Executive Master of Business Administration (GS50)

Year offered: 2013
Admissions: Yes
Course duration (part-time): 22 months
Domestic Fees (indicative): 2013: $18,342 (indicative) per 48 credit points
Notes about costs and scholarships:

The study tour to China is invoiced separately and the cost is approximately $5,500

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: January
Deferment allowed: No
Total credit points: 144
Course coordinator: Dr Vicky Browning
Campus: Gardens Point
Attendance: Part-time
Additional Requirements:
To be considered for admission, applicants must:
- Hold a Bachelor degree in any field from a recognised university with a minimum Grade Point Average (GPA) of 4.5 on a 7 point scale;
- Have a Graduate Management Admission Test (GMAT) score of at least 550;
- Have a minimum five years' full-time equivalent relevant managerial experience;
- Provide two referee recommendations on proforma provided; and
- Attend a personal interview with the Coordinator of the Executive MBA.

Course highlights
- Challenge your thinking to become a highly skilled leader by developing a greater understanding of yourself and others.
- Participate in an international study tour to China, where you will learn to meet the demands of a rapidly globalising society.
- Work with a leadership coach to establish clear goals for your career path and personal life.
- Undertake a leadership practicum by shadowing a senior executive from industry, commerce or government.
- Study weekend classes in a 22 month intensive part-time mode.

Details:
QUT’s Executive MBA is designed to take experienced managers to new levels as highly skilled leaders. The concept of ‘knowing one’s self’ lies at the forefront of the program, facilitating the development of a deep understanding of personal goals and leadership traits. In addition to self-realisation and leadership, the unique model for this Executive MBA program integrates fundamental units with more advanced elements that include organisational transformation, entrepreneurship, governance and corporate accountability. The program culminates in an international study tour to China, honing abilities to meet the demands of a quickly changing globalised society. During the tour, participants will learn the intricacies of negotiating and conducting business in a foreign land and applying commercial expertise in a vastly different culture.

Additionally, the program offers life coaches who will help individual cohort members establish clear goals for both their chosen career paths and personal lives.

With the Executive MBA’s emphasis on corporate governance and leadership, cohort members will undertake a leadership practicum by shadowing a senior executive from industry, commerce or government. They will experience first-hand how leadership issues are handled in the real world at executive level.

Current brochures
Download EMBA brochure (PDF file, 500.33KB)
Structures and Units
Course design
The EMBA is structured into three components:
1. The Building Foundations component that provides foundation business knowledge and skills and the opportunity to engage in personal leadership development.
2. The Multi-Disciplinary Decision Making component that provides you with a broad spectrum of knowledge and skills on business disciplines to equip you to make holistic and multi-disciplinary decisions in complex environments.
3. The EMBA Integration and Specialisation component provides you with the skills and knowledge that allow you to take a broader systems perspective on issues that enable you to lead and make decisions in a complex, globalised business economy.

The Executive MBA program commences in January of each year. Classes are scheduled once every four weeks
over a long weekend from Friday to Sunday with the inclusion of a two-week international study tour. These intensive weekend sessions allow participants to schedule dedicated time to study with minimal interference to their business commitments.

Course structure
Building Foundations
- Strategic Management
- Accounting for Decision Making
- Communicating to Influence
- Fundamentals of Marketing Management
- Problem Framing for Creative Action
- Economics in Business
- Personal leadership and Change
- Data Analysis and Decision Making

Multi-Disciplinary Decision Making
- Understanding and Leading Others
- Human Resource Management Issues
- Entrepreneurship
- Business Law
- Financial Management
- Leadership and Complexity
- Managing Technological Innovation
  Corporate Governance and Accountability

EMBA Integration and Specialisation
- International Study Tour
- Systems Thinking for Managers
- Negotiation Skills and Strategies
- Business Leadership Practicum
- Stakeholder Engagement and Media Principles
- Advanced Strategy for Global Business
- Conducting Business Internationally
- Planning for New Ventures

UNIT SYNOPSES

GSZ403 DATA ANALYSIS AND DECISION MAKING
Business leaders and managers work in complex business environments, in the era of Big Data, where mind-boggling volumes data and information is generated daily on just about every aspect of the business and the economy.

