



# Business School Postgraduate Handbook 2018

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# Master of Business Administration (MBA)

This section outlines the course rules and other requirements for the MBA and the Graduate Diploma in Business Administration offered by the University of Sydney Business School.

Course	Master of Business Administration	Graduate Diploma in Business Administration
<b>CRICOS code</b>	080360B	080360B
<b>Course abbreviation</b>	MBA	GradDipBA
<b>Credit points required for completion</b>	72	48
<b>Duration (minimum)</b>	2.5 years part-time	1.5 years part-time

The University of Sydney MBA is a general management degree that has been specifically developed to equip managers with the knowledge, skills and attributes they need to succeed in an increasingly complex global business environment. Designed in close consultation with leading businesses and industry experts, the University of Sydney MBA will expose students enrolled in the program to cutting-edge business knowledge, give them practical experience applying theory to real-world commercial challenges and provide them with access to unique opportunities to develop and enhance their professional skills.





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# Course structures

## Course requirements

### 1. Master of Business Administration (MBA)

To qualify for the award, Master of Business Administration (MBA), students complete units of study totalling 72 credit points, comprising:

- 42 credit points in core units of study;
- 24 credit points in elective units of study; and
- a 6 credit point capstone unit of study.

### 2. Graduate Diploma in Business Administration

To qualify for the award, Graduate Diploma in Business Administration, students complete units of study totalling 48 credit points, comprising:

- 42 credit points in core units of study; and
- a 6 credit point elective unit of study.

The units of study for these are set out in the listed in the Table of postgraduate units of study: Master of Business Administration and Graduate Diploma in Business Administration.







# Units of study

## 1. Table of postgraduate units of study: Master of Business Administration and Graduate Diploma in Business Administration

### (i) Core units of study

Students must complete all core units of study listed in the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge</b>	<b>P: Prerequisites</b>	<b>C: Corequisites</b>	<b>N: Prohibition</b>	<b>Session</b>
Students in the MBA or Graduate Diploma need to complete all seven core units of study listed below.						
<b>SMBA6001</b> Leadership Practice and Development	6					Semester 1 Semester 2
<b>SMBA6002</b> Strategies for Growth	6			C SMBA6001		MBA Session 1 Semester 2
<b>SMBA6003</b> Data Analytics and Modelling	6			C SMBA6001		MBA Session 1 Semester 2
<b>SMBA6004</b> Financial Management	6			C SMBA6001		Intensive July MBA Session 1 Semester 2
<b>SMBA6005</b> Critical Analysis and Thought Leadership	6			C SMBA6001		Intensive May Semester 2
<b>SMBA6006</b> Innovation in Strategic Marketing	6			C SMBA6001		Intensive January Intensive July MBA Session 2
<b>SMBA6007</b> Managing People and Organisations	6			C SMBA6001 N MGMT6004		MBA Session 2 Semester 1

### (ii) Elective units of study

Students select their elective units of study from the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge</b>	<b>P: Prerequisites</b>	<b>C: Corequisites</b>	<b>N: Prohibition</b>	<b>Session</b>
Students in the MBA must complete 24 credit points in elective units of study.						
Students in the Graduate Diploma complete one six credit point elective unit of study.						
<b>SMBA6101</b> International Business Project	12		P SMBA6001 and SMBA6002			Intensive July
<b>SMBA6102</b> Individual Company Project	12		P SMBA6001 and 12 credit points of other SMBA units with a distinction average or above.	C SMBA6001		MBA Session 1 MBA Session 2 Semester 1 Semester 2
<b>SMBA6105</b> Business Negotiations and Decision Making	6			C SMBA6001 N IBUS6018		Semester 1
<b>SMBA6108</b> Leading Project Management	6			C SMBA6001		MBA Session 1
<b>SMBA6110</b> Operations Management	6			C SMBA6001		MBA Session 2
<b>SMBA6111</b> Coaching and Performance Management	6			C SMBA6001		Intensive October
<b>SMBA6113</b> Financing Innovation	6			P SMBA6004 C SMBA6001		Intensive September
<b>SMBA6118</b> International Social Enterprise Project	12			P SMBA6001 and SMBA6002		Intensive October
<b>SMBA6119</b> Globalisation and Emerging Markets	6			C SMBA6001		Semester 1
<i>Emphasis is placed on the unique characteristics of emerging markets such as India and China and the subsequent influence their institutions and culture have on firm strategy. Implications on both, investments into and out of emerging markets is discussed.</i>						

### (iii) Capstone unit of study (MBA only)

Students enrolled in the MBA complete a capstone unit as listed in the following table.



Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
Students in the MBA must complete the following industry capstone unit of study in their final session of enrolment.			
<b>SMBA6201</b> Design Strategy: MBA Capstone	6	<b>P</b> SMBA6001 <i>Note: Department permission required for enrolment</i> <i>Students must complete this unit in their final semester of study.</i>	Intensive February Intensive July Intensive November

## 2. Unit of study descriptions for the MBA and the Graduate Diploma in Business Administration

### Core units of study

#### SMBA6001

##### Leadership Practice and Development

**Credit points:** 6 **Classes:** Intensive full day participatory seminars and workshops over semester. **Assessment:** class participation (10%), team project (40%), written assessment (50%) **Mode of delivery:** Block mode

This course is about the development of leadership through practice. Ultimately, leadership is about what you do, not what you know. Your effectiveness as a leader is assessed by the behaviours you consistently manifest across time, not by the theoretical concepts in your head. For this reason, our orientation is behavioural: what does best practice leadership look like and how can you get better at doing it? Our face-to-face time will, to the largest extent possible, be focused on building your effectiveness at constituent leadership behaviours. We'll do this by creating an environment where you'll repeatedly practice these behaviours, receiving specific feedback from peers, coaches and faculty to accelerate your development. These behaviours originate from empirically based theories of leadership. Our intention with this course is for you to gain a solid grasp of these theories before class starts so that we can spend the maximum time possible building your effectiveness at these behaviours during class.

#### SMBA6002

##### Strategies for Growth

**Credit points:** 6 **Classes:** 4 hr lecture/workshop and/or full-day participatory lectures/workshops over semester. **Assessment:** case study 1 (35%), case study 2 (35%), group project (30%) **Mode of delivery:** Block mode, Normal (lecture/lab/tutorial) evening

Growth remains central to the concerns of CEOs and investors alike. Yet the increasing incidence of disruptive change has created a new world in which competitive advantage is much more transient than in past decades, making consistent growth harder to achieve. In this new world strategic agility has become the cornerstone of business sustainability. This unit examines how organisations can reshape their business models in response to changes in technology and market structure, and explores the circumstances in which opportunities exist to actively shape the environment through proactive business model innovation. The unit provides practical experience at applying relevant concepts, techniques, and frameworks to real world situations in order to generate innovative strategic responses to dynamic market conditions.

#### SMBA6003

##### Data Analytics and Modelling

**Credit points:** 6 **Classes:** 4 hr lecture/workshop and/or full day participatory lectures/workshops. **Assessment:** group assignment (30%), individual assignment (30%), and final exam (40%) **Mode of delivery:** Block mode, Normal (lecture/lab/tutorial) evening

One of the most significant developments associated with the digital revolution is the increased availability of data. For managers and leaders in contemporary organisations, the ability to effectively analyse and draw useful inferences from data is critical. It is also important that managers can communicate complex interrelationships found in the data to senior management in a way that maximises the possibility that it can lead to favourable and sustainable change. Access to and use of data is critical to organisations in their need to effectively respond to a more volatile economic and financial environment, and Government intervention and regulation.

Superior data analytic and modelling capabilities are increasingly seen as a source of competitive advantage, both for business and for employees working within business. This unit of study can deliver this competitive advantage in at least six distinct ways - (1) it will reveal the type of "internal" data that an organisation must compile for effective decision making; (2) it will identify the "external" data that must be used in combination with the internal data, and where that external data is sourced; (3) it will analyse the tools and modelling techniques that can be used to draw timely and relevant insights from a range of different forms of data; (4) it will examine how these tools and modelling techniques can be practically applied across a range of organisational settings; and (5) it will demonstrate how any findings should be communicated to time poor senior management. As part of this unit of study students will be given the opportunity to work with real world data sets and case studies, and to apply those data sets to their own and other organisations.

#### SMBA6004

##### Financial Management

**Credit points:** 6 **Classes:** 4 hr lectures/workshops and/or full day participatory lectures/workshops. **Assessment:** individual assignment (30%), group assignment (30%), final exam (40%) **Mode of delivery:** Block mode, Normal (lecture/lab/tutorial) evening

This unit of study will provide students with insight and understanding of the role that financial management can play in developing and executing effective strategies for change. Drawing on research in finance and management accounting, this unit of study will give students an understanding of key financial management tools and techniques that can be used to drive and support change and give them the opportunity to apply these financial management tools to real world case studies. In addition, students enrolled in this unit of study will have the opportunity to gain practical insights from leading industry practitioners, including CFOs, into the financial management practices they use in their organisations.

##### Textbooks

Fundamentals of Corporate Finance

**SMBA6005****Critical Analysis and Thought Leadership**

**Credit points:** 6 **Classes:** 4 hr lectures/workshops and/or full-day participatory lectures/workshops **Assessment:** philosophy exam (35%), opinion piece (35%), video (30%) **Mode of delivery:** Block mode

A hallmark of great management is the ability to analyse a situation, make a solid case for a decision and then communicate it persuasively. Those three skills are crucial for effective thought leadership and management. In this unit of study, you will improve your understanding of logical reasoning and rhetoric by developing a better understanding of the use of evidence, by identifying the common fallacies that appear in public and private discussions and debate, and how to argue by analogy. You will also develop your critical communication skills, by learning how to craft vibrant and clear communications that will resonate with your target audiences.

**SMBA6006****Innovation in Strategic Marketing**

**Credit points:** 6 **Classes:** 4 hr lectures/workshops and/or full-day participatory lectures/workshops **Assessment:** individual assignment (40%), group assignment (40%), individual reflection (20%) **Mode of delivery:** Block mode

Marketing is at a cross roads in its evolution. Today, marketing strategy is less about focusing on the competition and more about innovating and collaborating within a broad network of relationships. These changes mean a fresh approach to every aspect of marketing - using customer insights, creating value, designing market offerings and implementing marketing strategies. This foundational unit provides a novel approach to strategic marketing, incorporating many practical frameworks with exemplars drawn from a wide variety of managerially relevant contexts.

By the end of this foundational unit, students will have a clear perspective of how marketing relates to other functional areas of the business and they will have a good working knowledge of some practical tools and frameworks to assist them as managers. They will also understand the implications of how marketing is changing, especially in terms of a new generation of technologies that is enabling fresh approaches to strategic marketing.

**SMBA6007****Managing People and Organisations**

**Credit points:** 6 **Classes:** 4 hr lectures/workshops and/or full-day participatory lectures/workshops **Assessment:** individual pitch (20%), group presentation (10%), group report (30%), reflective essay (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

This unit draws a parallel between modern organisations and the broader social environment in which they operate. It demonstrates how global, technological and demographic trends are re-shaping modern workplaces and highlights the importance of inclusive leadership in managing people. Students build experience in leading change in organisations, and develop a better understanding of the dynamics of organisational culture, power and influence and the role of diversity. Students develop this understanding by critically reflecting on their own work contexts, and through real-world case studies focus on the implementation of a change management program addressing significant workforce and leadership diversity challenges. By the end of this unit of study, students are better equipped to drive organisational performance, and get the most from the people they manage.

**Elective units of study****SMBA6101****International Business Project**

**Credit points:** 12 **Classes:** 3 pre-departure evening meetings, 10 day block intensive **Assessment:** blog (10%), business plan (10%), client report (40%), reflective essay (30%), group presentation (10%) **Mode of delivery:** Field experience

This 12 credit point unit of study is a two week intensive international module in which you will have the opportunity to study and work in a different country. While the focus of the modules will vary according to location, some of the key themes that are likely to be addressed in the international module include the leadership and management challenges of entering new markets, managing across cultures and regulatory environments, identifying and realising new opportunities and management and coordination challenges in multinational firms. As part of the module you will be working in a small team to provide strategic advice to an organisation. At the end of the module you will be asked to present detailed analysis and recommendations to this client. To support your project work you will work with leading academics and industry experts on the ground in the country in which the module takes place.

**SMBA6102****Individual Company Project**

**Credit points:** 12 **Classes:** Supervised project with ongoing, regular consultation throughout semester. **Assessment:** industry presentation (20%), project report (80%) **Mode of delivery:** Supervision

This 12 credit point unit of study provides students enrolled in the MBA the opportunity to focus in depth on an issue of strategic importance for your organisation. Working with an academic advisor and an internal sponsor, you will identify a clearly defined issue of significance for your organisation, conduct original research and present your findings and recommendations to a panel of senior executives in your organisation. The unit of study will allow you to apply the skills and insights you have developed in other units of the MBA and to demonstrate your ability to apply these to practical issues facing your organisation.

**SMBA6103****Expert Topic A**

**Credit points:** 6 **Classes:** Weekly or block intensive subject to the academic expert's availability **Assessment:** presentation 1 (15%), group report (30%), presentation 2 (15%), reflective report (40%) **Mode of delivery:** Block mode, Normal (lecture/lab/tutorial) evening

The University of Sydney Business School has close relationships with many of the world's leading universities and business schools and regularly hosts some of the world's leading academics and thinkers. This elective unit of study is designed to leverage this resource and to provide our MBA students access to cutting edge and state of the art contemporary international thinking on management and leadership. In many instances this unit of study will be delivered by international experts and thought leaders from leading universities around the world who are visiting the University of Sydney Business School. The topics covered in this unit of study will vary from year to year to reflect the expertise available.

### SMBA6105

#### Business Negotiations and Decision Making

**Credit points:** 6 **Classes:** 4 hr lecture/workshop and/or full-day participatory lectures/workshops over semester **Assessment:** assignment (10%), group assignment 1 (50%), group assignment 2 (10%), reflective report (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Not every decision in business seems rational to an outside observer; and sometimes, a seemingly irrational decision makes sense when you consider it from a different perspective. This unit of study will equip you with the skills to make sense of business decisions, by understanding the decision-making process with a focus on negotiations. The unit of study is delivered using specific examples from international strategy, such as mergers and acquisitions, and joint ventures. You will develop skills through experience, and learn useful analytic frameworks to further your understanding of negotiation and decision-making.

### SMBA6108

#### Leading Project Management

**Credit points:** 6 **Classes:** 4 hr lecture/workshop and/or full day participatory lectures/workshops over semester **Assessment:** individual assignment (50%), group report (30%), group presentation (20%) **Mode of delivery:** Block mode

The Leading Project Management unit of study equips students with the knowledge and skills to affect successful organisational change by leading efforts to improve project management practice in their organisations. The unit provides an understanding of project management methodologies that are deployed by organisations (including PMBOK) - their body of knowledge and their management. The effective leadership of projects and of the organisational change that ensues from their implementation is the focus of this unit. Through a number of key industry speakers, the unit develops an understanding of the complexities of managing projects and programs (groups of projects) - with particular attention on why projects frequently fail. Successful project outcomes that are critical to the survival and growth of today's businesses depends on good project leadership. The Leading Project Management unit of study equips students with the knowledge and skills to affect successful organisational change by leading efforts to improve project management practice in their organisations. The unit provides an understanding of project management methodologies that are deployed by organisations (including PMBOK) - their body of knowledge and their management. The effective leadership of projects and of the organisational change that ensues from their implementation is the focus of this unit. Through a number of key industry speakers, the unit develops an understanding of the complexities of managing projects and programs (groups of projects) - with particular attention on why projects frequently fail. Successful project outcomes that are critical to the survival and growth of today's businesses depends on good project leadership.

### SMBA6110

#### Operations Management

**Credit points:** 6 **Classes:** 4 hr lecture/workshop and/or full-day participatory lectures/workshops over semester **Assessment:** group assignment (20%), individual assignment (35%), class participation (15%), exam (30%) **Mode of delivery:** Block mode

Any business or organisation is concerned with delivering value to its customers or clients, and the 'operations' of a company are the direct processes that a company uses to create value. Operations Management is the task of managing these processes. There is tremendous variety in operations, whether this is handling phone calls at a call centre, manufacturing cardboard from recycled paper, running room service in a hotel or dealing with passengers in an airline. This unit is about the fundamentals of operations management, covering both service industries and manufacturing. The aim is to provide a set of frameworks and concepts that can be applied in any company. All managers, even if they do not work in an operations function, will gain from understanding operations terminology, being able to contribute to key operations debates, and being able to see the operations of the company in a strategic context.

### SMBA6111

#### Coaching and Performance Management

**Credit points:** 6 **Classes:** 4 hr lecture/workshop and/or full-day participatory lectures/workshops over semester **Assessment:** coaching reflections (50%), performance management report (50%) **Mode of delivery:** Block mode

Building on the foundations delivered in the core MBA unit Leadership Practice and Development, you will learn best-practice techniques in human performance optimization and talent management, through hands-on and problem-based learning. This unit will deliver a solid understanding of how to improve your skills in individual and team coaching, mentoring, performance metrics and performance feedback and development. The topics covered include the nature of the coaching conversation; ethical use of coaching; how to set coaching goals that align with both organisational and individual needs; how to structure effective coaching conversations, as well as the core coaching micro-skills needed to facilitate employee engagement and performance enhancement. You will also develop an understanding of concepts and practices associated with managing individual and team performance, including performance-linked values, perceptions and affects, performance metrics, goal-setting, behavioural assessment, performance evaluation, review meetings, effective provision of negative feedback, and individual-level performance planning and development. You will be assessed through the preparation of a reflective case study of 'real-life' performance coaching sessions in your workplace, and an audit report on the current performance management system in that workplace.

### SMBA6113

#### Financing Innovation

**Credit points:** 6 **Classes:** 4 hr lecture/workshop and/or full day participatory lectures/workshops over semester. **Assessment:** group presentation (15%); group report (30%); individual presentation (15%); reflective report (40%) **Mode of delivery:** Block mode

Entrepreneurship and Innovation are fundamental to our increasingly global economy. Every single large company in the world, started with one person and one valued idea. New businesses are created every day. Not all of them succeed in raising venture capital to fund their launch or, indeed, their journey and growth. New ventures and ideas can obtain funding from a variety of sources, each with different motivations, mechanics and agendas. This unit explores the financing of new ventures through sourcing, structuring, negotiation, value creation and exit from the perspectives of both an entrepreneur and investor. This is a highly interactive, cross-disciplinary unit which will include significant spreadsheet modelling, term sheet preparation and both individual and group pitches.

**SMBA6118****International Social Enterprise Project**

**Credit points:** 12 **Classes:** 2 pre-departure evening meetings, 10 day block intensive **Assessment:** charity versus social business analysis (10%); business problem presentation (40%); business problem report (20%); reflection (30%) **Mode of delivery:** Field experience

This unit takes students to India for an intensive immersion into the themes of social entrepreneurship and innovation by restriction. The traditional lines between private, public and non-profit sectors are being blurred by the emergence of social enterprise and shared value. That is, social entrepreneurs are finding ways to build impact models that either break even financially, or even make profit. They have done so by engaging innovative business models to solve social and environmental problems on local and global levels. Students study these themes within the context of working in teams on a real social enterprise business problem regarding strategy and scale. At the end of the unit students have developed a working knowledge of the ideas of innovation by restriction, how to overcome issues of scaling a social enterprise in an emerging market, and cultural intelligence about working overseas. Students are expected to reflect on how the key themes and lessons can be applied to their own professional environments back in Australia.

**SMBA6119****Globalisation and Emerging Markets**

**Credit points:** 6 **Classes:** 4-hr lecture/week **Assessment:** group project report (50%), individual reflective essay (30%), class participation (10%), individual assessment (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: Emphasis is placed on the unique characteristics of emerging markets such as India and China and the subsequent influence their institutions and culture have on firm strategy. Implications on both, investments into and out of emerging markets is discussed.*

This unit focuses on understanding the strategic imperatives of an ever-increasing globalising business world. The rationale for foreign direct investments into and out of the emerging markets is provided through a variety of theoretical and practical approaches. The unit covers the rise of multinationals from the emerging markets and the relevant implications for firms across the world. Students gain knowledge and are able to make informed analyses of the global competitiveness of firms in the rapidly changing business environment.

**Capstone unit of study (MBA only)****SMBA6201****Design Strategy: MBA Capstone**

**Credit points:** 6 **Classes:** 4 hr workshop and/or full-day workshops over semester **Assessment:** group presentation (20%), group product review (30%), program essay (25%), lean design essay (25%) **Mode of delivery:** Block mode

*Note: Department permission required for enrolment in the following sessions: Intensive February, Intensive July, Intensive November.*

*Note: Students must complete this unit in their final semester of study.*

In this unit, students confront the challenge facing truly pioneering companies which is to develop customer-centric products and services that are aligned with the company strategy. This unit recreates the intense, team environment of a business unit undergoing innovation. Students integrate the skills, knowledge and experience acquired throughout the MBA Program to bring a real prototype to market. Design thinking methodologies are applied to demonstrate understanding of the challenges facing strategy implementation. Students work in teams with tight milestones. To do this successfully, students must use the skills gained throughout the MBA program and critically reflect on the implications and impact of their learning.



# Progression guide

## Progression guide and further information

For further details on how individual units will be offered, students should refer to the MBA page on the Business School website [mba.sydney.edu.au/](http://mba.sydney.edu.au/) or contact the Program Coordinator, MBA Programs.







# Course rules and resolutions

## Master of Business Administration

## Graduate Diploma in Business Administration

## Graduate Certificate in Business Administration

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the School, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Course Resolutions

#### 1 Course codes

Code	Course title
MABUSADM-06	Master of Business Administration
GNBUSADM-02	Graduate Diploma in Business Administration
GCBUSADM-02	Graduate Certificate in Business Administration

#### 2 Attendance pattern

The attendance pattern for this course is part time only.

#### 3 Master's type

The master's degree in these resolutions is a professional master's course, as defined by the Coursework Policy.

#### 4 Embedded courses in this sequence

- (1) The embedded courses in this sequence are:
  - (a) the Master of Business Administration
  - (b) the Graduate Diploma in Business Administration
  - (c) the Graduate Certificate in Business Administration
- (2) Providing candidates satisfy the admission requirements for each stage, a candidate may progress to the award of any of the courses in this sequence. Only the highest award completed will be conferred.

#### 5 Admission to candidature

- (1) Available places will be offered to qualified applicants based on merit, according to the following admissions criteria:
  - (a) Master of Business Administration:
    - (i) Australian Qualifications Framework Level 7 or higher qualification with a minimum credit average (or equivalent) at an institution approved by the Business School;
    - (ii) professional work experience of no less than 3 years in a relevant field, as defined by the Business School, with at least 2 years in a managerial role;
    - (iii) statement of motivation;
    - (iv) pass a selection interview establishing the candidate's suitability for the degree;
    - (v) satisfaction of English language requirements; and
    - (vi) any other minimum standards specified by the Business School.
  - (b) Graduate Diploma in Business Administration:
    - (i) Australian Qualifications Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School;
    - (ii) professional work experience of no less than 5 years in a relevant field, as defined by the Business School, with at least 3 years in a managerial role;
    - (iii) statement of motivation;
    - (iv) pass a selection interview establishing the candidate's suitability for the course;
    - (v) satisfaction of English language requirements; and
    - (vi) any other minimum standards specified by the Business School; or
    - (vii) transfer from a related qualification, as approved by the Business School.
  - (c) Admission to the Graduate Certificate in Business Administration is only by transfer from a related qualification, as approved by the Business School.
- (2) In exceptional circumstances the School may admit candidates without these qualifications who, in the opinion of the School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

#### 6 Requirements for award

- (1) The units of study that may be taken for the course/s are set out in the Table of postgraduate units of study: Master of Business Administration.
- (2) To qualify for the award of the Master of Business Administration a candidate must complete 72 credit points, comprising:
  - (a) 42 credit points in core units of study;
  - (b) 24 credit points in elective units of study; and
  - (c) a 6 credit point capstone unit of study.
- (3) To qualify for the award of the Graduate Diploma in Business Administration a candidate must complete 48 credit points, comprising:
  - (a) 42 credit points in core units of study; and
  - (b) 6 credit points of elective units of study.



- (4) To qualify for the award of the Graduate Certificate in Business Administration a candidate must complete 24 credit points in core units of study.

## 7 Progression rules

- (1) Master of Business Administration:
- (a) Candidates must achieve a minimum credit average (65%) in the first four units of study.
- (b) Candidates who successfully complete but do not achieve a minimum credit average in the first four units of study will be eligible for the award of the Graduate Certificate in Business Administration.
- (2) Graduate Diploma in Business Administration:
- (a) Candidates are required to achieve a minimum credit average (65%) in the first four units of study.
- (b) Candidates who successfully complete but do not achieve a minimum credit average in the first four units of study will be eligible for the award of the Graduate Certificate in Business Administration.
- (c) Candidates who achieve a minimum credit average (65%) in the first four units of study will be eligible to upgrade to the master's degree.

## 8 Cross-institutional study and international exchange

- (1) Cross-institutional study and international exchange may be available in these courses by means of formal partnership agreements.
- (2) In exceptional circumstances cross-institutional study to a maximum of 24 credit points may be available to candidates for the Master of Business Administration outside of formal partnership agreements, subject to prior approval by the School.

## 9 Course transfer

A candidate for the Master of Business Administration or Graduate Diploma in Business Administration may elect to discontinue study and graduate with a shorter award from this embedded sequence, with the approval of the School, and provided the requirements of the shorter award have been met.

## 10 Recognition of prior learning

- (1) Credit or waivers may be granted in recognition of prior learning.
- (2) Candidates for the Master of Business Administration may be eligible for credit of up to 36 credit points on the basis of:
- (a) relevant postgraduate studies where no award has been, or will be made; or
- (b) learning undertaken with an approved provider deemed by the Business School to be of an equivalent standard to the Master of Business Administration.
- (3) Candidates for the Graduate Diploma or Graduate Certificate in Business Administration may be eligible for full credit for units completed from the following tables:
- (a) Table of postgraduate units of study: Executive Master of Business Administration; and
- (b) Table of postgraduate units of study: Master of Business Administration (Leadership and Enterprise).

## 11 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2018.
- (2) Candidates who commenced prior to 1 January, 2018 will complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2023. The School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

# Master of Business Administration Leadership and Enterprise

This section outlines the course rules and other requirements for the Master of Business Administration (Leadership and Enterprise) offered by the University of Sydney Business School.

Course	Master of Business Administration (Leadership and Enterprise)
CRICOS code	095861B
Course abbreviation	MBA(L&E)
Credit points required for completion	72
Duration	1.5 years full-time

The University of Sydney MBA (L&E) is a general management degree that has been specifically developed to equip managers with the knowledge, skills and attributes they need to succeed in an increasingly complex global business environment. Designed in close consultation with leading businesses and industry experts, the University of Sydney MBA (L&E) will develop students enrolled in the program in three key areas: Personal and interpersonal skill development; Business knowledge and skill development; and Building future enterprises.

The MBA (Leadership and Enterprise) comprises of 12 units of study, which are grouped around three key focus areas:

1. **Personal and interpersonal skill development** - These units focus on the development of personal and interpersonal skills needed to effectively manage and lead in business. Students will learn to build individual resilience in a world of growing complexity, disruption and ambiguity.
2. **Business knowledge and skill development** - Once students have completed the first four units, they will focus on core business knowledge and skills with an overarching theme of building business resilience and sustainability. Students will have an opportunity to combine assessments from these four units to form a business project that will examine the sustainability of an existing business.
3. **Building future enterprises** - These units bring together the knowledge and skills acquired in the previous units to equip students to build and lead future enterprises. The final unit is the MBA Capstone (Design Strategy), in which students will develop customer-centric products and services aligned with the strategy of a contemporary, real-world organisation.

The program finishes with a capstone unit, enabling students to apply everything they have learnt throughout the MBA to bring a real product prototype to market.





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# Degree structure

## Master of Business Administration (Leadership and Enterprise)

To qualify for the award, Master of Business Administration (Leadership and Enterprise), students complete units of study totalling 72 credit points, comprising:

- 66 credit points in core units of study; and
- a 6 credit point capstone unit of study.

For details of the core and capstone units of study for this degree are listed in the Table of postgraduate units of study: Master of Business Administration (Leadership and Enterprise).





# Units of study

## 1. Table of postgraduate units of study: Master of Business Administration (Leadership and Enterprise)

Students enrolled in the Master of Business Administration (Leadership and Enterprise) must complete the units of study listed in the following table.

*Please Note.* Only the units available in 2018 are currently listed in this table. Further units will be available from 2019, please refer to the Business School MBA website for further details.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Core units of study</b>			
<b>FMBA5001</b> Leadership Practice and Development	6	N SMBA6001	Intensive September
<b>FMBA5002</b> Critical Analysis and Thought Leadership	6	C FMBA5001 N SMBA6005	Intensive September
<b>FMBA5003</b> Creativity, Innovation and Business	6	C FMBA5001 N SMBA6115	Intensive November
<b>FMBA5004</b> Nature of Systems	6	C FMBA5001	Intensive November
Please Note. From 2019, further core units of study will become available.			
<b>Capstone unit of study</b>			
The capstone unit, Design Strategy: MBA Capstone, will be available from 2019.			

## 2. Unit of study descriptions for the Master of Business Administration (Leadership and Enterprise)

### FMBA5001

#### Leadership Practice and Development

**Credit points:** 6 **Session:** Intensive September **Classes:** Intensive 6 x full day participatory seminars and workshops over semester **Prohibitions:** SMBA6001 **Assessment:** class participation (10%), team project (40%), written assignment (50%) **Mode of delivery:** Block mode

This unit aims to develop leadership skills through practice. Topics covered include individual leadership skills such as active listening, recognition and developmental feedback, confrontation, as well as team dynamics, coaching, complex group dynamics, and leadership within a complex environment. This unit provides students with an opportunity to repeatedly practice skills and behaviours with support from peers, coaches and faculty to accelerate development.

### FMBA5002

#### Critical Analysis and Thought Leadership

**Credit points:** 6 **Session:** Intensive September **Classes:** Intensive participatory seminars and workshops over semester **Corequisites:** FMBA5001 **Prohibitions:** SMBA6005 **Assessment:** philosophy exam (35%), opinion piece (35%), group video (30%) **Mode of delivery:** Block mode

This unit aims to develop critical communications skills. Topics covered include logical reasoning and rhetoric, identifying the common fallacies that appear in public and private discussions and debate, moral reasoning, communicating without words, techniques for writing opinion pieces, and crafting and communicating messages effectively. This unit provides students with an opportunity to analyse a situation, make a solid case for a decision and how to communicate it persuasively.

### FMBA5003

#### Creativity, Innovation and Business

**Credit points:** 6 **Session:** Intensive November **Classes:** Intensive participatory seminars and workshops over semester **Corequisites:** FMBA5001 **Prohibitions:** SMBA6115 **Assessment:** individual essay (20%), design presentation (40%), reflective portfolio (40%) **Mode of delivery:** Block mode

This unit aims to provide students with strategies, experiences and approaches to build creativity and innovation into their business practice. Topics covered include creative leadership, business transformation, and inspiration through artistic practice and theory in business, science education and the arts. This unit provides students with an opportunity to follow a process of building praxis-based knowledge (through experiential hands on workshops) so students can build understanding and then put it into practice through the development and delivery of a creativity project in collaboration with their peers.





**FMBA5004**

**Nature of Systems**

**Credit points:** 6 **Session:** Intensive November **Classes:** Intensive participatory seminars and workshops over semester **Corequisites:** FMBA5001 **Assessment:** tutorial work (25%), group presentation 1 (10%), group presentation 2 (25%), individual assignment (40%) **Mode of delivery:** Block mode

This unit aims to introduce the central concepts of systems thinking. Topics covered include micro-foundations of aggregate patterns, tools for systems modelling, scenario-based decision-making, network analysis and design thinking, data sources and new technologies to inform systems-orientated approaches. This unit provides students with an opportunity to use the systems approach to discover new ways of conceptualising complex enterprise problems and identifying innovative solutions to address complex, multi-dimensional and multi-scale issues.

# Progression guide

Students progress through this degree as set out in the following table.

Mid-2018		Start of 2019		Mid-2019		End 2019
Session 1	Session 2	Session 3	Session 4	Session 5	Session 6	Session 7
FMBA5001	FMBA5003	FMBA5005	FMBA5007	FMBA5010	FMBA5012	FMBA5013
FMBA5002	FMBA5004	FMBA5006	FMBA5008	FMBA5012		
		FMBA5009 (Project)				

For further details on how individual units will be offered, students should refer to the MBA page on the Business School website [mba.sydney.edu.au/](http://mba.sydney.edu.au/) or contact the Program Coordinator, MBA Programs.





# Course rules and resolutions

## Master of Business Administration in Leadership and Enterprise

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the School, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Course Resolutions

#### 1 Course codes

Code	Course title
	Master of Business Administration (Leadership and Enterprise)

#### 2 Attendance pattern

The attendance pattern for this course is full time only.

#### 3 Master's type

The master's degree in these resolutions is a professional master's course, as defined by the Coursework Policy.

#### 4 Admission to candidature

- (1) Available places will be offered to qualified applicants based on merit, according to the following admissions criteria:
  - (a) Australian Qualifications Framework Level 7 or higher qualification with a minimum credit average (or equivalent) at an institution approved by the Business School;
  - (b) relevant professional work experience of no less than 3 years, as defined by the Business School,
  - (c) statement of motivation that demonstrates clear evidence that the candidate has researched the program and has the capability and mindset to learn in an experiential environment;
  - (d) pass a selection interview establishing the candidate's suitability for the degree whereby students will be required to demonstrate an ability to analyse a case study from multiple perspectives and within different contexts (the case study will be selected by the Business School);
  - (e) satisfaction of English language requirements; and
  - (f) any other minimum standards specified by the Business School.
- (2) In exceptional circumstances the School may admit candidates without these qualifications who, in the opinion of the School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

#### 5 Requirements for award

- (1) The units of study that may be taken for the course/s are set out in the Table of postgraduate units of study: Master of Business Administration (Leadership and Enterprise).
- (2) To qualify for the award of the degree a candidate must complete 72 credit points, comprising:
  - (a) 66 credit points in core units of study; and
  - (b) a 6 credit point capstone unit of study.

#### 6 Progression rules

- (1) Candidates must achieve a minimum credit average (65%) in the first four units of study.
  - (2) Candidates who successfully complete but do not achieve a minimum credit average in the first four units of study will be eligible for the award of the Graduate Certificate in Business Administration\*.
  - (3) Unless otherwise permitted, candidates must complete the units of study in a prescribed sequence as specified by the Business School.
- \* Please refer to the University of Sydney Business School Credit Provisions for clarification on credit transfer.

#### 7 Cross-institutional study

- (1) Cross-institutional study and international exchange may be available by means of formal partnership agreements.
- (2) In exceptional circumstances cross-institutional study to a maximum of 24 credit points may be available to candidates outside of formal partnership agreements, subject to prior approval by the School.

#### 8 Course transfer

A candidate for the Master of Business Administration (Leadership and Enterprise) may elect to discontinue study and graduate with either the Graduate Diploma or Graduate Certificate in Business Administration, with the approval of the School, and provided the requirements of the shorter award have been met.\*

\* Please refer to the University of Sydney Business School Credit Provisions for clarification on credit transfer.

#### 9 Recognition of prior learning

- (1) Credit or waivers may be granted in recognition of prior learning.
  - (a) Candidates may be eligible for credit of up to 36 credit points for relevant postgraduate studies where no award has been, or will be made.
- (2) Credit to a maximum of 36 credit points may be granted on the basis of learning undertaken with an approved provider deemed by the Business School to be of equivalent standard to the Master of Business Administration (Leadership and Enterprise).
- (3) Notwithstanding any credit granted, in order to qualify for an award a student must complete at least 50 per cent of the course requirements whilst enrolled in the award course.





# Commerce

This section outlines the course rules and other requirements for the postgraduate Commerce programs offered by the University of Sydney Business School.

Course name	Master of Commerce	Graduate Diploma in Commerce	Graduate Certificate in Commerce
CRICOS code	077328F	019182M	023939C
Course abbreviation	MCom	GradDipCom	GradCertCom
Credit points required for completion	96	48	24
Duration (minimum)	2 years full-time	1 year full-time	0.5 years full-time
	4 years part-time	2 years part-time	1 year part-time

Students commencing the Master of Commerce may be eligible for recognition of prior learning for certified prior business study or relevant work experience.

## Master of Commerce

The Master of Commerce is a two-year program of full-time study (or four years part time) designed to provide graduates with the opportunity to acquire an applied understanding of business concepts and practices, including in-depth knowledge in at least one area of business practice. While designed specifically for those from a non-business degree background, the program is also open to those with prior business qualifications. Graduates with a relevant bachelor's degree (or higher) or three or more years of professional experience in a business field may be eligible for Recognition of Prior Learning (RPL). RPL could result in a 25-50% reduction in credit points required for the degree.

