Master of Business Administration (MBA) (GS75)

Year offered: 2011
Admissions: Yes
CRICOS code: 045502F
Course duration (full-time): 3 semesters (6 teaching periods)
Course duration (part-time): 6 semesters
Domestic Fees (indicative): 2011: Full fee tuition $14,250 (indicative) per semester
International Fees (indicative): 2011: $17,875 (indicative) per semester
Domestic Entry: March, May, July, September
International Entry: March, May, July, September
Total credit points: 144
Standard credit points per full-time semester: 48
Course coordinator: Dr Vicky Browning
Discipline coordinator: Dr Vicky Browning
Campus: Gardens Point

Why choose this course?
Gain a distinct career advantage by adding a highly respected business qualification to your credentials.

Overview
Our MBA is the first and so far the only MBA in Australia to have triple international accreditation. It was also equal first in Australia to be accredited by the Association of MBAs. This means your qualification is recognised for its high quality, wherever your career takes you. In addition to our exclusive triple accreditation, our MBA is the only Queensland MBA to have been ranked in the Financial Times Global Top 100 programs and is one of only three in Australia to have ever made the list. It is also ranked in the top ten Australian MBA programs by the Australian Financial Review's BOSS magazine.

Our real world connection also includes an Advisory Committee, a group of industry professionals who combine with our senior managerial staff to provide input into our curriculum and general strategic direction.

Flexible course design
The innovative structure and curriculum allows students greater choice and flexibility when designing their course. The extensive foundation component comprising 16 core units, supported by a choice of 13 contemporary areas of specialisation, enables students to customise the program to meet their individual goals.

Six teaching periods per year provides students with the flexibility to balance study with their other commitments. Content is continually revised to keep abreast of industry requirements and includes core subject areas essential to employers.

Unique city location
The Brisbane Graduate School of Business is situated at QUT's Gardens Point campus, the only university to offer the convenience of a fully serviced campus within the Brisbane central business district. We offer some of the best, dedicated graduate school facilities in the country. Our technology support services enable you to organise your enrolment and timetable online, download class notes and access electronic references from home, office or on-campus computer labs.

Global perspectives
Our students operate in the global marketplace, so we ensure they are exposed to the international environment as much as possible. Most of our teaching staff have international origins, education, teaching, work experience or research experience. Diverse interests, experiences and expertise create a rich learning and research environment. Guest lecturers also bring real-world experience to lecture content and their stories provide entertaining and contemporary practical examples.

We encourage students to work together and use their entrepreneurial skills and abilities to compete with universities around the world at international business competitions. These initiatives enhance the quality of entrepreneurship and management education, increase the rate of success for new ventures and extend national and international networks for young entrepreneurs and educators. We also offer the opportunity to study overseas through a comprehensive student exchange program.

Learning enrichment
We strive to educate current and future executives by helping you become a creative and strategic thinker. We encourage you to take advantage of extra-curricular activities such as peer interaction, group discussions and debates to enhance your communication skills and self-confidence.

Brisbane Executive Club is an associated organisation made up of current and past students and is recognised chapter of QUT Alumni. Its main aim is to provide a link between students, alumni and the wider business community by facilitating professional development opportunities and local and international social and business networking.

Our Fostering Executive Women alumni group nurtures the business and entrepreneurial spirit of QUT women business graduates, by providing opportunities to network, do
business, and to develop personally and professionally in a positive environment.

Career impact
QUT’s innovative and flexible MBA program is designed for working professionals who are seeking to broaden their business knowledge and advance their career opportunities. The practical nature of our courses means part-time students can apply the concepts they are learning in the classroom directly to their workplace. Full-time students re-enter the job market armed with the latest in global management techniques.

Course design
Students must complete 14 core units and two integrative core units of six credit points each and a further 48 credit points of optional units, which may be selected from any of the MBA concentrations or minors. Other postgraduate units may be undertaken with the Course Coordinator’s approval. Students may be able to complete multiple concentrations and minors through careful selection of optional units.

Scholarships
We offer a number of merit-based scholarships to exceptional successful applicants to the MBA and MBA (Major) programs. Eligibility for a scholarship is based on GMAT score, undergraduate grade point average, work experience, plus a written supporting statement from the applicant.

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 (e.g. 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.

Articulation
Students may articulate from the Graduate Certificate in Business Administration into the MBA provided they have a minimum GPA of 4.5.

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

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. Grades of 3 incurred in units that commence after 1 January 2009 will not count towards your degree. Further information is available on the Student Services website.

Further information
If you have any further questions regarding this course please contact the QUT Business School Student Services Office on 3138 2050, via email on bus@qut.edu.au or at Level 1, B Block, Gardens Point campus.

Abbreviations
MBA

Course structure for commencing students only

<table>
<thead>
<tr>
<th>Course Structure</th>
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<tbody>
<tr>
<td>Students must complete the following 14 core units:</td>
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<tr>
<td>GSN401 Managing in the Global Business Environment</td>
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<td>GSN403 Understanding Data</td>
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<td>GSN404 Financial Statements Analysis</td>
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<td>GSN405 Strategic Management</td>
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<td>GSN406 Human Resource Management Issues</td>
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<td>GSN407 Business Communication</td>
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<td>GSN408 Fundamentals of Marketing Management</td>
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<tr>
<td>GSN409 Organisational Behaviour 1</td>
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<td>GSN410 Entrepreneurship</td>
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<tr>
<td>GSN412 Business Law 1</td>
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<td>GSN413 Financial Management 1</td>
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<td>GSN415 Understanding Leadership</td>
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<td>GSN490 Managing Technological Innovation</td>
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<td>GSN491 Economics in Business 1</td>
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<tr>
<td>PLUS the following 2 integrative core units:</td>
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<tr>
<td>GSN416 Business Plans 1</td>
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<tr>
<td>GSN473 Corporate Governance and Accountability</td>
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## Elective Units

Plus 48 credit points of elective units which may be undertaken as a concentration/minor

### MBA Concentrations and Minors

#### Accounting

**MINOR**

Choose 24 credit points from list of electives below.

