Master of Business Administration (MBA) (GS75)

Year offered: 2013
Admissions: Yes
CRICOS code: 045502F
Course duration (full-time): 1.5 years
Course duration (part-time): 3 years
Domestic Fees (indicative): 2013: $14,900 (indicative) per Semester

Notes about costs and scholarships:

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.

Student Services and Amenities Fee
You’ll need to pay the Student Services and Amenities Fee (SSAF) as part of your course costs. More information on the SSAF - http://www.student.qut.edu.au/fees-and-finances/study-costs/fee-schedule/table-1-student-services-and-amenities-fee

Start month: March, July
Deferment allowed: No
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
Attendance: Part-time, Full-time

To be considered for admission, applicants must:
- demonstrate proficiency in the English language
- hold a Bachelor degree in any field from a recognised university with a minimum grade point average (GPA) of 4.5 on QUT’s 7-point scale
- have a GMAT score of at least 550
- have a minimum three years full-time equivalent relevant managerial or professional work experience post-degree
- provide two referee reports on proforma.

Prior academic achievement
Prior academic study at the Bachelor level can be in any field at any recognised tertiary institution. Original or certified copies of academic transcripts that show date of completion or conferral of degree(s) and a Grade Point Average (GPA) must be provided. Not all undergraduate degrees from overseas institutions are assessed as being equivalent to Australian bachelor degrees. Applicants who have not completed a recognised bachelor degree, including the three-year diploma in China, will be considered for admission into the Graduate Certificate in Business Administration based on their Graduate Management Admission Test (GMAT) score, prior work experience and referee reports. Graduate Management Admission Test (GMAT) As applicants may come from a range of fields and their work experience may be diverse, a management aptitude test score is a useful indicator of an applicant’s ability to meet the program’s academic requirements. All applicants are required to undertake the GMAT. There will be no exemptions based on prior education or experience. GMAT test scores are valid for five years. If you have already undertaken the GMAT QUT needs to see a certified copy of your Test Takers Score. If you are planning to take the GMAT, please have the results sent directly to QUT (our identification number is 1677). GMAT details (PDF file, 271.78 KB) - http://qut.edu.au/__data/assets/pdf_file/0005/232178/GMAT-FAQ.pdf

Work experience
Relevant work experience indicates applicants will be able to contribute to class discussion. A minimum of three years full-time equivalent professional or managerial work experience is required after the completion of an undergraduate degree. To enable us to assess your work experience, a current curriculum vitae providing details of your roles, responsibilities and achievements is required. Referee reports All applicants must obtain two referee reports on the referee proforma. At least one referee report should be from your current employer. The referees may choose to send the recommendations directly to QUT (fax, email and postal addresses are provided on the proforma). Referee Proforma (DOCX file, 106.99 KB) - http://qut.edu.au/__data/assets/word_doc/0011/29783/QUT-MBA-Referee-Proforma.docx

Course highlights
- Transform your thinking to lead and manage in complex business environments.
- Students undertake an extensive foundation component of 16 core units of six credit points each and a further 48 credit points of optional units in the areas of leadership and strategy, entrepreneurship and innovation, or in discipline areas which interest them.
- Students will complete their MBA with a workplace project that will offer them the opportunity to creatively plan for a new venture or to engage in a consultancy project for an organisation.

Details:
The program will teach you to challenge conventions and go beyond established pathways, and equip you to lead and manage decisively in a complex business world. As a QUT MBA student you will critically analyse business situations and develop innovative solutions to real-world cases. Through flexible and innovative units, you will develop the
skills essential to becoming a global business professional.
The practical nature of this course enables you to apply
concepts and management techniques learned in class
directly to your workplace. You gain the knowledge and
skills to become an effective leader and manager within
your organisation.

Structures and Units

Course structure
The MBA program is made up four components that build
on each other to provide you with an integrated and multi
disciplinary curriculum to equip you to take on the
challenges and opportunities of a complex business
environment.

Each MBA unit of six credit points is delivered in a seven-
week module (six weeks teaching with final assessment in
week seven).

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

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

3. Concentrations
Students can then add greater depth in an area of interest
by choosing a concentration in Leadership and Strategy or
Entrepreneurship and Innovation or a specific discipline
pathway from within the QUT Business School's
postgraduate offerings or from other schools and faculties at
QUT.

