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TERM DATES FOR 2011 INTAKES **12**

STUDENT SERVICES CENTRE

Students receive continued support throughout their studies at MGSM via the Student Services Centre (SSC).

The SSC is the single point of contact for students enrolled in MGSM postgraduate programs. Staff at the Centre are available to assist students with all aspects of their program and are trained to give advice to students throughout their studies. The type of assistance provided includes timetabling, advice on which unit to take, assistance with a change of program, deferring, progressing to a higher degree program, and the like.

The staff of the SSC are aware that MGSM's students are busy, successful professionals and are there to assist you in integrating study into your work life. While all efforts will be made to assist with requests, students are encouraged to be proactive in self-managing their time at MGSM.

STUDENT EXTRANET

MGSM's student extranet provides an information portal for students. It houses a variety of resources including course unit outlines and information, important dates, term planners, forms, enrolment information, the Student Handbook, textbook lists, examination results and timetable information.

The student extranet also allows access to a range of online journals, research databases and articles, and is the gateway to individual class web pages. Each class has a dedicated web page with lecturer and student contact details, lecture notes and other important information.

STUDY READY – INDUCTION PROGRAM

MGSM conducts a weekend induction program that all new MGSM students are required to attend. "Study Ready" is an active, fast-paced program that is designed to simulate the real MGSM environment over a weekend (9.00am – 5.00pm on both Saturday and Sunday). The program will introduce you to the School environment and prepare you for postgraduate study.

The program comprises workshops, assignments and group activities that will help familiarise you with key resources and provide you with the necessary skills to commence your MGSM studies.

The program covers:

- Using the online library
- Teamwork exercises
- Numerical analytics
- Study and exam preparation
- Making compelling presentations
- Working in syndicate groups
- eStudent – Self managing enrolments online

The weekend also provides new students with the opportunity to network and socialise with other new students, familiarise themselves with the campus and meet members of the MGSM faculty.

MACQUARIE UNIVERSITY SERVICES

Macquarie University offers sporting and recreational facilities, student associations and retail and professional service outlets. In addition, the University Library has an extensive range of print and web-based business and management resources. A dedicated liaison librarian is also available for consultation and advice on study and research matters. The Library provides a range of training courses in information and IT skills in both online and face-to-face modes. Visit Macquarie University's Library web page for information on all its services and facilities at www.library.mq.edu.au.

A range of online tutorials and study aids are available through Macquarie University's website, www.mq.edu.au.

Each grade is equivalent to a set amount of grade points, as outlined below:

ENGLISH LANGUAGE REQUIREMENTS

Applicants who have not undertaken recognised studies taught in English (e.g. degree, etc), are required to demonstrate proficiency in English. English language tests recognised by MGSM are as follows: the Academic Module of the International English Language Testing Service (IELTS) test, Test of English as a Foreign Language (TOEFL), including The Written Examination (TWE) component. Applicants should arrange their own test and gain at least the required score.

The Centre for Macquarie English (CME) at Macquarie University is an IELTS test centre and also conducts intensive English (ELICOS) programs for students who are preparing for university entry.

For information about IELTS test schedules, contact CME on:

Telephone: +61 2 9850 6337

Email: ielts@mq.edu.au

Website: www.cme.mq.edu.au

TEST	REQUIRED SCORE
IELTS – Academic (General test not accepted)	6.5 overall (Minimum 6.0 in each band)
TOEFL – paper	Paper 580 overall: 53 in Listening 51 in Structure/Writing 52 in Reading 5.0 TWE
TOEFL – computer	Computer 237 overall: 19 in Listening 19 in Structure/Writing 19 in Reading 5.0 TWE
TOEFL – internet	92 overall 18 in Listening 22 in Structure/Writing 17 in Reading 23 in Speaking

* MGSM reserves the right, in addition to the above, to administer further testing.

ENTRY REQUIREMENTS

MGSM is renowned for the high standard of its students. To maintain this standard, the following entry requirements are in place. Applicants for the MBA or Master of Management, who have substantial work experience but do not have a degree, may commence studies at the Postgraduate Diploma in Management level. On successful completion of the Postgraduate Diploma in Management, and based on a high level of achievement, students may apply to progress to the MBA or Master of Management program.