**CONCENTRATION**

Choose 36 credit points from list of electives below

**ELECTIVE LIST:**

- AYN414 Cost and Management Accounting
- AYN416 Financial Accounting 1
- AYN417 Financial Accounting 2
- AYN418 Financial Accounting 3
- AYN424 International Accounting
- AYN443 Electronic Commerce Cycles
- AYN505 Financial Analysis and Business Valuation

#### Corporate Governance

**MINOR**

- GSN404 Financial Statements Analysis
- GSN412 Business Law 1
- GSN472 Legal Principles of Corporate Governance
- GSN473 Corporate Governance and Accountability

**CONCENTRATION**

- GSN404 Financial Statements Analysis
- GSN405 Strategic Management
- GSN412 Business Law 1
- GSN472 Legal Principles of Corporate Governance
- GSN473 Corporate Governance and Accountability
- GSN496 Public Relations and Crisis Management

#### Finance

**MINOR**

- GSN413 Financial Management 1
- GSN423 Financial Management 2

**PLUS:**

- 12 credit points from elective list below

**CONCENTRATION**

- GSN413 Financial Management 1
- GSN423 Financial Management 2

**PLUS:**

- 24 credit points from list of electives below

**ELECTIVE LIST:**

- GSN430 New Venture Funding
- GSN479 Spreadsheet Modelling for Managers
- EFN412 Advanced Managerial Finance
- EFN414 International Finance
- EFN415 Security Analysis and Portfolio Management
- EFN416 Treasury and Portfolio Management
- EFN501 Corporate and Commercial Lending

#### Health Services Management

**MINOR**

- PUN640 Health Care Delivery and Reform

**PLUS:**

- 12 credit points from list of electives below

**CONCENTRATION**

- PUN640 Health Care Delivery and Reform

**PLUS:**

- 24 credit points from list of electives below

**ELECTIVE LIST:**

- LWN164 Health Care Law and Ethics
- PUN301 Occupational Health and Safety Law and Management
- PUP415 Occupational Health
- PUN617 Environmental Health Management
- PUN632 Leadership in Health Management
- PUN688 International Health Policy and Management
Human Resource Management

MINOR
- GSN406 Human Resource Management Issues
- GSN409 Organisational Behaviour 1
- MGN506 Contemporary Issues in Human Resource Management

CONCENTRATION
- GSN406 Human Resource Management Issues
- GSN409 Organisational Behaviour 1
- MGN506 Contemporary Issues in Human Resource Management

PLUS: 12 credit points from list of electives below

ELECTIVE LIST:
- GSN428 International Study Tour
- GSN445 Special Topic 2
- AMN430 International Logistics Management
- AMN431 Marketing Internationally
- AYN424 International Accounting
- EFN414 International Finance
- MGN444 Business in Asia
- MGN445 Business in Europe
- MGN446 Business in Australia
- MGN448 Negotiating Across Borders

Information Technology Management

MINOR
- Choose 24 credit points from list of electives below

CONCENTRATION
- Choose 36 credit points from list of electives below

ELECTIVE LIST:
- INN220 Business Analysis
- INN311 Enterprise Systems
- INN312 Enterprise Systems Applications
- INN320 Business Process Modelling
- INN321 Business Process Management
- INN322 Information Systems Consulting
- INN330 Information Management
- INN331 Management Issues for Information Professionals
- INN500 PRINCE2 (R) Project Management

Leadership

MINOR
- GSN407 Business Communication
- GSN415 Understanding Leadership
- GSN425 Leadership Development

PLUS: 6 credit points from list of electives below

CONCENTRATION
- GSN407 Business Communication
- GSN415 Understanding Leadership
- GSN425 Leadership Development

 PLUS: 18 credit points from list of electives below

ELECTIVE LIST:
- GSN417 Effective Advocacy for Managers
- GSN456 Personal Development and Ethics for Managers
- GSN496 Public Relations and Crisis Management
- MGN442 Self Leadership

International Business

MINOR
- Choose 24 credit points from list of electives below

CONCENTRATION
- Choose 36 credit points from list of electives below

ELECTIVE LIST:
- GSN428 International Study Tour
- GSN445 Special Topic 2
- AMN430 International Logistics Management
- AMN431 Marketing Internationally
- AYN424 International Accounting
- EFN414 International Finance
- MGN444 Business in Asia
- MGN445 Business in Europe
- MGN446 Business in Australia
- MGN448 Negotiating Across Borders

Marketing

MINOR
- GSN408 Fundamentals of Marketing Management
- GSN418 Marketing Strategy Development

PLUS: 12 credit points from list of electives below

CONCENTRATION
- GSN408 Fundamentals of Marketing Management
- GSN418 Marketing Strategy Development

ELECTIVE UNITS:
- PLUS: 24 credit points from list of electives below

ELECTIVE LIST:
- GSN429 New Venture Marketing
- GSN493 Customer Relationship Management
<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>GSN496</td>
<td>Public Relations and Crisis Management</td>
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<tr>
<td>AMN401</td>
<td>Integrated Marketing Communication</td>
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<tr>
<td>AMN403</td>
<td>Marketing and Survey Research</td>
</tr>
<tr>
<td>AMN461</td>
<td>Corporate Media Strategy and Tactics</td>
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</tbody>
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### Philanthropy and Nonprofit Studies

- **MINOR**
  - Choose 24 credit points from the list of electives below.

### CONCENTRATION

- Choose 36 credit points from the list of electives below.