## Graduate Diploma in Commerce

The Graduate Diploma in Commerce is based on the master's program but requires the completion of fewer units of study. It is an option for students who do not want to commit to a full master's program in the first instance, but who still wish to gain a solid grounding in their chosen field. Students can choose to progress to the Master of Commerce after satisfactory completion of at least four units in the graduate diploma (with a WAM of at least 65%).

## Graduate Certificate in Commerce

The Graduate Certificate in Commerce is designed for students who wish to undertake a short academic course for career purposes, or who would like to experience further study to ascertain whether a graduate diploma or master's program would be suitable. It is also an entry point for students with extensive work experience but without a previous academic qualification. Students can choose to progress to the Graduate Diploma or Master of Commerce after successful completion of the graduate certificate (with a WAM of at least 65%).





# Course structures

## Course requirements

### 1. Master of Commerce

To be awarded the Master of Commerce, students complete units of study totalling 96 credit points, comprising:

- a 6 credit point core unit of study (completed in the first semester of study);<sup>^</sup>
- 12 to 36 credit points in foundational units of study; \*
- a 6 credit point capstone unit of study (completed in the final semester of study);\*\*
- at least one specialisation (24 credit points in advanced units of study) selected from the Commerce areas of specialisation; and
- any additional specialisation/s, dissertation and/or elective units of study required to make 96 credit points in total (excluding foundational units), selected from the Table of postgraduate units of study: Commerce.<sup>^</sup>

<sup>^</sup> Students with prior business experience or relevant qualifications may apply for Recognition of Prior Learning (RPL).

\* Students with a prior business qualification may apply to have foundational units waived.

\*\* Students who are accepted into the 24 credit point dissertation may apply to have the capstone unit of study waived.

The units of study for this degree are set out in the listed in the Table of postgraduate units of study: Commerce.

### 2. Graduate Diploma in Commerce

To be awarded the Graduate Diploma in Commerce, students complete units of study totalling 48 credit points, comprising:

- a 6 credit point core unit of study (completed in the first semester of study);
- 12 to 18 credit points in foundational units of study; and
- any additional elective units of study required to make 48 credit points in total (excluding foundational units), selected from the Table of postgraduate units of study: Commerce.

The units of study for this course are set out in the listed in the Table of postgraduate units of study: Commerce.

### 3. Graduate Certificate in Commerce

To be awarded the Graduate Certificate in Commerce, students complete units of study totalling 24 credit points, comprising:

- 12 to 18 credit points in foundational units of study; and
- any additional elective unit/s of study required to make 24 credit points in total selected from the Table of postgraduate units of study: Commerce.

The units of study for this course are set out in the listed in the Table of postgraduate units of study: Commerce.

## Specialisation subject areas

### Master of Commerce

Master of Commerce students must complete one specialisation. It is, however, possible to complete two specialisations. A specialisation usually requires the completion of at least one six credit point foundational unit of study and 24 credit points in advanced units of study in a single subject area. Foundational units are normally completed within a student's first semester of study (full-time), or first two semesters (part-time). Advanced units of study cannot be counted towards more than one specialisation.

Elective (non-foundational) units of study for the Master's degree are selected from any of the areas of specialisation or from the list of other elective units of study (which are not part of a specialisation). All the available units are listed in the Table of postgraduate units of study: Commerce.

#### *Graduate Diploma in Commerce*

Students enrolled in the graduate diploma select their elective (non-foundational) unit/s of study from the Table of postgraduate units of study: Commerce which includes the Commerce areas of specialisation.

*Students should note that specialisations are only awarded at master's level.*

### Graduate Certificate in Commerce

Students enrolled in the graduate certificate may select their elective unit of study from the core, foundational or Commerce areas of specialisation. All these units are listed in the Table of postgraduate units of study: Commerce.

*Students should note that specialisations are only awarded at master's level.*

### Areas of specialisation

- Accounting
- Aviation and Maritime Management and Logistics





- Banking
- Big Data in Business
- Business Analytics
- Business Economics\*
- Business Information Systems
- Business Law
- Business Sustainability
- Finance
- Infrastructure and Transport Management
- International Business
- Logistics and Supply Chain Management
- Marketing
- People, Management and Organisations
- Project Management
- Quantitative Finance
- Strategy, Innovation and Entrepreneurship.

\* This subject area is taught by the School of Economics (Faculty of Arts and Social Sciences).

## Elective opportunities in the Master of Commerce

### Work Integrated Learning (WIL) units of study

#### *(i) Industry Placement Program (IPP) (Master of Commerce only)*

Students who achieve a WAM of 65%+ in a minimum of eight units of study (48 credit points) may apply for an assessable work integrated learning industry placement. Access to these units is subject to the availability of suitable placements, with available placements offered on a competitive basis.

The Business School's Industry Placement Program (IPP) offers placement opportunities in the following locations:

- *Sydney* - placements with Sydney based firms
- *Canberra* - placements in government and not-for-profit agencies
- *Regional NSW* – placements with regional organisations
- *International* - placements in Asia, Europe, South America and the USA

*Note:* IPP units cannot be counted towards a specialisation.

Further information on the Industry Placement Program (IPP) can be found at: [sydney.edu.au/business/study/opportunities/industry\\_placement\\_program](http://sydney.edu.au/business/study/opportunities/industry_placement_program).

The available IPP units of study and all other miscellaneous elective units are listed in the Table of postgraduate units of study: Commerce.

#### *(ii) Community Placement Program (CPP) (Master of Commerce only)*

The Community Placement Program (CPP) provides students with the opportunity to work with a diverse range of social businesses. Students who achieve a WAM of 65%+ across a minimum of eight units of study (48 credit points) may apply for an assessable placement unit.

The Business School's Community Placement Program (CPP) offers placement opportunities in the following locations:

- *Local* – Sydney based social business projects
- *Rural* – social enterprise projects in regional areas
- *International* – social enterprise placements with CPP partners overseas

*Note:* CPP units cannot be counted towards a specialisation.

Further information on the Community Placement Program (CPP) can be found at: [sydney.edu.au/business/study/opportunities/community\\_placement\\_program](http://sydney.edu.au/business/study/opportunities/community_placement_program).

The available CPP units of study and all other miscellaneous elective units are listed in the Table of postgraduate units of study: Commerce.

### Remote and Rural Enterprise (RARE) Program

RARE is a community-engaged learning program, connecting postgraduate students at the University of Sydney with remote and rural enterprises in Australia to collaboratively complete action-research projects.

Further information regarding the RARE programs can be found at: [sydney.edu.au/business/study/opportunities/RARE](http://sydney.edu.au/business/study/opportunities/RARE).

The RARE units of study are listed in the Table of postgraduate units of study: Commerce under the "International Business" area of specialisation.

### NEXT Innovation program

Students who achieve a WAM of 65%+ in a minimum of eight units of study (48 credit points) may apply for the unit, *BUSS6505 NEXT Innovation* (six credit points). A globally recognised innovation program, the NEXT Innovation is designed to give business and management students practical experience in business innovation. Places in this unit are offered on a competitive basis.

Further details can be found on the Business School website.

This unit of study is listed in the Table of postgraduate units of study: Commerce.

## Dissertation (Master of Commerce only)

Students who achieve a WAM of 80%+ in a minimum of eight units of study (48 credit points) in the Master of Commerce may apply to complete a research dissertation (24 credit points) comprising:

- *For full-time students:* BUSS7002 Business Dissertation; OR
- *For part-time students:* BUSS7000 Business Dissertation A and BUSS7001 Business Dissertation B.

Access to these units is subject to the availability of suitable supervisors, WAM performance and interview. Further information can be found at <http://sydney.edu.au/business/course/MCom#dissertation>.

*Note:* These units cannot be counted towards a specialisation.

These dissertation units of study are listed in the Table of postgraduate units of study: Commerce.



# Table of postgraduate units of study: Commerce

The units of study listed under the following subject areas are those available for the current year and were approved for each specialisation at the time of publication. Students may also include any units of study, which are additional to those currently listed, which appear under these subject areas in the Business School handbook/website in subsequent years. The availability of units of study may change and students should check the University of Sydney website ([sydney.edu.au/courses](http://sydney.edu.au/courses)) regularly as it contains the most up to date information on unit of study availability. Students should refer to the Business School website for timetabling information for each unit of study, which is currently offered.

## 1. Core unit of study

Students enrolled in the Master of Commerce and Graduate Diploma in Commerce must complete the core unit of study listed in the following table in their first semester of study.

Students enrolled in the Graduate Certificate in Commerce may choose this unit as an elective for their course. Upon upgrade to the Graduate Diploma or Master's degree, students may then be required to complete the core unit listed for these courses if they have not already done so.

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>BUSS5020</b> Business Insights	6		Semester 1 Semester 2

## 2. Foundational units of study

Students enrolled in the Commerce programs select foundational units of study as follows:

- *Master of Commerce*: 12 to 36 credit points (two to six units)
- *Graduate Diploma in Commerce*: 12 to 18 credit points (two to three units)
- *Graduate Certificate in Commerce*: 12 to 18 credit points (two to three units)

The available foundational units of study are listed in the following table:

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>ACCT5001</b> Accounting Principles	6		Semester 1 Semester 2
<b>CLAW5001</b> Legal Environment of Business	6		Semester 1 Semester 2
<b>ECON5040</b> Microeconomics for Business	6	N ECON5001	Semester 1 Semester 2
<b>FINC5001</b> Capital Markets and Corporate Finance	6		Intensive January Semester 1 Semester 2
<b>IBUS5002</b> Strategy, Innovation and Entrepreneurship	6	N IBUS5001	Semester 1 Semester 2
<b>IBUS5003</b> Global Business	6	N IBUS5001	Intensive February Semester 1 Semester 2
<b>INFS5001</b> Project Management	6	N INFS6014	Intensive January Semester 1 Semester 2
<b>INFS5002</b> Digital Business Foundations	6	N INFS6001	Semester 1 Semester 2
<b>ITLS5000</b> Foundations of Supply Chain Management	6	N TPTM6155 or TPTM5001	Semester 1 Semester 2
<b>ITLS5100</b> Transport and Infrastructure Foundations	6	N TPTM6241 <i>This is the foundation unit for all transport and infrastructure management programs and should be completed in the first period of study.</i>	Semester 1 Semester 2
<b>MKTG5001</b> Marketing Principles	6		Semester 1 Semester 2
<b>QBUS5001</b> Quantitative Methods for Business	6	A Basic calculus; basic concepts of probability & statistics N ECMT5001 or QBUS5002	Semester 1 Semester 2
<b>WORK5003</b> Management and Organisations	6		Semester 1 Semester 2



### 3. Capstone unit of study (Master's degree only)

Students enrolled in the Master of Commerce complete the capstone unit in the following table.

The capstone unit, BUSS6000, is completed in a student's final semester of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>BUSS6000 Succeeding in Business</b>	6	<b>P</b> Students must complete this unit in their final semester of study (full-time students will have completed a minimum of 72 credit points from PG study and part-time students will have completed a minimum of 84 credit points from PG study) <i>Note: Department permission required for enrolment</i>	Intensive January Intensive July Semester 1 Semester 2

### 4. Areas of Specialisation

Students in the Master of Commerce choose their specialisation/s and electives from the following subject areas.

Students in the Graduate Diploma and Graduate Certificate in Commerce select their elective units of study from the following subject areas.

Note: Non-foundational (advanced) units of study can only be used to meet the requirements for a single specialisation (i.e. cannot be counted towards two separate specialisations). For example, FINC6001 cannot be counted towards both a Finance and Banking specialisation.

#### Accounting

The Accounting specialisation equips students with an in depth understanding of the current techniques and practices in accounting for use in an executive or managerial position. Students examine key issues relating to financial accounting, management accounting, decision making, audit and assurance, financial statement analysis, accounting systems, corporate governance, sustainability reporting, management control systems and international accounting. With its emphasis on understanding, analysing and interpreting financial and non-financial information for decision making, this specialisation qualifies students in the evaluation of the financial position and performance of companies and their accounting systems, governance and management controls. In addition to giving an important start to professional accreditation, this specialisation prepares students to work either locally or overseas, within an accounting practice or other public and private sector organisations. The Accounting specialisation provides students with strong technical, analytical and problem solving skills, while keeping abreast of contemporary accounting practice.

**To be awarded a specialisation in Accounting, students complete 30 credit points in units of study from the following table, comprising:**

- 6 credit points in foundational units of study; and
- 24 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>ACCT5001 Accounting Principles</b>	6		Semester 1 Semester 2
<b>Elective units of study</b>			
<b>ACCT5002 Managerial Accounting and Decision Making</b>	6	<b>P</b> ACCT5001	Semester 1 Semester 2
<b>ACCT6001 Intermediate Financial Reporting</b>	6	<b>P</b> ACCT5001 <i>Note: Department permission required for enrolment</i>	Intensive February Semester 1 Semester 2
<b>ACCT6002 International Accounting</b>	6	<b>P</b> ACCT6001	Semester 1 Semester 2
<b>ACCT6003 Fundamental Analysis for Equity Investment</b>	6	<b>A</b> QBUS5001 or QBUS5002 <b>P</b> ACCT5001 and FINC5001 <i>ACCT6003 assumes knowledge of basic statistics and econometrics that are covered in QBUS5001/5002. ACCT6003 requires the analysis of data, transformations, understanding of distributions, expectations, variance, regression analysis, data graphing.</i>	Semester 1 Semester 2
<b>ACCT6006 Advanced Managerial Accounting</b>	6	<b>P</b> ACCT5002	Semester 1
<b>ACCT6007 Contemporary Issues in Auditing</b>	6	<b>P</b> ACCT6001	Semester 1 Semester 2
<b>ACCT6010 Advanced Financial Reporting</b>	6	<b>P</b> ACCT6001	Intensive July Semester 1 Semester 2
<b>ACCT6014 Designing Accounting Systems</b>	6	<b>P</b> ACCT5001 <i>Note: Department permission required for enrolment</i>	Semester 1
<b>ACCT6101 Special Topic in Accounting</b>	6	<i>Note: Department permission required for enrolment Department permission required for enrolment.</i>	Semester 2

For details of the requirements for professional accreditation in accounting, please refer to Professional accounting accreditation.

## Aviation and Maritime Management and Logistics

The Aviation and Maritime Management and Logistics specialisation equips students to pursue commercial and employment opportunities within all sectors of the rapidly growing aviation and maritime supply chain. Aviation management students develop an understanding of the economics of airline operations, airports and other aviation entities, and analyse the competitive strategy implications around the development of hubs and networks. Units in this specialisation examine airline strategies, business models, marketing, finance, strategic alliances, mergers and acquisitions, yield/cost management, forecasting, regulation, benchmarking, ancillary revenues, terminal management and cargo logistics, supply-chain management, distribution, international freight transportation, and environment issues. Our strategic partnership with the Centre for Aviation (CAPA) gives our students valuable access to industry databases, company information and aviation contacts and networks. The ports and maritime management area of study covers all aspects of global supply chains from producer, shipper, carrier, stevedore, public authority and investor perspectives. Students analyse the economics, logistics, management, financing, insurance, security and environmental impacts of international supply chains relating to bulk and containerised freight. Units cover industry concepts, quantitative techniques and management methodologies. Presentations by senior managers in the aviation and maritime industry enrich study in this field.

**To be awarded a specialisation in Aviation and Maritime Management and Logistics, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study;
2. 6 credit point in compulsory units of study; and
3. 18 credit points in elective units of study.

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>Foundational unit of study</b>			
<b>ITLS5100 Transport and Infrastructure Foundations</b>	6	<b>N</b> TPTM6241 <i>This is the foundation unit for all transport and infrastructure management programs and should be completed in the first period of study.</i>	Semester 1 Semester 2
<b>Compulsory unit of study</b>			
<b>ITLS6101 Global Freight Logistics Management</b>	6	<b>N</b> TPTM6440	Semester 1
<b>Elective units of study</b>			
<b>IBUS6008 Export Management</b>	6		Semester 2
<b>ITLS6301 City and Ports Logistics</b>	6		Summer Main
<b>ITLS6400 Airline Strategy and Supply Chains</b>	6	<b>C</b> ITLS6101 <b>N</b> TPTM6160	Semester 2
<b>ITLS6401 Airport Management</b>	6		Semester 1

## Banking

The Banking specialisation provides a detailed examination of the workings of banks and related deposit-taking financial intermediaries in the context of the banking system in particular, and the financial system generally. The core units equip students with an in depth understanding of the structures and functioning of financial institutions, and issues related to banking in a contemporary, globalised economy. As well as developing essential skills and knowledge necessary for bank management, risk assessment and risk management, students are provided with a framework for the analysis and understanding of key aspects of corporate financial decision making, equipping graduates with a well-rounded qualification that is modern, in depth and competitive.

**To be awarded a specialisation in Banking, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational unit of study;
2. 18 credit points in compulsory units of study; and
3. 6 credit points in elective units of study.

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>Foundational unit of study</b>			
<b>FINC5001 Capital Markets and Corporate Finance</b>	6		Intensive January Semester 1 Semester 2
<b>Compulsory units of study</b>			
<b>BANK6002 Bank Management</b>	6	<b>C</b> FINC5001	Semester 1 Semester 2
<b>BANK6003 Global Supervision of Bank Risks</b>	6	<b>C</b> FINC5001	Semester 1 Semester 2
<b>BANK6005 International Banking</b>	6	<b>C</b> FINC5001	Semester 1 Semester 2

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Elective units of study</b>			
<b>ACCT6003 Fundamental Analysis for Equity Investment</b>	6	<b>A</b> QBUS5001 or QBUS5002 <b>P</b> ACCT5001 and FINC5001 <i>ACCT6003 assumes knowledge of basic statistics and econometrics that are covered in QBUS5001/5002. ACCT6003 requires the analysis of data, transformations, understanding of distributions, expectations, variance, regression analysis, data graphing.</i>	Semester 1 Semester 2
<b>CLAW6031 International Financial Crime</b>	6		Semester 2
<b>FINC6001 Intermediate Corporate Finance</b>	6	<b>P</b> FINC5001	Intensive January Semester 1 Semester 2
<b>FINC6007 Financial Strategy</b>	6	<b>P</b> FINC5001	Semester 2
<b>FINC6009 Portfolio Theory and its Applications</b>	6	<b>P</b> FINC5001 or FINC5002 or FINC6000	Semester 2
<b>FINC6010 Derivative Securities</b>	6	<b>P</b> FINC5001	Semester 1 Semester 2
<b>FINC6013 International Business Finance</b>	6	<b>P</b> FINC5001	Semester 1
<b>FINC6014 Fixed Income Securities</b>	6	<b>P</b> FINC5001	Semester 2
<b>FINC6016 Financial Instruments and Markets</b>	6		Semester 2
<b>FINC6017 Mergers and Acquisitions</b>	6	<b>P</b> FINC5001 <b>N</b> ACCT6011	Semester 1
<b>FINC6021 Corporate Valuation</b>	6	<b>P</b> FINC5001	Semester 1 Semester 2
<b>FINC6023 Financial Risk Management</b>	6	<b>P</b> FINC5001	Semester 1
<b>FINC6024 Real Estate Finance and Investment</b>	6	<b>P</b> FINC5001	Semester 1

## Big Data in Business

The Big Data in Business specialisation is designed to provide students with specialised training in the areas of big data and analytics in order to succeed and thrive in today's business world. The specialisation is comprised of units of study offered by the Disciplines of Business Analytics, Business Information Systems, Marketing and the Institute of Transport and Logistics Studies that specifically explore the application of big data, as well as for their focus and emphasis on dealing with big data, as well as associated analytical tools and technologies, to help solve real business problems and make effective business decisions.

**To be awarded a specialisation in Big Data in Business, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study;
2. 6 credit points in compulsory units of study; and
3. 18 credit points in elective units of study

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational units of study</b>			
<b>QBUS5001 Quantitative Methods for Business</b>	6	<b>A</b> Basic calculus; basic concepts of probability & statistics <b>N</b> ECMT5001 or QBUS5002	Semester 1 Semester 2
<b>Compulsory units of study</b>			
<b>BUSS6002 Data Science in Business</b>	6		Semester 1 Semester 2
<b>Elective units of study</b>			
<b>INFS6018 Managing Business Intelligence</b>	6	<b>A</b> Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How information systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. (ii) Desirable Experience as a member of a project team.	Semester 1
<b>INFS6023 Data Visualisation</b>	6		Semester 2
<b>ITLS6107 Applied GIS and Spatial Data Analytics</b>	6	<b>N</b> TPTM6180 <i>This unit assumes no prior knowledge of GIS; the unit is hands-on involving the use of software, which students will be trained in using.</i>	Semester 2
<b>MKTG6001 Marketing Research Concepts</b>	6		Semester 1
<b>MKTG6018 Customer Analytics and Relationship Management</b>	6		Semester 2

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>QBUS6810</b> Statistical Learning and Data Mining	6	P ECMT5001 or QBUS5001	Semester 1 Semester 2
<b>QBUS6840</b> Predictive Analytics	6	P QBUS5001 or ECMT5001	Semester 1
<b>QBUS6850</b> Machine Learning for Business	6	P QBUS6810	Semester 2
<b>QBUS6860</b> Visual Data Analytics	6	A The unit assumes knowledge of statistics and confidence in working with data. P QBUS5001 or QBUS5002 Note: Department permission required for enrolment	Semester 2

## Business Analytics

The Business Analytics specialisation enables students to master the tools of quantitative analysis and apply them in a business setting. This involves building models of business problems and analysing business data. In today's business environment, there are often great amounts of data available, but few people with the skills to realise its profit potential. This specialisation provides opportunities to apply sophisticated analytical approaches in many different functional areas, such as in accounting, marketing, finance and operations.

**To be awarded a specialisation in Business Analytics, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study; and
2. 24 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>QBUS5001</b> Quantitative Methods for Business	6	A Basic calculus; basic concepts of probability & statistics N ECMT5001 or QBUS5002	Semester 1 Semester 2
<b>Elective units of study</b>			
<b>QBUS6310</b> Business Operations Analysis	6	P ECMT5001 or QBUS5001 or QBUS5002 N ECMT6008	Semester 2
<b>QBUS6320</b> Management Decision Making	6	N ECOF6070 or ECOF5804 or ECMT6310 or ECMT5003	Semester 1 Semester 2
<b>QBUS6810</b> Statistical Learning and Data Mining	6	P ECMT5001 or QBUS5001	Semester 1 Semester 2
<b>QBUS6820</b> Business Risk Management	6	A Knowledge of basic probability theory and familiarity with spreadsheet modelling P ECMT5001 or QBUS5001	Semester 2
<b>QBUS6830</b> Financial Time Series and Forecasting	6	A Basic knowledge of quantitative methods including statistics, basic probability theory, and introductory regression analysis. P ECMT5001 or QBUS5001	Semester 1
<b>QBUS6840</b> Predictive Analytics	6	P QBUS5001 or ECMT5001	Semester 1
<b>QBUS6850</b> Machine Learning for Business	6	P QBUS6810	Semester 2
<b>INFS6018</b> Managing Business Intelligence	6	A Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How information systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. (ii) Desirable Experience as a member of a project team.	Semester 1

## Business Economics

Through the Business Economics specialisation, students build a strong understanding of the economic analysis of business decision-making and the economic environment in which businesses operate. The specialisation covers core microeconomic principles with applications to business behaviour, and the analysis of theories explaining trends in critical macroeconomic variables including long-run economic growth, inflation and the exchange rate. The specialisation builds on these fundamental economic insights to give students a deep understanding of strategic business behaviour, of financial and foreign exchange markets, and of how government policy can influence and constrain business decision-making.

**To be awarded a specialisation in Business Economics, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study;
2. 6 credit points in compulsory units of study; and
3. 18 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>ECON5040</b> Microeconomics for Business	6	N ECON5001	Semester 1 Semester 2



<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>Compulsory units of study</b>			
<b>ECON5002 Macroeconomic Theory</b>	6	<b>N</b> ECON5003	Intensive January Semester 1 Semester 2
<b>Elective units of study</b>			
<b>ECON5004 Communication in Economics</b>	6		Semester 1 Semester 2
<b>ECON5006 Economics of Law and Public Policy</b>	6		Semester 2
<b>ECON5007 The Economics of Financial Markets</b>	6	<b>P</b> ECON5001 or ECON5040	Semester 2
<b>ECON5026 Strategic Business Relationships</b>	6		Semester 2
<b>ECON6008 International Money and Finance</b>	6	<b>P</b> ECON5002	Semester 2
<b>ECON6016 Trade and Development</b>	6	<b>P</b> ECON5001 or ECON5002 or ECON5040	Semester 2
<b>ECON6018 Environmental Economics</b>	6	<b>P</b> ECON5001 or ECON5040	Semester 1
<b>ECON6024 Private Equity</b>	6	<b>P</b> ECON5001 or ECON5040	Semester 1
<b>ECON6029 Health Economics and Policy Evaluation</b>	6	<b>P</b> (ECON5001 or ECON5040) and ECMT5001	Semester 2
<b>ECMT5001 Principles of Econometrics</b>	6		Semester 1 Semester 2

## Business Information Systems

The specialisation in Business Information Systems covers the application of modern digital technologies in the business domain. Students acquire the skills and techniques to carry out effective business analysis with a view to improving business operations through the application of business information systems. The specialisation also enables students to gain an understanding of the role of business information systems in facilitating business transformation and implementing digital business models in increasingly competitive market environments. Units of study in this area cover business process integration, enterprise systems, information governance, and business transformation.

To be awarded a specialisation in Business Information Systems, students complete 30 credit points in units of study from the following table, comprising:

1. 6 credit points in foundational units of study; and
2. 24 credit points in elective units of study.

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>Foundational unit of study</b>			
<b>INFS5002 Digital Business Foundations</b>	6	<b>N</b> INFS6001	Semester 1 Semester 2
<b>Elective units of study</b>			
<b>INFS6002 Strategic Information Systems Sourcing</b>	6	<b>A</b> Basic business information systems knowledge	Semester 2
<b>INFS6004 Business Transformation Projects</b>	6	<b>A</b> Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How information systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. Desirable Experience as a member of a project team.	Semester 1
<b>INFS6012 Enterprise Systems Management</b>	6		Semester 2
<b>INFS6015 Business Process Management</b>	6		Semester 2
<b>INFS6016 Technology Enabled Business Innovation</b>	6	<b>A</b> INFS6004 and; Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in the market is essential in order to critically analyse how and where a business can be innovative. Some knowledge of how technology can be applied in a business is also essential. Experience as a member of a project team is desirable.	Semester 2
<b>INFS6018 Managing Business Intelligence</b>	6	<b>A</b> Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How information systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. (ii) Desirable Experience as a member of a project team.	Semester 1
<b>INFS6023 Data Visualisation</b>	6		Semester 2

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>INFS6032</b> Agile Project Management	6		Semester 2

## Business Law

The Business Law specialisation enables students to develop a sound understanding of the impact of commercial law on business activity. Students learn to recognise potential legal problems and work in house on their solution, as well as identify when to seek expert advice and maximise interactions with the legal profession. The emphasis throughout the specialisation is on the legal problems likely to be encountered by graduates in their future careers. This specialisation adds value to any business graduate by providing a framework of legal knowledge. Business law has always been an important part of the professional education of accountants (the units are accredited for accounting purposes) and study in this area complements specialisations in other business or finance-related fields.

To be awarded a specialisation in Business Law, students complete 30 credit points in units of study from the following table, comprising:

1. 6 credit points in foundational units of study;
2. 6 credit points in compulsory units of study; and
3. 18 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>CLAW5001</b> Legal Environment of Business	6		Semester 1 Semester 2
<b>Compulsory units of study</b>			
<b>CLAW6002</b> Corporate Structures in Practice	6	P CLAW5001	Semester 1 Semester 2
<b>Elective units of study</b>			
<b>CLAW6007</b> Issues in Law and International Business	6	P CLAW5001	Semester 2
<b>CLAW6026</b> Taxation Law and Practice	6	P CLAW5001 N CLAW5002	Semester 1 Semester 2
<b>CLAW6030</b> China's Legal Environment for Business	6		Semester 1
<b>CLAW6031</b> International Financial Crime	6		Semester 2
<b>CLAW6032</b> Regulating Innovation and Distribution	6		Semester 2
<b>CLAW6033</b> International Business Tax Strategy	6		Semester 1
<b>CLAW6034</b> Commercial Property Law	6		Semester 1

## Business Sustainability

The Business Sustainability specialisation allows students to tailor their focus on sustainability around a range of possible foci, including sustainable business growth, sustainable transport, energy, social sustainability and corporate environmentalism and the business implications of climate change. The Business Sustainability specialisation provides students with expertise to identify the risks to, and opportunities for, value creation given rapidly changing regulatory regimes, social attitudes and environmental challenges. An understanding of sustainability is therefore a key competency for successful business graduates in an era of significant regulatory and market change (e.g. carbon emissions pricing, sustainability corporate rankings, reputational risks).

To be awarded a specialisation in Business Sustainability, students complete 30 credit points in units of study from the following table, comprising:

1. 6 credit points in foundational units of study;\*
2. 6 credit points in compulsory units of study; and
3. 18 credit points in elective units of study.

\*Students can complete any available foundational unit of study to meet this requirement.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational units of study</b>			
<b>Compulsory units of study</b>			
<b>WORK6033</b> Organisational Sustainability	6	N ECOF6110 or CLAW6028	Semester 1

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Elective units of study</b>			
<b>IBUS6012 Business Innovation and Sustainability</b>	6	A IBUS5002, or completion of at least 24 credit points	Semester 1
<b>INFS6022 Systemic Sustainable Development</b>	6	A Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How information systems can be used and managed in a business. How to critically analyse a business and determine its option for transformation. Desirable Experience as a member of a project team.	Semester 1
<b>ITLS6008 Production and Operations Management</b>	6	C ITLS5000	Semester 2
<b>ITLS6103 Sustainable Transport Policy</b>	6		Semester 1
<b>PHYS5031 Ecological Econ and Sustainable Analysis</b>	6		Semester 1
<b>PHYS5032 Techniques for Sustainability Analysis</b>	6	Minimum class size of 5 students.	Semester 1 Semester 2

## Finance

The Finance specialisation provides students with an understanding of the complexities of modern risk management as well as the fundamentals and technical tools for all aspects of finance in a global setting. Units of study cover broking and market making, advanced asset pricing, portfolio theory and applications, derivatives securities, international business finance, fixed interest securities and financial statement analysis, as well as the applications of high level financial theory to understanding mergers and acquisitions and the international market.

**To be awarded a specialisation in Finance, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study;
2. 6 credit points in compulsory units of study; and
3. 18 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>FINC5001 Capital Markets and Corporate Finance</b>	6		Intensive January Semester 1 Semester 2
<b>Compulsory units of study</b>			
<b>FINC6001 Intermediate Corporate Finance</b>	6	P FINC5001	Intensive January Semester 1 Semester 2
<b>Elective units of study</b>			
<b>CLAW6031 International Financial Crime</b>	6		Semester 2
<b>FINC6000 Quantitative Finance and Derivatives</b>	6	A This unit requires students to have some background in calculus, matrices, statistics and probability. P FINC5001 N FINC5002	Semester 1 Semester 2
<b>FINC6005 Advanced Asset Pricing</b>	6	P FINC5001 or FINC5002 or FINC6000 Only students with strong quantitative/mathematical skills should attempt this course	Semester 1
<b>FINC6007 Financial Strategy</b>	6	P FINC5001	Semester 2
<b>FINC6009 Portfolio Theory and its Applications</b>	6	P FINC5001 or FINC5002 or FINC6000	Semester 2
<b>FINC6010 Derivative Securities</b>	6	P FINC5001	Semester 1 Semester 2
<b>FINC6013 International Business Finance</b>	6	P FINC5001	Semester 1
<b>FINC6014 Fixed Income Securities</b>	6	P FINC5001	Semester 2
<b>FINC6015 Trading in Securities Markets</b>	6	P FINC5001	Semester 2
<b>FINC6016 Financial Instruments and Markets</b>	6		Semester 2
<b>FINC6017 Mergers and Acquisitions</b>	6	P FINC5001 N ACCT6011	Semester 1
<b>FINC6021 Corporate Valuation</b>	6	P FINC5001	Semester 1 Semester 2

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>FINC6022</b> Behavioural Finance	6	P FINC5001	Semester 1
<b>FINC6023</b> Financial Risk Management	6	P FINC5001	Semester 1
<b>FINC6024</b> Real Estate Finance and Investment	6	P FINC5001	Semester 1
<b>FINC6025</b> Entrepreneurial Finance	6	P FINC5001	Semester 1
<b>FINC6101</b> Special Topic in Finance 1	6	P FINC5001 <i>Note: Department permission required for enrolment</i>	Intensive August
<b>FINC6102</b> Special Topic in Finance 2	6	P FINC5001 <i>Note: Department permission required for enrolment</i>	Intensive August Intensive March

For details of requirements for CFA, please refer to Preparation for Certified Financial Advisor (CFA) Exams.

## Infrastructure and Transport Management

The Infrastructure and Transport Management specialisation enables students to examine infrastructure and transport from a planning, policy, and management perspective. Major transport links and other key infrastructure such as electricity and communications networks involve multi dollar projects and it is therefore important to understand the travel demands of an economy, to carefully and strategically plan and assess new infrastructure requirements, and efficiently manage and maintain existing assets. In this specialisation students are provided with the theory and tools to be able to successfully plan, assess, manage, and finance large transport and infrastructure projects.

**To be awarded a specialisation in Infrastructure and Transport Management, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study;
2. 6 credit points taken in Table A designated elective units of study;
3. 6 credit points taken in Table B designated elective units of study; and
4. 12 credit points in elective units of study taken from Tables A, B, or C.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>ITLS5100</b> Transport and Infrastructure Foundations	6	N TPTM6241 <i>This is the foundation unit for all transport and infrastructure management programs and should be completed in the first period of study.</i>	Semester 1 Semester 2
<b>Elective units of study - Table A Infrastructure</b>			
<b>ITLS6500</b> Decision Making on Mega Projects	6	C ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 or INFS5001	Summer Main
<b>ITLS6501</b> Infrastructure Financing	6		Winter Main
<b>Elective units of study - Table B Transport</b>			
<b>ITLS6101</b> Global Freight Logistics Management	6	N TPTM6440	Semester 1
<b>ITLS6102</b> Strategic Transport Planning	6	C ITLS5200 or TPTM6495 N TPTM6350	Semester 2
<b>ITLS6103</b> Sustainable Transport Policy	6		Semester 1
<b>ITLS6107</b> Applied GIS and Spatial Data Analytics	6	N TPTM6180 <i>This unit assumes no prior knowledge of GIS; the unit is hands-on involving the use of software, which students will be trained in using.</i>	Semester 2
<b>Elective units of study - Table C Other elective options</b>			
<b>ITLS5200</b> Quantitative Logistics and Transport	6	C ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 N TPTM6495	Semester 1 Semester 2
<b>ITLS6301</b> City and Ports Logistics	6		Summer Main

## International Business

The International Business specialisation is designed to provide students with knowledge and skills relevant to the development, strategy and management of international business organisations and the institutional context for their development, growth and operation. The specialisation encompasses the broad domain of international business studies including multinational and transnational business activities, strategies and managerial processes that cross national boundaries, joint ventures and strategic alliances, mergers and acquisitions, and the interactions of international business organisations with their economic, political and cultural environments.

**To be awarded a specialisation in International Business, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study;

2. 12 credit points in compulsory units of study; and
3. 12 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>IBUS5003 Global Business</b>	6	<b>N</b> IBUS5001	Intensive February Semester 1 Semester 2
<b>Compulsory units of study</b>			
<b>IBUS6001 International Business Strategy</b>	6	<b>C</b> IBUS5003 <b>N</b> ECHS6008	Intensive February Semester 1 Semester 2
<b>IBUS6002 Cross-Cultural Management</b>	6		Semester 1 Semester 2
<b>Elective units of study</b>			
<b>ACCT6002 International Accounting</b>	6	<b>P</b> ACCT6001	Semester 1 Semester 2
<b>CLAW6007 Issues in Law and International Business</b>	6	<b>P</b> CLAW5001	Semester 2
<b>CLAW6030 China's Legal Environment for Business</b>	6		Semester 1
<b>CLAW6033 International Business Tax Strategy</b>	6		Semester 1
<b>FINC6013 International Business Finance</b>	6	<b>P</b> FINC5001	Semester 1
<b>IBUS6003 Managing International Risk</b>	6		Semester 1
<b>IBUS6004 International Business Alliances</b>	6		Semester 2
<b>IBUS6005 Ethical International Business Decisions</b>	6		Semester 1
<b>IBUS6006 Comparative International Management</b>	6		Semester 2
<b>IBUS6007 International Business Special Project</b>	6	<i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2
<b>IBUS6008 Export Management</b>	6		Semester 2
<b>IBUS6018 Business Negotiations</b>	6	<i>Note: this unit requires participation in a number of negotiations. Preparation for these negotiations, which are a large part of the grade, will require time-pressured reading of material in class.</i>	Semester 1 Semester 2
<b>IBUS6019 Strategy and Emerging Markets</b>	6		Semester 1
<b>IBUS6020 Enterprise Management in China</b>	6	<b>N</b> CHSC6902	Semester 1
<b>IBUS6022 Business and Management in India</b>	6		Semester 2
<b>MKTG6013 International and Global Marketing</b>	6	<b>P</b> MKTG5001	Semester 1 Semester 2

## Logistics and Supply Chain Management

The Logistics and Supply Chain Management specialisation is designed for students who want develop careers in the fields of logistics and supply chain management, as well as for those currently working in these areas. The emphasis of this specialisation is on the operations and logistics functions in companies that source, produce, distribute and market nationally and internationally and the management of supply chains. Students are provided with a solid grounding in the concepts, techniques and principles that underlie logistics and supply chain management and discuss these issues from a managerial, practice-oriented perspective. Graduates develop skills in design and management of global supply chains, production planning and control, sourcing and supplier management, warehouse and inventory management, supply chain risk analysis, and logistics and supply chain implementation challenges facing Australian and international businesses.