This unit provides students with the opportunity to learn how to make effective business decisions based on the application of a number of standard data analysis techniques to real world business problems. This unit provides students with the opportunity to integrate and draw upon their disciplinary knowledge in analysing data and making decisions.

Prerequisites: GSZ404 and GSZ405 and GSZ407 and GSZ491
Antirequisites: EFN409
Equivalents: GSN403
Credit points: 6
Campus: Gardens Point
Teaching period: 2013 13TP2 and 2013 6TP5

GSZ404 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:** GSN404  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 5TP5 and 2013 13TP2

**GSZ405 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.

**Equivalents:** GSN405  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 6TP2 and 2013 13TP2

**GSZ406 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:** GSN406  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 6TP1 and 2013 13TP2

**GSZ407 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:** GSN407  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 6TP2 and 2013 13TP2

**GSZ408 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:** GSN408  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 5TP5 and 2013 13TP2

**GSZ409 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:** GSN409  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 13TP2 and 2013 6TP5

**GSZ410 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:** GSN410  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 6TP2 and 2013 13TP2

**GSZ412 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 and EFN413  **Equivalents:** GSN412  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 13TP2 and 2013 6TP6

**GSZ413 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:** GSZ403  **Antirequisites:** EFN406  **Equivalents:** GSN413  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 5TP5 and 2013 13TP2

**GSZ415 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:** GSN415  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 13TP2 and 2013 6TP6

**GSZ428 INTERNATIONAL STUDY TOUR**

In recent years we have seen the rise of many emerging economies particularly in the Asia/Pacific region. Due to developments in technology, changes in government policies, Australian businesses now operate in a highly competitive, global business environment. Business leaders and managers need to have broader business perspectives, cultural and social understandings of how business is conducted in other countries outside Australia.

Through the tour students will be able to study first-hand the business environment and the underlying socio-political, geographical and historical aspects of those countries visited in considerable depth. As part of the tour, the group attends organised briefings, business meetings, presentations and site visits in the host countries. **Equivalents:** GSN428  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 13TP2 and 2013 13TP2

**GSZ464 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:** GSN464, GSN502, GSN502  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 13TP2 and 2013 5TP8

**GSZ468 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:** GSN468, GSN504, GSN526, GSN526, GSN556  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 6TP2, 2013 6TP3 and 2013 13TP2

**GSZ473 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:** GSZ404 and GSZ409 and GSZ412  
**Equivalents:** GSN473  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 13TP2 and 2013 5TP8

**GSZ490 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 operationalising the innovation.

**Prerequisites:** GSZ405 and 42cp of EMBA units  
**Equivalents:** GSN490  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 13TP2 and 2013 5TP6

**GSZ491 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 and GSN414  
**Equivalents:** GSN491  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 5TP3 and 2013 13TP2

**GSZ497 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. The Personal Leadership and Change 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 GSZ415 Leadership and Complexity.

**Equivalents:** GSN497, GSN503, GSZ503, GSZ554  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 5TP3 and 2013 13TP2

**GSZ551 NEGOTIATION SKILLS AND STRATEGIES**

Negotiation is an important part of everyday management, and effective negotiation skills are indispensable for successful managers operating in a globalised and complex business environment.

This Negotiation Skills and Strategies unit introduces students to a conceptual framework for analysing the business negotiation process. The exploration of negotiation practices in different contexts better prepares students for negotiation in the increasingly globalised business environment.

**Equivalents:** GSN551  
**Credit points:** 6  
**Teaching period:** 2012 5TP9

**GSZ553 BUSINESS LEADERSHIP PRACTICUM**

**Prerequisites:** GSZ415  
**Equivalents:** GSN553  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP1 and 2013 13TP2

**GSZ558 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, GSZ555, GSN496, GSN523, GSZ523  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2013 13TP2 and 2013 5TP6