#### ELECTIVE LIST:

<table>
<thead>
<tr>
<th>Course Code</th>
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<tr>
<td>GSN481</td>
<td>Philanthropic and Nonprofit Frameworks of Governance</td>
</tr>
<tr>
<td>GSN483</td>
<td>Ethics for Philanthropic and Nonprofit Organisations</td>
</tr>
<tr>
<td>GSN484</td>
<td>Management for Philanthropic and Nonprofit Organisations</td>
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<td>GSN485</td>
<td>Legal Issues for Philanthropic and Nonprofit Organisations</td>
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<td>GSN486</td>
<td>Accounting and Finance Issues for Philanthropic &amp; Nonprofit Organisations</td>
</tr>
<tr>
<td>GSN487</td>
<td>Introduction to Social Enterprise</td>
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<td>GSN488</td>
<td>Fundraising Development Principles</td>
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<tr>
<td>GSN489</td>
<td>Fundraising Development Techniques</td>
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<tr>
<td>GSN554</td>
<td>Social Innovation and Entrepreneurship</td>
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<td>GSN555</td>
<td>Developing Social Ventures</td>
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<td>GSN556</td>
<td>Contemporary Issues in Philanthropy</td>
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<td>GSN557</td>
<td>Creative Philanthropy</td>
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### Project Management

- **MINOR**

<table>
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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>GSN442</td>
<td>Project Management 1</td>
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<td>GSN443</td>
<td>Project Management 2</td>
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PLUS: 12 credit points from list of electives below

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PLUS: 24 credit points from list of electives below

#### ELECTIVE LIST

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<tr>
<td>GSN440</td>
<td>Risk Management 1</td>
</tr>
<tr>
<td>GSN479</td>
<td>Spreadsheet Modelling for Managers</td>
</tr>
<tr>
<td>INN500</td>
<td>PRINCE2 (R) Project Management</td>
</tr>
</tbody>
</table>

PLUS: A 12 credit point project unit with approval from

### BGSB

#### Strategy

- **MINOR**

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<tbody>
<tr>
<td>GSN405</td>
<td>Strategic Management</td>
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<tr>
<td>GSN416</td>
<td>Business Plans 1</td>
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<tr>
<td>GSN420</td>
<td>New Venture Strategy</td>
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<tr>
<td>GSN474</td>
<td>Strategy Planning &amp; Development</td>
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<td>GSN474</td>
<td>Strategy Planning &amp; Development</td>
</tr>
<tr>
<td>MGN505</td>
<td>Consulting and Change Management</td>
</tr>
</tbody>
</table>

### Potential Careers:

Account Executive, Administrator, Advertising Professional, Arts Administrator, Banker, Banking and Finance Professional, Business Analyst, Community Health Officer, Computer Salesperson/Marketer, Construction Manager, Contract Administrator, Corporate Secretary, Database Manager, Economist, Facilities Manager, Financial Advisor/Analyst, Financial Project Manager, Funds Manager, Government Officer, Health Information Manager, Health Services Manager, Human Resource Developer, Human Resource Manager, Information Officer, International Business Specialist, Internet Professional, Investment Manager, Manager, Marketing Officer/Manager, Network Administrator, Network Manager, Organisational Communication Specialist, Policy Officer, Project Developer, Project Manager, Property Management, Public Health Officer, Public Relations Officer/Consultant, Public Servant, Publishing Professional, Real Estate, Risk Manager, Stockbroker, Systems Analyst, Systems Manager, Web Designer.

### UNIT SYNOPSES

#### AMN401 INTEGRATED MARKETING COMMUNICATION

Integrated marketing communication (IMC) is a new discipline that seeks synergistic effect from integrating traditional marketing communication disciplines. This unit explores the development of IMC, looking at reasons for growth, barriers to implementation and organisation issues. Students are introduced to the strategic foundations of IMC, from consumer behaviour, to marketing strategy, to IMC campaign evaluation. The disciplines of advertising, public relations, direct response and sales promotion are then explored to highlight how each contributes to IMC planning.

Antirequisites: CON421  Equivalents: AMX401  Credit

Page 5/17
This unit examines theories underpinning mass media and links these with the practice of public relations media tactics. Students analyse techniques and skills used in liaison with electronic media, print media, trade media and news media. Producing and evaluating communication materials such as news releases, features and media kits forms an important part of this unit. Students develop strategic thinking through analysis of contemporary media case studies.

**Antirequisites:** CON424  **Equivalents:** AMX461  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point and External  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN414 COST AND MANAGEMENT ACCOUNTING**
This unit introduces students to techniques that provide management at all levels with information for use in inventory valuation, planning, controlling and decision-making. The unit’s major focus is on product costing systems for manufacturing firms.

**Prerequisites:** AYN416 Can be enrolled in the same teaching period.  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN416 FINANCIAL ACCOUNTING 1**
This unit provides an introduction to financial accounting within the context of the accounting profession’s conceptual framework, relevant accounting standards and the requirements of the Corporations Law. Topics include: the accounting cycle for both service and merchandising entities; the preparation of general purpose financial reports: cash management and control; non-current assets; the requirements of the Corporations Law. Topics include: the accounting cycle for both service and merchandising entities; the preparation of general purpose financial reports: cash management and control; non-current assets; the formation, operation, and financial reporting requirements for companies; and statement of cash flows.

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN417 FINANCIAL ACCOUNTING 2**
This unit covers the preparation of consolidated financial statements; an overview of the statutory requirements that dictate the format and content of published financial reports of companies; the requirements of the Corporations Act 2001 and the major disclosure orientated accounting standards; accounting for income tax; accounting for the acquisition of assets (including business entities); accounting for investments in associates; the termination of a company’s life and the accounting procedures necessitated by winding up/liquidation.