Entrepreneurship and Innovation
   - Systems Thinking for Managers
   - Investment Strategies for Technology
   - Negotiation Skills and Strategies
   - New Venture Funding
   - New Venture Growth and Transitions
   - Services Innovation

Leadership and Strategy
   - Systems Thinking for Managers
   - Investment Strategies for Technology
   - Negotiation Skills and Strategies
   - Stakeholder Engagement and Media Principles
   - Improving Business Operations
   - Advanced Strategy for Global Business

Discipline Specific Concentration
Students have two options within this concentration. They
may complete 36 credit points from a specific area of
interest in a discipline or 24 credit points plus Systems
Thinking for Managers and one unit from the elective
component of the MBA program. Discipline areas could
include Accounting, Human Resource Management,
Marketing, Finance or Healthcare

If you complete the Leadership and Strategy or the
Entrepreneurship and Innovation concentration the title will
appear on your academic transcript.

4. Integrated Workplace Project
The final component of the MBA program is made up of two
capstone units which provide you with the opportunity to
apply what you have learned in the program to real
opportunities in a new venture or within an organisation.

- Integrated Workplace Project 1 - Business Research
  Methods
- Integrated Workplace Project 2 - Organisational
  Opportunities and Ventures

Those students who have completed the Entrepreneurial
and Innovation concentration will undertake an
Entrepreneurial project and those who have completed the
Leadership and Strategy concentration or the Discipline
specific pathway will engage in a Consultancy project.

MBA Course structure

<table>
<thead>
<tr>
<th>Course Core Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUILDING FOUNDATIONS</td>
</tr>
<tr>
<td>GSN405 Strategic Management</td>
</tr>
<tr>
<td>GSN407 Communicating to Influence</td>
</tr>
<tr>
<td>GSN491 Economics in Business</td>
</tr>
<tr>
<td>GSN468 Problem Framing for Creative Action</td>
</tr>
<tr>
<td>GSN404 Accounting for Decision Making</td>
</tr>
<tr>
<td>GSN497 Personal Leadership and Change</td>
</tr>
<tr>
<td>GSN403 Understanding Data</td>
</tr>
<tr>
<td>multi-DISCIPLINARY DECISION MAKING</td>
</tr>
<tr>
<td>GSN409 Understanding and Leading Others</td>
</tr>
<tr>
<td>GSN412 Business Law</td>
</tr>
</tbody>
</table>

Published on : 28 June 2013
UNIT SYNOPSISES

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.
**Prerequisites:** GSN404, GSN405, GSN407 and GSN491
**Antirequisites:** EFN409
**Credit points:** 6
**Contact hours:** 3 per week
**Campus:** Gardens Point
**Teaching period:** 2013 6TP5

GSN404 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
**Credit points:** 6
**Contact hours:** 3 per week
**Campus:** Gardens Point
**Teaching period:** 2013 6TP4 and 2013 6TP6

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. 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.
**Antirequisites:** GSZ602
**Credit points:** 6
**Contact hours:** 3 per week
**Campus:** Gardens Point
**Teaching period:** 2013 6TP2 and 2013 6TP4

GSN406 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 organisational context. The Human Resource Management Issues unit provides students with the opportunity to develop an understanding of the critical contribution of effective people management in obtaining and sustaining a strategic advantage in an organisational context.
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:** GSZ406  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP3

**GSN407 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 with 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:** GSZ407  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP2 and 2013 6TP4

**GSN409 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:** GSZ409  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP6

**GSN410 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:** GSZ410  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP5

**GSN412 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, EFN413  
**Equivalents:** GSZ412  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP2

**GSN413 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:** GSN403  
**Antirequisites:** EFN406  
**Equivalents:** GSZ413  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2013 6TP4

**GSN415 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:** GSZ415  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:**
GSN430 NEW VENTURE FUNDING
A key challenge for Entrepreneurs and their new ventures is obtaining sufficient financing to resource the venture through the seed, start-up and growth stages of the venture life cycle.

This unit helps students to understand the resource requirements across the various states of both 'lean' and traditional start-ups and explores the financing options open to new ventures, how to attract financing, how to determine the best financing options for their venture and strategies for controlling and conserving cash to ensure the long term viability and sustainability of the enterprise.

Prerequisites: GSN410 or GSZ410  
Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2013 6TP4

GSN431 NEW VENTURE GROWTH AND TRANSITIONS
Study after study shows that the vast majority of new entrepreneurial ventures fail prior to reaching maturity despite the potential of the new product or service and the passion, commitment and hard work of the business founders. Management's ability to make the transition from the new, small firm to a rapidly growing company is critical to its success.

