### Overview
This course is effectively one-third of the MBA program and allows professionals to update their skills in selected core business disciplines or interdisciplinary areas.

### 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.

### Entry requirements (domestic and international students)
To be considered for admission, applicants must:
- demonstrate competency in the English language
- hold a Bachelor degree in any field from a recognised university with a minimum GPA of 4.5 on a 7 point scale
- have a GMAT score of at least 550
- have a minimum three years full-time equivalent relevant work experience post degree
- provide two referee reports (on proforma provided).

For further details on the admission criteria, please refer to How to apply.

### 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.

### Special entry
Exceptional career accomplishments may be considered in place of a Bachelor degree. Successful exceptional applicants may be admitted to the Graduate Certificate in Business Administration and may later articulate into the MBA program under existing articulation rules (i.e. achievement of a Grade Point Average (GPA)) of 4.5 or greater).

### Abbreviation
GradCertBusAdmin

### Course structure

<table>
<thead>
<tr>
<th>NOTIONS:</th>
<th>Students have two options within this program:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REQUIRED UNITS</strong></td>
<td></td>
</tr>
<tr>
<td>GSN401</td>
<td>Managing in the Global Business Environment</td>
</tr>
<tr>
<td>GSN405</td>
<td>Strategic Management</td>
</tr>
<tr>
<td><strong>OPTION 1:</strong></td>
<td>Plus 36 credit points (six units) from the following MBA core units:</td>
</tr>
<tr>
<td>GSN403</td>
<td>Understanding Data</td>
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<tr>
<td>GSN404</td>
<td>Financial Statements Analysis</td>
</tr>
<tr>
<td>GSN406</td>
<td>Human Resource Management Issues</td>
</tr>
<tr>
<td>GSN407</td>
<td>Business Communication</td>
</tr>
<tr>
<td>GSN408</td>
<td>Fundamentals of Marketing Management</td>
</tr>
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<td>GSN409</td>
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</tr>
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<td>GSN412</td>
<td>Business Law 1</td>
</tr>
<tr>
<td>GSN413</td>
<td>Financial Management 1</td>
</tr>
<tr>
<td>GSN415</td>
<td>Understanding Leadership</td>
</tr>
<tr>
<td>GSN491</td>
<td>Economics in Business 1</td>
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OPTION 2:
Choose to complete 36 credit points from one of the study areas below.

**Corporate Governance**

<table>
<thead>
<tr>
<th>Required Units</th>
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<tbody>
<tr>
<td>GSN404 Financial Statements Analysis</td>
</tr>
<tr>
<td>GSN412 Business Law 1</td>
</tr>
<tr>
<td>GSN472 Legal Principles of Corporate Governance</td>
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<tr>
<td>GSN483 Ethics for Philanthropic and Nonprofit Organisations</td>
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<tr>
<td>GSN485 Legal Issues for Philanthropic and Nonprofit Organisations</td>
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<tr>
<td>GSN496 Public Relations and Crisis Management</td>
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**Entrepreneurship and Innovation**

<table>
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<tr>
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<tbody>
<tr>
<td>GSN404 Financial Statements Analysis</td>
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<tr>
<td>GSN408 Fundamentals of Marketing Management</td>
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<tr>
<td>GSN410 Entrepreneurship</td>
</tr>
<tr>
<td>GSN420 New Venture Strategy</td>
</tr>
<tr>
<td>GSN429 New Venture Marketing</td>
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<tr>
<td>GSN431 New Venture Growth and Transitions</td>
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</table>

**Leadership**

<table>
<thead>
<tr>
<th>Required Units</th>
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<tbody>
<tr>
<td>GSN407 Business Communication</td>
</tr>
<tr>
<td>GSN409 Organisational Behaviour 1</td>
</tr>
<tr>
<td>GSN415 Understanding Leadership</td>
</tr>
<tr>
<td>GSN417 Effective Advocacy for Managers</td>
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<tr>
<td>GSN425 Leadership Development</td>
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<tr>
<td>GSN456 Personal Development and Ethics for Managers</td>
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</table>

**Strategy**

<table>
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<tbody>
<tr>
<td>GSN408 Fundamentals of Marketing Management</td>
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<tr>
<td>GSN410 Entrepreneurship</td>
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<tr>
<td>GSN418 Marketing Strategy Development</td>
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<tr>
<td>GSN474 Strategy Planning &amp; Development</td>
</tr>
<tr>
<td>MGN505 Consulting and Change Management</td>
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**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 Development, Public Health Officer, Public Relations Officer/Consultant, Public Servant, Publishing Professional, Real Estate, Risk Manager, Stockbroker, Systems Analyst, Systems Manager, Web Designer.

**UNIT SYNOPSISES**

**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

<table>
<thead>
<tr>
<th>Credit points:</th>
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<tr>
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**Campus:** Gardens Point   **Teaching period:** 2010 6TP2, 2010 6TP4 and 2010 6TP6

**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

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**Campus:** Gardens Point   **Teaching period:** 2010 6TP1, 2010 6TP2, 2010 6TP3 and 2010 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:** 2010 6TP2, 2010 6TP4 and 2010 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. 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.

**Equivalents:** GSZ405  **Credit points:** 6  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2010 6TP1, 2010 6TP2, 2010 6TP3 and 2010 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:** 2010 6TP1, 2010 6TP3 and 2010 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  **Equivalents:** GSZ407  **Credit points:** 6  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2010 6TP2, 2010 6TP4 and 2010 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:** 2010 6TP1, 2010 6TP3 and 2010 6TP4

**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:** 2010 6TP1, 2010 6TP3 and 2010 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:** 2010 6TP2, 2010 5TP3, 2010 6TP4 and 2010 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: 2010 6TP2, 2010 6TP4, 2010 6TP5 and 2010 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: 2010 6TP2, 2010 5TP5, 2010 6TP4 and 2010 6TP6

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: 2010 6TP1, 2010 6TP3, 2010 6TP4 and 2010 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.

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: 2010 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: 2010 6TP3

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: 2010 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: 2010 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: 2010 6TP2 and 2010 6TP6

**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  
Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2010 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: 2010 6TP4

**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: 2010 6TP1 and 2010 6TP5

**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: 2010 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: 2010 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
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: 2010 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: 2010 SEM-1