Executive Master of Business Administration (GS50)

Year offered: 2011
Admissions: Yes
Course duration (part-time): 22 months (block mode)
commencing 28 January
Domestic Fees (indicative): 2011: Full fee tuition $17,600
(indicative) per semester
International Fees (indicative): 2011: $21,250 (indicative)
per semester
Domestic Entry: January
Total credit points: 144
Standard credit points per full-time semester: 48
Course coordinator: Dr Vicky Browning
Campus: Gardens Point

Course design
The Executive MBA is a prescribed program. Students are required to undertake 24 units of 6 credit points each.

The intake for the EMBA is in January and the program runs for 22 months. Classes are scheduled once every four weeks over a Friday to Sunday weekend session, with 18-21 hours of classes per weekend session each month of the program; plus one intensive session (International Study Tour) in April 2012. The intensive block sessions allow students to schedule some dedicated time to study with minimal interference to their business commitments.

Advanced standing
Advanced standing may be granted only if the course units for which the advanced standing is being sought have been completed in the last five years from an accredited business school or university (eg AACSB, EQUIS, AMBA).

Advanced standing may also be granted at the discretion of the Graduate Studies Director under the following criteria:
1. The business school or university is highly ranked by an international publication or agency
2. There is a pre-existing exchange/cross-institutional agreement
3. The applicant is considered to be in the top third of his/her class cohort or has a GPA of 5.75 or more on a 7-point scale.

Limits on grades of 3
A new policy concerning grades of 3 came into effect from 1 January 2009 (QUT MOPP C/5.2). With effect from this date grades of 3 are no longer considered a conceded or low pass but are classified as a fail grade. Any grades of 3 awarded prior to 1 January 2009 retain the conceded pass status and will be counted for graduation purposes up to the maximum number of grades of 3 permitted for your course.

Further information
If you have any further questions regarding this course please contact the Corporate Education Office on 3138 6874, via email on emba@qut.edu.au or on Level 5, B Block, Gardens Point campus.

Abbreviation
EMBA

Course structure for continuing students
Students must complete the following units:

MBA CORE UNITS
GSN401 Managing in the Global Business Environment
GSN403 Understanding Data
GSN404 Financial Statements Analysis
GSN405 Strategic Management
GSN406 Human Resource Management Issues
GSN407 Business Communication
GSN408 Fundamentals of Marketing Management
GSN409 Organisational Behaviour 1
GSN410 Entrepreneurship
GSN412 Business Law 1
GSN413 Financial Management 1
GSN415 Understanding Leadership
GSN490 Managing Technological Innovation
GSN491 Economics in Business 1

MBA INTEGRATIVE CORE UNITS
GSN416 Business Plans 1
GSN473 Corporate Governance and Accountability

COMPLEMENTARY STUDY UNITS
GSN428 International Study Tour
GSN445 Special Topic 2
GSN503 Self Realisation and Personal Development
GSN523 Stakeholder Engagement and the Media
GSN526 Problem Solving in Complex Environments
GSN551 Negotiation Skills and Strategies
GSN552 The Sustainable Business
GSN553 Business Leadership Practicum

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UNIT SYNOPSES

GSN401 MANAGING IN THE GLOBAL BUSINESS ENVIRONMENT
Competence in managing is the key to success for any organisation and for any person within that organisation. The knowledge and ability to manage within the global business environment are crucial requirements for today's and tomorrow's managers. This unit introduces the planning, leading, organising and controlling functions of management to elucidate current trends in management practice in the global environment.

Antirequisites: GSN204, MGN409
Equivalents: GSZ401
Credit points: 6
Contact hours: 3 per week
Campus: Gardens Point
Teaching period: 2011 6TP2 and 2011 6TP4

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.

