Year offered: 2011
Admissions: Yes
CRICOS code: 031575D
Course duration (full-time): 1 semester (2 teaching periods)
Course duration (part-time): 2 semester (4 teachings periods)
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: 48
Standard credit points per full-time semester: 48
Standard credit points per part-time semester: 24
Course coordinator: Dr Vicky Browning
Discipline coordinator: Dr Vicky Browning
Campus: Gardens Point

Why choose this course?
The Graduate Certificate in Business Administration is one of the courses offered in the MBA suite, and articulates into the MBA program.

Course design
Students must complete two MBA foundation core units, and select either a further 36 credit points from MBA core units or one of the following study areas: Corporate Governance, Entrepreneurship and Innovation, Leadership or Strategy.

Advanced standing
Advanced standing may be granted only if the course units for which the advanced standing is being sought have been completed in the last five years from an accredited business school or university (eg AACSB, EQUIS, AMBA). Advanced standing may also be granted at the discretion of the Graduate Studies Director under the following criteria:

1. The business school or university is highly ranked by an international publication or agency
2. There is a pre-existing exchange/cross-institutional agreement
3. The applicant is considered to be in the top third of his/her class cohort or has a GPA of 5.75 or more on a 7-point scale.

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

Abbreviation
GradCertBusAdmin

Course structure
NOTES: Students have two options within this program:

REQUIRED UNITS
GSN401 Managing in the Global Business Environment
GSN405 Strategic Management

OPTION 1:
Plus 36 credit points (six units) from the following MBA core units:
GSN403 Understanding Data
GSN404 Financial Statements Analysis
GSN406 Human Resource Management Issues
GSN407 Business Communication
GSN408 Fundamentals of Marketing Management
GSN409 Organisational Behaviour 1
GSN410 Entrepreneurship
GSN412 Business Law 1
GSN413 Financial Management 1
GSN415 Understanding Leadership
GSN491 Economics in Business 1

OPTION 2:
Choose to complete 36 credit points from one of the study areas below.

Corporate Governance
Required Units:
GSN404 Financial Statements Analysis
GSN472 Legal Principles of Corporate Governance
GSN412 Business Law 1
GSN483 Ethics for Philanthropic and Nonprofit Organisations
GSN485 Legal Issues for Philanthropic and Nonprofit Organisations
GSN496 Public Relations and Crisis Management

Entrepreneurship and Innovation

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UNIT SYNOPSES

GSN401 MANAGING IN THE GLOBAL BUSINESS ENVIRONMENT

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

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

GSN403 UNDERSTANDING DATA

This unit is designed to provide students with a clear understanding of different types of data and techniques to present and analyse real world problems relevant to business and managers. Students are introduced to various techniques of organising, presenting and analysing economic and business data. Topics include probability theory, descriptive and inferential statistics.

**Antirequisites:** EFN409  
**Equivalents:** GSZ403  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP2 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 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: GSN206  
Equivalents: GSZ405  
Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2011 6TP1, 2011 6TP3 and 2011 6TP5

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

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

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

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

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

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

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

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

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

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

GSN412 BUSINESS LAW 1
This unit provides managers with an overview of basic legal principles, which form the foundation of the laws of commercial transactions from the perspective of, and with particular relevance, to managers. Students will learn key elements of the rules governing business dealings by the interaction of the laws of contract, agency and franchising, property law, securities and bailment, company law and consumer law. The unit also introduces students to the Australian legal and statutory structure and provides an overview of the legal nature of business entities.

Antirequisites: AYN410, EFN413  
Equivalents: GSZ412  
Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2011 6TP1, 2011 6TP2 and 2011 6TP6

GSN413 FINANCIAL MANAGEMENT 1
This unit introduces the student to the international financial environment in which business operates. The three major lessons in finance (time value, diversification and arbitrage)
aspect of the business to a more detached management

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

**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

**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

**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

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

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

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

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 6TP4

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

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

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