48
Standard credit points per full-time semester: 48
Standard credit points per part-time semester: 24
Course coordinator: Enquiries to Business Student Services on 3138 2050 or email bus@qut.edu.au
Discipline coordinator: Dr Robert Thompson
Campus: Gardens Point

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).

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

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.

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

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

Human Resource Management - for students with prior study in HRM

Students with an undergraduate HRM major are required to complete 4 units (48 credit points) from the following in consultation with the Discipline Coordinator:

- MGN421 Strategic HRM
- MGN423 Contemporary Strategic Analysis
- MGN431 Strategic Human Resource Development
- MGN433 Managing High-Performance Organisations
- MGN441 Leadership and Executive Coaching
- MGN442 Self Leadership
- MGN443 Talent Management
- MGN505 Consulting and Change Management
- MGN506 Contemporary Issues in Human Resource Management

Or other units approved by the Discipline Coordinator.

Human Resource Management - for students without prior study in HRM

Students without prior study in HRM are required to complete 4 units (48 credit points) in consultation with the Discipline Coordinator. These units are typically, but not limited to:

- MGN409 Introduction to Management
- MGN410 Employment Relations
- MGN412 People in Organisations
MGN440 Designing Effective and Sustainable Organisations

Potential Careers:

UNIT SYNOPSISES

MGN409 INTRODUCTION TO MANAGEMENT
This unit examines the following: the functions and roles of managers; concepts and principles and their practical applications; the key management functions; areas of planning, organising, staffing, directing and controlling; production/operations management and the management of quality; entrepreneurship and business planning; and important problems, opportunities and trends facing managers in Australia analysed from the viewpoint of relevant academic disciplines.
**Antirequisites:** GSN401 and GSZ401  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

MGN410 EMPLOYMENT RELATIONS
This unit looks at the following: employment relations; employee and union action; the role of governments and industrial tribunals; alternative methods and pressures to change traditional Australian systems; the Australian system of labour management relations; systems of regulation in the employment area; negotiating skills; and the resources required for mobilising change in this area.
**Credit points:** 12  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-2

MGN412 PEOPLE IN ORGANISATIONS
This subject aims to provide a broad understanding of organisational behaviour as a base for future study and practice of management. It moves from a micro-perspective on individual behaviour through the interface between the individual and the organisation to overall characteristics of organisations which shape the behaviour of their members. The aim is to provide an understanding of why employees feel and act the way they do in organisations and considers methods for enhancing positive employee attitudes and behaviours and organisational effectiveness. The emphasis is on understanding basic assumptions and models, major theoretical issues, methods of measurement and practical implications.
**Antirequisites:** GSN409, GSN419 and GSZ409  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-2

MGN421 STRATEGIC HRM
HRM is concerned with the relationship between people management strategies and organisational goals and objectives. This capstone unit provides HRM students with the opportunity to apply their learning to this relationship in a systematic way. It requires them to produce high quality HRM advice that provides direction for practicing line managers consistent with organisational goals and objectives. The learning strategies in the unit challenge students to identify contemporary issues of organisation and management and to interpret these using the paradigms of HRM.
**Prerequisites:** MGN506 and 84cp of other MGN units  **Credit points:** 12  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

MGN423 CONTEMPORARY STRATEGIC ANALYSIS
This unit focuses upon developing managers' understanding of the strategy concept and placing the fundamental elements of strategy in a framework for use in the decision making process. Taking the perspective that many managers make decisions that can have strategic implications, the emphasis is upon studying those issues that can affect the strategic positioning of the organisation. This involves creating an understanding of the universal building blocks of competitive advantage at the business, corporate and international levels. By understanding the nature and determinants of competitive and comparative advantages, students will be well positioned to take a more strategic perspective in their organisational activities.
**Antirequisites:** BSN407 and MGN504  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-2

MGN431 STRATEGIC HUMAN RESOURCE DEVELOPMENT
Strategic HRD provides a theoretical and practical framework for planning and implementing HRD within today’s organisations. It examines the critical theoretical approaches underpinning learning and skills development and relates these in a practical way to the HRD challenges faced by organisations. This unit also provides exposure to contemporary international HRD ideas and practices to develop an understanding of the contribution of HRD to the broader economic context.
**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-2

MGN433 MANAGING HIGH-PERFORMANCE ORGANISATIONS
Managing High-Performance Organisations is designed to provide a bridge between HRM-discipline specific and strategic/general management perspectives. The unit is
therefore a centrepiece of the postgraduate HRM program. The
title 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:** 2011 SEM-1 and 2011 SEM-2

**MGN440 DESIGNING EFFECTIVE AND SUSTAINABLE ORGANISATIONS**
This unit examines the interplay between human resource
management policies and processes and their contribution
to sustainable competitive advantage and organisational
effectiveness. HRM is considered from stakeholder,
strategic and functional perspectives and an open systems
model is used to introduce key processes and practices.
The unit fosters discipline knowledge, analytical and action
taking competencies and prepares students for advanced
study in the field.

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

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

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

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

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

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

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

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

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

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

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