**To be awarded a specialisation in Logistics and Supply Chain Management, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study; and
2. 24 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>ITLS5000</b> Foundations of Supply Chain Management	6	<b>N</b> TPTM6155 or TPTM5001	Semester 1 Semester 2
<b>Elective units of study</b>			
<b>ITLS5200</b> Quantitative Logistics and Transport	6	<b>C</b> ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 <b>N</b> TPTM6495	Semester 1 Semester 2
<b>ITLS6002</b> Supply Chain Planning and Design	6	<b>P</b> ITLS5200 or TPTM6495 or STAT5002 <b>C</b> ITLS5000 or TPTM6495 <b>N</b> TPTM6190	Semester 1 Semester 2
<b>ITLS6003</b> Contemporary Procurement	6	<b>A</b> Basic ability to work with Excel is assumed. <b>C</b> ITLS5200 or QBUS5001 <b>N</b> TPTM6400	Semester 1 Semester 2
<b>ITLS6007</b> Disaster Relief Operations	6	<b>N</b> TPTM6390	Winter Main
<b>ITLS6008</b> Production and Operations Management	6	<b>C</b> ITLS5000	Semester 2
<b>ITLS6101</b> Global Freight Logistics Management	6	<b>N</b> TPTM6440	Semester 1
<b>ITLS6107</b> Applied GIS and Spatial Data Analytics	6	<b>N</b> TPTM6180 <i>This unit assumes no prior knowledge of GIS; the unit is hands-on involving the use of software, which students will be trained in using.</i>	Semester 2

## Marketing

The Marketing specialisation offers exciting opportunities for research, theory and strategy in all aspects of business and organisation. The specialisation builds on basic marketing principles to give students leading edge knowledge in marketing strategy and planning. Various ways in which marketing influences business and its performance, including market research, communications, consumer behaviour, customer analytics and the development and marketing of new products, are critically examined.

**To be awarded a specialisation in Marketing, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study;
2. 6 credit points in compulsory units of study; and
3. 18 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>MKTG5001</b> Marketing Principles	6		Semester 1 Semester 2
<b>Compulsory units of study</b>			
<b>MKTG6007</b> Consumer Behaviour	6	<b>P</b> MKTG5001	Semester 1 Semester 2
<b>Elective units of study</b>			
<b>CLAW6032</b> Regulating Innovation and Distribution	6		Semester 2
<b>MKTG6001</b> Marketing Research Concepts	6		Semester 1
<b>MKTG6003</b> Marketing Strategy	6	<b>P</b> MKTG5001	Semester 2
<b>MKTG6004</b> New Product Development	6	<b>P</b> MKTG5001	Semester 1 Semester 2
<b>MKTG6005</b> Marketing Communications	6	<b>P</b> MKTG5001	Intensive March
<b>MKTG6006</b> Creative Communications in Marketing	6	<b>P</b> MKTG5001	Semester 2
<b>MKTG6013</b> International and Global Marketing	6	<b>P</b> MKTG5001	Semester 1 Semester 2
<b>MKTG6015</b> Digital and Social Media Marketing	6	<b>P</b> MKTG5001	Semester 2
<b>MKTG6016</b> Brand Management	6	<b>P</b> MKTG5001	Semester 1
<b>MKTG6018</b> Customer Analytics and Relationship Management	6		Semester 2
<b>MKTG6020</b> Business Marketing	6	<b>P</b> MKTG5001	Semester 1

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>MKTG6104</b> The Psychology of Business Decisions	6	N MKTG5002	Semester 2

## People, Management and Organisations

The specialisation in People, Management and Organisations encompasses the basic functions and processes of management whilst providing opportunities to focus on organisational behaviour, human resource management, organisational change, communication, sustainable business practice, diversity and industrial relations. Effectively managing people and organisational change are key attributes of successful businesses.

**To be awarded a specialisation in People, Management and Organisations, students must complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study; and
2. 24 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>WORK5003</b> Management and Organisations	6		Semester 1 Semester 2
<b>Elective units of study</b>			
<b>WORK6001</b> Organisational Analysis and Behaviour	6		Semester 1
<b>WORK6002</b> Strategic Management	6		Semester 1 Semester 2b
<b>WORK6012</b> Industrial Relations Policy	6		Intensive October
<b>WORK6017</b> Human Resource Strategies	6	Core unit for the MHRM and IR	Semester 1 Semester 2
<b>WORK6018</b> International Industrial Relations	6		Semester 1
<b>WORK6026</b> Organisational Change and Development	6		Semester 1
<b>WORK6030</b> Performance and Rewards	6		Semester 2b
<b>WORK6033</b> Organisational Sustainability	6	N ECOF6110 or CLAW6028	Semester 1
<b>WORK6108</b> International Dimensions of HRM	6		Semester 2
<b>WORK6115</b> Managing Diversity at Work	6		Semester 2a
<b>WORK6116</b> Employment and the Law	6	This unit is not available for students enrolled in the Master of Labour Law Relations	Semester 1a Semester 2
<b>WORK6118</b> Managing Communication in Organisations	6	N ECOF6030 or ECOF6040	Semester 1
<b>WORK6120</b> Research Essay	6	Note: Department permission required for enrolment Available only to students who have achieved 75% or better in at least four WORK (or equivalent) units studied; and have the Discipline's permission to take the unit.	Semester 1 Semester 2
<b>WORK6130</b> Leadership in Organisations	6	N ECOF5807 or ECOF6090	Semester 1

## Project Management

The Project Management specialisation equips students to understand and apply established and new orientations of project-based work in organisations. Core skills involving ten knowledge areas from the Project Management Body of Knowledge (PMBok, Project Management Institute) are developed as students are exposed to contemporary project management trends and challenges. By utilising theoretical and skills-based learning, the specialisation covers a range of project management approaches from structured (e.g. PMBoK, PRINCE2) to adaptive (e.g. Agile, Lean), across a variety of contexts. The specialisation includes the compulsory 'Project Management in Practice' unit, which emphasises how project management approaches are currently applied in industry.

**To be awarded a specialisation in Project Management, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study;
2. 6 credit points in compulsory units of study; and
3. 18 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational unit of study</b>			
<b>INFS5001 Project Management</b>	6	<b>N</b> INFS6014	Intensive January Semester 1 Semester 2
<b>Compulsory units of study</b>			
<b>INFS6030 Project Management in Practice</b>	6	<b>P</b> INFS5001 <i>This is a compulsory unit for the Project Management Specialisation in the Master of Commerce program.</i>	Semester 2
<b>Elective units of study</b>			
<b>IBUS6002 Cross-Cultural Management</b>	6		Semester 1 Semester 2
<b>INFS6004 Business Transformation Projects</b>	6	<b>A</b> Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How Information Systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. Desirable Experience as a member of a project team.	Semester 1
<b>INFS6032 Agile Project Management</b>	6		Semester 2
<b>ITLS6500 Decision Making on Mega Projects</b>	6	<b>C</b> ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 or INFS5001	Summer Main
<b>MKTG6004 New Product Development</b>	6	<b>P</b> MKTG5001	Semester 1 Semester 2
<b>QBUS6320 Management Decision Making</b>	6	<b>N</b> ECOF6070 or ECOF5804 or ECMT6310 or ECMT5003	Semester 1 Semester 2
<b>WORK6118 Managing Communication in Organisations</b>	6	<b>N</b> ECOF6030 or ECOF6040	Semester 1

## Quantitative Finance

The Quantitative Finance specialisation is designed for students who want to apply quantitative methods of analysis within a financial context. The specialisation introduces many of the theoretical and analytical tools that are important in modern finance. Students learn techniques for analysing financial data and also the skills needed to build and use models for financial forecasting and decision making. There is an emphasis on spreadsheet methods that can be applied in practice.

**To be awarded a specialisation in Quantitative Finance, students complete 36 credit points in units of study from the following table, comprising:**

1. 12 credit points in foundational units of study;
2. 12 credit points in compulsory units of study; and
3. 12 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational units of study</b>			
<b>FINC5001 Capital Markets and Corporate Finance</b>	6		Intensive January Semester 1 Semester 2
<b>QBUS5001 Quantitative Methods for Business</b>	6	<b>A</b> Basic calculus; basic concepts of probability & statistics <b>N</b> ECMT5001 or QBUS5002	Semester 1 Semester 2
<b>Compulsory units of study</b>			
<b>FINC6000 Quantitative Finance and Derivatives</b>	6	<b>A</b> This unit requires students to have some background in calculus, matrices, statistics and probability. <b>P</b> FINC5001 <b>N</b> FINC5002	Semester 1 Semester 2
<b>QBUS6830 Financial Time Series and Forecasting</b>	6	<b>A</b> Basic knowledge of quantitative methods including statistics, basic probability theory, and introductory regression analysis. <b>P</b> ECMT5001 or QBUS5001	Semester 1
<b>Elective units of study</b>			
<b>FINC6005 Advanced Asset Pricing</b>	6	<b>P</b> FINC5001 or FINC5002 or FINC6000 <i>Only students with strong quantitative/mathematical skills should attempt this course</i>	Semester 1
<b>FINC6009 Portfolio Theory and its Applications</b>	6	<b>P</b> FINC5001 or FINC5002 or FINC6000	Semester 2
<b>FINC6014 Fixed Income Securities</b>	6	<b>P</b> FINC5001	Semester 2
<b>FINC6023 Financial Risk Management</b>	6	<b>P</b> FINC5001	Semester 1



## Strategy, Innovation and Entrepreneurship

The Strategy, Innovation and Entrepreneurship specialisation focuses on creativity and innovation in strategy formulation and on the importance of formulation being complemented by a strong capability in strategy execution. These factors are investigated in both entrepreneurial and corporate settings. Elective units cover topics such as opportunity identification and business start-ups, managing growth, business restructuring, business negotiations, social entrepreneurship, managing change, management consulting and the nature of innovative organisations.

**To be awarded a specialisation in Strategy, Innovation and Entrepreneurship, students complete 30 credit points in units of study from the following table, comprising:**

1. 6 credit points in foundational units of study;
2. 6 credit points in compulsory units of study; and
3. 18 credit points in elective units of study.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Foundational units of study</b>			
<b>IBUS5002 Strategy, Innovation and Entrepreneurship</b>	6	<b>N</b> IBUS5001	Semester 1 Semester 2
<b>Compulsory unit of study</b>			
<b>WORK6002 Strategic Management</b>	6		Semester 1 Semester 2b
<b>Elective units of study</b>			
<b>BUSS6505 NEXT Innovation</b>	6	<b>P</b> Completion of 48 credit points with a WAM of 65% <b>N</b> BUS6509 or BUS6510 <i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2
<b>CLAW6032 Regulating Innovation and Distribution</b>	6		Semester 2
<b>IBUS6007 International Business Special Project</b>	6	<i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2
<b>IBUS6011 New Business Opportunities and Startups</b>	6	<b>A</b> IBUS5002, or completion of at least 24 credit points <b>N</b> IBUS5011 or WORK6112	Semester 1 Semester 2
<b>IBUS6012 Business Innovation and Sustainability</b>	6	<b>A</b> IBUS5002, or completion of at least 24 credit points	Semester 1
<b>IBUS6013 Business Restructuring and Renewal</b>	6	<b>A</b> IBUS5002, or completion of at least 24 credit points	Semester 2
<b>IBUS6015 Entrepreneurship and Innovation Project</b>	6	<b>C</b> IBUS5002 <i>Note: Department permission required for enrolment All students need to apply for permission to enroll in this unit. Students enrolled in the Graduate Certificate of Innovation and Enterprise, where this unit is core, should note that they are enrolled in this course as their reason for applying for permission to enroll in this unit.</i>	Intensive December Intensive February Intensive January Intensive July Intensive March Semester 1 Semester 2
<b>IBUS6016 Social Entrepreneurship</b>	6	<b>A</b> IBUS5002, or completion of at least 24 credit points	Semester 2
<b>IBUS6018 Business Negotiations</b>	6	<i>Note: this unit requires participation in a number of negotiations. Preparation for these negotiations, which are a large part of the grade, will require time-pressured reading of material in class.</i>	Semester 1 Semester 2
<b>IBUS6023 Engaged Entrepreneurship Projects</b>	6	<b>P</b> IBUS5002 <i>Note: Department permission required for enrolment</i>	Intensive December Intensive February Intensive January Intensive July Semester 1 Semester 2
<b>WORK6026 Organisational Change and Development</b>	6		Semester 1

## 5. Other elective units of study available to students in the Commerce coursework programs

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>Business School elective units of study (general electives)</b>			
<b>BUSS5001 Firms, Markets and Business Management</b>	6	<b>N</b> ECON5001 or ECON5002 or ECON5003 or ECOF5010	Semester 1 Semester 2
<b>BUSS6505 NEXT Innovation</b>	6	<b>P</b> Completion of 48 credit points with a WAM of 65% <b>N</b> BUSS6509 or BUSS6510 <i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2
<b>Work Integrated Learning (WIL) units of study</b>			
<i>(i) Industry Placement Program (IPP) units of study</i>			
<b>BUSS6500 Industry Placement</b>	6	<b>P</b> 48 credit points with a minimum credit average (65%) <b>N</b> ECOF6500 <i>Note: Department permission required for enrolment Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: <a href="mailto:business.placements@sydney.edu.au">business.placements@sydney.edu.au</a>.</i>	Intensive August Intensive March Semester 1 Semester 2
<b>BUSS6503 USA Industry Placement</b> <i>This unit of study is not available in 2018</i>	6	<b>P</b> 48 credit points with a minimum credit average (65%). Students enrolled in the Master of International Business may apply on completion of 24 credit points with a minimum credit average (65%). <i>Note: Department permission required for enrolment Permission is required to enrol in this unit. Further information and application process is outlined at <a href="http://sydney.edu.au/business/study/opportunities/industry_placement_program">http://sydney.edu.au/business/study/opportunities/industry_placement_program</a>.</i>	Intensive August Intensive February Intensive July Intensive March
<b>BUSS6504 Europe Industry Placement</b>	6	<b>P</b> 48 credit points with a minimum credit average (65%). <i>Note: Department permission required for enrolment Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: <a href="mailto:business.placements@sydney.edu.au">business.placements@sydney.edu.au</a>.</i>	Intensive July
<b>BUSS6506 China Industry Placement</b>	6	<b>P</b> 48 credit points with a minimum credit average (65%). <i>Note: Department permission required for enrolment Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: <a href="mailto:business.placements@sydney.edu.au">business.placements@sydney.edu.au</a>.</i>	Intensive December Intensive March
<b>BUSS6511 South America Industry Placement</b>	6	<b>P</b> 48 credit points with a minimum credit average (65%) <i>Note: Department permission required for enrolment Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: <a href="mailto:business.placements@sydney.edu.au">business.placements@sydney.edu.au</a>.</i>	Intensive July
<i>(ii) Community Placement Program (CPP) units of study</i>			
<b>BUSS6508 Community Placement Program (Intensive)</b>	6	<b>P</b> 48 credit points with a minimum credit average (65%) <b>N</b> BUSS6507 <i>Note: Department permission required for enrolment Permission is required to enrol in this unit. Further information and application process is outlined at <a href="http://sydney.edu.au/business/study/opportunities/community_placement_program">http://sydney.edu.au/business/study/opportunities/community_placement_program</a>.</i>	Intensive August Intensive February Intensive January Intensive March
<b>Dissertation units of study</b>			
<b>BUSS7000 Business Dissertation A</b>	12	<b>P</b> 48 credit points of prior study in the Master of Commerce program with a grade average of at least 80%. <i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2
<b>BUSS7001 Business Dissertation B</b>	12	<b>P</b> 48 credit points of prior study in the Master of Commerce program with a grade average of at least 80%. <i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2
<b>BUSS7002 Business Dissertation</b>	24	<b>P</b> 48 credit points of prior study in the Master of Commerce program with a grade average of at least 80%. <i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2



# Units of study descriptions for Commerce coursework programs

The University of Sydney website ([sydney.edu.au/business/courses/](http://sydney.edu.au/business/courses/)) contains the most up to date information on unit of study availability and other requirements. Timetabling information for the current year is available on the Business School website ([sydney.edu.au/business/timetable](http://sydney.edu.au/business/timetable)). Students should note that units of study are run subject to demand.

*Note:* The following unit of study descriptions are listed by specialisation subject area

## 1. Core unit of study

### **BUSS5020** **Business Insights**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** seminars/workshops: 3 hours per week x 13 weeks **Assessment:** In-class assessments (20%), presentation (5%), group project (20%), mid-semester exam (20%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit is designed specifically to provide Commerce students with foundational knowledge in relation to business challenges and the major issues and trends facing business leaders today. Students are required to consider and analyse how business leaders might respond to these challenges in a changing and uncertain environment. Students are also encouraged to think creatively about ways in which business, government and the community can function better. This unit provides students with the knowledge and skills necessary to successfully pursue the specialisations offered in the Master of Commerce.

## 2. Foundational units of study

### **ACCT5001** **Accounting Principles**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 3hr class per week **Assessment:** assignment (20%), mid semester test (30%), final examination (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit provides an introduction to the generally accepted accounting principles and practices underlying financial accounting and reporting. The unit introduces students to the concepts and skills required to prepare, analyse, and interpret financial statements.

#### *Textbooks*

Nobles, Mattison, Matsumura, Best, Fraser, Tan, Willet; Horngren's Financial Accounting, 8th Edition, Pearson, 2016

### **CLAW5001** **Legal Environment of Business**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** Three hours of classes per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Assessment:** case analysis (20%), mid-semester exam (35%), final examination (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

All business conduct is regulated by the law. Every transaction and every relationship is governed by an increasingly complex mix of statutory and judge-made laws. The ability to identify and manage legal risks, and knowledge of compliance and dispute resolution strategies, are essential business management skills. This unit examines the legal framework and regulatory regime within which all businesses operate in Australia and in a global economy. It introduces students to the legal implications of commercial conduct and provides an overview of the Australian legal system and threshold legal concepts of agreement, ownership, and civil and criminal liability. Key areas of substantive business law are examined including contracts, torts (in particular negligence and the economic torts), property and securities, and crime. The unit also provides students with an overview of areas of legal regulation with an increasingly significant impact on business operations including: privacy, intellectual property rights, competition law, consumer law (in particular advertising regulation, product liability and unfair contracts), misleading conduct and unconscionable conduct.

#### *Textbooks*

Business and the Law 6th edition, Andrew Terry.

### **ECON5040** **Microeconomics for Business**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x3hr lecture/week **Prohibitions:** ECON5001 **Assessment:** 1x1.5hr mid-semester exam (35%), 5x online quizzes (1000wd equivalent)(10%), 1x2hr final exam (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Microeconomics is the study of choice under scarcity. Its importance is underlined by the fact that all businesses, consumers and even countries and their governments have limited resources. This unit provides an introduction to microeconomic analysis with a particular focus on concepts and applications relevant to business. It addresses how individual consumers and firms make decisions and how they interact in markets. We also introduce economic tools for analysing public policies a government might introduce to address market failures. It provides a rigorous platform for further study and a specialisation in business economics as well as providing valuable tools of analysis that complement a student's general business training, regardless of their area of study.



### **FINC5001**

#### **Capital Markets and Corporate Finance**

**Credit points:** 6 **Session:** Intensive January, Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** mid semester-test (20%), major assignment (25%), and final examination (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit provides an introduction to basic concepts in corporate finance and capital markets. It is designed to equip students to undertake further studies in finance. After reviewing some very basic ideas in finance and financial mathematics, the unit provides an introduction to the valuation of equity and debt securities and companies. The unit then examines issues related to pricing in capital markets and ends with a discussion of theory and practice related to capital structure and dividend policy.

### **IBUS5002**

#### **Strategy, Innovation and Entrepreneurship**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prohibitions:** IBUS5001 **Assessment:** mid-semester test (20%), short essay (20%), group assignment (30%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This foundation unit provides an introduction to the essential concepts and frameworks relevant to the fields of strategy, innovation and entrepreneurship. Topics covered include the key elements of business strategy, including developing a business mission, understanding the external environment, reviewing internal resources and capabilities, and business and corporate strategy. The importance of entrepreneurial activity and the challenges faced by startup ventures, as well as examples of successful and unsuccessful business innovations, are highlighted. The emphasis of the unit is on understanding the strategic activity of both startup and established businesses with a focus on issues relevant to entrepreneurs as well as business managers.

### **IBUS5003**

#### **Global Business**

**Credit points:** 6 **Session:** Intensive February, Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prohibitions:** IBUS5001 **Assessment:** in class participation (10%), mid-semester exam (20%), group presentation (10%), group project (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

This unit focuses on the application of strategic thinking in key business contexts with a particular focus on the global nature of business. Students gain knowledge about: (i) identifying and managing challenges and risks presented by operating in a global business environment; (ii) international business trade and foreign direct investment theories; (iii) country level factors that impact global strategy.

### **INFS5001**

#### **Project Management**

**Credit points:** 6 **Session:** Intensive January, Semester 1, Semester 2 **Classes:** Semester 1 and Semester 2: 1 x 3hr seminar per week; Summer School: 3 x 3hr seminar per week **Prohibitions:** INFS6014 **Assessment:** Semester 1 and Semester 2: group assignment (25%), individual assignment (30%), exam (45%); Summer School: individual assignment (50%), exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

Based on the Project Management Body of Knowledge (PMBOK) this unit introduces the end-to-end project management lifecycle. Students learn how to select appropriate projects based on their alignment with an organisation's strategy and then how to manage those projects successfully from initiation through execution to completion. The unit covers the essential components of effective project management and how to apply them in an integrated manner. The unit also explores both the technical and behavioural aspects of project management - including Microsoft Project - and students gain experience in critically analysing the application of concepts in specific project contexts. As organisations increasingly structure their activities on a project basis, the unit is of value to a range of discipline specialisations. The unit can also contribute to achievement of internationally recognised accreditation from the Project Management Institute (PMI).

### **INFS5002**

#### **Digital Business Foundations**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3 hr seminar per week **Prohibitions:** INFS6001 **Assessment:** group project (40%), case study presentation (10%), individual assessment (30%), mid-term exam (20%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit introduces students to the foundations of information systems and their emerging strategic role in transforming organisations and creating sustainable digital business models. Students develop an understanding of systems issues, information management and use, and how various digital technologies work together to create an infrastructure for digital business and how 'personal' technologies (such as social media) are disrupting 'business as usual'. The role of information systems in capturing and distributing organisational knowledge and in enhancing decision-making is explored. Students will gain an understanding of how the information systems function and the processes in organisations can be leveraged to create digital innovation and business transformation. Finally, the special challenges and opportunities created by the pervasiveness of technology and the future disruptions resulting from digital technologies is explored.

### **ITLS5000**

#### **Foundations of Supply Chain Management**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 8 x 3 hr lectures, 5 x 3 hr tutorials **Prohibitions:** TPTM6155 or TPTM5001 **Assessment:** Individual report (20%), group report (30%), quiz (10%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

Logistics and supply chain management functions can account for as much as half of the total costs of running a business. The success of a firm's logistic and supply chain management not only impacts on the profitability of a firm but also has a significant and growing impact on customer experience and satisfaction. Logistics and supply chain management plays a major role in implementing organisational strategy and in many industries has sole responsibility for managing customer service. An understanding of the role of this activity within an organisation and how improving logistics and supply chains can assist business managers to better respond to market opportunities is essential for business students. Students undertaking this unit are given a solid grounding in the language, concepts, techniques and principles that underlie the field of logistics and supply chain management, and how knowledge of these concepts contributes towards a strategically effective and operationally efficient organisation or network of organisations.

**ITLS5100****Transport and Infrastructure Foundations**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 12 x 3hr lectures, 1 x 2hr field trip **Prohibitions:** TPTM6241 **Assessment:** report 1 (20%), report 2 (20%), presentation (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This is the foundation unit for all transport and infrastructure management programs and should be completed in the first period of study.*

Transport and infrastructure plays an important role both in terms of personal mobility as well as accessibility of businesses and their transportation needs. This unit provides a comprehensive introduction to the role of transportation and infrastructure within the economy. The key concepts and theories needed for management of transport and infrastructure are introduced along with the analysis and problem solving skills needed for confident decision making. In providing the foundational knowledge for students in transport and infrastructure, the unit also introduces students to the professional communication skills needed. Examples and case studies are drawn from all modes of transport and infrastructure.

**MKTG5001****Marketing Principles**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3 hr seminar per week **Assessment:** in-semester exam(s) (25%), final exam (35%), team project (30%), class participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit introduces students to basic principles and language of marketing theory and practice. Marketing principles are examined in relation to a wide variety of products and services, in both commercial and non-commercial domains. An emphasis is placed on strategy planning and the marketing decision process. It is an introduction to the issues and terminology of marketing that can serve as a standalone understanding of the basics of marketing or as a foundation unit for further study in marketing. The unit focuses on the practical analysis marketing and the marketing management process and the development of the marketing mix the components that make up a marketing plan.

**QBUS5001****Quantitative Methods for Business**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr lecture and 1x 1hr tutorial per week **Prohibitions:** ECMT5001 or QBUS5002 **Assumed knowledge:** Basic calculus; basic concepts of probability & statistics **Assessment:** weekly homework (10%), assignment (20%), mid-semester exam (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit highlights the importance of statistical methods and tools for today's managers and analysts, and demonstrates how to apply these methods to business problems using real-world data. The quantitative skills that students learn in this unit are useful in all areas of business. Through taking this unit students learn how to model and analyse the relationships within business data; how to identify the appropriate statistical technique in different business environments; how to compute statistics by hand and using special purpose software; how to interpret results in the context of the business problem; and how to forecast using business data. The unit is taught through data-driven examples, exercises and business case studies.

**WORK5003****Management and Organisations**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** quiz (10%), assignment (20%), essay (35%), participation (10%), final exam (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit aims to introduce students to the nature and context of management. It explores the functions and processes of management and encourages students to critically reflect on management theory and practice. It can be taken as a standalone unit for students enrolled in various specialist masters programs and also prepares students for further study in strategic management, organisational analysis and strategy and human resource management.

## 3. Capstone unit of study

**BUSS6000****Succeeding in Business**

**Credit points:** 6 **Session:** Intensive January, Intensive July, Semester 1, Semester 2 **Classes:** 1x 1hr lecture and 1x 2hr seminar/workshop per semester week **Prerequisites:** Students must complete this unit in their final semester of study (full-time students will have completed a minimum of 72 credit points from PG study and part-time students will have completed a minimum of 84 credit points from PG study) **Assessment:** simulation performance mark (5%), team-working assessment (10%), oral presentation (15%), group report assessment (10%), individual assignment (30%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) day *Note: Department permission required for enrolment.*

This program-wide capstone unit must be taken by students in their final semester of study within the Master of Commerce program. Students work collaboratively with peers and advisors to integrate the discipline-specific knowledge acquired within their program to address practical business challenges requiring cross-disciplinary and cross-functional insights, knowledge and skills. Assessment is designed to assure student proficiency in program learning goals. Students work in self-managing cross-functional teams to complete a semester-long project, preparing individual and group reports that are assessed by academic staff. Weekly seminars include action learning in business life cycle, data analysis, strategic decision-making, change management, business communication, and ethical awareness and reasoning in business practice. Learning activities include short case studies and business case simulation.

## 4. Subject Areas

### Accounting

#### Foundational unit of study

##### ACCT5001

##### Accounting Principles

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 3hr class per week **Assessment:** assignment (20%), mid semester test (30%), final examination (32%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit provides an introduction to the generally accepted accounting principles and practices underlying financial accounting and reporting. The unit introduces students to the concepts and skills required to prepare, analyse, and interpret financial statements.

##### *Textbooks*

Nobles, Mattison, Matsumura, Best, Fraser, Tan, Willet; Horngren's Financial Accounting, 8th Edition, Pearson, 2016

#### Elective units of study

##### ACCT5002

##### Managerial Accounting and Decision Making

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 3hr class per week **Prerequisites:** ACCT5001 **Assessment:** business practical (business case) (32%), mid semester assessment task (8%), capstone readiness assurance self-assessment (5%), final exam (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit introduces the context and processes of managerial accounting, with financial and non-financial information literacy to inform both understanding and application of key managerial accounting techniques. Critical business career skills of ethical behaviour in difficult situations, collaboration, problem solving, time management, persuasive communication and following instructions are fostered across the areas of cost accounting, business performance, and strategic value creation in management accounting. Through weekly 'business practicals', students get real-world like experience in addressing practical managerial accounting issues in organisational contexts. Students become familiar with the many kinds of managerial accounting decisions concerning the techniques, benefits and risks of accounting frameworks chosen. The unit is completed with a capstone case study which consolidates learning and allows students to use their new knowledge and skills gained in identifying and addressing operational and strategic issues facing organisations concerning competition, innovation and government regulation.

##### ACCT6001

##### Intermediate Financial Reporting

**Credit points:** 6 **Session:** Intensive February, Semester 1, Semester 2 **Classes:** 1 x 3hr class per week **Prerequisites:** ACCT5001 **Assessment:** mid-semester test (35%), final examination (50%), and assignment (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

*Note: Department permission required for enrolment.*

This unit provides an understanding of the contemporary Australian financial reporting environment. Particular attention is paid to accounting theory and concepts, mandatory reporting practices and reporting policies that reflect either a choice from among several mandated alternatives, or those areas where regulation has not occurred. The unit is intended for those who will be involved in the preparation or use of company financial statements. The unit provides an understanding of accounting techniques, both in terms of technical method and their relative impact on corporation's financial statements. The emphasis throughout is on both the 'techniques' and the related explanations for their use.

##### ACCT6002

##### International Accounting

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 1hr lecture and 1 x 2hr tutorial per week. **Prerequisites:** ACCT6001 **Assessment:** final exam (50%), test 1 (15%), test 2 (15%), assignment (10%), oral presentation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Many of the topics in an international accounting unit have a domestic counterpart. However, new factors and complications arise in the international arena. Some of these are (1) diversity of laws, practices, customs, cultures, and competitive circumstances; and (2) risks associated with fluctuating exchange rates, differential rates of inflation, and unstable property rights. International accounting discusses issues from the perspective of companies that have internationalised their finance and/or their operations. It has a comparative aspect, comparing accounting across countries. It deals with corporate reporting and disclosure across national boundaries. It also deals with the harmonisation of the worldwide diversity in financial reporting, in particular, convergence around International Financial Reporting Standards. It discusses consolidation issues that arise from multinational operations.

##### ACCT6003

##### Fundamental Analysis for Equity Investment

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 13x 2hr lectures, 6x 1hr workshops, 8x 1hr labs. **Prerequisites:** ACCT5001 and FINC5001 **Assumed knowledge:** QBUS5001 or QBUS5002 **Assessment:** mid-semester exam (20%), equity investment (25%), trading (10%), final exam (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: ACCT6003 assumes knowledge of basic statistics and econometrics that are covered in QBUS5001/5002. ACCT6003 requires the analysis of data, transformations, understanding of distributions, expectations, variance, regression analysis, data graphing.*

This unit develops a framework of fundamental analysis for equity investment in publicly traded companies. The first part of the unit deals with the analysis of financial statement information, complemented with other sources of information such as business strategy, industry prospects and key macroeconomic effects. Emphasis is on the analysis of earnings quality and accounting-based valuation methods. The second part of the unit applies fundamental analysis in the appraisal of equity investment, and the effect of credit evaluation and risk analysis, as well as the valuation for takeovers. The unit also covers the impact on equity valuation from inherent behavioural patterns in informing investment decisions.

**ACCT6006****Advanced Managerial Accounting**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3hr class per week **Prerequisites:** ACCT5002 **Assessment:** seminar assignments (35%), seminar contribution (15%), final examination (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit examines a number of advanced topics in managerial accounting as they relate to the use of key analytic and calculative techniques for decision making and value creation. Topics are biased towards those that are relevant and even contentious to contemporary practice and include: the potential inconsistencies between management accounting and strategic decision making and control; executive compensation and reward systems; ethical issues in budget setting and performance management; the theory of the firm and outsourcing; issues in managing joint ventures and strategic alliances; performance measurement systems; decentralisation and transfer pricing, and innovation and change in management accounting practice. An overview of each topic area is provided before exploring the topics more deeply by examining current research and/or working through case studies to provide insights into contemporary business practice.

**ACCT6007****Contemporary Issues in Auditing**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 3hr seminar per week **Prerequisites:** ACCT6001 **Assessment:** quiz 1 (5%), quiz 2 (5%), quiz 3 (10%), quiz 4 (5%), group case study (20%), perspective (5%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

The focus of this unit is the development of knowledge and understanding of the key elements of the 'corporate financial statement' audit process with particular reference to Australian Auditing Standards. Auditor's duties and responsibilities are considered before moving to planning the audit, performing the audit and arriving at an audit opinion. Students are exposed to the techniques used by auditors in carrying out audit procedures and evaluating audit evidence. Students are expected to further develop their critical thinking skills through applying technical audit principles to real world auditing problems and corporate case studies. Students develop an appreciation for the essential role the auditor and the audit function play in enhancing the quality of financial statements and corporate governance. In this context, the unit critically examines contemporary audit issues, recent audit headlines and challenges faced by the audit profession in the Australian and global environment.

**ACCT6010****Advanced Financial Reporting**

**Credit points:** 6 **Session:** Intensive July, Semester 1, Semester 2 **Classes:** 1 x 3hr seminar per week **Prerequisites:** ACCT6001 **Assessment:** mid-semester examination (25%), case study (20%), final examination (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit provides students with a detailed understanding of more complex financial reporting issues. Topics examined include: group accounting issues such as the practical application of the control test; multiple subsidiaries; non-controlling interest; foreign currency translation; consolidated cash flow reporting; segment reporting; accounting for joint arrangements and associates; and related party disclosures. The unit builds on the knowledge base acquired from earlier accounting units with a strong emphasis on the application of technical skills. The unit has a substantial case component, using current examples to illustrate both appropriate technical solutions in accordance with accounting standards and guidelines, as well as the forces which determine the choice of methods. The unit also provides students with an awareness of relevant research to assist in an understanding of both current debates and accounting choices. This unit helps develop students' ability to read and analyse financial reports and to understand the financial reporting implications of management decisions relating to internal reporting and organisational structure.

**ACCT6014****Designing Accounting Systems**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3hr seminar per week **Prerequisites:** ACCT5001 **Assessment:** in-class assessments (20%), mid-semester test (20%), design skills test (20%), final examination (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: Department permission required for enrolment.*

This unit introduces students to the concepts, challenges and approaches associated with the evaluation, design, introduction, operation and improvement of accounting systems and reflect the differences in the needs of family-owned business, small and medium sized enterprise and multi-national business firms. Elements of those systems include methods of documenting transactions and events; internal control procedures designed to safeguard human physical and financial resources; manual, semi-automated or fully automated source data entry, transaction processing methods and financial and non-financial reports on operational activities. These issues are also considered with regard to the capabilities of contemporary industry-standard accounting and business application software such as spreadsheets, MYOB and SAP in a cost-effective and secure manner. Topics include the design of charts of accounts; in solutions context; internal controls and maintaining audit trails, records management; the identification of requirements and the use of selection criteria for the evaluation, introduction, configuration and operation of packaged accounting software solutions. It provides students with the hands-on skills in the design and implementation of an accounting system to a real-world medium sized organisation using an industry standard accounting software solution by integrating concepts, approaches, commercial realities and capabilities of contemporary enterprise resource planning systems. At the commencement, students are provided with a review of business frameworks including cycles, systems, source documents and recording transactions which act as a common starting point on which the unit builds.

