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

Year offered: 2013
Admissions: Yes
CRICOS code: 031769E
Course duration (full-time): 6 months
Course duration (part-time): 1 year
Domestic Fees (indicative): 2013: $10,200 (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-1-student-services-and-amenities-fee

Start month: February, July
Deferment allowed: No
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: Associate Professor Paul Davidson
Campus: Gardens Point
Attendance: Part-time, Full-time
Additional Requirements:

The entry requirements for the Graduate Certificate in Business (Human Resource Management) is an undergraduate degree or equivalent in any field, with an overall minimum GPA of 4.0 (on a 7-point scale).

Course highlights
- Choose a multidisciplinary specialisation, which allows you to select from any discipline area to suit your personal requirements.
- Opportunities to progress on to the Master of Business.
- Complete in 1 semester full-time or 2 semesters part-time.

Details:
The specialisations you can choose in the Graduate Certificate in Business offer a targeted group of units to broaden your knowledge in your selected business discipline.
The Graduate Certificate in Business is an excellent re-introduction to tertiary learning and an opportunity to update skills or, as one-third of the Master of Business program, a pathway to higher level study.

Structures and Units
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.

Course Structure

**Human Resource Management - for students with prior study in HRM**

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
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<tbody>
<tr>
<td>Strategic HRM</td>
<td>MGN421</td>
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<tr>
<td>Contemporary Strategic Analysis</td>
<td>MGN423</td>
</tr>
<tr>
<td>Strategic Human Resource Development</td>
<td>MGN431</td>
</tr>
<tr>
<td>Managing High-Performance Organisations</td>
<td>MGN433</td>
</tr>
<tr>
<td>Leadership and Executive Coaching</td>
<td>MGN441</td>
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<tr>
<td>Self Leadership</td>
<td>MGN442</td>
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<tr>
<td>Talent Management</td>
<td>MGN443</td>
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<tr>
<td>Consulting and Change Management</td>
<td>MGN505</td>
</tr>
<tr>
<td>Contemporary Issues in Human Resource Management</td>
<td>MGN506</td>
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</tbody>
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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) from the following in consultation with the Discipline Coordinator:

<table>
<thead>
<tr>
<th>Course</th>
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<tbody>
<tr>
<td>Management Theory and Practice</td>
<td>MGN409</td>
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<tr>
<td>Employment Relations</td>
<td>MGN410</td>
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<tr>
<td>Organisational Behaviour</td>
<td>MGN412</td>
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<tr>
<td>HRM Theory and Practice</td>
<td>MGN440</td>
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MGN409 MANAGEMENT THEORY AND PRACTICE
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: 2013 SEM-1 and 2013 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: 2013 SEM-2

MGN412 ORGANISATIONAL BEHAVIOUR
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: 2013 SEM-1 and 2013 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: 2013 SEM-1 and 2013 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: 2013 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.
Prerequisites: MGN440 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2013 SEM-2

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

**Prerequisites:** MGN409  
**Credit points:** 12  
**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

### MGN442 SELF LEADERSHIP

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

**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2013 SEM-1, 2013 SEM-2 and 2013 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:** 2013 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:** 2013 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:** 2013 SEM-1 and 2013 SEM-2