Antirequisites: EFN409
Equivalents: GSZ403
Credit points: 6
Contact hours: 3 per week
Campus: Gardens Point
Teaching period: 2011 6TP1, 2011 6TP3 and 2011 6TP5

GSN404 FINANCIAL STATEMENTS ANALYSIS
This unit introduces students to basic accounting concepts and financial statements, and then explores methods of analysing them to give an informed understanding of the financial well being of the entity. Throughout, it takes the perspective of the user of financial statements, and in this role, explores the information in financial statements and how the three basic accounting statements are linked, and interdependent. The course guides students through the process of analysing financial statements, how to interpret findings and how to understand what the analysis and other contextual data tell them about the business.

Antirequisites: GSN202
Equivalents: GSZ404
Credit points: 6
Contact hours: 3 per week
Campus: Gardens Point
Teaching period: 2011 5TP1, 2011 6TP2 and 2011 6TP4

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. This 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 in the foundations for students in terms of understanding contemporary thinking in the strategy field. The learning process is enhanced by practical real-time examples of strategy in action utilising the case study method of learning.

Antirequisites: GSZ602
Equivalents: GSZ405
Credit points: 6
Contact hours: 3 per week
Campus: Gardens Point
Teaching period: 2011 6TP1, 2011 6TP3 and 2011 6TP5

GSN406 HUMAN RESOURCE MANAGEMENT ISSUES
This unit examines the challenges faced by managers in achieving effective human resource management in the contemporary business environment. An issues-based approach is adopted to focus attention on the need for the individual managers to complement their technical expertise with knowledge and skills in people management. Specific attention is given to the human resource management implications arising from the global business environment and the changing nature of organisations.

Equivalents: GSZ406
Credit points: 6
Contact hours: 3 per week
Campus: Gardens Point
Teaching period: 2011 6TP1, 2011 6TP2 and 2011 6TP5

GSN407 BUSINESS COMMUNICATION
Business Communication is an introductory unit that promotes effective written and spoken communication skills in a range of situations encountered by managers. Students will better understand the principles of effective written and spoken communication by exploring communication theory and undertaking several practical exercises and tasks.

Antirequisites: CON404, GSZ603
Equivalents: GSZ407
Credit points: 6
Contact hours: 3 per week
Campus: Gardens Point
Teaching period: 2011 6TP2, 2011 6TP4 and 2011 6TP6

GSN408 FUNDAMENTALS OF MARKETING MANAGEMENT
This unit provides students with the opportunity to critically examine and evaluate the role of marketing and its contribution to the strategic processes of the modern firm operating in an increasingly competitive national and international environment. Key marketing decision areas are examined, including the marketing concept, the marketing mix, marketing information systems and marketing research, market segmentation, targeting and positioning, and the process of marketing planning, implementation and control. Students have the opportunity to consider the evolution of marketing philosophy, determinants of consumer and organisational behaviour and the influences of environmental forces on marketing decision-making.
within the firm.

**Antirequisites:** GSN206  
**Equivalents:** GSZ408  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP1 and 2011 6TP5

**GSN409 ORGANISATIONAL BEHAVIOUR 1**
Organisational Behaviour 1 is an introductory unit which analyses human behaviour at work with a focus on issues of personality, motivation, group interaction, occupational stress, and health and organisational change. The unit examines issues related to aspects of the working environment and to the relationship between managerial strategies, organisational structures and their effects on performance, health and autonomy.

**Antirequisites:** MGN412  
**Equivalents:** GSZ409  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP3 and 2011 6TP5

**GSN410 ENTREPRENEURSHIP**
This unit introduces the student to the field of entrepreneurship and the management of innovation. Entrepreneurial behaviour can take place within existing organisations (as intrapreneurship) or by starting a new business venture that is created to exploit a new technology or to introduce a new product, service, or business process. Topics include entrepreneurial attitudes, abilities and behaviours and culture; opportunity recognition and the development of new venture ideas; viability screening for initial and sustainable competitive advantage; risk recognition and mitigation; intellectual property protection; and developing the business model for a new enterprise.