**ACCT6101****Special Topic in Accounting**

**Credit points:** 6 **Session:** Semester 2 **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: Department permission required for enrolment. Note:*

Topics will vary from semester to semester. Please check with the Discipline of Accounting for further details.



## Aviation and Maritime Management and Logistics

### Foundational unit of study

#### ITLS5100

##### Transport and Infrastructure Foundations

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 12 x 3hr lectures, 1 x 2hr field trip **Prohibitions:** TPTM6241 **Assessment:** report 1 (20%), report 2 (20%), presentation (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This is the foundation unit for all transport and infrastructure management programs and should be completed in the first period of study.*

Transport and infrastructure plays an important role both in terms of personal mobility as well as accessibility of businesses and their transportation needs. This unit provides a comprehensive introduction to the role of transportation and infrastructure within the economy. The key concepts and theories needed for management of transport and infrastructure are introduced along with the analysis and problem solving skills needed for confident decision making. In providing the foundational knowledge for students in transport and infrastructure, the unit also introduces students to the professional communication skills needed. Examples and case studies are drawn from all modes of transport and infrastructure.

### Elective units of study

#### IBUS6008

##### Export Management

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** individual assignment part 1 (30%), individual assignment part 2 (30%), final test (30%), class preparation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Exporting is a key international business activity, especially for small and medium-sized enterprises (SMEs). This unit covers both the theory and practice of export management. The main areas covered in the unit are: 1) preparing to export (export stimulation, export readiness and planning), 2) forming and maintaining relationships with intermediaries (including legal considerations), 3) managing risks and export finance, 4) filling export orders. The unit therefore covers both the operational and strategic challenges associated with the exporting process.

#### ITLS6101

##### Global Freight Logistics Management

**Credit points:** 6 **Session:** Semester 1 **Classes:** 7 x 3 hr lectures, 6 x 3 hr workshops **Prohibitions:** TPTM6440 **Assessment:** Individual report (25%); quiz (30%); group presentation (30%); individual case discussion (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Normal (lecture/lab/tutorial) day

This unit provides students with an understanding of the management of international freight, including express, freight forwarding, rail, trucking, air freight and ocean shipping. The unit covers underlying supply chain drivers of international trade flows and the demand for capacity in different freight transport modes, as well as industry structure, institutional environment (customs, etc.) and market access. Building on this background the unit highlights the implications for profitable international logistics operations. The unit focuses on corporate strategies around fleet and network planning as well as revenue and cost management. The material covered in the unit takes into account recent developments in global and regional economic activity and discusses implications for the various sectors of the air, sea and intermodal freight businesses. This unit involves case studies and industry presentations, and analysis from the perspectives of shippers, carriers, end customers, regulatory bodies and investors.

#### ITLS6301

##### City and Ports Logistics

**Credit points:** 6 **Session:** Summer Main **Classes:** 20 x 1.5 hr lectures, 4 x 1.5 hr seminars, 4 x 1.5 hr workshops **Assessment:** quiz (10%), individual presentation (10%), individual essay (40%), final exam (40%) **Mode of delivery:** Block mode

This unit conveys the fundamentals of city and port logistics and thus develops each student into a competent practitioner with an understanding of the key concepts, techniques and management methods for the city and port logistics industries. The unit covers all aspects of management from planning and operation to security, efficiency and mitigation of environmental impact for all types of port. Technological changes and their implications for the city and port logistics, in particular intelligent transport systems and container terminal automation, are studied. The role of cities and ports in global supply chains is analysed. The relationship of cities and ports with their hinterlands as well as the concept of port-centric logistics is looked at in detail. The port-city interface as well as waterfront redevelopment is covered, with examples drawn from a number of countries. Port policy and the importance of competition and/or regulation are presented. Talks by city and port logistics professionals complements the lectures and provides students with windows on the workings of the city and port logistics industries.

#### ITLS6400

##### Airline Strategy and Supply Chains

**Credit points:** 6 **Session:** Semester 2 **Classes:** 6 x 3.5 hr lectures, 3 x 3.5 hr seminars, 3 x 3.5 hr workshops. **Corequisites:** ITLS6101 **Prohibitions:** TPTM6160 **Assessment:** individual assignment (50%), quiz (10%), presentation (30%), final exam (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Aviation is an international growth industry offering extensive commercial and employment opportunities in airlines, airports, logistic providers, banks, consultancies and other players of the aviation supply chain. This unit covers all aspects of international business and management along the aviation value chain and analysis from the perspectives of consumers (passengers and cargo), producers, distributors, brokers and investors. Students develop industry skills and an understanding of the strategic management and economics of operating airlines and other aviation entities, including financial analysis, risk management, sustainability, logistics, innovations and implications of competitive strategies for the development of hubs and alliances both in the global and regional/remote context. The growth in air traffic (i.e. in the Asia/Pacific region) creates endless opportunities and the unit thus also covers forecasting, entrepreneurship and the role of the private sector in airline/airport business development. As a result of our strategic partnership with CAPA and a number of airlines and airports, students have access to industry data bases, guest lecturers, company information and aviation contacts/networks.

**ITLS6401****Airport Management**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 5 x 3.5 hr lectures, 2 x 3.5 hr seminars, 5 x 3.5 hr workshops. **Assessment:** individual report (40%), quiz (20%), group presentation (20%), final exam (20%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Airports play an integral role in the aviation system, and contribute significantly to the economic growth of a region, or even a country. This unit covers major aspects of airport management, operation and public policy. The unit's learning objectives are two-fold. Firstly, it provides students with the core knowledge and insights concerning the key issues and decisions involved in the operation and management of airports in a rapidly changing regulatory environment. Secondly, it develops the skills for applying various applied economics and management knowledge to the airport industry. The unit assists students to understand more fully the business related problems encountered by commercial, industrial and public organisations in the airport industry. It also develops an ability to interpret results from relevant economic / management studies.

**Banking****Foundational unit of study****FINC5001****Capital Markets and Corporate Finance**

**Credit points:** 6 **Session:** Intensive January, Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** mid semester-test (20%), major assignment (25%), and final examination (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit provides an introduction to basic concepts in corporate finance and capital markets. It is designed to equip students to undertake further studies in finance. After reviewing some very basic ideas in finance and financial mathematics, the unit provides an introduction to the valuation of equity and debt securities and companies. The unit then examines issues related to pricing in capital markets and ends with a discussion of theory and practice related to capital structure and dividend policy.

**Compulsory units of study****BANK6002****Bank Management**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Corequisites:** FINC5001 **Assessment:** group assignment part 1 (15%), group assignment part 2 (10%), mid-semester exam (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

The unifying theme in this unit is the application of modern finance theory to financial decision making in the management of banks and non-bank financial institutions. The subject of bank and financial institution decision-making is approached from a risk perspective. The unit objectives are: (i) To provide students with an understanding of the modern model of financial institutions and the economic functions that they perform; (ii) Identify the main types of risk confronted by financial institutions; (iii) Apply relevant techniques to measure and manage those risks; (iv) To provide students with the ability to critically assess the effectiveness of the techniques used by banks to manage their risks; (v) To provide students with an understanding of international bank management and financial services.

**BANK6003****Global Supervision of Bank Risks**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Corequisites:** FINC5001 **Assessment:** mid-semester exam (30%), group project and presentation (25%), and final exam (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit is aimed at students who wish to obtain a greater understanding of the central issues and principles underpinning recent developments in the global regulation and supervision of banking/financial institutions.

**BANK6005****International Banking**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 2hr lecture and 1x 1hr workshop per week **Corequisites:** FINC5001 **Assessment:** mid-semester exam (37.5%), final exam (37.5%), research project (15%), project presentation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

The major focus of this unit is providing students with an understanding of international banking and finance in the contemporary international financial environment. Due to the dynamic nature of the international banking environment, it is necessary to develop skills to effectively identify and understand the effects of current developments. Firstly, the international banking functions are presented; followed by international trade financing, participation in the interbank foreign exchange and Euro currency markets, international investment banking services, and sovereign lending. Other important topics include international money laundering, international banking and debt crises, and offshore banking markets.

**Elective units of study****ACCT6003****Fundamental Analysis for Equity Investment**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 13x 2hr lectures, 6x 1hr workshops, 8x 1hr labs. **Prerequisites:** ACCT5001 and FINC5001 **Assumed knowledge:** QBUS5001 or QBUS5002 **Assessment:** mid-semester exam (20%), equity investment (25%), trading (10%), final exam (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: ACCT6003 assumes knowledge of basic statistics and econometrics that are covered in QBUS5001/5002. ACCT6003 requires the analysis of data, transformations, understanding of distributions, expectations, variance, regression analysis, data graphing.*

This unit develops a framework of fundamental analysis for equity investment in publicly traded companies. The first part of the unit deals with the analysis of financial statement information, complemented with other sources of information such as business strategy, industry prospects and key macroeconomic effects. Emphasis is on the analysis of earnings quality and accounting-based valuation methods. The second part of the unit applies fundamental analysis in the appraisal of equity investment, and the effect of credit evaluation and risk analysis, as well as the valuation for takeovers. The unit also covers the impact on equity valuation from inherent behavioural patterns in informing investment decisions.

### **CLAW6031**

#### **International Financial Crime**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** test (20%), group assignment (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

International financial crime occupies a leading place on the international governance agenda. It has a devastating impact on national economies, international security and human development. This unit examines key international financial crimes such as investment fraud, corruption, tax evasion, money laundering and terrorist financing. Students gain an understanding of how these crimes are committed, detected and prosecuted. They analyse the changing regulatory environment and the new risks facing businesses and the professions. The role of bank secrecy and tax havens in facilitating financial crime is also studied. There is a special focus on the prevention of financial crime, and the regime for tracing, freezing and recovery of illicit assets. The unit draws on case studies from Australia, United States, Europe and Asia so as to gain a better appreciation of the national and international responses to international financial crime.

### **FINC6001**

#### **Intermediate Corporate Finance**

**Credit points:** 6 **Session:** Intensive January, Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester test (30%), major assignment (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit extends some of the fundamental concepts introduced in FINC5001 Capital Markets and Corporate Finance, and develops a rigorous framework for the analysis and understanding of key aspects of corporate financial decision making. Fundamental concepts in corporate finance are extended to more complex settings. The unit examines more advanced approaches to asset pricing and capital budgeting. New topics are covered in relation to derivative securities and real options applications in capital budgeting. The issues of the cost of capital, corporate capital structure, and corporate dividend policy, are extended to cover the interaction of corporate and personal taxation, agency problems, and information signalling.

### **FINC6007**

#### **Financial Strategy**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** individual assignment (20%), group assignment (30%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit explores value investment principles used in investment strategies. Both investment strategies and company strategies are analysed to examine how to translate a company's strategy into shareholders' profit. The unit also provides students with the skill set of analysing and interpreting financial reports, identifying good investment and avoiding financial scandals. Great investment practitioners' (Benjamin Graham, Warren E. Buffett and Charles Munger) works are studied in detail.

### **FINC6009**

#### **Portfolio Theory and its Applications**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 or FINC5002 or FINC6000 **Assessment:** mid semester exam (20%), individual assignment (15%), group assignment (15%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit covers several aspects of modern/post modern portfolio theory. An introduction to mathematical optimisation techniques in the presence of uncertainty is covered and results from modern portfolio theory to the Capital Asset Pricing Model derived. The unit also examines other popular models such as the Arbitrage Pricing Theory and Black-Litterman Model and concludes with some topical examples from industry. There is a degree of mathematical sophistication associated with this unit and consequently students should be comfortable with a mathematical approach. However, the required mathematical tools are covered in the unit.

### **FINC6010**

#### **Derivative Securities**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester exam (25%), assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit provides an introduction to the rapidly-growing area of options, futures and swaps. These securities are derived from fundamental securities such as equities and bonds. The unit examines the nature of each of type of derivative security before a thorough treatment of the pricing and use of these securities for investment management and risk management purposes.

### **FINC6013**

#### **International Business Finance**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester test (25%), assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

In our highly globalised and integrated world economy, understanding international dimensions of financial management is essential for businesses. This unit provides a greater understanding of the fundamental concepts and the tools necessary for effective financial decision making by business enterprises, within a global setting.

### **FINC6014**

#### **Fixed Income Securities**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester exam (25%), group assignment (25%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit covers the concepts required for investment in fixed income securities, managing bond portfolios and understanding debt markets. Topics covered include duration, convexity, interest rate risk, bond volatility and the term structure of interest rates. The more complex types of debt securities studied include mortgage backed securities, corporate bonds with embedded options such as convertible bonds and interest rate derivatives.

**FINC6016****Financial Instruments and Markets**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** 2x mid-term exams (2x15%), assignment (20%), and final exam (50%)  
**Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit provides students with an introduction to Australian financial markets and an evaluation of the institutions, instruments and participants involved in the industry. The main markets evaluated include the equity, money, bond, futures, options, and foreign exchange markets. The relationship between the economic environment and these markets is examined.

**FINC6017****Mergers and Acquisitions**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Prohibitions:** ACCT6011 **Assessment:** mid-semester exam (20%), assignment (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

Mergers and acquisitions have become perhaps the most important activity of investment banks today. They provide a fundamental way for businesses to secure growth. To analyse mergers and acquisitions, most tools from modern financial economics are needed. The unit commences with a review of how existing businesses are valued, continues with an analysis of capital structure decisions, considers management incentives and examines issues in corporate control. It then examines the motives for mergers and acquisitions. Some acquisitions are motivated by value improvements created by correcting incentive problems, some acquisitions however are motivated by bad incentives that decrease value.

**FINC6021****Corporate Valuation**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester exam (25%), assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit applies all aspects of finance theory to the general problem of valuing companies and other financial assets. This requires a synthesis of the fundamental concepts of present value, cost of capital, security valuation, asset pricing models, optimal capital structures, derivative pricing and some related accounting concepts. The unit aims to reach a level of practical application that allows students to understand both the theoretical frameworks and institutional conventions of real world corporate valuations. Basic valuation concepts from accounting are reconciled with the finance theory on which firm value ultimately stands. Students are asked to make extensive use of Excel or similar software in valuation exercises.

**FINC6023****Financial Risk Management**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** Lab exercises (20%), group project (20%), mid semester exam (20%), and final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Risk is an integral part of financial decisions. Following the rapid evolution of the discipline of financial risk management, analysts must be prepared to access the level of risk in the marketplace. This unit explores the basic concepts of modelling, measuring and managing financial risks within the regulatory framework. Topics covered include market risk (value-at-risk and expected loss), credit risk (single name, portfolio, ratings and market based models, credit derivatives), liquidity risk and operational risk. To overcome the rather quantitative nature of the topics, the unit relies heavily on practical based lab exercises with emphasis on simulations, real life examples and case studies.

**FINC6024****Real Estate Finance and Investment**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid semester exam (25%), group project (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Real Estate Finance will provide graduates with the knowledge and skills to value and manage real estate within the context of a mixed-asset portfolio. In particular, this unit will explore the micro-economic and macro-economic foundations of real estate, real estate valuation techniques, property derivatives and securities, real estate portfolio management, capital management and listed real estate firms. Graduates can seek employment in the property management industry, funds management industry and financial analysis roles.

## Big Data in Business

**Foundational unit of study****QBUS5001****Quantitative Methods for Business**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr lecture and 1x 1hr tutorial per week **Prohibitions:** ECMT5001 or QBUS5002 **Assumed knowledge:** Basic calculus; basic concepts of probability & statistics **Assessment:** weekly homework (10%), assignment (20%), mid-semester exam (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit highlights the importance of statistical methods and tools for today's managers and analysts, and demonstrates how to apply these methods to business problems using real-world data. The quantitative skills that students learn in this unit are useful in all areas of business. Through taking this unit students learn how to model and analyse the relationships within business data; how to identify the appropriate statistical technique in different business environments; how to compute statistics by hand and using special purpose software; how to interpret results in the context of the business problem; and how to forecast using business data. The unit is taught through data-driven examples, exercises and business case studies.

## Compulsory unit of study

### BUSS6002

#### Data Science in Business

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** seminars: 3 hours per week x 13 weeks **Assessment:** Quiz 1 (10%), Quiz 2 (10%), Quiz 3 (10%), Quiz 4 (10%), Assignment A (Business Analytics) (20%), Assignment B (Customer Analytics) (30%), and Assignment C (Data Visualisation Activity) (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Growing volumes of data and, more importantly, the computation power to analyse it are now widely recognised as key business assets. No single discipline has the tools to make the most of these assets. Instead successful 'big data' capability requires (a) the ability to understand how data can (and often cannot) be used to generate new insights into substantive problems, (b) knowledge of how data are generated and used and (c) the ability to understand connections between variables captured in data. This unit provides an overview of principles from the disciplines of Business Information Systems and Business Analytics, applied in the context of Marketing problems, relevant for using 'big data' in business planning, decision-making and operations.

## Elective units of study

### INFS6018

#### Managing Business Intelligence

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3hr seminar per week **Assumed knowledge:** Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How information systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. (ii) Desirable Experience as a member of a project team. **Assessment:** tutorial work (10%), mid-semester exam (35%), project report (30%), project presentation (10%), reflective summary (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Business Intelligence (BI), increasingly known as Business Analytics, is a major source of competitive advantage in the Information Age and is therefore a leading business priority globally. In recent times, this field has evolved from a technology topic to a management priority, creating an unprecedented demand for new management skills. Taking a business rather than technology perspective, this unit covers all aspects of the enterprise BI ecosystem in the context of strategic and operational BI, including all five stages of BI evolution. Topics include assessment and management of organisational data quality, multidimensional data modelling and integration, management of structured and unstructured data (including those created by social media), business aspects of data warehousing, innovation through advanced analytics, BI driven performance management, business process intelligence, active enterprise intelligence, and management of complex BI projects. Access is provided to the largest world-wide community of BI academics and industry practitioners called TUN ([www.TeradataUniversityNetwork.com](http://www.TeradataUniversityNetwork.com)). The hands-on experience in using a commercial BI platform, combined with in-depth analytical skills, will enable students completing the unit to help any organization (regardless of its size and industry domain) to derive more intelligence from its data and compete on analytics. This unit does not require programming experience; it is suitable for both current and aspiring BI practitioners as well as general business practitioners from any functional area interested to learn how to start and lead BI-related initiatives.

### INFS6023

#### Data Visualisation

**Credit points:** 6 **Session:** Semester 2 **Classes:** 3hr workshop (once per week), weeks 1-13. **Assessment:** workshop participation (10%); individual project journal (15%); project report (35%); project presentation (15%); reflective summary (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Data visualisation, story-telling, and scenario development have been identified as the most prominent analytical practices of tomorrow. This unit seeks to equip students with necessary knowledge and data visualisation skills, acquired through real-life project inspired by the leading industry practices. Students will also develop a 'holistic' view of data visualisation in practice and will acquire 'thinking tools' to deal with its organisational and societal challenges. This unit focuses on business/organisational decision makers and their use of data visualisation. As such this unit does not require any prior IT, computer science or data science experience.

### ITLS6107

#### Applied GIS and Spatial Data Analytics

**Credit points:** 6 **Session:** Semester 2 **Classes:** 7 x 2 hr lectures, 7 x 4 hr computer labs **Prohibitions:** TPTM6180 **Assessment:** individual projects (40%); group project (20%); group presentation (10%); final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit assumes no prior knowledge of GIS; the unit is hands-on involving the use of software, which students will be trained in using.*

The world is increasingly filled with systems, devices and sensors collecting large amounts of data on a continual basis. Most of these data are associated with locations that represent everything from the movement of individuals travelling between activities to the flow of goods or transactions along a supply chain and from the location of companies to those of their current and future customers. Taking this spatial context into account transforms analyses, problem solving and provides a powerful method of visualising the world. This is the essence of Geographic Information Systems (GIS) and this unit. This unit starts by introducing students to the 'building blocks' of GIS systems, including data structures, relational databases, spatial queries and analysis. The focus then moves on to sources of spatial data including Global Positioning System (GPS), operational systems such as smartcard ticketing and transaction data along with web-based sources highlighting both the potential and challenges associated with integrating each data source within a GIS environment. The unit is hands-on involving learning how to use the latest GIS software to analyse several problems of interest using real 'big data' sources and to communicate the results in a powerful and effective way. These include identifying potential demand for new services or infrastructure, creating a delivery and scheduling plan for a delivery firm or examining the behaviour of travellers or consumers over time and locations. This unit is aimed at students interested in the spatial impact of decision-making and on the potential for using large spatial datasets for in-depth multi-faceted analytics.

### MKTG6001

#### Marketing Research Concepts

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Assessment:** in-semester exams(s) (20%), final exam (30%), project (stage 1) (20%), project (stage 2) (20%), class participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit provides an introduction to marketing research and an overview of the industry. The major components of marketing research projects are discussed and students gain an insight into understanding and structuring research problems. The unit also gives an overview of primary, secondary and internal sources of data as well as advanced methods and techniques of research.

### MKTG6018

#### Customer Analytics and Relationship Management

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** Mid-term exam (20%), final exam (30%), team presentation (10%), CRM program report (20%), case write-up (10%), attendance and in-class discussion (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

There have been two fundamental shifts in the focus of business and marketing strategy. On the one hand, companies have become more focused on managing relationships with their customers over an extended period of time. On the other hand, more than any time in history companies' decisions become more data-driven due to the exponential increase in the volume of data on customers, competitors and markets. To obtain, retain and grow a customer base, it is crucial to know how to obtain customer information and how to make sense of it. This unit introduces students to fundamental concepts of customer relationship management and state-of-art analytics and how to apply these to real world business problems. The unit covers topics including understanding customer relationships, implementing strategic customer relationship management, handling and analysing customer-related databases, increasing customer profitability based on actionable insights gained from customer data, and giving more value to data through visualisation. Students also gain statistical skills, however, no prior knowledge of statistics is required.

### QBUS6810

#### Statistical Learning and Data Mining

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 2hr lecture and 1x 1hr tutorial per week **Prerequisites:** ECMT5001 or QBUS5001 **Assessment:** group project (25%), in-class quizzes (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

It is now common for businesses to have access to very rich information data sets, often generated automatically as a by-product of the main institutional activity of a firm or business unit. Data Mining deals with inferring and validating patterns, structures and relationships in data, as a tool to support decisions in the business environment. This unit offers an insight into the main statistical methodologies for the visualization and the analysis of business and market data. It provides the tools necessary to extract information required for specific tasks such as credit scoring, prediction and classification, market segmentation and product positioning. Emphasis is given to business applications of data mining using modern software tools.

### QBUS6840

#### Predictive Analytics

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 2hr lecture and 1 x 1hr tutorial **Prerequisites:** QBUS5001 or ECMT5001 **Assessment:** group assignment (30%), homework (15%), mid-semester exam (20%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

To be effective in a competitive business environment, a business analyst needs to be able to use predictive analytics to translate information into decisions and to convert information about past performance into reliable forecasts. An effective analyst also should be able to identify the analytical tools and data structures to anticipate market trends. In this unit, students gain skills required to succeed in today's highly analytical and data-driven economy. The unit introduces the basics of data management, business forecasting, decision trees, logistic regression, and predictive modelling. The unit features corporate case studies and hands-on exercises to demonstrate the concepts presented.

### QBUS6850

#### Machine Learning for Business

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 2hr lecture per week (13 weeks) and 1x 1hr tutorial (lab) per week (12 weeks) **Prerequisites:** QBUS6810 **Assessment:** assignment 1 (10%); assignment 2 (10%); group project (20%); mid-semester exam (20%); final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Machine Learning is a fundamental aspect of data analytics that automates analytical model building in modern business. In the big data era, managers are able to use very large and rich data sources and to make business decision based on quantitative data analysis. Machine Learning covers a range of state-of-the-art methods/algorithms that iteratively learn from data, allowing computers to find hidden patterns and relationships in such data so as to support business decision. This unit introduces modern machine learning techniques and builds skills in using data for everyday business decision making. Topics include: Machine Learning Foundation; Modern Regression Methods; Advanced Classification Techniques; Latent Variable Models; Support Vector Machines (SVM) and Kernel Methods; Artificial Neural Networks; Deep Learning; and Machine Learning for Big Data. Emphasis is placed on applications involving the analysis of business data. Students will practise applying machine learning algorithms to real world datasets by using an appropriate computing package.

### QBUS6860

#### Visual Data Analytics

**Credit points:** 6 **Session:** Semester 2 **Classes:** 13 interactive lectures x 2 hours each, plus 13 workshops driven by student work x 1 hour each, plus 10 week x 1 hour tutorials on software training (e.g. for Tableau, Gephi, Google Charts, Google Big Query) **Prerequisites:** QBUS5001 or QBUS5002 **Assumed knowledge:** The unit assumes knowledge of statistics and confidence in working with data. **Assessment:** Weekly assignments (20%), group projects (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: Department permission required for enrolment.*

Accurate and effective analysis of data is a crucial skill in today's data-rich business environment. Visual Data Analytics (VDA) is an indispensable scientific tool for analysing all sorts of business-related data and, in particular, complex high-dimensional data. Applications include the visualisation of financial statements, capital market data, marketing data, supply chain data and many others. VDA has the ability to encode vast amounts of information into a small space that can be then intuitively interpreted for decision-making. This unit draws upon statistics, computer science, behavioural psychology and information design for visualising numerical and text data. It presents statistical and data analysis methods that are necessary for description, exploration, inference and diagnosis using data reduction, visual mining, smoothing, clustering and validation techniques. Upon completion of the unit, students should be proficient in producing high integrity visuals that enables fast and precise business decision-making. Students will also learn about the limitations of visual perception and how to design powerful visuals that can tap into our natural cognitive predisposition in favouring visual types of information.

## Business Analytics

### Foundational unit of study

#### QBUS5001

##### Quantitative Methods for Business

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr lecture and 1x 1hr tutorial per week **Prohibitions:** ECMT5001 or QBUS5002 **Assumed knowledge:** Basic calculus; basic concepts of probability & statistics **Assessment:** weekly homework (10%), assignment & (20%), mid-semester exam (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit highlights the importance of statistical methods and tools for today's managers and analysts, and demonstrates how to apply these methods to business problems using real-world data. The quantitative skills that students learn in this unit are useful in all areas of business. Through taking this unit students learn how to model and analyse the relationships within business data; how to identify the appropriate statistical technique in different business environments; how to compute statistics by hand and using special purpose software; how to interpret results in the context of the business problem; and how to forecast using business data. The unit is taught through data-driven examples, exercises and business case studies.

### Elective units of study

#### INFS6018

##### Managing Business Intelligence

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3hr seminar per week **Assumed knowledge:** Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How information systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. (ii) Desirable Experience as a member of a project team. **Assessment:** tutorial work (10%), mid-semester exam (35%), project report (30%), project presentation (10%), reflective summary (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Business Intelligence (BI), increasingly known as Business Analytics, is a major source of competitive advantage in the Information Age and is therefore a leading business priority globally. In recent times, this field has evolved from a technology topic to a management priority, creating an unprecedented demand for new management skills. Taking a business rather than technology perspective, this unit covers all aspects of the enterprise BI ecosystem in the context of strategic and operational BI, including all five stages of BI evolution. Topics include assessment and management of organisational data quality, multidimensional data modelling and integration, management of structured and unstructured data (including those created by social media), business aspects of data warehousing, innovation through advanced analytics, BI driven performance management, business process intelligence, active enterprise intelligence, and management of complex BI projects. Access is provided to the largest world-wide community of BI academics and industry practitioners called TUN ([www.TeradataUniversityNetwork.com](http://www.TeradataUniversityNetwork.com)). The hands-on experience in using a commercial BI platform, combined with in-depth analytical skills, will enable students completing the unit to help any organization (regardless of its size and industry domain) to derive more intelligence from its data and compete on analytics. This unit does not require programming experience; it is suitable for both current and aspiring BI practitioners as well as general business practitioners from any functional area interested to learn how to start and lead BI-related initiatives.

#### QBUS6310

##### Business Operations Analysis

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1 x 3hr class per week **Prerequisites:** ECMT5001 or QBUS5001 or QBUS5002 **Prohibitions:** ECMT6008 **Assessment:** group assignment (20%), individual Assignment 1 (10%), individual Assignment 2 (10%), individual Assignment 3 (10%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Business operations are the activities that businesses carry out to create value. This unit provides the models needed to analyse business operations of a company or organisation and make management decisions on operational issues. It covers business operations in both manufacturing and service industries, looking at processes, supply chains and quality issues. Topics covered may include the modelling of manufacturing operations and related group technologies, the modelling of financial service operations (e.g. brokerage operations), and the operations implications of internet technologies.

#### QBUS6320

##### Management Decision Making

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 3hrs of classes ('lectorial' - combination lecture/tutorial) per week **Prohibitions:** ECOF6070 or ECOF5804 or ECMT6310 or ECMT5003 **Assessment:** assignment 1 (25%), assignment 2 (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Normal (lecture/lab/tutorial) day

This unit introduces models and tools for decision analysis and their application in managerial settings. The unit focuses on the use of formal decision methods for management decisions in business. The main goal is to show how these decision models can improve the decision process by helping the decision maker to understand the structure of decisions; use subjective probabilities for measuring risk; analyse sensitivity of decisions to changing decision parameters; quantify outcomes in accordance with risk attitudes; and estimate the value of information. Special attention is paid to informal interpretations of formal decision approaches.

#### QBUS6810

##### Statistical Learning and Data Mining

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 2hr lecture and 1x 1hr tutorial per week **Prerequisites:** ECMT5001 or QBUS5001 **Assessment:** group project (25%), in-class quizzes (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

It is now common for businesses to have access to very rich information data sets, often generated automatically as a by-product of the main institutional activity of a firm or business unit. Data Mining deals with inferring and validating patterns, structures and relationships in data, as a tool to support decisions in the business environment. This unit offers an insight into the main statistical methodologies for the visualization and the analysis of business and market data. It provides the tools necessary to extract information required for specific tasks such as credit scoring, prediction and classification, market segmentation and product positioning. Emphasis is given to business applications of data mining using modern software tools.

**QBUS6820****Business Risk Management**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr class per week **Prerequisites:** ECMT5001 or QBUS5001 **Assumed knowledge:** Knowledge of basic probability theory and familiarity with spreadsheet modelling **Assessment:** Individual assignment (30%), mid-semester exam (25%), and final exam (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit provides the basic knowledge and tools needed to understand and manage risk. It includes business cases to illustrate the nature of risk and risk management strategies. The main focus is on quantitative approaches to analysing risk through understanding the probability distributions involved. Topics covered include: Value at Risk calculations; Prospect theory for decisions under risk; Extreme value theory; Monte-Carlo simulation; Stochastic optimization; Credit scoring; Real options and Hedging strategies.

**QBUS6830****Financial Time Series and Forecasting**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 2hr lecture and 1 x 1hr tutorial **Prerequisites:** ECMT5001 or QBUS5001 **Assumed knowledge:** Basic knowledge of quantitative methods including statistics, basic probability theory, and introductory regression analysis. **Assessment:** Mid-semester exam (20%), group assignment (40%), and final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Time series and statistical modelling is a fundamental component of the theory and practice of modern financial asset pricing as well as financial risk measurement and management. Further, forecasting is a required component of financial and investment decision making. This unit provides an introduction to the time series models used for the analysis of data arising in financial markets. It then considers methods for forecasting, testing and sensitivity analyses, in the context of these models. Topics include: the properties of financial return data; the Capital Asset Pricing Model (CAPM); financial return factor models, with known and unknown factors, in panel data settings; modelling and forecasting conditional volatility, via ARCH and GARCH; forecasting market risk measures such as Value at Risk. Emphasis is placed on applications involving the analysis of many real market datasets. Students are encouraged to undertake hands-on analysis using an appropriate computing package.

**QBUS6840****Predictive Analytics**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 2hr lecture and 1 x 1hr tutorial **Prerequisites:** QBUS5001 or ECMT5001 **Assessment:** group assignment (30%), homework (15%), mid-semester exam (20%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

To be effective in a competitive business environment, a business analyst needs to be able to use predictive analytics to translate information into decisions and to convert information about past performance into reliable forecasts. An effective analyst also should be able to identify the analytical tools and data structures to anticipate market trends. In this unit, students gain skills required to succeed in today's highly analytical and data-driven economy. The unit introduces the basics of data management, business forecasting, decision trees, logistic regression, and predictive modelling. The unit features corporate case studies and hands-on exercises to demonstrate the concepts presented.

**QBUS6850****Machine Learning for Business**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 2hr lecture per week (13 weeks) and 1x 1hr tutorial (lab) per week (12 weeks) **Prerequisites:** QBUS6810 **Assessment:** assignment 1 (10%); assignment 2 (10%); group project (20%); mid-semester exam (20%); final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Machine Learning is a fundamental aspect of data analytics that automates analytical model building in modern business. In the big data era, managers are able to use very large and rich data sources and to make business decision based on quantitative data analysis. Machine Learning covers a range of state-of-the-art methods/algorithms that iteratively learn from data, allowing computers to find hidden patterns and relationships in such data so as to support business decision. This unit introduces modern machine learning techniques and builds skills in using data for everyday business decision making. Topics include: Machine Learning Foundation; Modern Regression Methods; Advanced Classification Techniques; Latent Variable Models; Support Vector Machines (SVM) and Kernel Methods; Artificial Neural Networks; Deep Learning; and Machine Learning for Big Data. Emphasis is placed on applications involving the analysis of business data. Students will practise applying machine learning algorithms to real world datasets by using an appropriate computing package.

## Business Economics

### Foundational unit of study

**ECON5040****Microeconomics for Business**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x3hr lecture/week **Prohibitions:** ECON5001 **Assessment:** 1x1.5hr mid-semester exam (35%), 5x online quizzes (1000wd equivalent)(10%), 1x2hr final exam (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Microeconomics is the study of choice under scarcity. Its importance is underlined by the fact that all businesses, consumers and even countries and their governments have limited resources. This unit provides an introduction to microeconomic analysis with a particular focus on concepts and applications relevant to business. It addresses how individual consumers and firms make decisions and how they interact in markets. We also introduce economic tools for analysing public policies a government might introduce to address market failures. It provides a rigorous platform for further study and a specialisation in business economics as well as providing valuable tools of analysis that complement a student's general business training, regardless of their area of study.

### Compulsory unit of study

**ECON5002****Macroeconomic Theory**

**Credit points:** 6 **Session:** Intensive January, Semester 1, Semester 2 **Classes:** 1x3hr lecture/week, 1x1hr non-compulsory online tutorial/week **Prohibitions:** ECON5003 **Assessment:** Online quizzes equivalent to 1500wd (20%), 1x1hr Mid-semester test (30%), 1x2hr Final exam (50%), **Mode of delivery:** Normal (lecture/lab/tutorial) day



This unit presumes no prior exposure to economics and aims, by the end of the unit, to bring a proficiency equivalent to that of students with an intermediate level macroeconomics unit in an Honours degree program. Many economic principles developed in this unit are routinely used in several other units in the program. Macroeconomics studies aggregate economic behaviour. The unit covers theories of the engines of long-run economic growth, of unemployment, of money, inflation, the interest rate and the exchange rate, as well as consumption, saving and investment behaviour. The unit also studies a number of applications of the theory and addresses contemporary macroeconomic problems and policy.

### Elective units of study

#### ECMT5001

##### Principles of Econometrics

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x3hr lecture/week, 1x1hr non-compulsory online tutorial/week **Assessment:** Online quizzes equivalent to 500wd (10%), 1xGroup assignment equivalent to 1000wd (15%), 1x1hr Mid-semester test (20%), 1x2hr Final exam (55%), **Mode of delivery:** Normal (lecture/lab/tutorial) day

The unit develops the basic principles of data description and analysis, the idea of using the concept of probability to model data generation, and the statistical concepts of estimation and statistical inference, including hypothesis testing. It then develops these concepts and techniques in the context of the linear regression model to show how econometric models can be used to analyse data in a wide range of potential areas of application in economics, business and the social sciences. The unit combines theory and application. The emphasis is upon the interpretation of econometric estimation results and requires software for hands-on experience.

#### ECON5004

##### Communication in Economics

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x3hr seminar/week, 1x1hr non-compulsory online tutorial/week **Assessment:** 2x1500wd assignments (35% each), 1x10min (1500wd equivalent) oral presentation (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit of study aims to enhance oral and written communication skills and improve understanding of how to engage with academic economics. A series of tasks will consider economics academic texts in context and require learners to understand, analyse and produce appropriate spoken and written texts. Concepts in critical analysis will provide the basis for improved persuasive communication, including the difference between convention, fact, opinion and preference; deductive and inductive proof; validity and truth; evidence; and the ethics of persuasion.

#### ECON5006

##### Economics of Law and Public Policy

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x3hr seminar/week **Assessment:** in class participation (15%), 1x10 min presentation (15%), 1x1500wd policy evaluation report (30%), 1x2hr final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit of study introduces tools to study the impact of laws and public policy on individual behaviours. We will critically evaluate empirical research produced by economists, sociologists, criminologists, and legal scholars. Topics will focus on criminal justice policy but will also cover other areas of law such as labour and social policy.