	DIRECT ENTRY	INDIRECT ENTRY
MBA	<p>a) a degree from a recognised university (or equivalent) and a minimum of five years relevant work experience (e.g. managerial/professional); OR</p> <p>b) a degree from a recognised university (or equivalent) with a Grade Point Average of 3.3 out of 4 and a minimum of two years relevant work experience (e.g. managerial/professional).</p>	Articulation via successful completion of the Postgraduate Diploma in Management and/or Master of Management.
MASTER OF MANAGEMENT	A degree from a recognised university (or equivalent) and a minimum of three to five years relevant work experience (e.g. managerial/professional).	Articulation via successful completion of the Postgraduate Diploma in Management.
POSTGRADUATE DIPLOMA IN MANAGEMENT	<p>a) a degree from a recognised university (or equivalent) and a minimum of three years relevant work experience (e.g. managerial/professional); OR</p> <p>b) for those without a degree, a minimum of five years relevant work experience (e.g. managerial/professional) supported by evidence of professional attainment.</p>	Articulation via successful completion of the Postgraduate Certificate in Management.
POSTGRADUATE CERTIFICATE IN MANAGEMENT	<p>a) a degree from a recognised university (or equivalent) and a minimum of three years relevant work experience (e.g. managerial/professional); OR</p> <p>b) for those without a degree, a minimum of five years relevant work experience (e.g. managerial/professional) supported by evidence of professional attainment.</p>	

* Referee reports providing information on experience, managerial potential and achievements must be submitted with all applications.

HOW TO CALCULATE YOUR GRADE POINT AVERAGE

GRADE	GRADE POINTS
High Distinction/Distinction	4
Credit	3
Pass	2
Fail	0

To calculate your GPA, add up the total number of grade points and then divide by the number of grades (i.e. the number of subjects/units completed). For example:

High Distinction/Distinction	4 Points x 6 Grades
Credit	3 Points x 4 Grades
Pass	2 Points x 2 Grades
Total Grade Points	40
Total Number of Grades	12
GPA (= 40/12)	3.3

ADVANCED STANDING

Applicants who have previously undertaken studies in management or a related field at other institutions, may be eligible for advanced standing. There are two forms of advanced standing – with credit and with substitution. Only CORE UNITS of the MGSM MBA are eligible for advanced standing. Advanced Standing is not granted for elective units. Advanced Standing is also not granted for studies completed more than 10 years ago.

Applicants wishing to apply for Advanced Standing should complete the Application for Advanced Standing form at www.mgsm.edu.au/pgdownloads.

ADVANCED STANDING WITH CREDIT

Applicants who have successfully completed one or more units at a postgraduate level in a recognised institution, where the program of studies is considered substantially equivalent in content to a core unit of the MGSM MBA program, may be considered for credit on the recommendation of the Director, Academic Programs.

The maximum advanced standing granted for completed postgraduate studies is up to 25% of the equivalent MGSM program.

This equates to a:

- Maximum of one unit toward a Postgraduate Diploma in Management program
- Maximum of two units towards a Master of Management program
- Maximum of four units towards an MBA program

The maximum advanced standing granted for partially completed postgraduate studies is up to 50% of the equivalent MGSM program.

Advanced Standing is not granted for elective units.

Qualifications from Professional Bodies

Qualifications from the following professional bodies are also recognised for Advanced Standing with credit as specified below:

- **ICAA/CPA** – Candidates who have completed the Chartered Accountants Program of the ICAA or CPA.
- **Institute of Actuaries of Australia** – Candidates who have completed the IAA Fellowship program.

ADVANCED STANDING WITH SUBSTITUTION

Applicants who have successfully completed units at undergraduate studies level at a recognised institution, with a major in a subject area that equates to a core unit of the MGSM MBA, may be eligible to substitute that core unit with an elective unit, as approved by the Director, Academic Programs.

ADVANCED STANDING ASSESSMENT AND NOTIFICATION

Academic staff assess applications for Advanced Standing on a case-by-case basis. The granting of Advanced Standing is not guaranteed and the following factors are relevant to the decision:

- The reputation of the institution and the quality of program undertaken;
- Unit content;
- Assessment methods e.g. group work, individual work, exams, etc;
- Hours of total student workload (including face-to-face hours); and
- The final grade achieved in the unit.

For further information, contact the Student Services Centre by phone: +61 2 9850 9017 or email: info@mgsm.edu.au.

IT REQUIREMENTS

In order to gain the maximum benefit from programs offered by MGSM, students are required to have access to a PC, modem and commercial internet provider. In addition, it is a requirement for some classes that students have access (per syndicate group) to a suitable laptop during classes.

THE SELECTION PROCESS

Selection is based on the applicant's demonstrated record of management/professional experience and academic achievement as well as assessments of managerial potential and capacity for success.

The Academic Selection Committee bases its assessment of managerial potential on referees' reports and evidence of clarity/direction in achieving career and personal objectives in the personal statement required of applicants. The Academic Selection Committee judges applications on a range of criteria, and not just one or two indicators such as academic results. Successful applicants will be notified by email as soon as selection is finalised.

PROGRAM	ICAA / CPA	IAA
MBA	Accounting for Management	Economic Context of Management
Master of Management	Accounting for Management	
Postgraduate Diploma in Management	Accounting for Management	
Postgraduate Certificate in Management	Accounting for Management	

ENROLMENT

Enrolments for successful applicants will take place, in most cases, approximately two to three weeks prior to the commencement of classes.