**Antirequisites:** GSN300  
**Equivalents:** GSZ410  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP2, 2011 6TP4 and 2011 6TP6

**GSN412 BUSINESS LAW 1**
This 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:** 2011 5TP1, 2011 6TP2 and 2011 6TP6

**GSN413 FINANCIAL MANAGEMENT 1**
This unit introduces the student to the international financial environment in which business operates. The three major lessons in finance (time value, diversification and arbitrage) are introduced. Topics include time value of money, valuation, sources of funds, behaviour of firms and financial markets, introduction to investment evaluation, diversification, risk and return, and cost of capital.

**Prerequisites:** GSN403  
**Antirequisites:** EFN406  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP2 and 2011 6TP4

**GSN415 UNDERSTANDING LEADERSHIP**
Leadership is the process of persuasion or example by which an individual influences others to pursue identified goals. The skills of leadership can be identified and learned. This unit explores the attributes, roles and tasks of leaders in contemporary business situations and the issues that impact on leadership, such as leader-follower interaction, ethics, leadership characteristics and leadership development. This unit culminates in the development of leadership profiles of contemporary leaders with an exploration of their characteristics and how their leadership roles are exercised.

**Equivalents:** GSZ415  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP3

**GSN416 BUSINESS PLANS 1**
This unit offers students the opportunity to write a formal business plan for a new business venture or offshoot of an existing venture. As business planning is an intensive viability screening exercise in which the business planners must consider all strategic alternatives, students are required to choose a preferred 'business model' and analyse whether or not the proposed new venture appears to be viable. The business plan is a document that communicates this viability to an investor or other potential stakeholders in the new business and the structure and content of the business plan is crafted according to its intended role in a multi-stage communication process with the target reader.

**Prerequisites:** GSN405, GSN410, and 84 credit points of MBA units (GSN% units)  
**Equivalents:** GSZ416  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP1, 2011 6TP3 and 2011 6TP5

**GSN428 INTERNATIONAL STUDY TOUR**
This unit involves a group excursion to one or more international countries for students interested in learning more about doing business with those countries. Students study the business environment and the underlying socio-political, geographical and historical...
aspects of that (those) countries in considerable detail. The international study tour will normally be scheduled during the semester break period, and involve 10-14 days overseas, accompanied by an Academic Advisor. The group attends organised briefings, meeting, presentations and site visits in the host countries. Assessment includes attendance and participation at all events and submission of a detailed Daily Journal.

Equivalents: GSZ428  Credit points: 6  Campus: Gardens Point  Teaching period: 2011 6TP4

GSN445 SPECIAL TOPIC 2
This unit is offered to temporarily 'house' subject matter that is not routinely offered by the Graduate School of Business, but which is offered when specific subject matter is considered especially timely and/or in a semester when a visiting or adjunct professor is available with expertise that is not normally resident in the Faculty of Business.

Equivalents: GSZ445  Credit points: 6  Teaching period: 2011 6TP2 and 2011 6TP4

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. Many of these accountabilities are not new, although until recently they may not have been monitored rigorously or at all. Recent high-profile corporate collapses and the widespread impact of the costs of these failures have resulted in greater regulation supplanting the former self-regulation practices. GSN473 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.

Prerequisites: GSN404, GSN412, and 84 credit points of MBA units (GSN% units)  Equivalents: GSZ473  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP2, 2011 6TP4, 2011 6TP5 and 2011 6TP6

GSN490 MANAGING TECHNOLOGICAL INNOVATION
The role of technological innovation is crucial for the effective performance of modern enterprises. This unit explores the concepts of innovation and provides a managerial understanding of the major types of contemporary information technologies. These are used to explore the way technological innovation integrates and supports a broad range of business functions and processes and can be used strategically to provide advantage to an enterprise.

Prerequisites: GSN405, and 42 credit points of MBA units (GSN% units)  Antirequisites: GSN402  Equivalents: GSZ490  Credit points: 6  Contact hours: 3 per week

Campus: Gardens Point  Teaching period: 2011 6TP3, 2011 6TP4 and 2011 6TP5

GSN491 ECONOMICS IN BUSINESS 1
This unit is designed to show how economics provides a framework of analysis, and a powerful set of tools that can be used by managers to understand the market conditions affecting business performance. It examines the forces that influence production and pricing decisions in individual markets and how market forces interact to determine the level of macroeconomic activity. The course provides a self-contained treatment of the major themes in micro and macro economics. It also provides a solid foundation for further study of the subject.