#### ECON5007

##### The Economics of Financial Markets

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x3hr lecture/week **Prerequisites:** ECON5001 or ECON5040 **Assessment:** 1x1.5hr mid-semester exam (30%), 1x1000wd assignment (20%), 1x2hr final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Financial markets play a fundamental role in a modern economy. In this unit of study we analyse how financial markets function, with a particular focus on: the factors underlying demand and supply; risk and uncertainty; incomplete contracts and renegotiation; and asymmetric information and its implications. In doing so, we identify the key features of markets for financial assets. The unit also examines the development of financial institutions and current issues in financial markets.

#### ECON5026

##### Strategic Business Relationships

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x3hr seminar/week **Assessment:** 1x1500wd assignment (25%); 1x1hr mid-semester test (25%); 1x2hr final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

A firm's success depends on both its internal and external strategic relationships. This unit of study analyses how a firm can manage these relationships. We examine agency problems within the firm, outlining ways that firms try to mitigate these issues. Strategic relationships with input suppliers examined. We discuss how firms can establish a strong bargaining position in these relationships. The optimal boundaries of the firm are also analysed. We also study how a firm's product-market strategy affects its relationship with its rivals in the output market.

#### ECON6008

##### International Money and Finance

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x3hr seminar/week **Prerequisites:** ECON5002 **Assessment:** 1x1hr Mid-semester test (30%), 1x1000wd Essay (15%), 1x2.5hr Final exam (55%), **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit covers the following topics: overview of the International Monetary System; foreign exchange markets, spot and future markets; swaps and options; arbitrage; covered and uncovered interest parity; exchange rate determination; forecasting exchange rate movements; exchange rate intervention; and the role of central banks.

#### ECON6016

##### Trade and Development

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x3hr seminar/week **Prerequisites:** ECON5001 or ECON5002 or ECON5040 **Assessment:** 1x1hr Mid-semester test (20%), 1x1500wd equivalent Seminar paper and presentation (20%), 1x2hr Final exam (60%), **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit is designed to highlight the relation between trade and development from an institutional and structural perspective, with appropriate modifications of received general economic principles, theories and policies. It closely studies the integration process of traditional segment of

a developing society into its modern counterpart in countries selected from Asia, Africa, Latin America, the Caribbean, and the Pacific regions. It examines role of the state and international institutions (like the International Monetary Fund, World Bank, World Trade Organization), rationale for trade, planning and market mechanisms in developing economies, and also socio-cultural preconditions and economic requirements for a market economy. It focuses on a wide range of developmental problems and issues (such as foreign aid, debt, investment, technology transfer) from both national and international points of view.

### ECON6018

#### Environmental Economics

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x3hr seminar/week **Prerequisites:** ECON5001 or ECON5040 **Assessment:** 1xSeminar paper and presentation equivalent to 1000wd (25%), 1x1.5hr Mid-semester test (25%), 1x2hr Final exam (50%), **Mode of delivery:** Normal (lecture/lab/tutorial) day

In this unit of study emphasis is exclusively concerned with market failures that impact on the natural environment. Attention is given to why these market failures occur and what role there is for regulation and government policy. Topics covered include efficiency and markets, market failure, externalities (e.g. pollution), various methods of regulating pollution, and measuring the demand for environmental quality.

### ECON6024

#### Private Equity

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x3hr lecture/week **Prerequisites:** ECON5001 or ECON5040 **Assessment:** 2500wd written assignments (50%), 1x2hr final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Private equity (PE) is crucial in developing new business ventures and promoting innovation. This unit investigates how PE firms operate, analysing the key strategic issues they face during the fundraising, investing and exit stages of the PE cycle. Topics covered include: the determinants and types of PE fundraising, the organisational structure of PE firms, the PE firm's investment decision, the PE firm-investee company relationship and the design of exit strategies. The role of PE in the broader economy is also discussed. Finally, we introduce some of the ethical issues PE firms face.

### ECON6029

#### Health Economics and Policy Evaluation

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x3hr seminar/week **Prerequisites:** (ECON5001 or ECON5040) and ECMT5001 **Assessment:** 1x1500wd assignment (20%); 1x1hr mid-semester test (20%); 1x2hr final exam (60%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

In this unit, students will engage in discussing major health care issues and applying econometric tools to assess the (cost)-effectiveness of health care policy reforms. The following topics are likely to be covered: (1) international health care systems and finance, (2) determinants of the demand and supply of health care and behaviours, (3) inequalities in health and access to care, and (4) current policy reforms such as the introduction of provider incentives and co-payments. Each topic will be accompanied by an empirical application and replication assignment.

## Business Information Systems

### Foundational unit of study

#### INFS5002

##### Digital Business Foundations

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3 hr seminar per week **Assessment:** group project (40%), case study presentation (10%), individual assessment (30%), mid-term exam (20%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit introduces students to the foundations of information systems and their emerging strategic role in transforming organisations and creating sustainable digital business models. Students develop an understanding of systems issues, information management and use, and how various digital technologies work together to create an infrastructure for digital business and how 'personal' technologies (such as social media) are disrupting 'business as usual'. The role of information systems in capturing and distributing organisational knowledge and in enhancing decision-making is explored. Students will gain an understanding of how the information systems function and the processes in organisations can be leveraged to create digital innovation and business transformation. Finally, the special challenges and opportunities created by the pervasiveness of technology and the future disruptions resulting from digital technologies is explored.

### Elective units of study

#### INFS6002

##### Strategic Information Systems Sourcing

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assumed knowledge:** Basic business information systems knowledge **Assessment:** Group assignment (25%), individual assignment (35%), and final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Strategic Information Systems Sourcing has at its core the cost-effective sourcing and delivery of IS solutions with the aim of supporting and enabling business strategy. It covers the procurement of in-house systems, outsourcing strategies and third-party IS sourcing (for example from 'the cloud'). The focus of this unit is on managerial decisions in relation to the design, implementation and delivery of an IS sourcing strategy, and the governance of IS sourcing solutions. Students develop knowledge of the concepts, tools and methodologies used in the negotiation and development of an IS sourcing strategy.

#### INFS6004

##### Business Transformation Projects

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x3hr seminar per week **Assumed knowledge:** Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How Information Systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. Desirable Experience as a member of a project team. **Assessment:** assignment 1 (10%), assignment 2 (40%), assignment 3 - report (40%), assignment 3 - presentation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

The forces that currently drive business transformation, such as globalisation, the IT revolution and environmental sustainability, require businesses to be in a constant state of change to stay competitive in turbulent markets. However, as companies need to maintain their current revenue

streams, they need to progress through a series of integrated business transformation projects. In this unit students learn how to analyse an organisation within a local and global context and develop knowledge of techniques required for managing technology-enabled business transformation projects. Topics covered include: the drivers of business transformation, managing change as a process, analysing information and processes, and planning, leading, sustaining, diffusing and learning from transformational projects.

### **INFS6012**

#### **Enterprise Systems Management**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** individual assignment (25%), group project (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit explores the strategic managerial issues that arise from the implementation and use of Enterprise Systems as a means of integrating data and standardising processes. The unit utilises a combination of practical sessions with an Enterprise System, such as SAP, and analyses based on readings of case studies to explore the long-term effects of strategic implementation decisions, and issues with regard to Enterprise System implementation projects. The unit explores the emergence and implications of cloud-based Enterprise Systems, and the part that Enterprise Systems play in an organisation's broader information infrastructure.

### **INFS6015**

#### **Business Process Management**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** individual assignment (25%), group assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit provides an overview of the business process architecture and life cycle from a management perspective. It provides a detailed understanding of the concepts, strategies, tools and technologies required for modelling, analysis, design, improvement, integration, performance measurement and governance of business processes (both intra- and inter-enterprise) in any organisational and/or value chain context and relevant industry standards. The unit also develops practical skills in modelling, redesigning and improving business processes using various business process management software tools/suites.

### **INFS6016**

#### **Technology Enabled Business Innovation**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1 x 3hr seminar per week **Assumed knowledge:** INFS6004 and; Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in the market is essential in order to critically analyse how and where a business can be innovative. Some knowledge of how technology can be applied in a business is also essential. Experience as a member of a project team is desirable. **Assessment:** individual project proposal (10%), group project report (45%), group project presentation (5%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit develops knowledge and skills in innovative, technology-enabled business models and strategies from a management perspective. The unit facilitates a better understanding and application of the concepts, strategies, tools and technologies necessary for undertaking business innovation. From basic knowledge of business models and essential business processes, this unit increases awareness and understanding of stakeholders, their capabilities and their limitations in the strategic convergence of technology and business. It provides insights into the technology and infrastructure required to support commerce in the 21st Century and supports development of student capabilities to analyse, develop and evaluate innovative technology-enabled business strategies and models.

### **INFS6018**

#### **Managing Business Intelligence**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3hr seminar per week **Assumed knowledge:** Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How information systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. (ii) Desirable Experience as a member of a project team. **Assessment:** tutorial work (10%), mid-semester exam (35%), project report (30%), project presentation (10%), reflective summary (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Business Intelligence (BI), increasingly known as Business Analytics, is a major source of competitive advantage in the Information Age and is therefore a leading business priority globally. In recent times, this field has evolved from a technology topic to a management priority, creating an unprecedented demand for new management skills. Taking a business rather than technology perspective, this unit covers all aspects of the enterprise BI ecosystem in the context of strategic and operational BI, including all five stages of BI evolution. Topics include assessment and management of organisational data quality, multidimensional data modelling and integration, management of structured and unstructured data (including those created by social media), business aspects of data warehousing, innovation through advanced analytics, BI driven performance management, business process intelligence, active enterprise intelligence, and management of complex BI projects. Access is provided to the largest world-wide community of BI academics and industry practitioners called TUN ([www.TeradataUniversityNetwork.com](http://www.TeradataUniversityNetwork.com)). The hands-on experience in using a commercial BI platform, combined with in-depth analytical skills, will enable students completing the unit to help any organization (regardless of its size and industry domain) to derive more intelligence from its data and compete on analytics. This unit does not require programming experience; it is suitable for both current and aspiring BI practitioners as well as general business practitioners from any functional area interested to learn how to start and lead BI-related initiatives.

### **INFS6023**

#### **Data Visualisation**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 3hr workshop (once per week), weeks 1-13. **Assessment:** workshop participation (10%); individual project journal (15%); project report (35%); project presentation (15%); reflective summary (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Data visualisation, story-telling, and scenario development have been identified as the most prominent analytical practices of tomorrow. This unit seeks to equip students with necessary knowledge and data visualisation skills, acquired through real-life project inspired by the leading industry practices. Students will also develop a 'holistic' view of data visualisation in practice and will acquire 'thinking tools' to deal with its organisational and societal challenges. This unit focuses on business/organisational decision makers and their use of data visualisation. As such this unit does not require any prior IT, computer science or data science experience.

**INFS6032****Agile Project Management**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3 hr seminar per week **Assessment:** weekly learning journals (30%), in-class agile activities (15%), agile group project report (25%), essay (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Traditional approaches to project management and design work well under stable conditions, when intended outcomes are well understood. Yet, under conditional of market disruption, in innovation projects, new product development or for start-up businesses, traditional methods are often restrictive and inflexible. Agile Project Management and Design Thinking offer alternative approaches that value continuous change, flexibility, time-to-market, interactive learning and self-organisation over rigorous planning and design processes. In this unit you will learn the ethos, principles, and methods of agile project management and design thinking. You will experience hands-on techniques such as design thinking, learn management and Scrum as applied in practice. Learning will revolve around practical activities, insights from experienced guest speakers and case studies representing various industries.

**Business Law****Foundational unit of study****CLAW5001****Legal Environment of Business**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** Three hours of classes per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Assessment:** case analysis (20%), mid-semester exam (35%), final examination (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

All business conduct is regulated by the law. Every transaction and every relationship is governed by an increasingly complex mix of statutory and judge-made laws. The ability to identify and manage legal risks, and knowledge of compliance and dispute resolution strategies, are essential business management skills. This unit examines the legal framework and regulatory regime within which all businesses operate in Australia and in a global economy. It introduces students to the legal implications of commercial conduct and provides an overview of the Australian legal system and threshold legal concepts of agreement, ownership, and civil and criminal liability. Key areas of substantive business law are examined including contracts, torts (in particular negligence and the economic torts), property and securities, and crime. The unit also provides students with an overview of areas of legal regulation with an increasingly significant impact on business operations including: privacy, intellectual property rights, competition law, consumer law (in particular advertising regulation, product liability and unfair contracts), misleading conduct and unconscionable conduct.

*Textbooks*

Business and the Law 6th edition, Andrew Terry.

**Compulsory unit of study****CLAW6002****Corporate Structures in Practice**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** One three hour class per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Prerequisites:** CLAW5001 **Assessment:** Executive report (30%), mid-semester exam (20%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

The corporation is the dominant structure adopted for business undertakings globally. This unit aims to demystify corporate regulation and its impact in the contemporary commercial context with a view to introducing students to the types of issues they will encounter in the real world of corporations. The unit reviews business structures (joint ventures, partnerships, trusts and companies) from a business perspective with a focus on the corporate form. The unit also examines the different options available for the conduct of businesses and the different stages of the corporate life cycle, including: how corporations are brought into existence and the characteristics attained upon incorporation; how corporations undertake certain activities (including entry into contracts, fundraising, issuing shares, paying dividends); how corporations are managed and power is distributed between participants, how the law places certain duties and obligations upon those who manage corporations; the consequences which may result from any breach of those duties and obligations; and managing corporations in financial distress, liquidation and de-registration. It takes an application-based approach which gives the unit a practical as opposed to theoretical orientation. Current issues in corporate regulation in Australia and internationally are discussed to provide students with an understanding of the types of issues which confront different types of corporations, and how these issues impact upon their management and the discharge of corporate responsibility.

**Elective units of study****CLAW6007****Issues in Law and International Business**

**Credit points:** 6 **Session:** Semester 2 **Classes:** One 3 hour class per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Prerequisites:** CLAW5001 **Assessment:** mid-semester exam (40%), case study presentation (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Globalisation enables successful businesses to tap into the international economy to find new and bigger markets for their goods and services. Entering the global marketplace also means greater risk, as businesses deal with new customers, and are forced to operate in unfamiliar legal environments where the "normal" rules of business often don't apply. This unit aims to provide students with an understanding of how the global economy is regulated (if at all), and to provide the tools needed to use international business law to minimise the risks of doing business in the global economy. Questions addressed include: What is international business law and what do I need to know?; What institutions ensure a level playing field for my business?; How do I make an agreement to sell my goods to foreign customers?; How do I protect those goods in transit?; How do I ensure payment for goods and services I provide?; How do I build a presence in a foreign market through local agents and distributors?; What considerations apply to entering and borrowing from foreign capital markets?; How can I safely do business online in the global virtual economy?; What if things go wrong?; and How do I fight foreign disputes by my rules and in my court?

### **CLAW6026**

#### **Taxation Law and Practice**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** One 3 hour class per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Prerequisites:** CLAW5001 **Assessment:** mid semester exam (20%), major assignment (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Taxation is an inevitable reality for all individuals and businesses. The impact of taxation on business structures, transactions and decisions is both real and significant. An understanding of how taxation law works is not only vitally important for professional accountants but is also an essential management skill in an increasingly complex business environment. This unit introduces students to the principal forms of taxation within the Australian taxation system with a focus on concepts and principles of income tax law. Students also learn how tax law is applied in practice. This unit covers key concepts of taxation in Australia (including the concepts of income, capital gains tax, deductions, and the residence and source principles) and examines the taxation of different entities (including partnerships, trusts and companies). The taxation of international business transactions is also considered.

### **CLAW6030**

#### **China's Legal Environment for Business**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Assessment:** mid-term exam (25%), presentation of proposed research area (10%), proposal of research paper (5%), research paper (50%), class participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

China has recently become the second biggest economy in the world and is Australia's most important trading partner. Australian businesses are increasingly engaging with China. This unit addresses the frequently asked question of how to do business with China. It addresses China's unique business environment which has resulted from its unique culture, history and demography, and examines the business regulations, tax system, and the administrative and compliance issues businesses will face when carrying on business with China. The unit first outlines the business environment in terms of culture, history, economics, demography, and government administration. It then provides students with an understanding of the legal environment that businesses will face in China. Through a hypothetical case study, different aspects of business regulation such as contract, entity structure, mergers and acquisition, property and intellectual property rights, the tax system, different tax types and associated international issues, and social insurance are analysed.

### **CLAW6031**

#### **International Financial Crime**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** test (20%), group assignment (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

International financial crime occupies a leading place on the international governance agenda. It has a devastating impact on national economies, international security and human development. This unit examines key international financial crimes such as investment fraud, corruption, tax evasion, money laundering and terrorist financing. Students gain an understanding of how these crimes are committed, detected and prosecuted. They analyse the changing regulatory environment and the new risks facing businesses and the professions. The role of bank secrecy and tax havens in facilitating financial crime is also studied. There is a special focus on the prevention of financial crime, and the regime for tracing, freezing and recovery of illicit assets. The unit draws on case studies from Australia, United States, Europe and Asia so as to gain a better appreciation of the national and international responses to international financial crime.

### **CLAW6032**

#### **Regulating Innovation and Distribution**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** class participation and engagement (20%); individual assignment (30%); group assignment: presentation (20%); group assignment: research paper (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Business today operates in an increasingly complex and constantly changing environment in which success depends on the ability to innovate and compete. This unit examines three key legal frameworks - intellectual property, fair trading and competition law - within which innovation and contestability in markets takes place. Intellectual property regulation seeks to promote invention and creativity and to discourage imitation and free riding. Fair trading regulation provides standards of conduct for B2B and B2C transactions. Competition law promotes fair markets by prohibiting practices which damage competition. The unit focuses on franchising as a business model, to provide the context to examine how these regulatory frameworks operate and interact in a commercial environment.

### **CLAW6033**

#### **International Business Tax Strategy**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Assessment:** class performance (10%), mid-semester test (20%), individual assignment (20%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Taxation strategy of an international business has significant impact on not only the overall financial performance of the enterprise, but also the quantum of tax revenue that governments can collect. The increasing globalisation and integration of operations of multinational enterprises, together with the ingenuity of the army of tax advisors, provides ample opportunities for international tax planning. This unit introduces students to international tax principles and practices. Students will learn how the international tax rules are implemented in practice, and tax strategies that international businesses can adopt to minimise their global tax liabilities. Case studies on major multinational enterprises, such as Apple and Google, will be used to analyse and evaluate the international tax rules and business tax strategies. This unit will cover the fundamental residence and source principles, the taxation of inbound and outbound investments, the taxation of international finance, and common international tax strategies of multinational enterprises, including tax arbitrage between tax rules of entity classifications, the tax treatment of debt and equity, and transfer pricing.

### **CLAW6034**

#### **Commercial Property Law**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3 hour workshop per week **Assessment:** mid-semester exam (20%), group assignment (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit provides an introduction to commercial property law, including a general understanding of the fundamentals of commercial law. Students learn about the registration systems of real property and personal property. The unit assists students in understanding how businesses and investors acquire and dispose of interests in property, including various methods of holding property interests, such as through corporations, trusts, and listed vehicles. There is a critical analysis of the legal aspects of securitisation of property interests, including legal risks in facilitating securitisation. The concept of due diligence and disclosure obligations, as well as the public policy limits on domestic and foreign investment in property is examined. Students gain an understanding of how property disputes are resolved and the international dimensions of property law.

## Business Sustainability

### Compulsory unit of study

#### WORK6033

##### Organisational Sustainability

**Credit points:** 6 **Session:** Semester 1 **Classes:** Intensive **Prohibitions:** ECOF6110 or CLAW6028 **Assessment:** tests (30%), assignment (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Organisational sustainability is a critical part of contemporary managerial practice, focusing on organisations' economical, social and environmental impact. This unit critically evaluates the intentions, practices and outcomes of organisational sustainability initiatives. By applying relevant theoretical frameworks, students are encouraged to enhance their understanding of the role and responsibilities of management, the impact of organisations on employees, and the wider societal and environmental implications of contemporary organisational trends. With an emphasis on the human dimensions of organisational actions, this unit builds on foundational units of study in Management, Industrial Relations and Human Resource Management.

### Elective units of study

#### IBUS6012

##### Business Innovation and Sustainability

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3 hr lecture/seminar per week **Assessment:** individual assignment (60%); group assignment (30%); presentations (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Businesses are increasingly challenged for their sustainability. This unit centres on addressing significant business and societal challenges by balancing sustainability and innovation. Topics include current and future challenges of innovation and sustainability for business. This unit is structured around learning from seminar and practice. Students are required to work in a way which delivers sustainability.

#### INFS6022

##### Systemic Sustainable Development

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Assessment:** assignment 1 (10%), assignment 2 (40%), assignment 3 - report (40%), assignment 3 - presentation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

In this unit of study students will engage comprehensively and critically with the challenges and opportunities presented to businesses by the United Nation's agenda of sustainable development. This UN agenda outlines a systemic development concept for the period 2016-2030 covering four critical dimensions: economic development, social inclusion, environmental sustainability, and good governance. The key idea of this framework is the mobilisation of key all societal actors in the public and private sectors, in order to achieve a transition from 'business-as-usual' thinking towards a sustainable development path. As the principal engine for economic growth and job creation, but also the principal consumers of natural resources, businesses have a critical role to play in this process. Critically, businesses will have to develop and deliver many of the new technologies, organizational models, and management systems that are required in this transition. Against this background, in this unit of study you will analyse how business leaders and managers can transform their companies towards systemic sustainable development. You will learn to apply relevant theoretical frameworks based on the practices of pioneering companies, and critically question the feasibility of the UN agenda in light of the competitive nature of business.

#### ITLS6008

##### Production and Operations Management

**Credit points:** 6 **Session:** Semester 2 **Classes:** 8 x 3hr lectures, 4x 3hr tutorials **Corequisites:** ITLS5000 **Assessment:** individual quiz 1 (15%); individual quiz 2 (15%); case study report (30%); final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Production and operations management designs, operates, and improves the processes and systems through which products are made and delivered. Firms can improve their productivity and gain competitive advantage through effective and innovative production and operations management. This unit offers a thorough examination of various production and operations management concepts from a supply chain perspective. The key teaching topics include operations planning hierarchy, resource management, capacity planning, quality management, retail operations, sustainable/green operations, and reverse logistics. Students learn about the successful production and operations management practices that have helped organisations improve the efficiency and effectiveness of their supply chains and create competitive advantage.

#### ITLS6103

##### Sustainable Transport Policy

**Credit points:** 6 **Session:** Semester 1 **Classes:** 11 x 3 hr lectures/tutorials, 1x full day field trip **Assessment:** individual report 1 (25%), individual report 2 (15%), group presentation (20%), final exam (40%) **Mode of delivery:** Block mode

Transport policy decisions shape contemporary life around the world and the connections between transport and land use are instrumental in designing effective policy in this domain. The unit provides an introduction to the context for policy making, how decisions are made, relationships with short- and long-term strategic planning, and how policy has become intertwined with broader sustainability concerns. The unit will then develop the student's ability to assess contemporary issues in sustainable transport policy such as liveable environments, climate change, the role of the built environment in sustainable cities, social inclusion, parking policy, human health and safety, active travel, the challenges of low density transport, the regulation of public transport, fare policies for public transport and other contemporary issues. Each issue will consider the

problem and assess the success of existing policy and/or the need for new policy and what this might look like. The unit is particularly suited to students with broad interest in transport, urban planning, and environmental/sustainability issues.

### **PHYS5031**

#### **Ecological Econ and Sustainable Analysis**

**Credit points:** 6 **Teacher/Coordinator:** Dr Arunima Malik **Session:** Semester 1 **Classes:** 1.5-hour lecture interspersed with hands-on exercises per week, and 1 hour seminar per week. **Assessment:** Essay, presentation and comprehensive diary/notes from lectures (100%). **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit of study introduces contemporary topics from Ecological Economics and Sustainability Analysis, such as metrics for measuring sustainability; planetary boundaries and other natural limits; comparisons between ecological and environmental economics; valuing the environment; intergenerational discounting; global inequality with a focus on the climate change debate; and links between theories of well-being, human behaviour, consumerism and environmental impact. This unit includes guest lecturers from industry and research and an excursion. Each lecture includes hands-on exercises for practical skill-building. The unit sets the scene for the more detailed and specific units PHYS5032, PHYS5033, and PHYS5034.

### **PHYS5032**

#### **Techniques for Sustainability Analysis**

**Credit points:** 6 **Teacher/Coordinator:** Dr Arne Geschke and Prof Manfred Lenzen **Session:** Semester 1, Semester 2 **Classes:** 2.5-hour lecture including tutorial per week **Assessment:** Two assignments based on weekly homework sheets (100%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: Minimum class size of 5 students.*

This unit of study offers a practical introduction to quantitative analysis techniques including multiple regression, uncertainty analysis, integration, structural decomposition, and dynamic systems modelling, with a strong emphasis on demonstrating their usefulness for environmental problem-solving. This unit will show students how mathematics can be brought to life when utilised in powerful applications to deal with environmental and sustainability issues. Throughout the unit of study, example applications will be explained, including climate modelling, ecosystem trophic chain analysis, linking household consumption and environmental impact, identifying socio-demographic drivers of environmental change, and the uncovering the effect of land use patterns on threats to species.

## **Finance**

### **Foundational unit of study**

#### **FINC5001**

##### **Capital Markets and Corporate Finance**

**Credit points:** 6 **Session:** Intensive January, Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** mid semester-test (20%), major assignment (25%), and final examination (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit provides an introduction to basic concepts in corporate finance and capital markets. It is designed to equip students to undertake further studies in finance. After reviewing some very basic ideas in finance and financial mathematics, the unit provides an introduction to the valuation of equity and debt securities and companies. The unit then examines issues related to pricing in capital markets and ends with a discussion of theory and practice related to capital structure and dividend policy.

### **Compulsory unit of study**

#### **FINC6001**

##### **Intermediate Corporate Finance**

**Credit points:** 6 **Session:** Intensive January, Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester test (30%), major assignment (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit extends some of the fundamental concepts introduced in FINC5001 Capital Markets and Corporate Finance, and develops a rigorous framework for the analysis and understanding of key aspects of corporate financial decision making. Fundamental concepts in corporate finance are extended to more complex settings. The unit examines more advanced approaches to asset pricing and capital budgeting. New topics are covered in relation to derivative securities and real options applications in capital budgeting. The issues of the cost of capital, corporate capital structure, and corporate dividend policy, are extended to cover the interaction of corporate and personal taxation, agency problems, and information signalling.

### **Elective units of study**

#### **CLAW6031**

##### **International Financial Crime**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** test (20%), group assignment (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

International financial crime occupies a leading place on the international governance agenda. It has a devastating impact on national economies, international security and human development. This unit examines key international financial crimes such as investment fraud, corruption, tax evasion, money laundering and terrorist financing. Students gain an understanding of how these crimes are committed, detected and prosecuted. They analyse the changing regulatory environment and the new risks facing businesses and the professions. The role of bank secrecy and tax havens in facilitating financial crime is also studied. There is a special focus on the prevention of financial crime, and the regime for tracing, freezing and recovery of illicit assets. The unit draws on case studies from Australia, United States, Europe and Asia so as to gain a better appreciation of the national and international responses to international financial crime.

**FINC6000****Quantitative Finance and Derivatives**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Prohibitions:** FINC5002 **Assumed knowledge:** This unit requires students to have some background in calculus, matrices, statistics and probability. **Assessment:** assignment (20%), mid-semester exam (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit provides students with an introduction to quantitative models and techniques in finance. Topics covered include basic stochastic calculus, probability measures and the role of numeraires, Black-Scholes and Hull-White models, and the theoretical and numerical techniques for valuing derivatives. There is a focus on both the intuitive and mathematical understanding of these topics, as well as their application to problems in quantitative finance.

**FINC6005****Advanced Asset Pricing**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 or FINC5002 or FINC6000 **Assessment:** 2 x In class test (2x15%), assignment (20%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

*Note: Only students with strong quantitative/mathematical skills should attempt this course*

This unit covers the fundamentals of asset pricing and valuation, under equilibrium conditions and under no-arbitrage restrictions. It reviews the main themes in modern asset pricing, and introduce ideas of importance to the evolution of the discipline, and consequently of relevance to a practitioner's long term perspective. The unit emphasises quantitative methods, so students are required to have fairly strong mathematical skills. Nevertheless, the mathematical tools needed in the unit are adequately reviewed.

**FINC6007****Financial Strategy**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** individual assignment (20%), group assignment (30%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit explores value investment principles used in investment strategies. Both investment strategies and company strategies are analysed to examine how to translate a company's strategy into shareholders' profit. The unit also provides students with the skill set of analysing and interpreting financial reports, identifying good investment and avoiding financial scandals. Great investment practitioners' (Benjamin Graham, Warren E. Buffett and Charles Munger) works are studied in detail.

**FINC6009****Portfolio Theory and its Applications**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 or FINC5002 or FINC6000 **Assessment:** mid semester exam (20%), individual assignment (15%), group assignment (15%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit covers several aspects of modern/post modern portfolio theory. An introduction to mathematical optimisation techniques in the presence of uncertainty is covered and results from modern portfolio theory to the Capital Asset Pricing Model derived. The unit also examines other popular models such as the Arbitrage Pricing Theory and Black-Litterman Model and concludes with some topical examples from industry. There is a degree of mathematical sophistication associated with this unit and consequently students should be comfortable with a mathematical approach. However, the required mathematical tools are covered in the unit.

**FINC6010****Derivative Securities**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester exam (25%), assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit provides an introduction to the rapidly-growing area of options, futures and swaps. These securities are derived from fundamental securities such as equities and bonds. The unit examines the nature of each of type of derivative security before a thorough treatment of the pricing and use of these securities for investment management and risk management purposes.

**FINC6013****International Business Finance**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester test (25%), assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

In our highly globalised and integrated world economy, understanding international dimensions of financial management is essential for businesses. This unit provides a greater understanding of the fundamental concepts and the tools necessary for effective financial decision making by business enterprises, within a global setting.

**FINC6014****Fixed Income Securities**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester exam (25%), group assignment (25%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit covers the concepts required for investment in fixed income securities, managing bond portfolios and understanding debt markets. Topics covered include duration, convexity, interest rate risk, bond volatility and the term structure of interest rates. The more complex types of debt securities studied include mortgage backed securities, corporate bonds with embedded options such as convertible bonds and interest rate derivatives.

**FINC6015****Trading in Securities Markets**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester exam (30%), 2x group assignments (2x10%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day



This unit introduces students to core concepts of fundamental market design and structure, focussing on the processes that turn orders into trades in securities markets, and the forces that mould and effect order flow and execution. The unit provides insights into how the study of securities market microstructure can improve our understanding of today's global financial markets in order to: (a) facilitate better financing and investment decisions; (b) understand when, where and how to transact in financial instruments; and (c) make better use of the ever increasing flow of market information. An improved understanding of today's diverse financial markets allows for successful trading strategies to be developed in different instruments and across many markets, today and in the future.

#### **FINC6016**

##### **Financial Instruments and Markets**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** 2x mid-term exams (2x15%), assignment (20%), and final exam (50%)  
**Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit provides students with an introduction to Australian financial markets and an evaluation of the institutions, instruments and participants involved in the industry. The main markets evaluated include the equity, money, bond, futures, options, and foreign exchange markets. The relationship between the economic environment and these markets is examined.

#### **FINC6017**

##### **Mergers and Acquisitions**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Prohibitions:** ACCT6011 **Assessment:** mid-semester exam (20%), assignment (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

Mergers and acquisitions have become perhaps the most important activity of investment banks today. They provide a fundamental way for businesses to secure growth. To analyse mergers and acquisitions, most tools from modern financial economics are needed. The unit commences with a review of how existing businesses are valued, continues with an analysis of capital structure decisions, considers management incentives and examines issues in corporate control. It then examines the motives for mergers and acquisitions. Some acquisitions are motivated by value improvements created by correcting incentive problems, some acquisitions however are motivated by bad incentives that decrease value.

#### **FINC6021**

##### **Corporate Valuation**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester exam (25%), assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit applies all aspects of finance theory to the general problem of valuing companies and other financial assets. This requires a synthesis of the fundamental concepts of present value, cost of capital, security valuation, asset pricing models, optimal capital structures, derivative pricing and some related accounting concepts. The unit aims to reach a level of practical application that allows students to understand both the theoretical frameworks and institutional conventions of real world corporate valuations. Basic valuation concepts from accounting are reconciled with the finance theory on which firm value ultimately stands. Students are asked to make extensive use of Excel or similar software in valuation exercises.

#### **FINC6022**

##### **Behavioural Finance**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-term exam (30%), group assignment (20%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Behavioural finance examines how individual financial decision making and behaviour affect outcomes in financial markets. The unit begins with a review of the foundations of efficient markets, and then draws comparisons between the efficient ('economically rational') market and the less understood but possibly more realistic behavioural ('partially rational' or 'irrational') understanding of markets. The philosophy of the unit is that both viewpoints have advantages and each adds something new to our understanding of investor behaviour, both at the level of individual traders and at the level of the market interpreted as a mechanism for aggregating opinion and attitudes to risk.

#### **FINC6023**

##### **Financial Risk Management**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** Lab exercises (20%), group project (20%), mid semester exam (20%), and final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Risk is an integral part of financial decisions. Following the rapid evolution of the discipline of financial risk management, analysts must be prepared to access the level of risk in the marketplace. This unit explores the basic concepts of modelling, measuring and managing financial risks within the regulatory framework. Topics covered include market risk (value-at-risk and expected loss), credit risk (single name, portfolio, ratings and market based models, credit derivatives), liquidity risk and operational risk. To overcome the rather quantitative nature of the topics, the unit relies heavily on practical based lab exercises with emphasis on simulations, real life examples and case studies.

#### **FINC6024**

##### **Real Estate Finance and Investment**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid semester exam (25%), group project (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Real Estate Finance will provide graduates with the knowledge and skills to value and manage real estate within the context of a mixed-asset portfolio. In particular, this unit will explore the micro-economic and macro-economic foundations of real estate, real estate valuation techniques, property derivatives and securities, real estate portfolio management, capital management and listed real estate firms. Graduates can seek employment in the property management industry, funds management industry and financial analysis roles.

#### **FINC6025**

##### **Entrepreneurial Finance**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x3 hour lecture per week **Prerequisites:** FINC5001 **Assessment:** business plan (25%), quiz (20%), final examination (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit explores the considerations when planning the financial needs of new ventures and young companies. An overview of entrepreneurial finance reviews the concepts of valuation for entrepreneurial ventures and possible funding sources from the standpoint of the founder, management team and the funder. Fundamental valuation approaches considered in corporate finance are extended to model the opportunities and the capital structure relevant to a new venture. This unit examines the process of venture capital funding and the challenges of managing and funding growth. New topics are covered in relation to the growth and exit strategies employed by entrepreneurial ventures, as well as later stage financing, including mezzanine financing and buy-outs.

### FINC6101

#### Special Topic in Finance 1

**Credit points:** 6 **Session:** Intensive August **Classes:** 2x4hr seminars per week **Prerequisites:** FINC5001 **Assessment:** Depends on topic **Mode of delivery:** Block mode

*Note: Department permission required for enrolment.*

Study of a special topic in Finance at postgraduate level. Topics will vary from semester to semester according to staff availability and the presence of visitors.

### FINC6102

#### Special Topic in Finance 2

**Credit points:** 6 **Session:** Intensive August, Intensive March **Classes:** 2x 4hr seminars per week **Prerequisites:** FINC5001 **Assessment:** Depends on topic **Mode of delivery:** Block mode

*Note: Department permission required for enrolment.*

Study of a special topic in Finance at postgraduate level. Topics will vary from semester to semester according to staff availability and the presence of visitors.

## Infrastructure and Transport Management

### Foundational unit of study

#### ITLS5100

##### Transport and Infrastructure Foundations

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 12 x 3hr lectures, 1 x 2hr field trip **Prohibitions:** TPTM6241 **Assessment:** report 1 (20%), report 2 (20%), presentation (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This is the foundation unit for all transport and infrastructure management programs and should be completed in the first period of study.*

Transport and infrastructure plays an important role both in terms of personal mobility as well as accessibility of businesses and their transportation needs. This unit provides a comprehensive introduction to the role of transportation and infrastructure within the economy. The key concepts and theories needed for management of transport and infrastructure are introduced along with the analysis and problem solving skills needed for confident decision making. In providing the foundational knowledge for students in transport and infrastructure, the unit also introduces students to the professional communication skills needed. Examples and case studies are drawn from all modes of transport and infrastructure.