ARTICULATION

Any student who has completed or is due to complete the Postgraduate Certificate in Management, Postgraduate Diploma in Management or Master of Management program, may apply to articulate to a higher program.

Applications for articulation are assessed competitively, so applicants must meet the entry requirements of the program and maintain a consistently high level of achievement.

This means, for example, that students completing the Postgraduate Certificate in Management may only articulate to the Master of Management or MBA if they have an undergraduate degree, otherwise they must first complete the Postgraduate Diploma in Management.

In order to be eligible for articulation, students are required to:

- Achieve a PASS or higher in all units completed;
- Score a minimum Grade Point Average (GPA) of 2.0; and
- Have received no fail grades.

Students wishing to articulate should complete a Request to Articulate form available on the student intranet site.

RETURNING STUDENTS

Students wishing to return to a higher MGSM degree program 12 months after their graduation will need to apply as a returning student.

For example, if you completed a Master of Management program in 2007 and decide to continue with an MBA in 2009, you will need to apply as a returning student.

Advanced Standing will be granted for all units successfully completed in the original program for a period of up to 10 years. Returning students are required to comply with the current advanced standing policy at the time of re-enrolment.

Students returning after 12 months should complete a Returning Student form: www.mgsm.edu.au/pgdownloads.

FEE-HELP

FEE-HELP is a loan scheme that assists eligible students to pay their tuition fees. FEE-HELP can cover all or part of a student's postgraduate tuition fees, up to a lifetime limit of AUD86,422.00.

To be entitled to FEE-HELP, you must be:

- an Australian citizen; **OR**
- the holder of a permanent humanitarian visa who will be resident in Australia for the duration of the program; **OR**
- the holder of a permanent visa who is undertaking a bridging course for overseas-trained professionals and will be resident in Australia for the duration of the program.

For further information, visit www.goingtouni.gov.au or call 1800 020 108.

FURTHER INFORMATION

For further information, contact:

Telephone: +61 2 9850 9017

Facsimile: +61 2 9850 9022

Email: mgsminfo@mgsm.edu.au

Website: www.mgsm.edu.au

APPLICATION LODGEMENT

The application form for admission to MGSM programs is enclosed in this brochure, together with the necessary referees' reports. Please note, incomplete applications will not be assessed.

Confirmation of receipt of applications will be forwarded to candidates immediately.

For application enquiries, email: sscadvice@mgsm.edu.au.

Applications are to be lodged with:

The Applications Officer
Macquarie Graduate School of Management
Macquarie University
NSW 2109 Australia

For details on 2011 application closing dates, refer to the table below.

INTAKE	CLOSING DATE
April 2011	25 February 2011
June 2011	20 May 2011
September 2011	12 August 2011
January 2012	4 November 2011

Following is a list of course units offered at MGSM including the core units. All core units are offered every year but not all elective units.

GENERAL MANAGEMENT

Foundations of Management Thought MGSM880

This is a unit in the history of Western ideas and their relevance for management. It traces the evolution of Western thought from major philosophical perspectives, ancient and modern. Various philosophies of management are pursued through an analysis of distinguished thinkers: Homer, Plato, Machiavelli, Descartes, Hume, Marx, Schopenhauer, Nietzsche, Freud and Sartre. A central theme is that what is important about any explanatory perspective is what it assumes. Since it is assumed that management is essentially a philosophical activity, the unit aims to demonstrate that the field of management, which is of recent origin, necessarily draws on a wide range of ancient wisdom and so introduces students to some of the great thinkers of Western civilization.

Law and Management MGSM987

This unit examines some operational aspects of the Australian legal system of concern to managers. Particular attention is paid to business agreements, types of business organisations and business property. The focus is on understanding the legal environment of business as a means to more effective management.

Leadership and Motivation MGSM876

This unit explores the practices and philosophies of leadership and motivation, encouraging students to challenge conventional approaches. It evaluates theoretical and empirical contributions to these important areas of management and encourages students to develop a style of workplace learning through which their own leadership and motivational practices can grow. It aims to develop an appreciation of the role and value of leadership in organisations both domestically and abroad.

Managing Change MGSM866

This unit has been designed to provide the framework and skills for managers who are likely to be involved in strategic initiatives within their organisations. This is a particularly important area of expertise, linking the concerns of strategic management with those of the more directly "people-focused" side of management. The basic premise underlying this unit is that the capacity to implement strategic change is a critical complementary skill to the capacity to conceive new strategic directions.

Public Performance for Managers MGSM877

This unit examines the requirements of public speaking situations and teaches those techniques needed for effective public performances and the giving of prepared and impromptu speeches. The unit analyses some of the techniques used in political speeches and oratory. Methods of public discourse, argument and persuasion are studied.