**Prerequisites:** AYN416  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN418 FINANCIAL ACCOUNTING 3**
This unit introduces students to the concepts and theories that underlie financial reporting and disclosure practices. The regulatory environment and factors influencing accounting policy choices provide a framework for examining the financial effects and behavioural implications of applying different accounting methods to specific accounting issues. Particular emphasis is placed on both the application of specific accounting techniques/rules and the conceptual/theoretical issues associated with alternative accounting methods.

**Prerequisites:** AYN416  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

### AYN424 INTERNATIONAL ACCOUNTING

This unit is designed to provide students with an insight into, and an appreciation of, many of the accounting problems and issues faced in an international business environment. The unit examines issues including: accounting systems in the global environment; international patterns of accounting development including cultural influences on accounting; comparative international accounting systems and practices; the pressures for international accounting harmonisation and disclosure; international disclosure trends and financial analysis; global accounting issues into the twenty-first century.

**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

### AYN443 ELECTRONIC COMMERCE CYCLES

This unit examines the concepts, processes and issues relevant to computerised accounting systems including: accounting information systems; internal controls; design and development of computerised accounting systems including general ledger and reporting cycle, revenue cycle, expenditure cycle and payroll cycle; computer fraud, security and crime; accessing accounting information; and accounting in an electronic environment. Practical application of these concepts is enhanced by the use of accounting software such as MYOB, spreadsheet software such as Excel, database software such as Access, and interactive multimedia software such as Accounting Information Systems Cycles.

**Prerequisites:** AYN416  
**Antirequisites:** AYB221, AYN402  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

### AYN505 FINANCIAL ANALYSIS AND BUSINESS VALUATION

This unit is about the analysis of financial information arising primarily from the financial reports of entities. Fundamental analysis techniques are examined in detail with particular emphasis on the application of these techniques in equity (share) valuation decisions. The unit comprises three related parts. Part one outlines the four basic steps in the fundamental analysis framework; business analysis, accounting analysis, financial analysis and prospective analysis. The next part combines these skills in addressing the question of valuation, while the final section of the unit applies the skills in several different contexts, such as credit analysis, security analysis, mergers and acquisitions and financial policy decisions.

**Prerequisites:** AYN417 and AYN418 and EFN406  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1

### EFN412 ADVANCED MANAGERIAL FINANCE

This unit expands on material introduced and developed in EFN406 Managerial Finance. Its objective is to examine the key decisions made by corporate financial managers (that is the investment, financing and dividend decisions). Topics include: the financing decision ¿ capital structure, debt versus equity, lease versus debt, term structure versus default structure of interest rates; the dividend decision ¿ dividends versus capital gains, franked versus unfranked income; firm valuation, free cash flow model; evaluation of takeovers; Risk and Return ¿ diversification, the CAPM model, its practical application and its relationship to efficient market hypothesis; forwards, futures, options, warrants, convertibles and risk management using financial derivatives.

**Prerequisites:** EFN406  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

### EFN414 INTERNATIONAL FINANCE

This unit introduces the theory and practice of international finance, the relationship between domestic and international financial markets, international parity conditions and arbitrage, foreign exchange risk management, country and political risk management, international trade finance, international portfolio investment, multinational cost of capital and capital structure, international capital budgeting and foreign direct investment.

**Prerequisites:** EFN406  
**Antirequisites:** EFN417  
**Equivalents:** EFX414  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-2

### EFN415 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

This unit deals with security analysis and portfolio management. The unit is both practical and theoretical. Topics covered include: portfolio theory and the capital asset pricing model; bond and equity portfolio management; fundamental valuation techniques; portfolio hedging; active
vs. passive investment strategies; and the evaluation of portfolio performance. The ultimate purpose of this unit is to provide the necessary tools for students to manage investment risk and return, select mispriced securities, design and administer investment portfolios, accomplish goals in portfolio management, and measure the performance of investment management.

**Prerequisites:** EFN406  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 SEM-1 and 2011 SEM-2

**EFN416 TREASURY AND PORTFOLIO MANAGEMENT**
This unit introduces the student to the treasury environment in which financial institutions operate. The key to the unit is the raising of funds and the management of interest rate risk. This unique hands-on unit allows students to develop these skills by trading in a simulated environment of international economic uncertainty. Students have trading parameters within which they should operate and decisions must be made concerning source of funds, term and duration, interest rate re-set, and risk management with derivatives. Trading will be conducted over a simulated four quarter year.

**Prerequisites:** EFN406  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 SEM-1 and 2011 SEM-2

**EFN501 CORPORATE AND COMMERCIAL LENDING**
This unit covers the theory and practice of lending by commercial banks to firms. Topics include the nature of financial intermediation, basic loan structure, costs of lending, lender's compensation, and loan terms and conditions.

**Prerequisites:** EFN412  Credit points: 12  Campus: Gardens Point  Teaching period: 2011 SEM-1

**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: GSN204  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: GSZ406  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 6TP1, 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, 2011 6TP4 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  
**Equivalents:** GSZ413  
**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

GSN417 EFFECTIVE ADVOCACY FOR MANAGERS
This unit builds on work completed in GSN407. It is designed to enhance students' presentation skills. It covers the practical application of key theories of speech communication to create managers who are effective persuaders, opinion leaders, and facilitators of change in a business environment. The issues covered include: structuring and designing for an audience; developing a persuasive theme; using imagery and language effectively; developing presentations.

Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 6TP1

GSN418 MARKETING STRATEGY DEVELOPMENT
This unit builds upon the foundation provided by GSN408 and examines the managerial process involved in identifying and developing effective marketing strategies. It examines the role of marketing within the strategic processes of the modern firm and considers the process involved in strategic marketing in the global business context. It takes a case based approach to illustrating the effectiveness of key approaches to marketing strategy development and highlights the importance of new and emerging fields of marketing practice.