### Elective units of study - Table A

#### ITLS6500

##### Decision Making on Mega Projects

**Credit points:** 6 **Session:** Summer Main **Classes:** 8 x 3.5 hr lectures, 4 x 3.5 hr workshops. Refer to timetable for full details. **Corequisites:** ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 or INFS5001 **Assessment:** 2x individual assignments (40%), group assignment (30%), final exam (30%) **Mode of delivery:** Block mode

Infrastructure is crucial to economic performance; without it business cannot operate efficiently or competitively. Delivery of large infrastructure projects, however, is complex and despite many more megaprojects being undertaken than any time in history, the majority of these projects are completed significantly over budget and longer than planned. In this unit students will be introduced to megaproject decision making. The sources of social and technical complexity are discussed, issues of risk management and governance explored, and human biases in decision making are also highlighted. Strategies to overcome weaknesses in megaproject decision making are also outlined.

#### ITLS6501

##### Infrastructure Financing

**Credit points:** 6 **Session:** Winter Main **Classes:** 9 x 3.5 hr lectures, 3 x 3.5 hr workshops. **Assessment:** 2x individual assignments (50%), group assignment (25%), final exam (25%) **Mode of delivery:** Block mode

Infrastructure is the backbone of every economy. Investment in infrastructure has the capacity to enhance productivity and generate growth, and has multiplier effects that are not only economic but also social and environmental. The cost of infrastructure projects, however, can be substantial and funding these projects represents a significant challenge. In this unit, students explore the distinction between infrastructure financing and funding and the challenges in raising private finance. Students are provided with an understanding of the principles of infrastructure finance and the use of special purpose vehicles and how to structure alternative financing plans. Students learn how to develop approaches to procurement and tendering and understand issues associated with the commercial and financial structuring of Public Private Partnerships.

### Elective units of study - Table B

#### ITLS6101

##### Global Freight Logistics Management

**Credit points:** 6 **Session:** Semester 1 **Classes:** 7 x 3 hr lectures, 6 x 3 hr workshops **Prohibitions:** TPTM6440 **Assessment:** Individual report (25%); quiz (30%); group presentation (30%); individual case discussion (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Normal (lecture/lab/tutorial) day

This unit provides students with an understanding of the management of international freight, including express, freight forwarding, rail, trucking, air freight and ocean shipping. The unit covers underlying supply chain drivers of international trade flows and the demand for capacity in different

freight transport modes, as well as industry structure, institutional environment (customs, etc.) and market access. Building on this background the unit highlights the implications for profitable international logistics operations. The unit focuses on corporate strategies around fleet and network planning as well as revenue and cost management. The material covered in the unit takes into account recent developments in global and regional economic activity and discusses implications for the various sectors of the air, sea and intermodal freight businesses. This unit involves case studies and industry presentations, and analysis from the perspectives of shippers, carriers, end customers, regulatory bodies and investors.

### **ITLS6102**

#### **Strategic Transport Planning**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 6 x 3 hr lectures, 6 x 3 hr computer labs **Corequisites:** ITLS5200 or TPTM6495 **Prohibitions:** TPTM6350 **Assessment:** quiz 1 (20%), quiz 2 (20%), travel demand modelling (30%), case study (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit provides a basic understanding of the main principles underlying strategic transport models for forecasting, and the knowledge to critically assess forecasts of transport strategies made by transport planners. Students acquire knowledge of strategic forecasting models used by government and consultants as well as the methods to capture travel behaviour such as mode choice and route choice. Simple mathematical models are discussed in detail, along with numerical examples and applications in the Sydney Metropolitan Area, which are used to illustrate the principles of the methods. This unit equips students to build simple transport models in the computer lab using specialised transport planning software used by governments and consultants.

### **ITLS6103**

#### **Sustainable Transport Policy**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 11 x 3 hr lectures/tutorials, 1x full day field trip **Assessment:** individual report 1 (25%), individual report 2 (15%), group presentation (20%), final exam (40%) **Mode of delivery:** Block mode

Transport policy decisions shape contemporary life around the world and the connections between transport and land use are instrumental in designing effective policy in this domain. The unit provides an introduction to the context for policy making, how decisions are made, relationships with short- and long-term strategic planning, and how policy has become intertwined with broader sustainability concerns. The unit will then develop the student's ability to assess contemporary issues in sustainable transport policy such as liveable environments, climate change, the role of the built environment in sustainable cities, social inclusion, parking policy, human health and safety, active travel, the challenges of low density transport, the regulation of public transport, fare policies for public transport and other contemporary issues. Each issue will consider the problem and assess the success of existing policy and/or the need for new policy and what this might look like. The unit is particularly suited to students with broad interest in transport, urban planning, and environmental/sustainability issues.

### **ITLS6107**

#### **Applied GIS and Spatial Data Analytics**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 7 x 2 hr lectures, 7 x 4 hr computer labs **Prohibitions:** TPTM6180 **Assessment:** individual projects (40%); group project (20%); group presentation (10%); final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit assumes no prior knowledge of GIS; the unit is hands-on involving the use of software, which students will be trained in using.*

The world is increasingly filled with systems, devices and sensors collecting large amounts of data on a continual basis. Most of these data are associated with locations that represent everything from the movement of individuals travelling between activities to the flow of goods or transactions along a supply chain and from the location of companies to those of their current and future customers. Taking this spatial context into account transforms analyses, problem solving and provides a powerful method of visualising the world. This is the essence of Geographic Information Systems (GIS) and this unit. This unit starts by introducing students to the 'building blocks' of GIS systems, including data structures, relational databases, spatial queries and analysis. The focus then moves on to sources of spatial data including Global Positioning System (GPS), operational systems such as smartcard ticketing and transaction data along with web-based sources highlighting both the potential and challenges associated with integrating each data source within a GIS environment. The unit is hands-on involving learning how to use the latest GIS software to analyse several problems of interest using real 'big data' sources and to communicate the results in a powerful and effective way. These include identifying potential demand for new services or infrastructure, creating a delivery and scheduling plan for a delivery firm or examining the behaviour of travellers or consumers over time and locations. This unit is aimed at students interested in the spatial impact of decision-making and on the potential for using large spatial datasets for in-depth multi-faceted analytics.

## **Elective units of study - Table C**

### **ITLS5200**

#### **Quantitative Logistics and Transport**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 3hr computer workshop per week **Corequisites:** ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 **Prohibitions:** TPTM6495 **Assessment:** readiness assurance assessments (10%); computer exam (25%); individual report (25%); final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

Supply chain management as well as logistics, transport and infrastructure management relies on the ability to make effective decisions based on the information provided by careful analysis of data. Students undertaking this unit will develop a strong understanding of the basic techniques underpinning quantitative analysis and will develop highly marketable skills in spreadsheet modelling and the communication and presentation of data to support management decision making. This unit emphasises the practical aspects of quantitative analysis with computer based workshops. Students are guided through the basic theories used in decision making but emphasis is placed on how the theories are applied in practice, drawing on real world experience in quantitative analysis. The unit covers demand forecasting, spreadsheet modelling, optimisation of production and transportation using linear programming, simulation and basic statistics and linear regression techniques.

### **ITLS6301**

#### **City and Ports Logistics**

**Credit points:** 6 **Session:** Summer Main **Classes:** 20 x 1.5 hr lectures, 4 x 1.5 hr seminars, 4 x 1.5 hr workshops **Assessment:** quiz (10%), individual presentation (10%), individual essay (40%), final exam (40%) **Mode of delivery:** Block mode

This unit conveys the fundamentals of city and port logistics and thus develops each student into a competent practitioner with an understanding of the key concepts, techniques and management methods for the city and port logistics industries. The unit covers all aspects of management from planning and operation to security, efficiency and mitigation of environmental impact for all types of port. Technological changes and their implications for the city and port logistics, in particular intelligent transport systems and container terminal automation, are studied. The role of cities and ports in global supply chains is analysed. The relationship of cities and ports with their hinterlands as well as the concept of port-centric logistics is looked at in detail. The port-city interface as well as waterfront redevelopment is covered, with examples drawn from a number of countries. Port policy and the importance of competition and/or regulation are presented. Talks by city and port logistics professionals complements the lectures and provides students with windows on the workings of the city and port logistics industries.

## International Business

### Foundational units of study

#### IBUS5003

##### Global Business

**Credit points:** 6 **Session:** Intensive February, Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prohibitions:** IBUS5001 **Assessment:** in class participation (10%), mid-semester exam (20%), group presentation (10%), group project (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

This unit focuses on the application of strategic thinking in key business contexts with a particular focus on the global nature of business. Students gain knowledge about: (i) identifying and managing challenges and risks presented by operating in a global business environment; (ii) international business trade and foreign direct investment theories; (iii) country level factors that impact global strategy.

### Compulsory units of study

#### IBUS6001

##### International Business Strategy

**Credit points:** 6 **Session:** Intensive February, Semester 1, Semester 2 **Classes:** 1x 2 hr lecture and 1x 1hr seminar per week **Corequisites:** IBUS5003 **Prohibitions:** ECHS6008 **Assessment:** Individual assignments (70%) and group assignments (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit analyses how multinational firms leverage their capabilities and competencies to create competitive advantages in international and global markets. Topics include assessing foreign market attractiveness; understanding the impact of differences in legal, cultural, political and economic regimes; evaluating international political and economic risk; building and operating global networks, including entry mode choice; understanding how managers design organisational architecture and implement internal control and incentive mechanisms; and assessing the challenges of global citizenship, ethical behaviour and social responsibility for international business. Problem-based learning, with case study workshops, is an integral part of the unit.

#### IBUS6002

##### Cross-Cultural Management

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** Participation (10%), culture report (10%), case study (20%), mid-semester exam (in class) (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

An understanding of cultural differences and how to manage such differences is critical to effective management in international and multi-cultural business environments. The aim of this unit is to provide conceptual frameworks and evidence from practice that will develop an understanding of the ways in which cultures differ, how these differences can impact on management, and how cultural issues can limit organisational effectiveness. Major topics include the significance of culture in international management, the meaning and dimensions of culture, comparative international management and leadership styles, managing communication across cultures, ethics and social responsibility in global management, cross-cultural negotiation and decision-making, forming and managing global teams, and developing the international and global manager.

### Elective units of study

#### ACCT6002

##### International Accounting

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 1hr lecture and 1 x 2hr tutorial per week. **Prerequisites:** ACCT6001 **Assessment:** final exam (50%), test 1 (15%), test 2 (15%), assignment (10%), oral presentation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Many of the topics in an international accounting unit have a domestic counterpart. However, new factors and complications arise in the international arena. Some of these are (1) diversity of laws, practices, customs, cultures, and competitive circumstances; and (2) risks associated with fluctuating exchange rates, differential rates of inflation, and unstable property rights. International accounting discusses issues from the perspective of companies that have internationalised their finance and/or their operations. It has a comparative aspect, comparing accounting across countries. It deals with corporate reporting and disclosure across national boundaries. It also deals with the harmonisation of the worldwide diversity in financial reporting, in particular, convergence around International Financial Reporting Standards. It discusses consolidation issues that arise from multinational operations.

#### CLAW6007

##### Issues in Law and International Business

**Credit points:** 6 **Session:** Semester 2 **Classes:** One 3 hour class per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Prerequisites:** CLAW5001 **Assessment:** mid-semester exam (40%), case study presentation (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Globalisation enables successful businesses to tap into the international economy to find new and bigger markets for their goods and services. Entering the global marketplace also means greater risk, as businesses deal with new customers, and are forced to operate in unfamiliar legal environments where the "normal" rules of business often don't apply. This unit aims to provide students with an understanding of how the global economy is regulated (if at all), and to provide the tools needed to use international business law to minimise the risks of doing business in the

global economy. Questions addressed include: What is international business law and what do I need to know?; What institutions ensure a level playing field for my business?; How do I make an agreement to sell my goods to foreign customers?; How do I protect those goods in transit?; How do I ensure payment for goods and services I provide?; How do I build a presence in a foreign market through local agents and distributors?; What considerations apply to entering and borrowing from foreign capital markets?; How can I safely do business online in the global virtual economy?; What if things go wrong?; and How do I fight foreign disputes by my rules and in my court?

### **CLAW6030**

#### **China's Legal Environment for Business**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Assessment:** mid-term exam (25%), presentation of proposed research area (10%), proposal of research paper (5%), research paper (50%), class participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

China has recently become the second biggest economy in the world and is Australia's most important trading partner. Australian businesses are increasingly engaging with China. This unit addresses the frequently asked question of how to do business with China. It addresses China's unique business environment which has resulted from its unique culture, history and demography, and examines the business regulations, tax system, and the administrative and compliance issues businesses will face when carrying on business with China. The unit first outlines the business environment in terms of culture, history, economics, demography, and government administration. It then provides students with an understanding of the legal environment that businesses will face in China. Through a hypothetical case study, different aspects of business regulation such as contract, entity structure, mergers and acquisition, property and intellectual property rights, the tax system, different tax types and associated international issues, and social insurance are analysed.

### **CLAW6033**

#### **International Business Tax Strategy**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Assessment:** class performance (10%), mid-semester test (20%), individual assignment (20%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Taxation strategy of an international business has significant impact on not only the overall financial performance of the enterprise, but also the quantum of tax revenue that governments can collect. The increasing globalisation and integration of operations of multinational enterprises, together with the ingenuity of the army of tax advisors, provides ample opportunities for international tax planning. This unit introduces students to international tax principles and practices. Students will learn how the international tax rules are implemented in practice, and tax strategies that international businesses can adopt to minimise their global tax liabilities. Case studies on major multinational enterprises, such as Apple and Google, will be used to analyse and evaluate the international tax rules and business tax strategies. This unit will cover the fundamental residence and source principles, the taxation of inbound and outbound investments, the taxation of international finance, and common international tax strategies of multinational enterprises, including tax arbitrage between tax rules of entity classifications, the tax treatment of debt and equity, and transfer pricing.

### **FINC6013**

#### **International Business Finance**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester test (25%), assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

In our highly globalised and integrated world economy, understanding international dimensions of financial management is essential for businesses. This unit provides a greater understanding of the fundamental concepts and the tools necessary for effective financial decision making by business enterprises, within a global setting.

### **IBUS6003**

#### **Managing International Risk**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** international risk analysis 1 (20%), international risk analysis 2 (30%), risk management proposal (20%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit introduces students to the multi-level risk environments encountered by multinational enterprise and the processes and strategies that can be employed to identify, assess, manage and mitigate risk. Topics covered include multinational enterprise and expropriation, sovereign risk and corruption, political and regulatory risk, brand and corporate reputation risk management, managing anti-globalization protests and consumer boycotts, terrorism risk, and executive risk and risk management and a short introduction to financial risk and risk management. The unit also introduces the various analytical approaches involved in designing risk identification systems, reporting and monitoring protocols, and how risk is able to be assessed, prioritized and effectively managed. The unit emphasizes a problem case based approach to learning using workshops and simulation exercises.

### **IBUS6004**

#### **International Business Alliances**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1 x 3 hr lecture/seminar per week **Assessment:** group project (30%), individual project (50%), final exam (20%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Collaboration to achieve competitive advantage is one of the most commonly recommended cross border strategies. However, international alliances can take many different forms, and they can serve many different purposes. Managing international alliances raises a series of different issues for the alliance partners to manage. This unit examines the issues raised and considers the reasons for success and failure of international alliances. It looks at the forms that partnerships can take, it examines the methods for choosing among potential partners, it examines the potential forms of collaboration and the level of resources each may require. Managing the partnership for maximum advantage, avoiding possible risks, and deciding how and when to end the partnership, all are further issues that managers must consider. The unit considers these questions in the framework of general theoretical approaches, and pays particular attention to discussion of individual cases.

### **IBUS6005**

#### **Ethical International Business Decisions**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3 hour seminar per week from week 1 to week 13 **Assessment:** Group assignments (40%), final exam (30%), and individual assignments (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

In order to succeed in international business, both corporations and individuals need broad decision-making abilities. Business decision-making tools yield more coherent and justifiable results when used with an understanding of the ethical, social and environmental aspects of the process. This applies to various situations in the international business setting including business relations with government, customers, employees, and NGOs. This unit is designed to look at these non-financial elements in the decisions made within the international business context. Upon completion of this unit, students will have enhanced skills and knowledge relevant to the understanding of ethical issues and ethical decisions making in international business organisations.

### **IBUS6006**

#### **Comparative International Management**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr class per week **Assessment:** mid-semester exam (25%), final exam (35%), group research project (30%), peer evaluation (5%), participation (5%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

The triad regions, Japan, the United States, and the European Union, together are the homes of almost all of the world's largest 500 corporations. They account for a large majority of world exports. They provide most of the world's outward flows of foreign direct investment, and in addition, they are the recipients of most of inward FDI flows. However, they are very different, in firm structure, in regulatory environment, and in the relations between private firms and government agencies. Dealing with them as competitors, customers, suppliers, or partners requires international managers to be aware of these differences and to vary their strategies accordingly. This unit compares the structure and operations of triad firms, and the ways that government agencies frame the operating environment in each region. The unit looks at the ways firms in each region seek competitive advantage, and how governments have supported them. In addition to the specific knowledge of the habits and tendencies of Japanese, United States, and European firms, the techniques of analysis developed in this unit are applicable to a wide range of competitive situations across the global economy.

### **IBUS6007**

#### **International Business Special Project**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 2 x 3 hr seminars day pre-departure seminar (Sydney), 30 hrs lectures in country action-research, 1x 3hr seminar post trip (Sydney) **Assessment:** Individual Assessments (75%), and Group Assessments (25%) **Mode of delivery:** Supervision

*Note: Department permission required for enrolment.*

The special project in International Business provides students with an opportunity to undertake a supervised research project on an approved topic.

### **IBUS6008**

#### **Export Management**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** individual assignment part 1 (30%), individual assignment part 2 (30%), final test (30%), class preparation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Exporting is a key international business activity, especially for small and medium-sized enterprises (SMEs). This unit covers both the theory and practice of export management. The main areas covered in the unit are: 1) preparing to export (export stimulation, export readiness and planning), 2) forming and maintaining relationships with intermediaries (including legal considerations), 3) managing risks and export finance, 4) filling export orders. The unit therefore covers both the operational and strategic challenges associated with the exporting process.

### **IBUS6018**

#### **Business Negotiations**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3 hour seminar per week **Assessment:** in-class exercises (33%), assignment (33%), final exam (34%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: Note: this unit requires participation in a number of negotiations. Preparation for these negotiations, which are a large part of the grade, will require time-pressured reading of material in class.*

This course is aimed at making you feel more comfortable and confident with the negotiation process. The course is taught as a 'flipped classroom', meaning that the content of the course is primarily taught outside of class, through brief written lectures, and class time is used to assimilate that knowledge through at least a dozen marked role-play negotiations, debriefs of those negotiations, problem-solving workshops and international negotiation case study analysis. You will also be taught how to develop your own negotiation strategies and tactics using a combination of multiple psychological, economic and legal concepts from the course.

### **IBUS6019**

#### **Strategy and Emerging Markets**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1X 3 hour lecture/seminar per week **Assessment:** case analysis (20%), class leadership presentation (10%), in-class activity and quiz (10%), mid-term exam (15%), final exam (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Do you have an Emerging Market Strategy? This is a question that an increasingly large number of company managers, especially in the developed western world, are trying to answer. This unit lays the foundations of strategy making in emerging markets, with an emphasis on four of the largest emerging markets of the world today - Brazil, Russia, India and China - often termed as the BRIC countries. Utilising frameworks from mainstream strategy and international business disciplines, the unit analyses emerging markets from the perspective of primarily two simultaneous phenomena - multinationals from developed markets trying to tap into emerging markets, and companies from emerging markets globalising their operations and consequently changing the global competitive landscape.

### **IBUS6020**

#### **Enterprise Management in China**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3 hour seminar per week **Prohibitions:** CHSC6902 **Assessment:** class participation (10%), group presentation (10%), in-class exam (10%), group case project (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit focuses on China's globalising business environment from an enterprise perspective by analysing the way in which enterprises are embedded in a dynamic economic, legal and political environment and the consequences that arise for enterprise management and entrepreneurship. The unit combines theoretical analysis of the interrelationship of markets, firms and institutions with detailed, practical case

studies of domestic and transnational business activities. Students are able to familiarise themselves with different types of enterprises including the local private sector, state-owned enterprises and foreign owned enterprises operating in China as well as Chinese enterprises expanding into global markets through joint ventures, strategic alliances and mergers and acquisitions.

### **IBUS6022**

#### **Business and Management in India**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** take home case analysis (30%), critical summary (20%), final report (50%)  
**Mode of delivery:** Normal (lecture/lab/tutorial) day

India has gained prominence in last two decades and largely viewed as second to China in the development race. While India has significantly liberalised its economy, it remains a difficult market to successfully penetrate and offers unique challenges and opportunities. This unit focuses on achieving a comprehensive understanding of India as a significant global actor and unravel the complexities of the market it represents. Particular emphasis is given to India's institutional environment that epitomises the market conditions for local and international business to succeed in India as well as enhance their global competitiveness. Furthermore, this unit focuses on individual and firm level attributes that are necessary to survive and prosper in the Indian marketplace. How Indian businesses are globalising their operations on the basis of unique competencies is also discussed.

### **MKTG6013**

#### **International and Global Marketing**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** MKTG5001 **Assessment:** midterm (15%), participation (15%), written report and reflection (23%), oral presentation (10%), research component (2%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit aims to give students an understanding of international marketing concepts by using the framework of marketing mix elements of product, price, distribution and promotions, and highlights their importance in a rapidly changing global economy. Topics include the 'scope and environmental factors (PEST)' including 'culture'; 'globalisation versus internationalisation and multinational corporations'; 'international and global products, services and brands', 'market size assessment'; 'foreign market selection'; 'foreign market entry mode'; 'pricing for international markets'; 'international distribution channels'; and 'international promotions (global vs. multinational approaches) and strategies'. Understanding these concepts help students develop skills in designing and implementing marketing strategies in diverse international country contexts.

## **Logistics and Supply Chain Management**

### **Foundational unit of study**

#### **ITLS5000**

##### **Foundations of Supply Chain Management**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 8 x 3 hr lectures, 5 x 3 hr tutorials **Prohibitions:** TPTM6155 or TPTM5001 **Assessment:** Individual report (20%), group report (30%), quiz (10%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

Logistics and supply chain management functions can account for as much as half of the total costs of running a business. The success of a firm's logistic and supply chain management not only impacts on the profitability of a firm but also has a significant and growing impact on customer experience and satisfaction. Logistics and supply chain management plays a major role in implementing organisational strategy and in many industries has sole responsibility for managing customer service. An understanding of the role of this activity within an organisation and how improving logistics and supply chains can assist business managers to better respond to market opportunities is essential for business students. Students undertaking this unit are given a solid grounding in the language, concepts, techniques and principles that underlie the field of logistics and supply chain management, and how knowledge of these concepts contributes towards a strategically effective and operationally efficient organisation or network of organisations.

### **Elective units of study**

#### **ITLS5200**

##### **Quantitative Logistics and Transport**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 3hr computer workshop per week **Corequisites:** ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 **Prohibitions:** TPTM6495 **Assessment:** readiness assurance assessments (10%); computer exam (25%); individual report (25%); final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

Supply chain management as well as logistics, transport and infrastructure management relies on the ability to make effective decisions based on the information provided by careful analysis of data. Students undertaking this unit will develop a strong understanding of the basic techniques underpinning quantitative analysis and will develop highly marketable skills in spreadsheet modelling and the communication and presentation of data to support management decision making. This unit emphasises the practical aspects of quantitative analysis with computer based workshops. Students are guided through the basic theories used in decision making but emphasis is placed on how the theories are applied in practice, drawing on real world experience in quantitative analysis. The unit covers demand forecasting, spreadsheet modelling, optimisation of production and transportation using linear programming, simulation and basic statistics and linear regression techniques.

#### **ITLS6002**

##### **Supply Chain Planning and Design**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 6 x 3.5 hr lectures, 6 x 3.5 hr computer labs. **Prerequisites:** ITLS5200 or TPTM6495 or STAT5002 **Corequisites:** ITLS5000 or TPTM6495 **Prohibitions:** TPTM6190 **Assessment:** 2x computer exams (40%), assignments (40%), final exam (20%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Normal (lecture/lab/tutorial) day

Successful supply chain management relies upon informed decision making. This unit explores a range of important decisions, and equips students with a toolkit of models and analytical methods that can assist in making informed decisions. The first set of decisions concern supply chain design and strategy, and includes network design and facility location. These decisions provide structure to the supply chain, set the boundaries within which planning decisions will be made, and impact on supply chain performance over the long term. In contrast, planning

decisions provide value over the medium and short term. Here, this unit will cover aggregate planning, sales and operations planning, and inventory control. Special attention will be placed on how to handle uncertainty and risk within the supply chain.

### ITLS6003

#### Contemporary Procurement

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 9 x 3 hr lectures, 8 hr workshop, 1 x 3 hr industry forum **Corequisites:** ITLS5200 or QBUS5001 **Prohibitions:** TPTM6400 **Assumed knowledge:** Basic ability to work with Excel is assumed. **Assessment:** quiz (30%), group presentation (20%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Procurement practitioners have to be able to generate insights from large volumes of transactional, aggregate, structured and unstructured data resulting from growing stakeholder needs, the globalisation of supply markets, evolving regulatory environments and relevant technological changes. This unit explores challenges in procurement practice using real procurement spend data from organisations with different strategic priorities. Students gain an appreciation of spend analysis techniques involving large datasets and an understanding of how the insights are applied in the context of category strategies, sourcing risk management, negotiations and ethical sourcing. The usefulness of large volumes of both structured and unstructured data for input to procurement strategy is explored. The unit includes an industry-led workshop and certificate component and is suitable for both early career procurement professionals as well as students interested in the application of data analytics in procurement.

### ITLS6007

#### Disaster Relief Operations

**Credit points:** 6 **Session:** Winter Main **Classes:** 6 x 3.5 hr lectures, 6 x 3.5 hr workshops. **Prohibitions:** TPTM6390 **Assessment:** Individual essay (25%), presentation (25%), final exam (50%) **Mode of delivery:** Block mode

Large scale, sudden onset disasters strike with little or no warning. In their wake they leave shattered infrastructure, collapsed services and traumatised populations, while the number of dead, injured and homeless often reaches staggering proportions. Humanitarian aid organisations, such as the Red Cross, Doctors without Borders or Oxfam, to name just a few, are usually amongst the first responders, but depend on extremely agile supply chains to support their worldwide operations. Successful disaster relief missions are characterised by the ability of professionals to cope with time pressure, high uncertainty and unusual restrictions. This unit is designed as an introduction to the coordination and management of humanitarian aid and emergency response logistics. Case studies of real events, such as the 2004 Boxing Day tsunami and the 2010 Haiti earthquake provide the framework for analysis and research, while discussion of operational factors, simulations, workshops and group exercises offer students an interactive learning environment.

### ITLS6008

#### Production and Operations Management

**Credit points:** 6 **Session:** Semester 2 **Classes:** 8 x 3hr lectures, 4x 3hr tutorials **Corequisites:** ITLS5000 **Assessment:** individual quiz 1 (15%); individual quiz 2 (15%); case study report (30%); final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Production and operations management designs, operates, and improves the processes and systems through which products are made and delivered. Firms can improve their productivity and gain competitive advantage through effective and innovative production and operations management. This unit offers a thorough examination of various production and operations management concepts from a supply chain perspective. The key teaching topics include operations planning hierarchy, resource management, capacity planning, quality management, retail operations, sustainable/green operations, and reverse logistics. Students learn about the successful production and operations management practices that have helped organisations improve the efficiency and effectiveness of their supply chains and create competitive advantage.

### ITLS6101

#### Global Freight Logistics Management

**Credit points:** 6 **Session:** Semester 1 **Classes:** 7 x 3 hr lectures, 6 x 3 hr workshops **Prohibitions:** TPTM6440 **Assessment:** Individual report (25%); quiz (30%); group presentation (30%); individual case discussion (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Normal (lecture/lab/tutorial) day

This unit provides students with an understanding of the management of international freight, including express, freight forwarding, rail, trucking, air freight and ocean shipping. The unit covers underlying supply chain drivers of international trade flows and the demand for capacity in different freight transport modes, as well as industry structure, institutional environment (customs, etc.) and market access. Building on this background the unit highlights the implications for profitable international logistics operations. The unit focuses on corporate strategies around fleet and network planning as well as revenue and cost management. The material covered in the unit takes into account recent developments in global and regional economic activity and discusses implications for the various sectors of the air, sea and intermodal freight businesses. This unit involves case studies and industry presentations, and analysis from the perspectives of shippers, carriers, end customers, regulatory bodies and investors.

### ITLS6107

#### Applied GIS and Spatial Data Analytics

**Credit points:** 6 **Session:** Semester 2 **Classes:** 7 x 2 hr lectures, 7 x 4 hr computer labs **Prohibitions:** TPTM6180 **Assessment:** individual projects (40%); group project (20%); group presentation (10%); final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit assumes no prior knowledge of GIS; the unit is hands-on involving the use of software, which students will be trained in using.*

The world is increasingly filled with systems, devices and sensors collecting large amounts of data on a continual basis. Most of these data are associated with locations that represent everything from the movement of individuals travelling between activities to the flow of goods or transactions along a supply chain and from the location of companies to those of their current and future customers. Taking this spatial context into account transforms analyses, problem solving and provides a powerful method of visualising the world. This is the essence of Geographic Information Systems (GIS) and this unit. This unit starts by introducing students to the 'building blocks' of GIS systems, including data structures, relational databases, spatial queries and analysis. The focus then moves on to sources of spatial data including Global Positioning System (GPS), operational systems such as smartcard ticketing and transaction data along with web-based sources highlighting both the potential and challenges associated with integrating each data source within a GIS environment. The unit is hands-on involving learning how to use the latest GIS software to analyse several problems of interest using real 'big data' sources and to communicate the results in a powerful and effective way. These include identifying potential demand for new services or infrastructure, creating a delivery and scheduling plan for a delivery firm or examining the behaviour of



travellers or consumers over time and locations. This unit is aimed at students interested in the spatial impact of decision-making and on the potential for using large spatial datasets for in-depth multi-faceted analytics.

## Marketing

### Foundational unit of study

#### MKTG5001

##### Marketing Principles

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3 hr seminar per week **Assessment:** in-semester exam(s) (25%), final exam (35%), team project (30%), class participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit introduces students to basic principles and language of marketing theory and practice. Marketing principles are examined in relation to a wide variety of products and services, in both commercial and non-commercial domains. An emphasis is placed on strategy planning and the marketing decision process. It is an introduction to the issues and terminology of marketing that can serve as a standalone understanding of the basics of marketing or as a foundation unit for further study in marketing. The unit focuses on the practical analysis marketing and the marketing management process and the development of the marketing mix the components that make up a marketing plan.

### Compulsory unit of study

#### MKTG6007

##### Consumer Behaviour

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** MKTG5001 **Assessment:** class participation (15%), oral presentation (15%), written assignment (25%), mid semester exam (15%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit focuses on the concepts, processes and theories that assist marketing managers in enacting a consumer-centric approach to marketing. Students learn to apply the concepts, principles, and theories from various social sciences to the study of factors that influence the acquisition, consumption and disposition of goods, services and experiences. Specifically, principles from economics, psychology, sociology, social psychology, cultural anthropology etc. are used to describe and explain consumer behaviour.

### Elective units of study

#### CLAW6032

##### Regulating Innovation and Distribution

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** class participation and engagement (20%); individual assignment (30%); group assignment: presentation (20%); group assignment: research paper (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Business today operates in an increasingly complex and constantly changing environment in which success depends on the ability to innovate and compete. This unit examines three key legal frameworks - intellectual property, fair trading and competition law - within which innovation and contestability in markets takes place. Intellectual property regulation seeks to promote invention and creativity and to discourage imitation and free riding. Fair trading regulation provides standards of conduct for B2B and B2C transactions. Competition law promotes fair markets by prohibiting practices which damage competition. The unit focuses on franchising as a business model, to provide the context to examine how these regulatory frameworks operate and interact in a commercial environment.

#### MKTG6001

##### Marketing Research Concepts

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Assessment:** in-semester exams(s) (20%), final exam (30%), project (stage 1) (20%), project (stage 2) (20%), class participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit provides an introduction to marketing research and an overview of the industry. The major components of marketing research projects are discussed and students gain an insight into understanding and structuring research problems. The unit also gives an overview of primary, secondary and internal sources of data as well as advanced methods and techniques of research.

#### MKTG6003

##### Marketing Strategy

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** MKTG5001 **Assessment:** final exam (40%), team project (20%), presentation (10%), class and blackboard participation (20%), reflection (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit is a survey of marketing strategy and planning. It critically evaluates key marketing strategy concepts such as SWOT analysis; alternative identification and evaluation; marketing research to inform strategic decision making; selection of alternatives and implementation of strategy and the role of the marketing mix elements in marketing strategy. It also critically evaluates sustainable and non-sustainable advantages.

#### MKTG6004

##### New Product Development

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** MKTG5001 **Assessment:** in-semester exam(s) (20%), final exam (30%), project (28%), presentation (10%) class participation (12%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

New products and services are crucial to successful growth and increased profits in many industries. Students are introduced to the development and marketing of new products and services in both the private and public sectors. A product development assignment is carried out to reinforce the material covered and to provide realistic examples of how new products are designed, tested and launched.

#### MKTG6005

##### Marketing Communications

**Credit points:** 6 **Session:** Intensive March **Classes:** Intensive - 6 days, 9:30am-5pm **Prerequisites:** MKTG5001 **Assessment:** in-class participation (10%), assignment (25%), assignment (30%), final exam (35%) **Mode of delivery:** Block mode

This unit provides a theoretical and practical perspective on the role of integrated marketing communications in the marketing process, planning and implementation. The unit focuses on the role of different media (e.g. television, radio, print, outdoor, cinema, Internet, mobile and social media) and covers various aspects of advertising and promotions management including: mass media advertising, online, mobile, social media, in-store advertising, sales promotion, public relations, sponsorships, and personal selling.

### **MKTG6006**

#### **Creative Communications in Marketing**

**Credit points:** 6 **Session:** Semester 2 **Classes:** Block intensive - 6 days, 9am - 4:30pm **Prerequisites:** MKTG5001 **Assessment:** class participation (15%), assignment (25%), assignment (25%), exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

There has been a steady shift in the focus of creative communication decisions away from traditional advertising agencies to specialist creative services providers. Alternative ways to produce, implement and monitor creative communications have been developed. This unit explores changes that have taken place and focuses on new principles of developing and evaluating creative communications. Topics include: developments in media and modes of delivery; implications of the shift from ownership towards access; the role of the visual in cross cultural marketing; attitudinal monitoring; identifying creative issues and developing creative marketing material; the client relationship; examining areas of contention in creative communications and working with creative strategies.

### **MKTG6013**

#### **International and Global Marketing**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** MKTG5001 **Assessment:** midterm (15%), participation (15%), written report and reflection (23%), oral presentation (10%), research component (2%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit aims to give students an understanding of international marketing concepts by using the framework of marketing mix elements of product, price, distribution and promotions, and highlights their importance in a rapidly changing global economy. Topics include the 'scope and environmental factors (PEST)' including 'culture'; 'globalisation verses internationalisation and multinational corporations'; 'international and global products, services and brands', 'market size assessment'; 'foreign market selection'; 'foreign market entry mode'; 'pricing for international markets'; 'international distribution channels'; and 'international promotions (global vs. multinational approaches) and strategies'. Understanding these concepts help students develop skills in designing and implementing marketing strategies in diverse international country contexts.

### **MKTG6015**

#### **Digital and Social Media Marketing**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** MKTG5001 **Assessment:** presentation (30%), assignment (30%), exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit introduces students to emerging interactive technologies, most notably social media tools, and discusses ways in which these technologies can be exploited by businesses to more effectively serve markets. The unit examines how marketing-related functions are changed by the potential of these technologies, and how these new technologies can become key components of the organisation's strategic marketing efforts. This unit starts from the premise that savvy consumers are increasingly participating in brands rather than merely receiving their messages, and explores how marketers can stoke conversations, co-create experiences and stories, and build engaging relationships with consumers.

### **MKTG6016**

#### **Brand Management**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** MKTG5001 **Assessment:** mid semester exam (20%), class participation (10%), assignment (35%), exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

The most important intangible asset of any business is its brand. The company's name, symbols and slogans along with their underlying associations, perceived quality, name awareness, customer base and related proprietary resources form the basis for brand equity. Most new brands that are introduced, fail because of the lack of proper market research and analysis about positioning. The core of successfully establishing a brand lies in accurate positioning strategies. This unit helps students understand the concept of brand equity and the management of brand assets by learning to strategically create, position, develop and protect brand equity.