Antirequisites: EFN405, GSN411, GSN414  Equivalents: GSZ491  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP2, 2011 6TP5 and 2011 6TP6

GSN503 SELF REALISATION AND PERSONAL DEVELOPMENT
Self awareness provides a foundation for both personal and leadership development. This unit provides an opportunity for students to increase their understanding of themselves and how their interactions with others impact on their effectiveness as managers. Personal development is explored in the context of cultural understanding and ethics. This unit contributes to the core competencies of: Change and Journey; Innovation, Creativity and Working Smarter; Leadership; Culture and Being Human; and Probity and Governance; as it deals with the role, behaviour and development of the individual.

Equivalents: GSZ503, GSZ554  Credit points: 6  Teaching period: 2011 5TP2 and 2011 5TP7

GSN523 STAKEHOLDER ENGAGEMENT AND THE MEDIA
There is increasing recognition internationally of the need for organisations to strategically manage their relationships with various stakeholders. This is particularly true in times of crisis, as organisations face increased scrutiny at a local and global level when such relationships are placed at risk, and the survival and success of the organisation may be in question. This unit provides the fundamental skills to identify potential issues and crisis areas within organisations, establish systems to manage the crisis process from issue identification through to implementing a crisis plan and debriefing, and demonstrate the importance of integrating communication and action plans in issues management and crisis communication.

Equivalents: GSZ523, GSZ555  Credit points: 6  Teaching period: 2011 6TP5 and 2011 5TP9

GSN526 PROBLEM SOLVING IN COMPLEX ENVIRONMENTS
The mission of the DMO executive education program is to provide world class graduate business education and a stimulating learning experience to current and future business leaders and managers. The aim of this unit is to assist managers to develop knowledge and skills through investigating and experiencing problem framing and problem solving in situations of incomplete information. Exploration involves experience of the principles, processes and practices of creative problem solving and the use of entrepreneurial thinking to identify and capture opportunities for business renewal. This unit will help students to increase their understanding of the way in which insights from creativity and the field of entrepreneurship may be applied to complex project environments to generate opportunities and value.

**Equivalents:** GSZ526, GSZ556  
**Credit points:** 6  
**Teaching period:** 2011 5TP2 and 2011 5TP7

**GSN551 NEGOTIATION SKILLS AND STRATEGIES**

The mission of the MBA and associated programs is to provide world class graduate business education and a stimulating learning experience to current and future business leaders and managers. The aim of this unit is to provide students with a rich learning experience that will enable them to develop and practice their business negotiation skills.

**Equivalents:** GSZ551  
**Credit points:** 6  
**Teaching period:** 2010 6TP5

**GSN552 THE SUSTAINABLE BUSINESS**

The mission of the MBA and associated programs is to provide world class graduate business education and a stimulating learning experience to current and future business leaders and managers. The aim of this particular unit is to help managers develop a thorough understanding of the issues surrounding sustainable development and the implications of these issues for the long-term viability of business.

**Equivalents:** GSZ552  
**Credit points:** 6  
**Teaching period:** 2011 6TP4

**GSN553 BUSINESS LEADERSHIP PRACTICUM**

The mission of the MBA and associated programs is to provide world class graduate business education and a stimulating learning experience to current and future business leaders and managers. The aim of this unit is to provide students with a rich learning experience that will enable them to develop advanced leadership insights derived from observations of, and strategic conversations with, a proven executive level leader from a government or corporate organisation over a ten month period. This unit also aims to provide a two-way exchange of ideas relating to emerging, contemporary leadership issues and practices between the student and the executive leader.

**Equivalents:** GSZ553  
**Credit points:** 6  
**Teaching period:** 2011 6TP2