Prerequisites: GSN408 Antirequisites: GSN206 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 6TP4

GSN420 NEW VENTURE STRATEGY
This unit considers and the requirements for resource-based sustainable competitive advantage in the context of new business ventures and the need to be strategically competitive. Topics include new venture strategic constraints; entry strategies; opportunity selection, connection between new venture strategy and marketing, disruptive strategy, strategy creation using applied Morphological Box, Value Innovation and TERMS methodologies. Students complete a Strategic Plan for a new venture as part of this unit.

Prerequisites: GSN405 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 6TP1

GSN423 FINANCIAL MANAGEMENT 2
This unit builds on the material covered in GSN413 Financial Management 1. It extends the analysis of firms' decisions in the areas of investment, dividends and financing. Topics include capital budgeting and taxation, dividends and imputation, capital structures, risk management using options and futures, and an introduction to international finance.

Prerequisites: GSN413 Antirequisites: EFN406 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 6TP1 and 2011 6TP5

GSN425 LEADERSHIP DEVELOPMENT
This unit builds upon GSN415 to develop leadership ability, utilising a conceptual framework for self-understanding and the development of the requisite knowledge, skills and attitudes required to lead successfully in contemporary society. It is designed to allow individuals a better understanding of their own capacities as leaders. Individuals will learn the principles of effective leadership and how their own style affects leadership, decision making, vision building, organisational culture and the use of power. The focus is on the development of self-awareness and the improvement of the individual's capacity to understand, communicate with, and influence others.

Prerequisites: GSN415 Credit points: 6 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 6TP4

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 that (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:
GSN429 NEW VENTURE MARKETING
New Venture Marketing is concerned with the special marketing needs of entrepreneurial businesses. In new ventures, market ignorance is often greater than in existing firms. Needs of potential customers must be analysed, product design and prototypes must be developed in line with marketing research results, new marketing channels must be created and access to existing channels must be secured. Potential customers must be identified, informed, and persuaded to try the new product. Pricing is also a problem area.

Prerequisites: GSN408  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP1 and 2011 6TP6

GSN430 NEW VENTURE FUNDING
This unit is concerned with raising funds to establish, launch and grow a new business venture. Sources of funding considered include one's own resources, family and friends, 'social capital' transactions, business angels, venture capitalists, banks, and the public equity market. Methods of 'bootstrapping' and cash conservation, including agreements with suppliers, customers, and employees, are also considered. Pro-forma financial statements for the new venture, the financial valuation of the new venture, and the allocation of equity for intellectual property, seat equity, expenses incurred and funding provided are also examined.

Prerequisites: GSN413  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP3

GSN431 NEW VENTURE GROWTH AND TRANSITIONS
New ventures often start successfully but then flounder as rapid growth leads to problems in production, distribution, product quality, employee morale, cash flow or financing. Management's ability to make the transition from the new, small firm to a rapidly growing company is critical to its success. If the firm is to survive the entrepreneur must navigate the transition from 'hands on' involvement in every aspect of the business to a more detached management role.

Prerequisites: GSN405  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP5

GSN434 VENTURE CAPITAL
This unit considers, in the Australian and global financial market contexts, the operation of the venture capital industry and its rationing of relatively scarce risk capital among relatively abundant demands for new venture funding. Students gain an understanding of how the venture capital industry works and the criteria by which funds are committed to the support of new ventures. Students increase their ability to distinguish the less risky and more profitable investment opportunities from the more risky and less remunerative opportunities that may also be presented to venture capitalists.

Prerequisites: GSN413  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP2 and 2011 6TP6

GSN440 RISK MANAGEMENT 1
This unit examines the role of risk management in contemporary management theory and practice. Key decision areas of risk (eg financial, human resource, physical - asset management etc) are considered in the context of the general management of the organisation.

Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP5

GSN442 PROJECT MANAGEMENT 1
Managers are increasingly placed in the position of project manager, to manage projects as diverse as the construction of new facilities, expansion to global markets, implementation of change, information technology systems installation, or planning the major conference. This unit provides the fundamental skills in both the operational and strategic aspects of project management. Academic requirements are met through a minimum of fortnightly contact with the lecturer by each student, through reading of the text and associated publications, and through the preparation and submission of a written project proposal.

Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP2

GSN443 PROJECT MANAGEMENT 2
Managers are increasingly placed in the position of project manager, to manage projects as diverse as the construction of new facilities, expansion to global markets, implementation of change, information technology systems installation, or planning the major conference. This unit builds on the fundamental skills in both the operational and strategic aspects of project management, which are covered in GSN442. In distance mode, academic requirements are met through fortnightly contact with the lecturer by each student, through reference to the text and associate publications, and through the preparation and presentation of a written project proposal.

Prerequisites: GSN442  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP3

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

GSN456 PERSONAL DEVELOPMENT AND ETHICS FOR MANAGERS
This unit provides students with an opportunity to increase their understanding of themselves and how their interactions with others impact on their effectiveness as managers in a global environment. This unit also provides a framework of basic principles for ethical decision making. The roles of the individual and ethics in business decision making are explored through the use of international case studies. Students get the opportunity to evaluate, critically, the role of individual behaviour and ethical decision making, from not only a personal career perspective but as determinants of management and business effectiveness in an international context.

Antirequisites: GSN208, GSZ604  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP5

GSN472 LEGAL PRINCIPLES OF CORPORATE GOVERNANCE
Principles of Corporate Governance provides an introduction to the increasingly important area of corporate governance, as practiced by the Boards of Directors of companies. This subject provides an overview of the main concepts and history of corporate governance as a global trend, the core legal principles that underpin corporate governance including: relationships between key stakeholders; corporate governance in different contexts including small proprietary companies and large listed and unlisted entities and current issues; and includes arguments propounded for self regulation versus government intervention.