### **MKTG6018**

#### **Customer Analytics and Relationship Management**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** Mid-term exam (20%), final exam (30%), team presentation (10%), CRM program report (20%), case write-up (10%), attendance and in-class discussion (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

There have been two fundamental shifts in the focus of business and marketing strategy. On the one hand, companies have become more focused on managing relationships with their customers over an extended period of time. On the other hand, more than any time in history companies' decisions become more data-driven due to the exponential increase in the volume of data on customers, competitors and markets. To obtain, retain and grow a customer base, it is crucial to know how to obtain customer information and how to make sense of it. This unit introduces students to fundamental concepts of customer relationship management and state-of-art analytics and how to apply these to real world business problems. The unit covers topics including understanding customer relationships, implementing strategic customer relationship management, handling and analysing customer-related databases, increasing customer profitability based on actionable insights gained from customer data, and giving more value to data through visualisation. Students also gain statistical skills, however, no prior knowledge of statistics is required.

### **MKTG6020**

#### **Business Marketing**

**Credit points:** 6 **Session:** Semester 1 **Classes:** Intensive mode **Prerequisites:** MKTG5001 **Assessment:** B2B simulation (25%), written reflection on simulation (30%), presentation (15%), written report (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Business marketing is concerned with the marketing of products and services to other businesses and institutions. It involves selecting, developing and managing customer relationships in line with the skills, resources, strategy and objectives of both the supplier and customer companies.

Traditionally, business marketing was approached using the '4P's' framework. This unit exposes students not only to the traditional view but contrasts that approach with the interactions, relationships and networks approach to business marketing. The unit aims to develop students into more complete marketers, capable of operating within the dynamic business marketing environment.

#### **MKTG6104**

##### **The Psychology of Business Decisions**

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1 x 3 hr seminar per week **Prohibitions:** MKTG5002 **Assessment:** class participation (10%), minor assignment (20%), presentation (10%), project (25%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Given limitations in their ability to process information, humans adopt a variety of heuristics or "rules of thumb" when making judgements or decisions regarding business problems, product choice and consumption options, and in their personal lives. The evolution of these heuristics over time has ensured that they produce generally good outcomes across a variety of contexts. However, they also lead to systematic, and sometimes substantial, errors in certain cases. This unit of study helps students understand biases in human decision making, and how they influence business and consumer decisions in everyday life. For each decision domain, the psychological heuristic is contrasted with the logical rule for producing an optimal outcome.

## People, Management and Organisations

### **Foundational unit of study**

#### **WORK5003**

##### **Management and Organisations**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** quiz (10%), assignment (20%), essay (35%), participation (10%), final exam (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit aims to introduce students to the nature and context of management. It explores the functions and processes of management and encourages students to critically reflect on management theory and practice. It can be taken as a standalone unit for students enrolled in various specialist masters programs and also prepares students for further study in strategic management, organisational analysis and strategy and human resource management.

### **Elective units of study**

#### **WORK6001**

##### **Organisational Analysis and Behaviour**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** presentation (20%), essay (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit introduces students to the behaviour of people when acting as members of an organisation. The aim of the unit is to provide an understanding of the processes and structures that influence organisational behaviour, by drawing on ideas from psychology, sociology, management and anthropology. Topics covered include: personality and the self; learning and socialisation; motivation and commitment; group behaviour and dynamics; organisational design and boundaries; organisational culture, change and leadership.

#### **WORK6002**

##### **Strategic Management**

**Credit points:** 6 **Session:** Semester 1, Semester 2b **Classes:** Semester 1b: Intensive - TBA; Semester 2: 1 x 3hr seminar/tutorial per week **Assessment:** seminar-based assessment (20%), case study assessment (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

The aim of this unit is to introduce the concept of strategy and explain its role in the management of organisations. The unit thus traces the development of strategic management as a field and examines different approaches to strategic management. WORK6002 introduces students to the classical strategy process of strategic analysis, strategy formulation and strategy implementation. This involves learning about and working with a range of strategy models and tools that can be used in the strategic management of organisations. In particular, a range of case studies is used to explore the practical application of these tools. The unit also critically examines traditional views of strategy by introducing a range of current debates in the strategy field.

#### **WORK6012**

##### **Industrial Relations Policy**

**Credit points:** 6 **Session:** Intensive October **Classes:** Intensive - TBA **Assessment:** presentation (30%), end of unit quiz (20%), policy essay (50%) **Mode of delivery:** Block mode

The aim of this unit is to provide an understanding of the policy debates in employment relations with an emphasis on laws, institutions and social processes. It combines theoretical and historical understandings of employment relations in Australia with a detailed examination of the current policies and strategies of the key employment relations players and the role of the state. Topics covered include: the regulatory framework, state and federal governments policies, union policy, employer policy, the practices of Australia's industrial tribunals and responses to current challenges, such as the quest for improved productivity and greater flexibility. Overarching themes include individualisation and decentralisation of employment relations policy in Australia and whether there are more suitable alternatives.

#### **WORK6017**

##### **Human Resource Strategies**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** group presentation (10%), group report (10%), essay (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: Core unit for the MHRM and IR*

This unit examines the theoretical foundations of strategic human resource management and then critically analyses the empirical evidence related to a range of HR strategies deployed in contemporary workplaces, both in Australia and internationally. In doing so, the unit explores the issues underpinning emerging HR strategies, their implementation and the outcomes experienced within the organisation and the wider environment.

The HR strategies studied involve those that focus on managing a contemporary workforce and may include human resources strategies associated with: the management of front line workers, teams, non standard forms of employment, job quality and work-life balance, and gender and diversity at work, for example.

#### **WORK6018**

##### **International Industrial Relations**

**Credit points:** 6 **Session:** Semester 1 **Classes:** Intensive **Assessment:** minor essay (10%), major essay (30%), seminar presentation (30%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit provides students with insights into the debate about the effect of globalisation on employment relations by using comparative analysis to identify the range of factors that account for similarities and difference in national patterns of industrial relations. The unit focuses on providing an understanding of the nature of industrial relations patterns in developed and developing market economies and invites students to compare a range of developments across these countries.

#### **WORK6026**

##### **Organisational Change and Development**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3 hour seminar/tutorial per week **Assessment:** assignment 1 (35%), assignment 2 (15%), presentation (10%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit seeks to develop diagnostic and prescriptive skills in relation to the management of organisational change while also encouraging the adoption of a critical perspective of the field. Part 1 (Organisational Change and the Nature of Organisations) introduces the fields of organisational change, explains its relevance to organisation performance and strategy and examines key change management models. Part 2 (Diagnosis and Intervention) examines the utility of key organisational change models and techniques and identifies factors that may impact on the effectiveness of the change management process. Part 3 (Key Areas of Intervention) analyses the application of organisational change practices and initiatives to a number of specific organisational issues.

#### **WORK6030**

##### **Performance and Rewards**

**Credit points:** 6 **Session:** Semester 2b **Classes:** Intensive **Assessment:** participation (10%), tests (20%), assignment (40%), final exam (30%) **Mode of delivery:** Block mode

This unit examines the processes and practices associated with contemporary performance and reward management. Results-based, behaviourally-based and competency-based methods of performance management are examined, along with processes of performance review, planning and developing. Coverage of reward management issues includes: job- and person-based approaches to building base pay structures; methods for rewarding individual performance; work group incentives such as gainsharing, goal-sharing and team pay; methods of rewarding employees for organisational performance, including employee share ownership; and performance-related rewards for executives. The unit also examines approaches to developing strategically integrated performance and reward management systems.

#### **WORK6033**

##### **Organisational Sustainability**

**Credit points:** 6 **Session:** Semester 1 **Classes:** Intensive **Prohibitions:** ECOF6110 or CLAW6028 **Assessment:** tests (30%), assignment (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Organisational sustainability is a critical part of contemporary managerial practice, focusing on organisations' economical, social and environmental impact. This unit critically evaluates the intentions, practices and outcomes of organisational sustainability initiatives. By applying relevant theoretical frameworks, students are encouraged to enhance their understanding of the role and responsibilities of management, the impact of organisations on employees, and the wider societal and environmental implications of contemporary organisational trends. With an emphasis on the human dimensions of organisational actions, this unit builds on foundational units of study in Management, Industrial Relations and Human Resource Management.

#### **WORK6108**

##### **International Dimensions of HRM**

**Credit points:** 6 **Session:** Semester 2 **Classes:** Intensive **Assessment:** assignment 1 (40%), assignment 2 (25%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit considers the opportunities and challenges associated with managing people in international and cross-cultural contexts, with specific emphasis on international recruitment, selection, preparation, placement, management development, performance management, reward and remuneration. The unit considers the implications of internationalisation and globalisation for human resource management (HRM), the different levels of international business activity, the difference between domestic and international HRM, the challenges of cross-cultural management, models of cross-cultural management, and specific international HR processes, including selection, development, performance management, remuneration and repatriation. The unit provides students with a practical understanding of the issues and challenges associated with managing employees in international, global and cross-cultural contexts.

#### **WORK6115**

##### **Managing Diversity at Work**

**Credit points:** 6 **Session:** Semester 2a **Classes:** intensive: 6 days, 9am - 5pm **Assessment:** facilitation (15%), assignment 1 (10%), assignment 2 (30%), participation (5%), final exam (40%) **Mode of delivery:** Block mode

This unit examines the ways in which organisations manage a heterogeneous workforce and the legal and ethical issues associated with the management of workforce diversity. While drawing on international literature in the field, the primary focus is on the Australian experience, including the so-called 'program' approach and the complaint mechanism found in the anti-discrimination statutes. As well as encouraging the development of diagnostic and prescriptive skills in diversity management, students also have the opportunity to develop a critical perspective on the growing literature in this field.

### WORK6116

#### Employment and the Law

**Credit points:** 6 **Session:** Semester 1a, Semester 2 **Classes:** 1x 2hr lecture and 1x 1hr tutorial per week **Assessment:** presentation (20%), essay (30%), final exam (40%), tutorial participation (10%) **Mode of delivery:** Block mode, Normal (lecture/lab/tutorial) evening

*Note: This unit is not available for students enrolled in the Master of Labour Law Relations*

This unit of study examines the legal framework with respect to labour relations in Australia. In particular it examines the scope of industrial law, the employment relationship, the Federal-State division of legislative power in industrial relations and the industrial arbitration systems, courts, tribunals, agreements and awards. Current developments in the law and politics of the systems will be referred to throughout the course.

### WORK6118

#### Managing Communication in Organisations

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 1hr lecture and 1 x 2hr seminar per week **Prohibitions:** ECOF6030 or ECOF6040 **Assessment:** assignment 1 (35%), assignment 2 (15%), presentation (10%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

In this unit students learn theories of communication and how they apply within organisations, at an organisational, team and individual level. In the unit we review the concept of communication through different theoretical and philosophical lenses, so that students gain an understanding of how different perspectives provide different insights into communication within organisations. The unit also examines communication processes and how communication occurs between individuals and within groups. There is also a focus on communication challenges such as technology, diversity and globalisation. The unit incorporates practical exercises and case studies to enable students to evaluate their own communication practices and to apply the knowledge and understanding they gain from the unit to their own organisations and careers.

### WORK6120

#### Research Essay

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** Supervision **Assessment:** research essay (100%) **Mode of delivery:** Supervision

*Note: Department permission required for enrolment. Note: Available only to students who have achieved 75% or better in at least four WORK (or equivalent) units studied; and have the Discipline's permission to take the unit.*

This unit provides high-performing students with the opportunity to undertake supervised reading and research for a major essay of 5,000 words on an approved topic of special interest in work and organisational studies. The unit centres on supervised individual reading and research rather than on class-based teaching and learning. Enrolment is limited to students who (a) have achieved 75% or better in at least four WORK (or equivalent) units studied; and (b) have the Discipline's permission to do so. Approval is subject to supervisor availability. Students contemplating enrolment in this unit must first seek approval from the Work and Organisational Studies Postgraduate Coursework Coordinator. Approval will depend on the nature of the proposed essay topic and the availability of appropriate supervisory expertise.

### WORK6130

#### Leadership in Organisations

**Credit points:** 6 **Session:** Semester 1 **Classes:** 2hr lecture and 1x 1hr tutorial per week **Prohibitions:** ECOF5807 or ECOF6090 **Assessment:** presentation (30%), assignment (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit is designed to encourage students to consider the role and significance of leadership in various organisational contexts. The unit introduces the major streams of leadership theory and traces the development of our understanding about leadership. The unit explores how these theories allow us to understand leadership in practice and in what ways leadership is linked to different aspects of organisational effectiveness. It then examines the 'good, the bad, and the ugly' sides of leadership, e.g. positive forms (transformational, charismatic) and negative forms (narcissistic and Machiavellian). The unit explores leading for diversity and diversity in leadership (e.g. based on gender, culture and ethnicity) and the role of leaders in constituting ethical and socially responsible organisations. The critical role of leaders in effecting organisational change is explored and the leadership of top management teams, and leadership succession is examined. The unit also examines leadership development programs and instruments and students have an opportunity to reflect on factors that might influence their own leadership style.

## Project Management

### Foundational unit of study

#### INFS5001

##### Project Management

**Credit points:** 6 **Session:** Intensive January, Semester 1, Semester 2 **Classes:** Semester 1 and Semester 2: 1 x 3hr seminar per week; Summer School: 3 x 3hr seminar per week **Prohibitions:** INFS6014 **Assessment:** Semester 1 and Semester 2: group assignment (25%), individual assignment (30%), exam (45%); Summer School: individual assignment (50%), exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

Based on the Project Management Body of Knowledge (PMBOK) this unit introduces the end-to-end project management lifecycle. Students learn how to select appropriate projects based on their alignment with an organisation's strategy and then how to manage those projects successfully from initiation through execution to completion. The unit covers the essential components of effective project management and how to apply them in an integrated manner. The unit also explores both the technical and behavioural aspects of project management - including Microsoft Project - and students gain experience in critically analysing the application of concepts in specific project contexts. As organisations increasingly structure their activities on a project basis, the unit is of value to a range of discipline specialisations. The unit can also contribute to achievement of internationally recognised accreditation from the Project Management Institute (PMI).

### Compulsory unit of study

#### INFS6030

##### Project Management in Practice

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** INFS5001 **Assessment:** critical analysis of a project (10%), critical analysis of a project management article (30%), development of project documentation (A) (20%), development of project documentation (B) (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This is a compulsory unit for the Project Management Specialisation in the Master of Commerce program.*

Drawing upon the knowledge and skills developed from other units in the project management specialisation, this unit examines project management in practice. Students' understanding and experience of real work projects is enhanced by undertaking structured assessments of historical projects in a variety of contexts and partaking in various team-based learning activities. Contemporary alternative methodological approaches are also examined. Students learn how these methodological approaches are currently applied in industry to include a presentation from a project management expert practitioner.

### Elective units of study

#### IBUS6002

##### Cross-Cultural Management

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** Participation (10%), culture report (10%), case study (20%), mid-semester exam (in class) (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

An understanding of cultural differences and how to manage such differences is critical to effective management in international and multi-cultural business environments. The aim of this unit is to provide conceptual frameworks and evidence from practice that will develop an understanding of the ways in which cultures differ, how these differences can impact on management, and how cultural issues can limit organisational effectiveness. Major topics include the significance of culture in international management, the meaning and dimensions of culture, comparative international management and leadership styles, managing communication across cultures, ethics and social responsibility in global management, cross-cultural negotiation and decision-making, forming and managing global teams, and developing the international and global manager.

#### INFS6004

##### Business Transformation Projects

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x3hr seminar per week **Assumed knowledge:** Understanding the major functions of a business and how those business functions interact internally and externally so the company can be competitive in a changing market. How Information Systems can be used and managed in a business. How to critically analyse a business and determine its options for transformation. Desirable Experience as a member of a project team. **Assessment:** assignment 1 (10%), assignment 2 (40%), assignment 3 - report (40%), assignment 3 - presentation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

The forces that currently drive business transformation, such as globalisation, the IT revolution and environmental sustainability, require businesses to be in a constant state of change to stay competitive in turbulent markets. However, as companies need to maintain their current revenue streams, they need to progress through a series of integrated business transformation projects. In this unit students learn how to analyse an organisation within a local and global context and develop knowledge of techniques required for managing technology-enabled business transformation projects. Topics covered include: the drivers of business transformation, managing change as a process, analysing information and processes, and planning, leading, sustaining, diffusing and learning from transformational projects.

#### INFS6032

##### Agile Project Management

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3 hr seminar per week **Assessment:** weekly learning journals (30%), in-class agile activities (15%), agile group project report (25%), essay (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Traditional approaches to project management and design work well under stable conditions, when intended outcomes are well understood. Yet, under conditional of market disruption, in innovation projects, new product development or for start-up businesses, traditional methods are often restrictive and inflexible. Agile Project Management and Design Thinking offer alternative approaches that value continuous change, flexibility, time-to-market, interactive learning and self-organisation over rigorous planning and design processes. In this unit you will learn the ethos, principles, and methods of agile project management and design thinking. You will experience hands-on techniques such as design thinking, learn management and Scrum as applied in practice. Learning will revolve around practical activities, insights from experienced guest speakers and case studies representing various industries.

#### ITLS6500

##### Decision Making on Mega Projects

**Credit points:** 6 **Session:** Summer Main **Classes:** 8 x 3.5 hr lectures, 4 x 3.5 hr workshops. Refer to timetable for full details. **Corequisites:** ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 or INFS5001 **Assessment:** 2x individual assignments (40%), group assignment (30%), final exam (30%) **Mode of delivery:** Block mode

Infrastructure is crucial to economic performance; without it business cannot operate efficiently or competitively. Delivery of large infrastructure projects, however, is complex and despite many more megaprojects being undertaken than any time in history, the majority of these projects are completed significantly over budget and longer than planned. In this unit students will be introduced to megaproject decision making. The sources of social and technical complexity are discussed, issues of risk management and governance explored, and human biases in decision making are also highlighted. Strategies to overcome weaknesses in mega-project decision making are also outlined.

#### MKTG6004

##### New Product Development

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** MKTG5001 **Assessment:** in-semester exam(s) (20%), final exam (30%), project (28%), presentation (10%) class participation (12%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

New products and services are crucial to successful growth and increased profits in many industries. Students are introduced to the development and marketing of new products and services in both the private and public sectors. A product development assignment is carried out to reinforce the material covered and to provide realistic examples of how new products are designed, tested and launched.

#### QBUS6320

##### Management Decision Making

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 3hrs of classes ('lectutorial' - combination lecture/tutorial) per week **Prohibitions:** ECOF6070 or ECOF5804 or ECMT6310 or ECMT5003 **Assessment:** assignment 1 (25%), assignment 2 (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Normal (lecture/lab/tutorial) day

This unit introduces models and tools for decision analysis and their application in managerial settings. The unit focuses on the use of formal decision methods for management decisions in business. The main goal is to show how these decision models can improve the decision process

by helping the decision maker to understand the structure of decisions; use subjective probabilities for measuring risk; analyse sensitivity of decisions to changing decision parameters; quantify outcomes in accordance with risk attitudes; and estimate the value of information. Special attention is paid to informal interpretations of formal decision approaches.

## **WORK6118**

### **Managing Communication in Organisations**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 1hr lecture and 1 x 2hr seminar per week **Prohibitions:** ECOF6030 or ECOF6040 **Assessment:** assignment 1 (35%), assignment 2 (15%), presentation (10%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

In this unit students learn theories of communication and how they apply within organisations, at an organisational, team and individual level. In the unit we review the concept of communication through different theoretical and philosophical lenses, so that students gain an understanding of how different perspectives provide different insights into communication within organisations. The unit also examines communication processes and how communication occurs between individuals and within groups. There is also a focus on communication challenges such as technology, diversity and globalisation. The unit incorporates practical exercises and case studies to enable students to evaluate their own communication practices and to apply the knowledge and understanding they gain from the unit to their own organisations and careers.

## **Quantitative Finance**

### **Foundational units of study**

#### **FINC5001**

##### **Capital Markets and Corporate Finance**

**Credit points:** 6 **Session:** Intensive January, Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** mid semester-test (20%), major assignment (25%), and final examination (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit provides an introduction to basic concepts in corporate finance and capital markets. It is designed to equip students to undertake further studies in finance. After reviewing some very basic ideas in finance and financial mathematics, the unit provides an introduction to the valuation of equity and debt securities and companies. The unit then examines issues related to pricing in capital markets and ends with a discussion of theory and practice related to capital structure and dividend policy.

#### **QBUS5001**

##### **Quantitative Methods for Business**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr lecture and 1x 1hr tutorial per week **Prohibitions:** ECMT5001 or QBUS5002 **Assumed knowledge:** Basic calculus; basic concepts of probability & statistics **Assessment:** weekly homework (10%), assignment (20%), mid-semester exam (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit highlights the importance of statistical methods and tools for today's managers and analysts, and demonstrates how to apply these methods to business problems using real-world data. The quantitative skills that students learn in this unit are useful in all areas of business. Through taking this unit students learn how to model and analyse the relationships within business data; how to identify the appropriate statistical technique in different business environments; how to compute statistics by hand and using special purpose software; how to interpret results in the context of the business problem; and how to forecast using business data. The unit is taught through data-driven examples, exercises and business case studies.

### **Compulsory units of study**

#### **FINC6000**

##### **Quantitative Finance and Derivatives**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Prohibitions:** FINC5002 **Assumed knowledge:** This unit requires students to have some background in calculus, matrices, statistics and probability. **Assessment:** assignment (20%), mid-semester exam (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit provides students with an introduction to quantitative models and techniques in finance. Topics covered include basic stochastic calculus, probability measures and the role of numeraires, Black-Scholes and Hull-White models, and the theoretical and numerical techniques for valuing derivatives. There is a focus on both the intuitive and mathematical understanding of these topics, as well as their application to problems in quantitative finance.

#### **QBUS6830**

##### **Financial Time Series and Forecasting**

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1 x 2hr lecture and 1 x 1hr tutorial **Prerequisites:** ECMT5001 or QBUS5001 **Assumed knowledge:** Basic knowledge of quantitative methods including statistics, basic probability theory, and introductory regression analysis. **Assessment:** Mid-semester exam (20%), group assignment (40%), and final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Time series and statistical modelling is a fundamental component of the theory and practice of modern financial asset pricing as well as financial risk measurement and management. Further, forecasting is a required component of financial and investment decision making. This unit provides an introduction to the time series models used for the analysis of data arising in financial markets. It then considers methods for forecasting, testing and sensitivity analyses, in the context of these models. Topics include: the properties of financial return data; the Capital Asset Pricing Model (CAPM); financial return factor models, with known and unknown factors, in panel data settings; modelling and forecasting conditional volatility, via ARCH and GARCH; forecasting market risk measures such as Value at Risk. Emphasis is placed on applications involving the analysis of many real market datasets. Students are encouraged to undertake hands-on analysis using an appropriate computing package.

## Elective units of study

### FINC6005

#### Advanced Asset Pricing

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 or FINC5002 or FINC6000 **Assessment:** 2 x In class test (2x15%), assignment (20%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

*Note: Only students with strong quantitative/mathematical skills should attempt this course*

This unit covers the fundamentals of asset pricing and valuation, under equilibrium conditions and under no-arbitrage restrictions. It reviews the main themes in modern asset pricing, and introduce ideas of importance to the evolution of the discipline, and consequently of relevance to a practitioner's long term perspective. The unit emphasises quantitative methods, so students are required to have fairly strong mathematical skills. Nevertheless, the mathematical tools needed in the unit are adequately reviewed.

### FINC6009

#### Portfolio Theory and its Applications

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 or FINC5002 or FINC6000 **Assessment:** mid semester exam (20%), individual assignment (15%), group assignment (15%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit covers several aspects of modern/post modern portfolio theory. An introduction to mathematical optimisation techniques in the presence of uncertainty is covered and results from modern portfolio theory to the Capital Asset Pricing Model derived. The unit also examines other popular models such as the Arbitrage Pricing Theory and Black-Litterman Model and concludes with some topical examples from industry. There is a degree of mathematical sophistication associated with this unit and consequently students should be comfortable with a mathematical approach. However, the required mathematical tools are covered in the unit.

### FINC6014

#### Fixed Income Securities

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** mid-semester exam (25%), group assignment (25%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit covers the concepts required for investment in fixed income securities, managing bond portfolios and understanding debt markets. Topics covered include duration, convexity, interest rate risk, bond volatility and the term structure of interest rates. The more complex types of debt securities studied include mortgage backed securities, corporate bonds with embedded options such as convertible bonds and interest rate derivatives.

### FINC6023

#### Financial Risk Management

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3hr seminar per week **Prerequisites:** FINC5001 **Assessment:** Lab exercises (20%), group project (20%), mid semester exam (20%), and final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Risk is an integral part of financial decisions. Following the rapid evolution of the discipline of financial risk management, analysts must be prepared to access the level of risk in the marketplace. This unit explores the basic concepts of modelling, measuring and managing financial risks within the regulatory framework. Topics covered include market risk (value-at-risk and expected loss), credit risk (single name, portfolio, ratings and market based models, credit derivatives), liquidity risk and operational risk. To overcome the rather quantitative nature of the topics, the unit relies heavily on practical based lab exercises with emphasis on simulations, real life examples and case studies.

## Strategy, Innovation and Entrepreneurship

### Foundational unit of study

#### IBUS5002

#### Strategy, Innovation and Entrepreneurship

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3hr seminar per week **Prohibitions:** IBUS5001 **Assessment:** mid-semester test (20%), short essay (20%), group assignment (30%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This foundation unit provides an introduction to the essential concepts and frameworks relevant to the fields of strategy, innovation and entrepreneurship. Topics covered include the key elements of business strategy, including developing a business mission, understanding the external environment, reviewing internal resources and capabilities, and business and corporate strategy. The importance of entrepreneurial activity and the challenges faced by startup ventures, as well as examples of successful and unsuccessful business innovations, are highlighted. The emphasis of the unit is on understanding the strategic activity of both startup and established businesses with a focus on issues relevant to entrepreneurs as well as business managers.

### Compulsory unit of study

#### WORK6002

#### Strategic Management

**Credit points:** 6 **Session:** Semester 1, Semester 2b **Classes:** Semester 1b: Intensive - TBA; Semester 2: 1 x 3hr seminar/tutorial per week **Assessment:** seminar-based assessment (20%), case study assessment (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

The aim of this unit is to introduce the concept of strategy and explain its role in the management of organisations. The unit thus traces the development of strategic management as a field and examines different approaches to strategic management. WORK6002 introduces students to the classical strategy process of strategic analysis, strategy formulation and strategy implementation. This involves learning about and working with a range of strategy models and tools that can be used in the strategic management of organisations. In particular, a range of case studies is used to explore the practical application of these tools. The unit also critically examines traditional views of strategy by introducing a range of current debates in the strategy field.



## Elective units of study

### BUSS6505

#### NEXT Innovation

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1.5hr introductory seminar, 2x 4hr workshops, 2-hour teleconference, anticipated 13 hours contact with an industry mentor, 3.5 hours semi-final and networking event and 11 hours of structured online activity. **Prerequisites:** Completion of 48 credit points with a WAM of 65% **Prohibitions:** BUS6509 or BUS6510 **Assessment:** Initial active concept / value proposition (10%), research / prototype report (15%), innovation pitch (3-5min video) + business plan appendix 6-slide PowerPoint (20%), in-person semi finals (10%), participation (20%), and reflection exercise (25%). **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: Department permission required for enrolment.*

The NEXT Innovation program (previously Deloitte FASTRACK) is a globally recognised award-winning innovation program designed to give outstanding business and management students practical experience in business innovation. It has been built up and tested around a structured process specifically for developing a portfolio of market-tested 'business of tomorrow' concepts in a constrained timeframe. The program has been designed as an interactive, work integrated program featuring a mix of instructor presentation, applied reading content, practical application, market testing, assignment and presentation learning methods, supported by a purpose built innovation management system with collaborative social media features. The program allows students to work with Deloitte mentors and aims to replicate a corporate 'innovation community' among the students, corporate mentors, NEXT coordinators and additional participants. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/next\\_innovation\\_program](http://sydney.edu.au/business/study/opportunities/next_innovation_program).

### CLAW6032

#### Regulating Innovation and Distribution

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr seminar per week **Assessment:** class participation and engagement (20%); individual assignment (30%); group assignment: presentation (20%); group assignment: research paper (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Business today operates in an increasingly complex and constantly changing environment in which success depends on the ability to innovate and compete. This unit examines three key legal frameworks - intellectual property, fair trading and competition law - within which innovation and contestability in markets takes place. Intellectual property regulation seeks to promote invention and creativity and to discourage imitation and free riding. Fair trading regulation provides standards of conduct for B2B and B2C transactions. Competition law promotes fair markets by prohibiting practices which damage competition. The unit focuses on franchising as a business model, to provide the context to examine how these regulatory frameworks operate and interact in a commercial environment.

### IBUS6007

#### International Business Special Project

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 2 x 3 hr seminars day pre-departure seminar (Sydney), 30 hrs lectures in country action-research, 1x 3hr seminar post trip (Sydney) **Assessment:** Individual Assessments (75%), and Group Assessments (25%) **Mode of delivery:** Supervision

*Note: Department permission required for enrolment.*

The special project in International Business provides students with an opportunity to undertake a supervised research project on an approved topic.

### IBUS6011

#### New Business Opportunities and Startups

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3 hr lecture/seminar per week for classes **Prohibitions:** IBUS5011 or WORK6112 **Assumed knowledge:** IBUS5002, or completion of at least 24 credit points **Assessment:** business opportunity and strategy design assignment (35%), start up financials (15%), business plan assignment and presentation (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Being able to identify and exploit new business opportunities is critical to all sizes of businesses. Identifying new markets, developing new products and implementing new business models are highly-regarded and valuable skills for entrepreneurs and business managers alike. This unit is structured around learning from engaged practice in order to explore the special problems and opportunities associated with entrepreneurial start-ups. Students engage with start up and early stage businesses to deliver a plan to help them become profitable. Topics include opportunity recognition, strategy development, business model design, customer acquisition and retention, financial model development, as well as entrepreneurial and creative leadership.

### IBUS6012

#### Business Innovation and Sustainability

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3 hr lecture/seminar per week **Assumed knowledge:** IBUS5002, or completion of at least 24 credit points **Assessment:** individual assignment (60%); group assignment (30%); presentations (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Businesses are increasingly challenged for their sustainability. This unit centres on addressing significant business and societal challenges by balancing sustainability and innovation. Topics include current and future challenges of innovation and sustainability for business. This unit is structured around learning from seminar and practice. Students are required to work in a way which delivers sustainability.

### IBUS6013

#### Business Restructuring and Renewal

**Credit points:** 6 **Session:** Semester 2 **Classes:** 1x 3hr lecture/seminar per week **Assumed knowledge:** IBUS5002, or completion of at least 24 credit points **Assessment:** presentation (15%), mid-semester test (35%), group presentation (15%), major group project (25%: written report - 20%, individual component group report - 5%), participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Entrepreneurial business opportunities do not always relate to early-stage or start-up businesses. Later-stage business investments, whether buying existing businesses or turning around failing enterprises, are a significant and growing focus of entrepreneurial activity. This unit explores the process of acquiring and reinvigorating established businesses and how to secure private equity funds (leveraged buy-outs) or corporate funding. The focus is on opportunity evaluation, business model innovation, management and revitalisation rather than financial structuring. Students have the opportunity to apply the functional skills learned in core strategy, finance, marketing, and management units to real opportunities.

As well as being of interest to those wishing to acquire and manage their own business, the unit is appropriate for those working in 'big' business and the financial markets.

### IBUS6015

#### Entrepreneurship and Innovation Project

**Credit points:** 6 **Session:** Intensive December, Intensive February, Intensive January, Intensive July, Intensive March, Semester 1, Semester 2 **Classes:** 1x 3hr seminar/wk **Corequisites:** IBUS5002 **Assessment:** instructor update 1 (10%), project proposal (20%), instructor update 2 (10%), report presentation (20%), report documentation (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

*Note: Department permission required for enrolment. Note: All students need to apply for permission to enroll in this unit. Students enrolled in the Graduate Certificate of Innovation and Enterprise, where this unit is core, should note that they are enrolled in this course as their reason for applying for permission to enroll in this unit.*

This unit is designed to assist students to develop specialised knowledge and communicative skills in the context of entrepreneurship, innovation and sustainability. Students complete a research project that explores the phenomena of strategy, sustainability and/or entrepreneurship in a context of their choice or as proposed by an academic. This research addresses a specific entrepreneurial problem or opportunity confronting business. For example, these research projects could relate to action research in a remote or rural enterprise, students' own enterprise, or future career. The unit is offered to students undertaking the Graduate Certificate in Innovation and Enterprise, as well as those in the Master of Commerce who successfully apply for special permission.

### IBUS6016

#### Social Entrepreneurship

**Credit points:** 6 **Session:** Semester 2 **Classes:** Semester 1: 1x 3h lecture/workshop per week; Intensive sessions: 2 x 3hr lecture/workshops pre- departure (Sydney), 30hrs lecture/workshops in country, 1 x 3hr seminar post trip (Sydney) **Assumed knowledge:** IBUS5002, or completion of at least 24 credit points **Assessment:** individual report (25%), practice and final pitch (25%), final report (25%), reflective piece (15%), workshop engagement and participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Social entrepreneurs are committed to furthering a social mission through enterprises that rank social, environmental or cultural impact on a par with, or even above, profit. Intersecting the business and not-for profit worlds, social entrepreneurship addresses many complex local and global problems. This unit critically introduces the concept and develops frameworks for understanding social entrepreneurship (also referred to as social enterprise and social innovation). Teaching and learning utilises case studies, and includes the opportunity to apply theory to real-world experiences. Topics include creating innovative social enterprises, sustainable business models, philanthropy and funding, impact assessment, and leadership. The unit is structured around learning from engaged practice, and provides the opportunity to work with social enterprises.

### IBUS6018

#### Business Negotiations

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 3 hour seminar per week **Assessment:** in-class exercises (33%), assignment (33%), final exam (34%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: Note: this unit requires participation in a number of negotiations. Preparation for these negotiations, which are a large part of the grade, will require time-pressured reading of material in class.*

This course is aimed at making you feel more comfortable and confident with the negotiation process. The course is taught as a 'flipped classroom', meaning that the content of the course is primarily taught outside of class, through brief written lectures, and class time is used to assimilate that knowledge through at least a dozen marked role-play negotiations, debriefs of those negotiations, problem-solving workshops and international negotiation case study analysis. You will also be taught how to develop your own negotiation strategies and tactics using a combination of multiple psychological, economic and legal concepts from the course.

### IBUS6023

#### Engaged Entrepreneurship Projects

**Credit points:** 6 **Session:** Intensive December, Intensive February, Intensive January, Intensive July, Semester 1, Semester 2 **Classes:** classes will include 39 hours contact with heavy emphasis on a mix of seminars, workshops and other sessions. With intensive block mode, students will typically be in-country for a period of 2 weeks, with seminars prior and after departure **Prerequisites:** IBUS5002 **Assessment:** Respond to the brief (0%), interim pitch (15%), final pitch (15%), final report (30%), reflective piece (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Field experience

*Note: Department permission required for enrolment.*

This unit of study will be intensively taught off campus, enabling you to engage deeply with entrepreneurial contexts and opportunities. The unit will be offered in a variety of contexts but could include businesses in cities, towns or remote locations in Australia and Asia. You will work intensively with a business or community to resolve a particular problem, and apply entrepreneurial insights and actions to grow an existing or new enterprise. These problems could be addressed through commercial or social entrepreneurship, and will typically require that you engage with other fields such as architecture or engineering. The focus of the unit is learning with action, and acting with learning - you will cover topics that will ensure you appropriately understand the situation, as well as organisational resources, capabilities and vision. With this understanding you will be challenged to develop an entrepreneurial strategy and funding proposal that can be implemented by the enterprise.

### WORK6026

#### Organisational Change and Development

**Credit points:** 6 **Session:** Semester 1 **Classes:** 1x 3 hour seminar/tutorial per week **Assessment:** assignment 1 (35%), assignment 2 (15%), presentation (10%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit seeks to develop diagnostic and prescriptive skills in relation to the management of organisational change while also encouraging the adoption of a critical perspective of the field. Part 1 (Organisational Change and the Nature of Organisations) introduces the fields of organisational change, explains its relevance to organisation performance and strategy and examines key change management models. Part 2 (Diagnosis and Intervention) examines the utility of key organisational change models and techniques and identifies factors that may impact on the effectiveness of the change management process. Part 3 (Key Areas of Intervention) analyses the application of organisational change practices and initiatives to a number of specific organisational issues.