This unit provides students with the opportunity to learn about the strategic and organisational challenges associated with each phase of new venture growth cycle and to develop a suite of tools and techniques that can employ to manage the growth and transition of their own entrepreneurial ventures.

Prerequisites: GSN410 or GSZ410  
Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2013 6TP5

GSN468 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.

Prerequisites: GSN504, GSN526, GSZ468, GSZ526, GSZ556  
Credit points: 6  
Campus: Gardens Point  
Teaching period: 2013 6TP3 and 2013 6TP5

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.

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: GSN403 and GSN409 and GSN412  
Credit points: 6  
Campus: Gardens Point  
Teaching period: 2013 6TP2 and 2013 6TP5

GSN490 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 operationalizing the innovation.

Prerequisites: GSN405 and GSN410  
Credit points: 6  
Campus: Gardens Point  
Teaching period: 2013 6TP6
Campus: Gardens Point  Teaching period: 2013 6TP1

GSN491 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, GSN414
Equivalents: GSZ491  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2013 6TP3 and 2013 6TP5

GSN497 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. This 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 GSN415 Leadership and Complexity.

Equivalents: GSN503, GSZ497, GSZ503, GSZ554  Credit points: 6  Campus: Gardens Point  Teaching period: 2013 6TP3 and 2013 6TP5

GSN498 INVESTMENT STRATEGIES FOR TECHNOLOGY
Organisations are spending an estimated 25 - 45% capital expenditure on Information and Communications Technologies (ICT) related investments and between 2 - 10% of operating expenditure on running their ICT portfolios. Business leaders struggle to keep abreast and be responsive to the latest technological developments and the impact of disruptive technologies on their business.

This unit introduces students to ICT governance and an understanding of the inter-relationships between business strategy and business-IT alignment. It also provides students with some strategies for investigating and evaluating the impact of some current disruptive technologies that have the potential to radically change the process of business and business models.

Credit points: 6  Campus: Gardens Point  Teaching period: 2013 6TP4

GSN499 SERVICES INNOVATION
Service innovations can enhance existing products and services and enable businesses to penetrate new markets, attract new customers, achieve higher margins, reduce costs and help to shape new ways of working with stakeholders to sustain competitive advantage.

This unit explores the initiation and application of service innovation in varied contexts and new ways of creating value for the firm and its stakeholders. In particular the unit focuses on the importance of service innovation, how to manage the process of service innovation and some practical frameworks to guide decision-making at a strategic level.

Prerequisites: GSN405 and GSN490  Credit points: 6  Campus: Gardens Point  Teaching period: 2013 6TP6

GSN551 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.

The 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: GSZ551  Credit points: 6  Campus: Gardens Point

GSN558 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: GSZ558, GSZ555, GSN496, GSN523, GSZ523  Credit points: 6  Campus: Gardens Point  Teaching period: 2013 6TP6

GSN559 IMPROVING BUSINESS OPERATIONS
The use of a Business Process Improvement (BPI) approach is recognised as being effective for improving business operations. The Improving Business Operations unit introduces students to the Business Process Improvement process including the tools, and phases of
business process re-engineering. The unit is designed to stimulate strategic thinking and analysis by applying business process re-engineering theory in a real world context.

**Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 6TP4

**GSN560 ADVANCED STRATEGY FOR GLOBAL BUSINESS**

Business leaders today need to be multi-disciplinary strategic thinkers, who have foresight and an ability to take a big-picture, long term view of an organisation.

The Advanced Strategy for Global Business unit helps students to develop a sophisticated knowledge and application of strategic analysis techniques and approaches including the dynamics of inter-firm dependencies, the nature of complex-adaptive systems, an understanding of the pivotal role of data in the strategy process and the limitations of theoretical models.

**Prerequisites:** GSN405 or GSZ405  **Equivalents:** GSZ560  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 6TP5

**GSN570 INTEGRATED WORKPLACE PROJECT PART 1: BUSINESS RESEARCH METHODS**

The Integrated Workplace Project 1 – Business Research Methods unit is the first of two capstone units in the MBA program. This unit is designed to provide students with the opportunity to apply the learnings from the program in an integrated manner to address a complex work-based problem or a new or emerging business opportunity of interest to the student, their employer or a sponsoring organisation. This unit, specifically explores how to conduct effective business research and analysis for a real workplace situation.

**Prerequisites:** GSN473 and GSN490  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2013 6TP6