Prerequisites: GSN412  Antirequisites: GSN229, GSN481  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP3

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

GSN474 STRATEGY PLANNING & DEVELOPMENT
The understanding of strategic planning, development and implementation and the implications for the modern organisation underpin this unit. Based on the case study method of teaching, the unit discusses the strategy development process in the modern business context, and takes into account the various stakeholders and influences that determine the eventual success or failure of strategy initiatives.

Prerequisites: GSN405  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP3

GSN479 SPREADSHEET MODELLING FOR MANAGERS
This unit provides students with the analytical modelling skills to enhance abilities in making business decisions under uncertainty. Students are introduced to a range of techniques that involve structuring, analysing and solving managerial business decisions problems using Excel spreadsheets and add-ins. Topics include optimisation modelling, simulations models, decision analysis and forecasting.

Prerequisites: GSN403  Credit points: 6  Contact hours: 3 hours per week  Campus: Gardens Point  Teaching period: 2011 5TP1 and 2011 6TP4

GSN481 PHILANTHROPIC AND NONPROFIT FRAMEWORKS OF GOVERNANCE
The unit explores contemporary understandings of philanthropic and nonprofit governance in the context of social, economic and political systems. It locates these understandings in various theoretical and descriptive frameworks providing students with both the knowledge and analytical skills that are necessary to reflect critically on philanthropy and nonprofit governance systems and their environments.

Antirequisites: GSN472, GSN229  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP2

GSN483 ETHICS FOR PHILANTHROPIC AND NONPROFIT ORGANISATIONS
This course introduces students to ethical theories and constructs with a focus on producing effective personal and professional resolutions to those ethical dilemmas specifically associated with Philanthropic and NonProfit (PANFP) organisations. The unit recognises the distinctive mission and character of PANFP organisations, while seeking to provide an understanding of integrity and
response-ability.

**Antirequisites:** AMN480, GSN230  Credit points: 6  
**Contact hours:** 3 per week  **Campus:** Gardens Point  
**Teaching period:** 2011 6TP3

**GSN484 MANAGEMENT FOR PHILANTHROPIC AND NONPROFIT ORGANISATIONS**

In the context of the multiple management challenges facing non-profit and philanthropic entities, this unit provides students with an introduction to contemporary thinking and practice in the effective and efficient management of organisations. While the focus is on non-profit management, wider management and organisational theory will be drawn on in order that proactive responses to situations, problems and dilemmas facing non-profit organisations can be developed by students.

**Antirequisites:** AMN480, GSN230  Credit points: 6  
**Contact hours:** 3 per week  **Campus:** Gardens Point  
**Teaching period:** 2011 6TP2

**GSN485 LEGAL ISSUES FOR PHILANTHROPIC AND NONPROFIT ORGANISATIONS**

The unit introduces students to critical issues of philanthropic and nonprofit law and taxation. The unit examines the regulatory, taxation and governance framework of nonprofit organisations and philanthropic transactions in Australian Federal and State jurisdictions.

**Antirequisites:** GSN231  Credit points: 6  
**Contact hours:** 3 per week  **Campus:** Gardens Point  
**Teaching period:** 2011 6TP2

**GSN486 ACCOUNTING AND FINANCE ISSUES FOR PHILANTHROPIC & NONPROFIT ORGANISATIONS**

This unit introduces students to an overview of financial reporting. The unit begins with an overview of the purpose of accounting and the types of financial statements that comprise a financial report. The unit also focuses on the Australian financial reporting framework and whether an Australian accounting standard for nonprofit organisations is required. International comparisons are made.

**Antirequisites:** GSN231  Credit points: 6  
**Contact hours:** 3 per week  **Campus:** Gardens Point  
**Teaching period:** 2011 6TP5

**GSN487 INTRODUCTION TO SOCIAL ENTERPRISE**

The nonprofit sector continues to mature and expand with the establishment of more sophisticated social enterprise programs. With significant reductions in the traditional sources of revenue, increasingly sophisticated competition and dramatic changes in expectations from clients and stakeholder groups, the need for effective strategy and implementation has grown. The unit offers a background to social enterprise and associated issues.

**Antirequisites:** AMN482  Credit points: 6  
**Contact hours:** 3 per week  **Campus:** Gardens Point  
**Teaching period:** 2011 6TP3

**GSN488 FUNDRAISING DEVELOPMENT PRINCIPLES**

This unit considers the broad factors that influence fundraising/development success. It applies theories of marketing, public relations and management to fundraising and development and builds an understanding of the philanthropic environment. It re-examines the principles of fundraising/development, institutional readiness, case statement preparation, leadership, constituencies and research to build understanding of the context in which good development practice occurs.

**Antirequisites:** GSN232, MIN409, AMN481  Credit points: 6  
**Contact hours:** 3 per week  **Campus:** Gardens Point  
**Teaching period:** 2011 6TP4

**GSN489 FUNDRAISING DEVELOPMENT TECHNIQUES**

This unit builds on GSN488 to delve into particular techniques of resource mobilisation in nonprofit organisations. It considers a range of income generation vehicles and techniques including capital and major gifts, special events, bequests, direct mail, telemarketing, e-fundraising, gift clubs and the art of building donor relationships. It also examines professional evaluation of fundraising programs.