Special Topic in Management: **Executive Coaching** MGSM985P

This unit will explore the central role of coaching for managers. Because management is based on relationship to other people, coaching is essential to a manager's performance. Coaching is above all concerned with effective execution. It is the study, awareness and development of those skills that enable managers to encourage their team, department or group to execute with excellence. Effective coaching requires more than an understanding of the technical know how of the business and includes an understanding of the "people" dimension of organisations. Coaching is vital for working effectively with the culture, the politics and the human relationships dimensions of organisations. It is empowering for managers in building relationships. In this unit a number of frameworks and a range of coaching skills will be developed. Participants will be given the opportunity to match frameworks with their experiences as managers.

Special Topic in Management: **Managing Sustainable Organisations** MGSM985R

This unit examines developments in practices that contribute to sustainable business performance. It introduces participants to the relationship between strategy and sustainable business practices, the international and national drivers for sustainability and the debates about sustainability, performance and organisational practices. The unit aims to: enable participants to construct a business case for sustainable practices; provide techniques to assess the impact of management decisions on the business and its stakeholders, and enable the development of techniques to manage the change associated with getting sustainability on the business agenda.

FINANCIAL MANAGEMENT

Accounting for Management MGSM840

An introduction is provided to Financial Accounting, Management Accounting and the analysis of the Financial Accounting statements, the Profit and Loss Statement, the Balance Sheet and the Statement of Cash Flows. The unit aims to equip managers with the ability to analyse and interpret financial data, and use their knowledge for projecting and assessing the performance of organisations and business units.

Business Performance Measurement and Management MGSM842

Prerequisite: MGSM840 Accounting for Management

This unit discusses developments in the effective measurement and management of business performance. It aims to provide participants with: technical expertise in the application of measurement tools; an ability to critically evaluate performance management alternatives; and an understanding of how to design performance management systems to achieve their intended objectives. Topics covered include: managing effectively through "the financials"; shareholder-value based frameworks including EVA™; stakeholder value management including the balanced scorecard; and the management of intangibles and corporate social responsibility.

Corporate Acquisitions

MGSM858

Prerequisites: MGSM840 Accounting for Management and MGSM835 Financial Management

This unit examines the various forms of corporate combinations and the motivations for corporate acquisitions, accounting, tax and legal issues associated with corporate acquisitions in Australia. The pricing and financing of acquisitions, corporate restructuring and integration issues are also examined.

Economic Context of Management

MGSM845

This unit presents a basic understanding of the economic context in which managerial decisions take place and provides some basic practical economic skills. The main emphasis is on the macroeconomic environment and how it affects corporate ability to add value. For example, among other things, students are shown how macro and micro markets work, how to find and interpret economic information and statistics, how to understand the transmission of economic impacts in a global environment and how to interpret the role of government and its policy options. The unit emphasises current economic developments in the Australian, Japanese, US and Asian economies.

Financial Management

MGSM835

Prerequisite: MGSM840 Accounting for Management

The fundamentals of financial management are introduced from the perspective of the finance manager in a firm, namely those making investment, financing and dividend decisions. Finance theory is applied with the aim of providing a coherent framework and insights to assist in forming reasoned judgements. Case studies and financial planning models are used to provide context. The unit covers methods used in evaluating investment projects and an introduction is given to the local debt and equity markets.

Investment Management

MGSM836

Prerequisite: MGSM840 Accounting for Management and MGSM835 Financial Management

This unit examines the academic and professional literature pertaining to the investment setting, securities markets, market efficiency, security valuation, equity and debt investments, managed funds, portfolio strategies and alternative investments. Literature is critically examined with a view to better determining the intrinsic value of individual investments, creating optimal investment portfolios and understanding current capital market developments. This unit will enhance your ability to make knowledgeable investment decisions and build wealth.

Special Topic in Management: Entrepreneurial Finance

MGSM985A

Prerequisite: MGSM840 Accounting for Management

The objective of this unit is to provide a structured approach to the analysis of the special problems of entrepreneurial finance within the context of the available funding opportunities in Australia and overseas. In particular, it offers the financial particulars that are required to access finance from the various avenues available domestically and internationally. Case studies will feature in all lectures and members of the venture capital community, as well as successful seekers of funds, will make presentations during the unit.

Special Topic in Management: Strategic Finance

MGSM985T

Prerequisite: MGSM835 Financial Management

This unit aims to bridge the divide between corporate finance and corporate strategy, using game theory and real options analysis. Game theory offers a systematic, structured approach to analysing strategic decision-making when there are situations of interdependence between the firm and its competitors. Real options analysis provides an investment evaluation tool that incorporates the value of flexibility and growth opportunities in an uncertain environment where competitors can affect each other's behaviour.