**Prerequisites:** GSN488  
**Antirequisites:** GSN232, MIN409, AMN481  Credit points: 6  
**Contact hours:** 3 per week  **Campus:** Gardens Point  
**Teaching period:** 2011 6TP5

**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

**GSN493 CUSTOMER RELATIONSHIP MANAGEMENT**  
This unit introduces the student to the field of customer relationship management in the business environment whether local, national or international. The unit provides the opportunity for developing an understanding of customer relationship management (CRM) as a core business strategy with the associated technology dependencies and customer marketing concepts. Students will examine various business components of CRM, the CRM value chain technology tools, implementation processes and from case studies understand their applicability to different businesses and industries.  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP2

**GSN496 PUBLIC RELATIONS AND CRISIS MANAGEMENT**  
This unit has been designed to introduce managers to the role of public relations in managing stakeholder relationships and to specifically address this role during times of crisis. Crisis management is growing in importance as organisations face increased scrutiny at a local and global level. The ability to identify issues, negotiate with stakeholders where possible and handle effectively, communication during times of crisis is critical to the ongoing success of organisations. Managers require an understanding of the types of issues and crises that can occur and various action strategies to address the particular needs of their organisation.  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP6

**GSN554 SOCIAL INNOVATION AND ENTREPRENEURSHIP**  
Social innovation and entrepreneurship are emergent concepts in the field of philanthropy and nonprofit management, and in partnerships between nonprofits and other sectors. The aim of this unit is to develop a student’s knowledge and skills to critically reflect on emerging trends in philanthropic and nonprofit practice, with a particular focus on social innovation and entrepreneurship.  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP2

**GSN555 DEVELOPING SOCIAL VENTURES**  
Social ventures including social enterprises, social businesses and enterprising community initiatives are becoming increasingly popular mechanisms to: create social value in response to intractable social and environmental problems; generate new income streams for traditional nonprofits; and harness resources from across sectors to produce public benefits. This subject will hone students’ practical skills in assessing and designing social ventures with regard for their purpose, context and business structures.  
**Prerequisites:** GSN554  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP3

**GSN556 CONTEMPORARY ISSUES IN PHILANTHROPY**  
Trusts and foundations have the potential to be a force for the public good. This unit will examine the critical issues confronting those who wish to harness the resources, power and influence of such bodies to achieve their purposes and benefit the community.  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP4

**GSN557 CREATIVE PHILANTHROPY**  
This unit analyses and evaluates new philanthropic trends and introduces students to critical reflection of such notions. Students will gain the skills to undertake a broad review of philanthropic developments.  
**Prerequisites:** GSN556  
**Credit points:** 6  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP5

**INN220 BUSINESS ANALYSIS**  
This unit is aims to give you an introduction to the role, knowledge, and skills required of a business analyst. This unit focuses on both the trades—tools and methods used by a business analyst, as well as the soft skills—creativity and communication, both of which are critical to successful business and requirements analysis. Through lectures, cases studies and role playing activities, you will develop basic knowledge and skills required for introductory business analysis (BA).  
**Antirequisites:** INB220  
**Equivalents:** ITB222, ITB365, ITN222, ITN365  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1

**INN311 ENTERPRISE SYSTEMS**  
The unit presents and discusses the Enterprise Systems Lifecycle model, orienting students to the requirements of addressing total cost of ownership, change management requirements and process modelling requirements in order to achieve business benefits. Concepts of Enterprise Systems success and associated enablers and barriers are also introduced. This unit introduces the technical architecture of complex 3-tiered client server environments. It seeks to show how an integrated complex database environment meets common business needs, and yet fails to meet the total Information Systems requirements.
Antirequisites: INB311 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-2

INN312 ENTERPRISE SYSTEMS APPLICATIONS
The aim of this unit is to introduce one of the more complex and comprehensive Enterprise Systems applications. This unit introduces the business perspective and application processes of modules (such as FI, CO, PP, MM and S&D) and investigates the support provided by these systems and the integration between modules by following some of the major processes in a business. The unit enables you to experience both the business analyst view and the user's view of the system across a number of business processes.

Antirequisites: INB312, ITB233 Equivalents: ITN233 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-1

INN320 BUSINESS PROCESS MODELLING
The aim of this unit is to introduce you to modern methodologies of business process modelling. A main objective is to increase your awareness of the conceptual foundation of modelling and for the capabilities of BPMN and available tools. You will learn how to use grammars and tools to build, maintain and communicate practically relevant process models.

Antirequisites: ITB298 and ITB320 Equivalents: ITN301 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-2

INN321 BUSINESS PROCESS MANAGEMENT
The aim of this unit is to introduce you to modern methodologies of Business Process Management. A main objective is to increase your awareness of the close link between business requirements and IT capabilities, and the related fundamental role of business processes. This unit also seeks to develop logical thinking, an appreciation for conceptual models, and the capability to understand and deal with complex systems.

Antirequisites: INB321 Equivalents: ITN298 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-1

INN322 INFORMATION SYSTEMS CONSULTING
The aim of the unit is to develop your skills in the consulting engagement process. This unit will give you an appreciation of the management of consulting practices and an understanding of the consulting sector generally. This unit presents the tactical and strategic issues involved in management consulting, and in particular: client engagement. In the unit there is an emphasis on Information Systems (IS) related work. IS constitutes a substantial portion of consulting activity and cuts across all areas of business expertise. The unit examines the dynamics of IS consulting within the context of large consulting firms and familiarises students with the consulting engagement lifecycle.

Antirequisites: INN335, ITN332, INB322 Assumed knowledge: Good knowledge of professional oral and written communication practices and team work processes is assumed. Equivalents: ITN273 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-1

INN330 INFORMATION MANAGEMENT
The aim of this unit is to provide you with an awareness of the activities in which IM professionals are engaged within various organisational contexts. You will use case studies and introduce yourself to the strategic and analytic elements that comprise information management activities. These activities include the alignment of enterprise information and business planning, enterprise information policy, evaluation of information resources & systems and applications of the information inventory.

Antirequisites: INB330 Equivalents: ITN266 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-2

INN331 MANAGEMENT ISSUES FOR INFORMATION PROFESSIONALS
The overall aim is to enable you to identify and resolve selected key management issues within a particular type of organisation of your choice. Using an integrated approach the subject draws from the field of organisational behaviour, business management literature, IT-management, and other readings appropriate to your interest. A further emphasis will be on case studies of actual practices in the type of organisation or enterprise environment setting that you have chosen to investigate.

Antirequisites: INB331 Equivalents: ITN274 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-1

INN500 PRINCE2 (R) PROJECT MANAGEMENT
The majority of information technology (IT) initiatives, such as systems developments and implementations, are introduced into organizations through projects, and the success of these projects depends on their effective management. This unit covers the integration of the multi-disciplinary skills that students would have acquired at stage in the course required to manage IT projects successfully. Specifically, it covers the administrative, technical, communication and socio-political demands placed on modern IT project managers. The unit covers practical,
relevant and topical IT project management issues delivered through workshops and lectures.

**Prerequisites:** Completion of 36 credit points of Postgraduate units (INN% or PUN% or GSN%)

**Antirequisites:** INB123, ITB365, ITB272  **Equivalents:** ITN272  
**Credit points:** 12    **Contact hours:** 4 per week    
**Campus:** Gardens Point    **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**MGN445 BUSINESS IN EUROPE**
This unit enables a more intensive study of business and markets in Europe. The development of the major industries will be examined, together with intra-regional patterns of trade, commerce and finance. A particular focus will be the development of a single European market and its international implications. Significant economic, political and social factors determining developments will be focussed upon, as well as regulatory restraints governing market access. The student will be required to undertake a project which requires the application of knowledge of the region to a business issue.

**Antirequisites:** MIN404  **Equivalents:** IBN404, MGX445  
**Credit points:** 12    **Campus:** Gardens Point    **Teaching period:** 2011 SEM-1

**MGN446 BUSINESS IN AUSTRALIA**
This unit introduces students to the business environment in Australia. Students examine the geographical, historical, socio-cultural, political, regulatory, demographic, economic, legal, locational and other factors that have influenced, or still impinge upon, doing business in Australia in the current international environment. Learning activities include factory visits and industry analysis.

**Antirequisites:** MIN435  **Equivalents:** IBN435, MGX446  
**Credit points:** 12    **Campus:** Gardens Point    **Teaching period:** 2011 SEM-1, 2011 SEM-2 and 2011 SUM

**MGN448 NEGOTIATING ACROSS BORDERS**
This unit develops students' skills in negotiating intra- and inter-culturally. It provides students with a tool-box of negotiation skills and then explores the relationship between cultural value dimensions and negotiating behaviours. Students practise their negotiating skills with members of their own culture, in cross-cultural dyads and in multicultural teams to build confidence and capability in negotiating and influencing.

**Antirequisites:** GSN462  **Equivalents:** IBN409, MGX448  
**Credit points:** 12    **Campus:** Gardens Point    **Teaching period:** 2011 SEM-1 and 2011 SEM-2

**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: Kelvin Grove and External  Teaching period: 2011 SEM-2

PUN301 OCCUPATIONAL HEALTH AND SAFETY LAW AND MANAGEMENT
This unit introduces students to the history of occupational health and safety and the impact on occupational health and safety practice of the law, and industrial relations. The theory and practice of occupational health and safety management is discussed.
Credit points: 12  Contact hours: 3 per week  
Campus: Kelvin Grove and External  Teaching period: 2011 SEM-1

PUN617 ENVIRONMENTAL HEALTH MANAGEMENT
The aim of this unit is to integrate the aspects of environmental health theory and practice covered in other Units within the environmental health graduate program by focusing on current management and policy issues, strategies, tools and approaches. Topics covered include: environmental health policy development; environmental health management in local and state government; new technologies; program evaluation including economic evaluation and environmental health indicators; emergency management; event management; Indigenous environmental health policy; environmental health research; dangerous goods safety management; project management and environmental health practice issues.
Assumed knowledge: PUN620 is assumed knowledge.
Credit points: 12  Campus: Kelvin Grove and External  
Teaching period: 2011 SEM-2

PUN632 LEADERSHIP IN HEALTH MANAGEMENT
In this unit students develop and apply a researched, conceptual framework to understand management, leadership and change issues, particularly related to health care, consolidated using researching, logical argument, analysis and writing skills. The unit draws on contemporary research and practice
Antirequisites: PUN610  Assumed knowledge: PUN106 or equivalent is assumed knowledge.  Other requisites: PUN106 or equivalent is assumed knowledge  
Credit points: 12  Campus: Kelvin Grove and External  
Teaching period: 2011 SEM-2

PUN640 HEALTH CARE DELIVERY AND REFORM
This unit introduces conceptual frameworks fundamental to the organisation of health systems with particular emphasis on Australian and international health systems. Issues covered include the operation, funding and evaluation of health systems, health reform and the drivers for change.
Credit points: 12  
Campus: Kelvin Grove and External  
Teaching period: 2011 SEM-1

PUN688 INTERNATIONAL HEALTH POLICY AND MANAGEMENT
This unit provides students with an understanding of the impact of globalisation on health policy and management, including policy formation and the role of political influences. Students will have an opportunity to explore and understand specific examples of national and international policy in both developed countries and countries in transition, particularly the in Asia-Pacific region.
Credit points: 12  
Campus: Kelvin Grove and External  
Teaching period: 2011 SEM-2

PUP415 OCCUPATIONAL HEALTH
This unit explores chemical hazards in the working environment, epidemiological principles and practice, and identification of special risk groups in the workforce. Topics include the following: the pathological bases of disease in humans; chronic occupational diseases; occupational skin conditions; respiratory diseases; biological hazards in the work environment (bacteria, parasites, viruses, rickettsia and fungi); chemical and physical stresses and their physiological responses; physiological monitoring principles and practice; special risk groups; and epidemiological principles and practice.
Credit points: 12  
Contact hours: 3  
Campus: Kelvin Grove and External  
Teaching period: 2011 SEM-2