HUMAN RESOURCE MANAGEMENT

Human Resource Management

MGSM800

This unit explores the issues and choices confronting organisations in regard to the management of people. A central focus is the relationship of human resource management, equity and workplace performance. The unit identifies and analyses a range of factors which influence attitudes toward the management of people and experience at work. It examines, among other things, recruitment and selection, performance management, training, equal opportunity and health and safety.

Managerial Psychology

MGSM871

This unit examines theories of personality, motivation, managerial values, group dynamics, occupational stress and counselling and their relevance for, and application to management. It aims to promote an understanding of diverse psychological perspectives and research findings to the practice of management. Human behaviour at the Australian workplace is analysed by comparing and contrasting four psychological perspectives: psychoanalysis, behaviourism, dispositionalism and existentialism. Of special relevance is an analysis of individual differences which includes a critical evaluation of the role and use of psychological tests in management.

Managerial Self-Development MGSM806

The focus of the unit is on developing self-reflection and self-regulation skills among students. These skills are applied to developing self-awareness of managerial skill strengths and deficits and on developing an action plan to enhance strengths and reduce deficit skills. The unit's theoretical foundation is social-cognitive theory, which considers both personal and situational dimensions, and their interactions, to be important in understanding behaviour and behaviour change. The unit provides a framework, for students to reflect on how personal and situational variables influence their own managerial skill strengths and deficits. In addition, the unit provides an opportunity to develop a self-managerial action plan to enhance strengths and redress skill deficits.

Managing Change MGSM866

This unit has been designed to provide the framework and skills for managers who are likely to be involved in strategic initiatives within their organisations. This is a particularly important area of expertise, linking the concerns of strategic management with those of the more directly "people-focused" side of management. The basic premise underlying this unit is that the capacity to implement strategic change is a critical complementary skill to the capacity to conceive new strategic directions.

Negotiation: Theory and Practice MGSM884

This unit examines the theory and practice of negotiation from a number of academic and practical perspectives. The dynamics of integrative, distributive and intra-organisational bargaining are analysed and the critical sub-processes of negotiation are reviewed: persuasion, communication, the social context of negotiation, sources and use of power and influence. The analysis and conduct of a series of negotiation case studies, role plays and a simulation, cover a wide range of managerial and organisational issues.

Organisational Behaviour MGSM870

This unit seeks to engage students with multiple perspectives for understanding and managing their own and others' behaviour within organisations, with a view to developing organisational capability through strengthened internal dynamics. Among the approaches taken are the macro perspectives important in leadership and change, particularly the relationship between behaviour and organisational structure, and the psychosocial, political and cultural/symbolic aspects of organisations. Other topics covered include individual differences, groups and teams, power, learning, interpersonal communication, perception and ethics.

Public Performance for Managers MGSM877

This unit examines the requirements of public speaking situations and teaches those techniques needed for effective public performances and the giving of prepared and impromptu speeches. The unit analyses some of the techniques used in political speeches and oratory. Methods of public discourse, argument and persuasion are studied.

INFORMATION TECHNOLOGY MANAGEMENT

Information and Decision Analysis MGSM960

This unit is an introduction to decision technology and its application in the firm. The unit covers introductory quantitative skills, data analysis and the development of computer modelling analyses for both strategic planning and tactical decision-making. It also covers the efficient use of computing resources to enhance the effectiveness of management.

INTERNATIONAL MANAGEMENT

Competition and Strategy in Asia-Pacific MGSM857

The growth of economies in the Asia-Pacific region has presented diverse trade and investment opportunities for international firms. This unit is designed to provide a management framework for developing and implementing business strategies in individual Asian markets, as well as examining strategic and organisational priorities for the region as a whole. Lectures, case studies and field research will consider the experience of Australian and international organisations competing in Asia-Pacific countries. The unit will explore the complex interdependence of national cultures, management philosophies, corporate strategies and socioeconomic development impacting business performance in the Asia-Pacific region. It will provide conceptual tools to help understand dynamic Asian markets and contribute to developing skills in managing (particularly joint ventures) within local Asian environments.

Managing with a Global Mindset MGSM879

The objective of this unit is to equip participants with the knowledge and skills which are central to developing a global mindset, specifically in the context of international business relations. In this unit we shall focus on both the concepts and competencies of a global mindset. Leading in a global context means being able to influence people who have ways of doing things that are unlike and unfamiliar to us. In a global context we need to be able to bounce back very quickly from the surprise of unexpected and unfamiliar ways of doing things to lead people who do things in a way other than our own. We also need to learn to think and execute strategically in unfamiliar context. This poses unique challenges and requires unique skills that can be generalised to any situation of uncertainty and given that we are living in an uncertain world, the competencies developed in this course are essential to leading and managing in the face of uncertainty. We shall explore the interesting and complex set of issues around the idea of a "global mindset" in a "global world." These include the relationship between globalization and localization; globalization, nationalism and fundamentalism; globalization, worldliness and cosmopolitan mindsets. All of these will contribute to becoming leaders able to influence people unlike and not familiar to us.

International Perspectives: Study Tour MGSM989

Prerequisite: China Tour: MGSM820

US Tour: MGSM836 recommended

Two unit equivalent

International Perspectives in Management is a double elective unit in which students participate in an overseas study tour of current-edge organisations, adopting a project-based experiential learning approach. The unit strives to provide a deep-level learning experience and strike a balance between academic, cultural and intercultural learning. Each study tour adopts a particular focus such as socially-responsible leadership (see MGSM886), international marketing, knowledge management, operations and technology.

NB. Study tours may not run to each location every year and those interested in participating in Study Tours should confirm with Student Services Centre regarding timetabling.

Special Topic in Management: Doing Business in/with China MGSM985U

This unit examines the various critical issues related to doing business in/with China, including: the macro business environment in China; outsourcing and exporting to China; running business operations in China; negotiating with Chinese businesses; and competing with Chinese businesses internationally. This unit is designed for students who wish to gain a comprehensive understanding of China as a host country/market, as well as those needing to develop capabilities in dealing with the range of challenges of doing business in/with China.

LOGISTICS, OPERATIONS AND TECHNOLOGY MANAGEMENT

Management of Innovation MGSM897

The objective of this unit is to provide students with a comprehensive understanding of the process of innovation and its management within the Australian and international context, a private sector corporation or government instrumentality, an "old economy" or "new economy". The unit takes a senior/middle management perspective in covering the management of the "fuzzy front end" of the innovation process where problems are identified and new ideas are generated. It examines the innovation process and new technology-based ways of speeding it up, reducing its cost and improving its success rate in the development of new processes, services, software and physical products. It also examines how effective innovation is achieved through a style of project management and organisational structures that involve the collaboration of individuals and the cooperation and coordination of the groups and functions of the organisation.

Operations Management MGSM890

This unit examines the key issues currently facing all service and manufacturing organisations when creating products and services. A primary aim of the unit is to illustrate the principles involved in effectively creating a value proposition and how the value transformation process is managed in the organisation and across the value chain. The unit will also examine the strategic contribution that operations management can make to the organisation's long-term success. After placing the activities required of the operations manager into a conceptual framework, the practical issues in making operations decisions are examined. Included are the areas of product design conversion processes for making goods and services, planning and control, quality management, the impact of e-commerce on operations, supply chain management, benchmarking processes and improvement activities.

Operations and Logistics Strategy MGSM891

Prerequisite: MGSM890 Operations Management

This unit examines the management of the supply chain and the role it plays in selling both goods and services. The alignment of the logistics and operations capabilities within the overall objectives of the organisation and the way in which operations and logistics capabilities can add value to organisations will be explored.

Project Based Management MGSM906

This unit develops an understanding of the key processes, terminology and concepts relevant to the project based management approach and explores the issues of moving towards a 'projectised' organisation.

Supply Chain Management MGSM893

This unit addresses the fundamentals of managing the supply chain, including the impact of e-commerce on order placement, processing and delivery. Supply chains across functional and organisational boundaries and the contribution of logistics strategy implementation will be examined. This includes issues such as demand driven supply chains, collaborative commerce, postponement strategies, third and fourth party logistics providers and strategic alignment of the supply chain.

MARKETING MANAGEMENT

Advertising and Promotions Management MGSM818

Prerequisite: MGSM820

This unit aims to give students a very practical and yet theoretically grounded understanding of how advertising and promotion works. Topics covered include advertising strategy, campaign planning, media planning, creativity, assessing advertising and promotion effectiveness, direct marketing and public relations. Taking a holistic view, the course aims to help students make management decisions related to advertising and promotion, and to ensure that such decisions are properly integrated into the firm's marketing mix.

Consumer Behaviour MGSM819

Prerequisite: MGSM820

This unit explores the multiple influences on the behaviour of consumers, drawing from theories developed in psychology, sociology and economics. The unit builds on these theoretical bases to explain and predict the attitudes, perceptions and decision-making processes of consumers in different markets, assisting in the development and application of more appropriate marketing strategies.

Customer Relationship Management (CRM) MGSM823

Prerequisite: MGSM820 Marketing Management

This unit explores the ways in which CRM is concerned with the development and maintenance of long-term, mutually beneficial relationships with strategically significant customers. This unit takes the view that CRM is viewed as the intelligent management of the existing and potential customer base, with a view to optimising long-term organisation and customer value. Issues such as: customer portfolio analysis, network management, database development, data mining, developing customer value propositions, IT for CRM and customer bonding strategies will be covered.

International Marketing MGSM815

Prerequisite: MGSM820 Marketing Management

This unit addresses the conceptual and practical issues that confront the indigenous business when it decides to market its products (goods and/or services) in foreign countries. Studies include environmental differences, market entry modes and financing international marketing, in addition to, the practical problems encountered in implementing marketing strategies and plans in foreign countries.

Marketing Management MGSM820

This unit examines the relationship between the needs, behaviour and demands of the marketplace and the objectives, marketing strategies and programs developed by the firm. The unit utilises lectures, a project and a marketing simulation game that is designed to explore the complex interrelationships in marketing within a dynamic setting. The unit commences with an introduction to the marketing concept and then addresses issues such as market segmentation, marketing planning, growth strategies, market research, services marketing and detailed issues involved in marketing program formulation.

Services Marketing MGSM822

Prerequisite: MGSM820 Marketing Management

This unit explores the important issues in the marketing of services including: the differences between marketing services and marketing goods; the importance of customer relationships in services marketing; the importance and measurement of quality in service provision; and the application of services marketing principles in a range of diverse industries and sectors (such as professional services, the public sector, retail services, tourism, charities, etc). The unit will draw on extensive marketing literature in the field, while exploring salient issues from both theoretical and applied views. An industry based project and case studies are important components of the unit.

Special Topic in Management: Sales Management MGSM985X

Prerequisite: MGSM820 Marketing Management

This unit builds on MGSM820 to provide a detailed exploration of the planning, structuring and management of the sales discipline in both business-to-business and business-to-consumer settings. The course blends review of theoretical approaches with examination of contemporary practical application, to provide students with an understanding and appreciation of the options available to them for managing sales.

Strategic Marketing MGSM817

Prerequisite: MGSM820 Marketing Management

This unit explores the relationship between marketing strategy formulation and the strategic direction of the organisation. It is designed to develop skills in analysing, planning, implementing and controlling marketing policies in the business enterprise. The central focus is the study of market strategy formulation with particular emphasis on the use of simulation models and behavioural approaches to inform key strategic marketing decisions regarding products, markets and competition. Examination of the literature relevant to advanced marketing topics and the study of actual marketing problems in selected organisations provide an important part of the learning environment. The unit also utilises a sophisticated marketing simulation game to explore and demonstrate the dynamic interrelationships in key marketing decision areas.

STRATEGIC MANAGEMENT

Competition and Strategy in Asia-Pacific MGSM857

The growth of economies in the Asia-Pacific region has presented diverse trade and investment opportunities for international firms. This unit is designed to provide a management framework for developing and implementing business strategies in individual Asian markets, as well as examining strategic and organisational priorities for the region as a whole. Lectures, case studies and field research will consider the experience of Australian and international organisations competing in Asia-Pacific countries. The unit will explore the complex interdependence of national cultures, management philosophies, corporate strategies and socioeconomic development impacting business performance in the Asia-Pacific region. It will provide conceptual tools to help understand dynamic Asian markets and contribute to developing skills in managing (particularly joint ventures) within local Asian environments.

Competitive Intelligence for Global Business

MGSM846

Recommended: MGSM820 Marketing Management

Competitive Intelligence (CI) is concerned with how firms obtain, store and use the information they need to increase their competitiveness. Almost all the top 100 Fortune firms now have in place some form of systematic intelligence gathering knowledge and management system. Traditional management information systems tend to overwhelm decision-makers with information. The "new economy" (e-business) has made this problem worse as it provides managers with a flood of information. CI is not spying, it is not just about competitors and it is not just market research. CI is where the most useful knowledge in "Knowledge Management" comes from. CI is an important aspect of successful strategy. Most successful managers already carry out CI intuitively. The issue now is how to show managers better and more effective ways to carry out CI. This unit explores the ways organisations can do this and puts CI in the context of an evolutionary step by organisations to a fast changing, more competitive and more globalised environment.

New Enterprise Management

MGSM859

Recommended: MGSM820 Marketing Management & MGSM840 Accounting for Management

New Enterprise Management provides some specific techniques and skills relevant to the management of new enterprises and provides an understanding of the factors that are important to the success of new ventures and the management options for increasing the success of new ventures. The unit addresses the questions "why will you succeed?", "how can you increase your chances of success?" and "how will you manage success (or failure)?" The unit is designed to assist those who are currently responsible for managing or developing new stand alone ventures, managing or developing new ventures within a larger enterprise in the private or public sector, and those involved in evaluating and advising managers of such ventures (e.g. financiers, analysts, accountants, consultants and public sector managers).

Strategic Management

MGSM860

Available to MBA and Master of Management students only.

Requirement: In order to enrol students are required to have a minimum aggregate of credit points, corresponding with three completed units (12 Credit Points)

This unit deals with the foundations of the firm's competitive strategy. It covers a range of strategic management issues including industry analysis, strategy based on internal capabilities, business-level competitive strategy and strategy implementation.

RESEARCH

Management Consulting and Research

MGSM953

Prerequisite: Minimum completion of four units and minimum GPA of 3.0

In this unit students will be introduced to the discipline of management consulting and to several important concepts and practices associated with business research. Students will be divided into syndicates and undertake a minor consulting assignment for an industrial or public sector client. Both the "output" and the dynamics of the client/consultant relationship are explored via the mechanism of the process assignment. This will involve a number of meetings between the syndicates and lecturer.

Research Project

MGSM952

Two Unit Equivalent

Available to MBA and Master of Management students only

This is a double elective dissertation styled-unit requiring a report of approximately 15,000 – 20,000 words on a research project. Identification of the subject and dissertation content should be negotiated with an MGSM academic supervisor and approval given by the Director of Research prior to commencement of this unit.

Report 1

MGSM950

This is an individual thesis-styled unit requiring a report of approximately 10,000 words on a research project. Identification of the subject and thesis content should be negotiated with an MGSM academic supervisor and approval given by the Director of Research prior to commencement of this unit.

Report 2

MGSM951

Available to MBA and Master of Management students only.

Prerequisite: MGSM950 Report 1

This is an individual thesis-styled unit requiring a report of approximately 10,000 words on a research project for students who have completed Report 1. Identification of the subject and thesis content should be negotiated with an MGSM academic supervisor and approval given by the Director of Research prior to commencement of this unit.

Internship

MGSM955

Prerequisite: Minimum completion of six units (24 Credit Points) + GPA 3

Note: Students have the opportunity to apply for an Internship.

The MGSM Management Internship is a 10 week work placement for a MGSM MBA/Masters student. The Internship gives students at advanced stages of their postgraduate degrees an opportunity to work in an Australian organisation on a 'real time' business project. The Interns will work independently or as part of a team from the organisation under the supervision of an MGSM academic supervisor and the client sponsor. At the conclusion of the Internship the student must present a report to the Sponsor and MGSM. The report forms the main basis of the student's assessment for inclusion on their academic record. MGSM Interns are expected to work at a high level and have advanced communication, research, writing, consulting and project management skills.

To be successful Management Interns must navigate a complex array of pressures and challenges, including: the impact of organisational politics; accessing accurate or complete data or meaningful metrics; diverse stakeholder interests and of course the pressure of a looming deadline. Accordingly, entry to the Internship is competitive based on GPA and overall suitability of the student to the project. Since the inception of the Internship Program at MGSM students have worked in a diverse range of industries.

The Internship is both a challenging and rewarding **Capstone** unit for self motivated and career oriented MGSM students.

Information in this publication is correct as at November 2010 but is subject to change from time to time. In particular, the University reserves the right to change the content or the method of presentation of any unit of study, or to withdraw any unit or course of study which it offers, or to impose limitations on enrolment in any unit or course of study or to make amendments to any of its policies. Please note that not all units are offered every year.

TERM DATES FOR 2011 INTAKES

STUDENTS STARTING IN JANUARY 2011 *

	ORIENTATION WORKSHOPS	CLASSES	EXAMINATIONS
TERM 1 2011	8 – 9 January	10 January – 20 March	21 – 27 March
TERM 2 2011		4 April – 12 June	13 – 19 June
TERM 3 2011		27 June – 4 September	5 – 11 September
TERM 4 2011		19 September – 27 November	28 November – 4 December

STUDENTS STARTING IN APRIL 2011

	ORIENTATION WORKSHOPS	CLASSES	EXAMINATIONS
TERM 2 2011	2 – 3 April	4 April – 12 June	13 – 19 June
TERM 3 2011		27 June – 4 September	5 – 11 September
TERM 4 2011		19 September – 27 November	28 November – 4 December
TERM 1 2012		9 January – 18 March	19 – 25 March

STUDENTS STARTING IN JUNE 2011 *

	ORIENTATION WORKSHOPS	CLASSES	EXAMINATIONS
TERM 3 2011	25 – 26 June	27 June – 4 September	5 – 11 September
TERM 4 2011		19 September – 27 November	28 November – 4 December
TERM 1 2012		9 January – 18 March	19 – 25 March
TERM 2 2012		2 April – 10 June	13 – 19 June

STUDENTS STARTING IN SEPTEMBER 2011

	ORIENTATION WORKSHOPS	CLASSES	EXAMINATIONS
TERM 4 2011	17 – 18 September	19 September – 27 November	28 November – 4 December
TERM 1 2012		9 January – 18 March	19 – 25 March
TERM 2 2012		2 April – 10 June	11 – 17 June
TERM 3 2012		25 June – 2 September	3 – 9 September

* MBA Full-time cohort intakes in January and June