## 5. Other Business School elective units of study

### Business School elective units of study

#### BUSS5001

##### Firms, Markets and Business Management

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1x 1.5hr lecture and 1x 1.5hr seminar per week **Prohibitions:** ECON5001 or ECON5002 or ECON5003 or ECOF5010 **Assessment:** case analyses (50%), class participation (15%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit provides students with the tools to understand the impact of economic, socio-cultural, institutional, and technological factors on businesses' operations. Such considerations are crucial for understanding how businesses make decisions and interact in the marketplace. The first part of the unit provides an introduction to macroeconomic and microeconomic analysis and applications. In macroeconomics, we consider determination of the aggregate level of economic activity (GDP and inflation), the economic effects of government policies, and the link between interest rates and exchange rates and the level of economic activity. In microeconomics, we look at economic decision-making by individuals and firms and the determination of prices in different kinds of markets. The next part of the unit investigates wages, as well as the social, cultural, political, and technological environments in which firms operate. It examines theories, models and conceptual tools that help us understand and make decisions in relation to these factors. The unit is complemented by developing an understanding of the complexity of professional behaviour and ethical decision making.

#### BUSS6505

##### NEXT Innovation

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 1.5hr introductory seminar, 2x 4hr workshops, 2-hour teleconference, anticipated 13 hours contact with an industry mentor, 3.5 hours semi-final and networking event and 11 hours of structured online activity. **Prerequisites:** Completion of 48 credit points with a WAM of 65% **Prohibitions:** BUSS6509 or BUSS6510 **Assessment:** Initial active concept / value proposition (10%), research / prototype report (15%), innovation pitch (3-5min video) + business plan appendix 6-slide PowerPoint (20%), in-person semi finals (10%), participation (20%), and reflection exercise (25%). **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: Department permission required for enrolment.*

The NEXT Innovation program (previously Deloitte FASTRACK) is a globally recognised award-winning innovation program designed to give outstanding business and management students practical experience in business innovation. It has been built up and tested around a structured process specifically for developing a portfolio of market-tested 'business of tomorrow' concepts in a constrained timeframe. The program has been designed as an interactive, work integrated program featuring a mix of instructor presentation, applied reading content, practical application, market testing, assignment and presentation learning methods, supported by a purpose built innovation management system with collaborative social media features. The program allows students to work with Deloitte mentors and aims to replicate a corporate 'innovation community' among the students, corporate mentors, NEXT coordinators and additional participants. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/next\\_innovation\\_program](http://sydney.edu.au/business/study/opportunities/next_innovation_program).

### Work Integrated Learning (WIL) units of study

#### (i) Industry Placement Program (IPP) units of study

#### BUSS6500

##### Industry Placement

**Credit points:** 6 **Session:** Intensive August, Intensive March, Semester 1, Semester 2 **Classes:** 9 hours of pre-placement workshops; 210 hours internship; 2 hour debrief workshop. **Prerequisites:** 48 credit points with a minimum credit average (65%) **Prohibitions:** ECOF6500 **Assessment:** Performance objectives (0%), report (70%), presentation (30%) **Mode of delivery:** Professional practice

*Note: Department permission required for enrolment. Note: Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: [business.placements@sydney.edu.au](mailto:business.placements@sydney.edu.au).*

This unit is available to outstanding students completing the Master of Commerce, Master of Human Resource Management and Industrial Relations, and Master of Professional Accounting program. It involves a professional placement with a business, government, or non-government organisation. It includes preparatory coursework in reflective, professional practice and report writing. Assessment includes a reflective journal and professional report and presentation based on the internship placement. Permission is required to enrol in this unit. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/industry\\_placement\\_program](http://sydney.edu.au/business/study/opportunities/industry_placement_program)

#### BUSS6504

##### Europe Industry Placement

**Credit points:** 6 **Session:** Intensive July **Classes:** 9 hours of pre-placement workshops; 210 hours internship; 2 hour debrief workshop **Prerequisites:** 48 credit points with a minimum credit average (65%). **Assessment:** Performance objectives (0%), report (70%), presentation (30%) **Mode of delivery:** Professional practice

*Note: Department permission required for enrolment. Note: Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: [business.placements@sydney.edu.au](mailto:business.placements@sydney.edu.au).*

This unit is taken by students accepted into the Europe Industry Placement Program while they undertake a professional placement with a business, government or non-government organisation that has a particular focus on business interests. It includes preparatory coursework in reflective, professional practice and concurrent coursework on research methods, report and other professional writing skills. Assessment includes a reflective journal, research report related to the work placement, and oral presentations all based on the internship placement and international work and study experience. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/industry\\_placement\\_program](http://sydney.edu.au/business/study/opportunities/industry_placement_program)

#### BUSS6506

##### China Industry Placement

**Credit points:** 6 **Session:** Intensive December, Intensive March **Classes:** 9 hours of pre-placement workshops; 210 hours internship; 2 hour debrief workshop **Prerequisites:** 48 credit points with a minimum credit average (65%). **Assessment:** performance objectives (0%), report (70%), presentation (30%) **Mode of delivery:** Professional practice

*Note: Department permission required for enrolment. Note: Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: [business.placements@sydney.edu.au](mailto:business.placements@sydney.edu.au).*

This unit is available to students accepted into the china Industry Placement Program while they undertake a professional placement with a business or a government organisation that has a particular focus on business interests. It includes preparatory coursework in reflective, professional practice and concurrent coursework on research methods, report and other professional writing skills. Assessment includes a reflective journal, a research report related to their work placement, and an oral presentation on the internship placement and international work and study experience. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/industry\\_placement\\_program](http://sydney.edu.au/business/study/opportunities/industry_placement_program)

### **BUSS6511**

#### **South America Industry Placement**

**Credit points:** 6 **Session:** Intensive July **Classes:** 9 hours of pre-placement workshops; 210 hours internship; 2 hour debrief workshop. **Prerequisites:** 48 credit points with a minimum credit average (65%) **Assessment:** performance objectives (0%), report (70%), presentation (30%) **Mode of delivery:** Professional practice  
*Note: Department permission required for enrolment. Note: Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: [business.placements@sydney.edu.au](mailto:business.placements@sydney.edu.au).*

This unit will be taken by students accepted into the Master of Commerce South America Industry Placement Program while they undertake a professional placement with a business or a government or nongovernment organisation that has a particular focus on business interests. It will include preparatory coursework in reflective, professional practice and concurrent coursework on research methods, report and other professional writing skills. Assessment will include a reflective journal, research report related to their work placement, and oral presentations all based on the internship placement and international work and study experience. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/next\\_innovation\\_program](http://sydney.edu.au/business/study/opportunities/next_innovation_program).

(ii) *Community Placement Program (CPP) units of study*

### **BUSS6508**

#### **Community Placement Program (Intensive)**

**Credit points:** 6 **Teacher/Coordinator:** Rachael Hains-Wesson **Session:** Intensive August, Intensive February, Intensive January, Intensive March **Classes:** Up to 4 weeks full-time or equivalent placement plus 9 hours pre-placement workshops; 2 hours mid-placement workshop; 2-hour end of placement de-brief workshop. **Prerequisites:** 48 credit points with a minimum credit average (65%) **Prohibitions:** BUS6507 **Assessment:** learning journal (20%), social business report (25%), project presentation (group)(10%), project presentation (individual) (15%), critical appraisal report (30%) **Mode of delivery:** Field experience, Professional practice  
*Note: Department permission required for enrolment. Note: Permission is required to enrol in this unit. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/community\\_placement\\_program](http://sydney.edu.au/business/study/opportunities/community_placement_program).*

This unit is designed to consolidate students' knowledge and skills in social business while conducting a community-based project placement. During the community placement, students may be involved in a variety of projects, which will afford the opportunity to apply business skills and theories from prior learning. This will provide first-hand experience that demonstrates how these skills and theories can support solving business problems in a practical business and community-engaged context, identifying opportunities, developing strategies and designing processes, procedures and management practices in order to enable a community project to fully realise its mission. Assessed tasks are designed to allow students to demonstrate their ability to apply and synthesise social business concepts while engaged in practical business development.

### **Dissertation units of study**

### **BUSS7000**

#### **Business Dissertation A**

**Credit points:** 12 **Session:** Semester 1, Semester 2 **Classes:** research **Prerequisites:** 48 credit points of prior study in the Master of Commerce program with a grade average of at least 80%. **Assessment:** dissertation (100%) **Mode of delivery:** Supervision  
*Note: Department permission required for enrolment.*

This is one of two (12 credit point) units that together (total of 24 credit points) provide outstanding students in the Commerce program with the opportunity to develop and complete a supervised research dissertation of 15,000 to 20,000 words, or equivalent, on an approved topic within the domain of business/commerce/management. Admission to the dissertation stream requires an average grade of at least 80% in a minimum of four Commerce units (12 unit program) or a minimum of eight Commerce units (16 unit program), interview by the Program Director, and a formal dissertation proposal agreed to by a nominated supervisor and the Program Director. Final approval is dependent on the nature of the proposed topic and the availability of appropriate supervisory expertise. The dissertation is marked by examiners nominated by the Program Director in consultation with the supervisor and other academics from the relevant discipline/s.

### **BUSS7001**

#### **Business Dissertation B**

**Credit points:** 12 **Session:** Semester 1, Semester 2 **Classes:** research **Prerequisites:** 48 credit points of prior study in the Master of Commerce program with a grade average of at least 80%. **Assessment:** dissertation (100%) **Mode of delivery:** Supervision  
*Note: Department permission required for enrolment.*

This is one of two (12 credit point) units that together (total of 24 credit points) provide outstanding students in the Commerce program with the opportunity to develop and complete a supervised research dissertation of 15,000 to 20,000 words, or equivalent, on an approved topic within the domain of business/commerce/management. Admission to the dissertation stream requires an average grade of at least 80% in a minimum of four Commerce units (12 unit program) or a minimum of eight Commerce units (16 unit program), interview by the Program Director, and a formal dissertation proposal agreed to by a nominated supervisor and the Program Director. Final approval is dependent on the nature of the proposed topic and the availability of appropriate supervisory expertise. The dissertation is marked by examiners nominated by the Program Director in consultation with the supervisor and other academics from the relevant discipline/s.

### **BUSS7002**

#### **Business Dissertation**

**Credit points:** 24 **Session:** Semester 1, Semester 2 **Classes:** research **Prerequisites:** 48 credit points of prior study in the Master of Commerce program with a grade average of at least 80%. **Assessment:** dissertation (100%) **Mode of delivery:** Supervision  
*Note: Department permission required for enrolment.*

This unit provides outstanding students in the Commerce program with the opportunity to develop and complete a supervised research dissertation of 15,000 to 20,000 words, or equivalent, on an approved topic within the domain of business/commerce/management. Admission to the dissertation stream requires an average grade of at least 80% in a minimum of four Commerce units (12 unit program) or a minimum of eight Commerce units (16 unit program), interview by the Program Director, and a formal dissertation proposal agreed to by a nominated supervisor and the Program Director. Final approval is dependent on the nature of the proposed topic and the availability of appropriate supervisory expertise. The dissertation is marked by examiners nominated by the Program Director in consultation with the supervisor and other academics from the relevant discipline/s.

# Progression guides

The following tables show course progression examples for a student enrolled in the Master of Commerce, the Graduate Diploma in Commerce or the Graduate Certificate in Commerce.

## 1. Master of Commerce

**(i) One specialisation:** The following table shows an example degree progression for a student who wishes to attain one specialisation in the Master of Commerce on a full-time basis undertaking four units of study per semester.

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	foundational (articulates to specialisation)	foundational	foundational OR elective	<b>BUSS5020</b>	24
	Semester 2	unit for specialisation	foundational OR elective	foundational OR elective	foundational OR elective	24
Year 2	Semester 1	unit for specialisation	unit for specialisation	elective	elective	24
	Semester 2	unit for specialisation	elective	elective	<b>BUSS6000</b> (capstone)	24
						<b>96</b>

The Business School website illustrates other progression sequences for specific specialisations in the Master of Commerce.

**(ii) Two specialisations:** The following table shows an example degree progression for a student who wishes to attain two specialisations in the Master of Commerce on a full-time basis undertaking four units of study per semester.

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	foundational (articulates to specialisation A)	foundational (articulates to specialisation B)	foundational OR elective	<b>BUSS5020</b>	24
	Semester 2	unit for <i>specialisation</i> A	foundational OR elective	foundational OR elective	unit for <i>specialisation</i> B	24
Year 2	Semester 1	unit for <i>specialisation</i> A	unit for <i>specialisation</i> A	unit for <i>specialisation</i> B	unit for <i>specialisation</i> B	24
	Semester 2	unit for <i>specialisation</i> A	foundational OR elective	unit for <i>specialisation</i> B	<b>BUSS6000</b> (capstone)	24
						<b>96</b>

The Business School website illustrates other progression sequences for specific specialisations in the Master of Commerce.

## 2. Graduate Diploma in Commerce

The following table shows a course progression example for a student enrolled in the Graduate Diploma in Commerce on a full-time basis completing four units of study per semester.

*Note: Students are not awarded a specialisation in the Graduate Diploma.*

YEAR	SESSION	UNITS OF STUDY			CREDIT POINTS	
Year 1	Semester 1	foundational	foundational	foundational or elective unit	<b>BUSS5020</b>	24
	Semester 2	elective	elective	elective	elective	24
						<b>48</b>

## 3. Graduate Certificate in Commerce

The following table illustrates a course progression example for a student enrolled in the Graduate Certificate in Commerce on a full-time basis completing four units of study per semester.



Progression guides

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	foundational	foundational	foundational OR elective	elective	<b>24</b>

*Note:* The information listed in these examples is based on the unit of study offerings for the current year and is intended as a guide only. Students are usually able to complete the units of study in different sequences to those listed (including enrolling in units in summer or winter intensive sessions when available). Students are advised to plan their course based upon their individual needs.

# Professional accreditations

## Professional accreditation in accounting

### (i) CPA Australia or Chartered Accountants Australia and New Zealand (CAANZ)

Students seeking associate membership of CPA Australia or Chartered Accountants Australia and New Zealand (CAANZ) should complete the Master of Professional Accounting which is accredited by both CPA Australia and CAANZ. However, subject to reaccreditation review due in semester 1 2018, students enrolled in the Master of Commerce can complete some or all of the required units of study covering the professional competency areas to meet the joint accreditation requirements for CPA Australia and/or CAANZ, depending on the area(s) of specialisation and the selection of the required accredited units of study. These accredited units of study are shown under the professional accounting accreditation link in the Accounting Discipline area of the Business School website.

As accredited units are subject to review by the professional accounting bodies, students should check the CAANZ and CPA Australia websites for units accredited in the year they commenced their course.

If required, the Postgraduate Discipline Coordinator for Accounting can put you in touch with the CPA/CAANZ Accounting Accreditation Liaison Officer to provide further advice on professional accounting accreditation.

### (ii) Association of Chartered Certified Accountants (ACCA)

Students who complete the Master of Commerce with a specialisation in Accounting are eligible to receive four exam exemptions from the Association of Chartered Certified Accountants (ACCA). Students who complete additional accredited units of study may be eligible for up to five further exemptions.

Further information on ACCA exam exemptions can be found on the ACCA exemptions enquiry database.

## Preparation for Chartered Financial Analyst (CFA®) Exams

The learning content offered in the Finance specialisation has considerable overlap with Levels I, II and III of the CFA and assists with preparation for the external CFA exams. The following units of study are especially relevant to students wishing to take the CFA exams:

- FINC5001 Capital Markets and Corporate Finance
- FINC6001 Intermediate Corporate Finance
- FINC6009 Portfolio Theory and its Applications
- FINC6010 Derivative Securities
- FINC6014 Fixed Income Securities
- FINC6017 Mergers and Acquisitions
- FINC6021 Corporate Valuation
- FINC6022 Behavioural Finance
- FINC6023 Financial Risk Management

In addition, it is recommended that students complete the free online learning module, *Ethics and Standards of Practice* available through the CFA Institute.







# Course rules and resolutions

## Master of Commerce, Graduate Diploma in Commerce and Graduate Certificate in Commerce

### Master of Commerce

### Graduate Diploma in Commerce

### Graduate Certificate in Commerce

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

## Course resolutions

### 1 Course codes

Code	Course title
MACOMMER-03	Master of Commerce
GNCOMMER-02	Graduate Diploma in Commerce
GCCOMMER-01	Graduate Certificate in Commerce

### 2 Attendance pattern

The attendance pattern for this course is full time or part time according to candidate choice.

### 3 Master's type

The master's degree in these resolutions is a professional master's course, as defined by the Coursework Policy.

### 4 Embedded courses in this sequence

- (1) The embedded courses in this sequence are:
  - (a) the Master of Commerce
  - (b) the Graduate Diploma in Commerce
  - (c) the Graduate Certificate in Commerce
- (2) Providing candidates satisfy the admission requirements for each stage, a candidate may progress to the award of any of the courses in this sequence. Only the longest award completed will be conferred.

### 5 Admission to candidature

- (1) Available places will be offered to qualified applicants ranked on merit in accordance with the following criteria:
  - (a) Master of Commerce
    - (i) an Australian Qualifications Framework Level 7 or higher qualification with a minimum credit average (or equivalent) at an institution approved by the Business School or
    - (ii) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) and performance in an admissions test approved by the Business School to a standard considered satisfactory by the Business School; and
    - (iii) satisfaction of the English language requirements; and
    - (iv) any other minimum standards specified by the Business School.
  - (b) Graduate Diploma in Commerce
    - (i) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School;
      - (ii) satisfaction of the English language requirements; and
      - (iii) any other minimum standards specified by the Business School.
    - (c) Graduate Certificate in Commerce
      - (i) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School; or
      - (ii) equivalent professional work experience of no less than three years in a relevant field, as defined by the Business School;
      - (iii) satisfaction of the English language requirements; and
      - (iv) any other minimum standards specified by the Business School.
  - (2) In exceptional circumstances the Business School may admit applicants without these qualifications who, in the opinion of the Business School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

### 6 Requirements for award

- (1) The units of study that may be taken for the course are set out in the Table of postgraduate units of study: Commerce.
- (2) To qualify for the award of the Master of Commerce a candidate must complete 96 credit points, comprising:
  - (a) 12 credit points in core units of study; and
  - (b) a minimum of 12 and a maximum of 36 credit points in foundational units of study; and
  - (c) at least one specialisation selected from the Commerce areas of specialisation; and
  - (d) additional specialisations/s, dissertation; and/or any additional elective units of study from the Table of postgraduate units of study: Commerce required to make 96 credit points in total.
- (3) To qualify for the award of the Graduate Diploma in Commerce a candidate must complete 48 credit points, comprising:



- (a) 6 credit points in core units of study; and
- (b) a minimum of 12 and a maximum of 18 credit points in foundational units of study; and
- (c) elective units of study from the Table of postgraduate units of study: Commerce required to make 48 credit points in total.
- (4) To qualify for the award of the Graduate Certificate in Commerce a candidate must complete 24 credit points, comprising:
  - (a) a minimum of 12 and a maximum of 18 credit points in foundational units of study; and/or
  - (b) any additional elective units of study from the Table of postgraduate units of study: Commerce required to make 24 credit points in total.

## 7 Recognition of prior learning

- (1) Waivers may be granted or the volume of learning may be reduced in recognition of prior learning.
- (2) Candidates for the Master of Commerce may be eligible for a reduction in the volume of learning of up to 48 credit points, subject to the following:
  - (a) The maximum permissible reduction in the volume of learning is 24 credit points for an Australian Qualifications Framework Level 7 qualification in a cognate discipline, as defined by the Business School.
  - (b) The maximum permissible reduction in the volume of learning is 24 credit points for an Australian Qualifications Framework Level 8 or higher qualification in a non-cognate discipline.
  - (c) The maximum permissible reduction in the volume of learning is 48 credit points for an Australian Qualifications Framework Level 8 or higher qualification in a cognate discipline, as defined by the Business School or within a university-delivered program of executive education deemed by the Business School to be of equivalent standard.
  - (d) The maximum permissible reduction in the volume of learning is 24 credit points for relevant professional work experience deemed by the Business School to have conferred a volume of learning equivalent to that of a graduate certificate in a cognate discipline.
- (3) Candidates for the Graduate Diploma in Commerce may be eligible for a reduction in the volume of learning of up to 24 credit points for relevant postgraduate studies where no award has been, or will be made.
- (4) Candidates for the Graduate Certificate in Commerce may be eligible for a reduction in the volume of learning of up to 12 credit points for relevant postgraduate studies where no award has been, or will be made.
- (5) Notwithstanding any reduction in the volume of learning granted on the basis of work completed or prior learning, in order to qualify for an award a student must complete at least 50 per cent of the requirements prescribed for the award course at the University of Sydney.

## 8 Specialisations

- (1) Completion of a specialisation is a requirement of the master's degree. A specialisation requires the completion of at least one six credit point foundational unit of study and 24 credit points of advanced units of study chosen from those listed in the table for that specialisation. Advanced units of study counted towards one specialisation may not count toward any other specialisation completed. The specialisations available are:
  - (a) Accounting
  - (b) Aviation and Maritime Management and Logistics
  - (c) Banking
  - (d) Big Data in Business
  - (e) Business Analytics
  - (f) Business Economics
  - (g) Business Information Systems
  - (h) Business Law
  - (i) Business Sustainability
  - (j) Finance
  - (k) Infrastructure and Transport Management
  - (l) International Business
  - (m) Logistics and Supply Chain Management
  - (n) Marketing
  - (o) People, Management and Organisations
  - (p) Project Management
  - (q) Quantitative Finance
  - (r) Strategy, Innovation and Entrepreneurship

## 9 Award of the master's degree, graduate diploma and graduate certificate

- (1) The master's degree, graduate diploma and graduate certificate will be awarded in the pass grade.
- (2) The testamur for the Master of Commerce will specify the following:
  - (a) the specialisation(s) completed; and
  - (b) where a dissertation has been completed, 'Master of Commerce with dissertation'.

## 10 Course transfer

- (1) A candidate for the master's degree or graduate diploma may elect to discontinue study and graduate with a shorter award from this embedded sequence, with the approval of the Business School, and provided the requirements of the shorter award have been met.
- (2) A candidate for the graduate certificate or graduate diploma may elect to upgrade to the master's degree with full recognition of prior learning upon completion of a minimum of 24 credit points and graded at a standard acceptable to the Business School.

## 11 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2018.
- (2) Candidates who commenced prior to 1 January, 2018 may complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2023. The Business School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

# Executive Master of Business Administration (Executive MBA)

This section outlines the course rules and other requirements for the Executive Master of Business Administration offered by the University of Sydney Business School.

Course details	Executive Master of Business Administration
CRICOS code	N/A
Course abbreviation	EMBA
Credit points required for completion	72
Duration (minimum)	1.5 calendar years

The Executive Master of Business Administration is designed to meet the needs of experienced managers who are on a path towards, or working in senior leadership positions in their organisations.

It is structured as a series of five two-week residential units of study over 18 months, enabling busy executives to complete the degree in tandem with their work commitments. In addition, throughout the 18 months participants prepare an Executive Report that addresses a major strategic issue facing their organisation. These reports are presented to a group of senior stakeholders at the end of the degree. Learning is highly experiential and structured around major strategic challenges rather than traditional business disciplines, with leadership as the underlying theme. The course will also expose participants to a wide range of perspectives drawn from beyond business and economics, such as drama, music and philosophy, to broaden the mind, and further develop self-awareness and leadership attributes.

As well as taking place in Sydney, learning occurs in three other continents representing contrasting business contexts. Participants gain hands-on experience in these other parts of the globe by working on live projects and being exposed to a range of people and situations.





# Units of study

## 1. Table of Postgraduate units of study - Executive Master of Business Administration

### Core units of study

All core units of study except, EMBA6000 which is a zero credit point unit, are 12 credit point unit.

Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
<b>Core units of study</b>			
EMBA6000 Executive MBA Primers		<i>This unit is available in the Executive Master of Business Administration only</i>	Intensive May
EMBA6001 EMBA Report	12	A EMBA6000 <i>Only students enrolled in the degree FC065 - Executive Master of Business Administration, are permitted to enrol in this unit of study</i>	Semester 2
EMBA6002 Reframing Leadership	12	<i>Only students enrolled in the degree Executive Master of Business Administration, are permitted to enrol in this unit of study</i>	Intensive February
EMBA6003 Managing Connected Enterprises	12	A EMBA6000 <i>Only students enrolled in the degree Executive Master of Business Administration, are permitted to enrol in this unit of study</i>	Intensive May
EMBA6004 Thriving in New Markets	12	A EMBA6000 <i>Only students enrolled in the degree Executive Master of Business Administration, are permitted to enrol in this unit of study</i>	Intensive October
EMBA6005 Finding Opportunity in Disruptive Technology	12	A EMBA6000 <i>Only students enrolled in the degree FC065 - Executive Master of Business Administration, are permitted to enrol in this unit of study</i>	Intensive January
EMBA6006 Challenging Business Models	12	A EMBA6000 <i>Only students enrolled in the degree Executive Master of Business Administration, are permitted to enrol in this unit of study</i>	Intensive June

## 2. Unit of study descriptions for the Executive Master of Business Administration

### EMBA6000

#### Executive MBA Primers

**Classes:** Online unit **Assessment:** 'Completed Requirements' awarded when unit completed (100%) **Mode of delivery:** Online

*Note: This unit is available in the Executive Master of Business Administration only*

Primers in statistics, economics, financial statements and excel spreadsheets.

### EMBA6001

#### EMBA Report

**Credit points:** 12 **Assessment:** report proposal (10%), verbal board-level (or equivalent) presentation (30%), written business plan or report (30%), reflective report (30%) **Mode of delivery:** Supervision

*Note: Only students enrolled in the degree FC065 - Executive Master of Business Administration, are permitted to enrol in this unit of study*

This unit requires students to provide leadership on a significant strategic issue facing their organisation. Students will be asked to develop a project that can be presented to their organisation's Board or senior management that will have a significant impact on the organisation, and will also allow the student to demonstrate their leadership in respect to this issue. Students will be required to apply the cross-disciplinary knowledge, leadership skills and personal attributes developed during the degree to this strategic issue. Thus, as in other parts of the course, the approach to the project must be integrative, applying the theoretical knowledge gained in a practical and relevant manner, and take into account the broader context in which the organisation operates. This is the final component of the Executive MBA, and as such will allow students to draw on the content and experiences from throughout the course. Students will work closely with an in-company sponsor as well as an academic mentor to ensure the project is both of substantial and practical value to the organisation and completed with academic rigor. The completion of this Unit of Study is the final component of the Executive MBA.

### EMBA6002

#### Reframing Leadership

**Credit points:** 12 **Classes:** 2-week residential block intensive in February **Assessment:** feedback activity (10%), final team project presentation (40%), reflective report (50%) **Mode of delivery:** Block mode

*Note: Only students enrolled in the degree Executive Master of Business Administration, are permitted to enrol in this unit of study*



This is one of the two foundation modules in the Executive MBA. This module challenges students to examine their own leadership, to develop their self-awareness: what is their impact on their teams, their organisations and their communities. Students develop their understanding of different leadership perspectives by looking at leadership through various lenses: for example, military, political, philosophical, ethical and musical, and examining their application to different business situations. Students have the opportunity to undertake a 360-degree assessment of their leadership style, to receive coaching and to develop a plan for improving their leadership capabilities. Through various constructed experiences, students develop the ability to self-direct, to work in teams, to engage in strategic thinking and self-reflection, to identify and manage power relationships, to negotiate and influence others, to manage the media and to understand the key elements of ethical decision-making. Students will deliver a group presentation demonstrating their understanding of different leadership perspectives and their application to a current management challenge.

### **EMBA6003**

#### **Managing Connected Enterprises**

**Credit points:** 12 **Classes:** 2-week residential block intensive in May. **Assessment:** interim team project presentation (10%), final team project presentation (40%), response to client comments on presentation (10%), reflective report (40%) **Mode of delivery:** Block mode

*Note: Only students enrolled in the degree Executive Master of Business Administration, are permitted to enrol in this unit of study*

Today's business leaders need to be able to operate in an interconnected business world. They not only need to understand the fundamentals of managing a business (strategy, marketing, accounting, finance, operations, human resource management, and international business), they need to understand how to operate in a world with high levels of uncertainty, ambiguity and complexity. In this second foundation module, students work on an agribusiness (or similar) project to provide students with a base for learning about business fundamentals within a context of disruption. The module also develops students' understanding of the environmental context of business, such as the importance of food, water and soil security in sustaining populations and the impact of food systems and distribution of income on health and well-being of different socio-economic groups. The project gives students the opportunity to continue to develop their team and leadership skills as introduced in EMBA6002 Reframing Leadership, while setting the foundation for business fundamentals.

### **EMBA6004**

#### **Thriving in New Markets**

**Credit points:** 12 **Classes:** 2-week residential block intensive in October **Assessment:** interim team project presentation (10%), final team project presentation (40%), response to client comments on presentation (10%), reflective report (40%) **Mode of delivery:** Block mode

*Note: Only students enrolled in the degree Executive Master of Business Administration, are permitted to enrol in this unit of study*

Even the smallest business today is part of a global network. Businesses large and small source materials from across the globe, and sell to customers around the world. Leaders today need to manage employees from multiple cultures, with diverse educational backgrounds. They need to know how to negotiate with people from a variety of cultural backgrounds. And they need to understand how their businesses impact on the communities in which they are operating. This module takes students to another country (India or similar) to undertake an exercise in creating a social enterprise. Students will formulate a hypothesis prior to departure about what challenge that social enterprise will solve, and then research it upon landing in India. We introduce models of entrepreneurship and innovation, adding them to the toolkit developed in EMBA6003 Managing Connected Enterprises. Students work with faculty members and students from our host institution to uncover cultural differences, and how to manage through them. Students also engage with local customers, suppliers and potential competitors, as well as relevant local government representatives to test the viability of entering a new market. The emphasis of this module is on the team navigating the cultural landscape of entrepreneurial activity in a new market. To complete the projects, students draw on what they have learned in the previous modules, applying the foundation material in a new context.

### **EMBA6005**

#### **Finding Opportunity in Disruptive Technology**

**Credit points:** 12 **Classes:** 2-week residential block intensive in January **Assessment:** interim team project presentation (10%), final team project presentation (40%), response to client comments on presentation (10%), reflective report (40%) **Mode of delivery:** Block mode

*Note: Only students enrolled in the degree FC065 - Executive Master of Business Administration, are permitted to enrol in this unit of study*

Technology is impacting every aspect of our lives and businesses today. There are a multitude of case studies on how traditional businesses have been disrupted by technology. The savvy business leader today understands how to take advantage of this technology to grow existing businesses or create new businesses or even new markets. Those that are not adaptable do not survive. In this unit, we visit some of the leaders in the development and application of new technologies, in California in the US. We partner with a US university to access the best academic thought on technology and business, working with academics who have both developed theories of innovation as well as applied it in leading businesses. During the two-week module, students are required to complete a project for a client company that is grappling with technological challenges to its business. They will draw on knowledge about leadership, business fundamentals and entrepreneurial activity developed in the previous three modules. Students are also required to explore the business and social context in which technology is utilised to understand the cultural, social and broader environmental context in which it operates.

### **EMBA6006**

#### **Challenging Business Models**

**Credit points:** 12 **Classes:** 2-week residential block intensive in June. **Assessment:** interim team project presentation (10%), final team project presentation (40%), response to client comments on presentation (10%), reflective report (40%) **Mode of delivery:** Block mode

*Note: Only students enrolled in the degree Executive Master of Business Administration, are permitted to enrol in this unit of study*

The biggest challenge facing most businesses today is that they don't anticipate the changes in their market environment that fundamentally threaten the way they do what they do. This applies to the government sector and not-for-profits as much as it does to for-profit businesses. How do businesses ensure that they renew themselves before they become obsolete? This unit of study is the culmination of the previous four Executive MBA units of study, combining entering new markets, incorporating cutting edge technology and using leadership and management foundations to challenge existing business models. We look at existing businesses that have managed this transformation well, and examine those that haven't. Students obtain an understanding of how organisations can adapt to disruption. We examine a variety of technological advances such as robotics, nanotechnology, machine learning and artificial intelligence to see how they have transformed business models. We examine how to access, analyse and utilise the massive amount of data that is available. We also examine the impact of technology on the workforce, and the

future of work. A major project on a progressive organisation enables students to apply what they have learned to this organisation's transformation. The module takes place in two locations relevant to the chosen project, such as the UK, Israel, Germany or similar.





# Progression guide

The Executive Master of Business Administration involves one and a half (1.5) calendar years of intensive study. Students are required to follow a prescribed schedule of study, to facilitate progressive learning.

Students will enrol in six, 12-credit point units of study over 18 months (two units in each of the three semesters).

## EMBA Delivery Structure – 2018 intake

In 2018, the EMBA is to be delivered as set out in the following table.

The total duration of this program is 18 months.

Module / Unit of study	Module / Unit Location	Module Timeframe/Duration
EMBA6000 Executive MBA Primers #	Online: <i>Economics, Financial Statements, Marketing, Operations Management</i>	February to October 2018
EMBA6001 EMBA Report #	In-company project; ongoing over 18 months	August 2018 to July 2019
EMBA6002 Reframing Leadership # *	Off-site location in Sydney	February 2018
EMBA6003 Managing Connected Enterprises # *	University of Sydney and off-site location in Australia.	May 2018
EMBA6004 Thriving in New Markets # * ^	Bangalore, India or another location to be determined	October 2018
EMBA6005 Finding Opportunity in Disruptive Technology # * ^	Los Angeles and Silicon Valley, California, USA or another location to be determined.	January 2019
EMBA6006 Challenging Business Models # * ^	Cambridge, UK and Tel Aviv, Israel or another location to be determined	June 2019

# These modules involve self-directed distance learning (with mentors) and/or pre-module preparation.

\* These modules involve two-week residential face-to-face delivery approximately every four months.

^ The locations of the 'Thriving in New Markets', 'Finding Opportunity in Disruptive Technology' and 'Challenging Business Models' modules may change, with locations to be confirmed by July 2018.

**Note:** For further details regarding how individual modules/units are offered students should refer the EMBA page on the Business School website [mba.sydney.edu.au/global-executive](http://mba.sydney.edu.au/global-executive) or contact the EMBA Program Coordinator at [document.write\('' + 'business.globalemba@sydney.edu.au' + ''\);](mailto:document.write('' + 'business.globalemba@sydney.edu.au' + '');business.globalemba@sydney.edu.au(business.globalemba[at]sydney.edu.au.))





# Course rules and resolutions

## Executive Master of Business Administration

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the School, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Course resolutions

#### 1 Course codes

Code	Course title
MAEXMBAD-01	Executive Master of Business Administration

#### 2 Attendance pattern

The attendance pattern for this course is full time only.

#### 3 Master's type

This is a professional master's course as defined by the Coursework Policy.

#### 4 Admission to candidature

- (1) Available places will be offered to qualified applicants ranked on merit in accordance with the following criteria:
  - (a) an Australian Qualifications Framework Level 7 or higher qualification with a minimum credit average (or equivalent) at an institution approved by the Business School; and
  - (b) relevant work experience requirements as determined by the Business School (approximately 10 years of business experience); and
  - (c) performance at a selection interview designed to establish the candidate's suitability for the degree; and
  - (d) satisfaction of the English language requirements; and
  - (e) any other minimum standards specified by the Business School.
- (2) In exceptional circumstances the School may admit candidates without these qualifications who, in the opinion of the School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

#### 5 Requirements for award

- (1) The units of study that may be taken for the course are set out in the Table of postgraduate units of study: Executive Master of Business Administration.
- (2) To qualify for the award of the Executive Master of Business Administration, a candidate must complete 72 credit points of core units of study in a prescribed sequence specified by the Business School.

#### 6 Progression rules

- (1) Candidates must achieve a minimum credit average (65%) in EMBA6002 and EMBA6003 before proceeding to the next core units in the prescribed sequence.
- (2) Candidates who successfully complete EMBA6002 and EMBA6003 but fail to achieve a minimum credit average will be eligible for the award of the Graduate Certificate in Business Administration.\*

*\*Please refer to the University of Sydney Business School Credit Provisions for clarification on credit transfer.*

#### 7 Credit for previous study

- (1) Candidates for the Executive Master of Business Administration may be eligible for a reduction in the volume of learning for study undertaken at Australian Qualification Framework Level 9 standard or higher or within a university-delivered program of executive education deemed by the Business School to be of equivalent standard to that of the Executive Master of Business Administration.
- (2) Notwithstanding any credit granted for prior learning, in order to qualify for an award a student must complete at least 50 per cent of the course requirements whilst enrolled in the award course.

#### 8 Course transfer

Candidates for the Executive Master of Business Administration may elect to discontinue study and graduate with the Graduate Certificate in Business Administration, with the approval of the Business School, and provided the requirements of the shorter award have been met.\*

*\* Please refer to the University of Sydney Business School Credit Provisions for clarification on credit transfer.*

#### 9 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2018.
- (2) Candidates who commenced prior to 1 January, 2018 may complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2023. The School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.





# Human Resource Management and Industrial Relations

This section outlines the course rules and other requirements for the postgraduate programs in Human Resource Management and Industrial Relations offered by the University of Sydney Business School.

Course details	Master of Human Resource Management and Industrial Relations	Graduate Diploma in Human Resource Management and Industrial Relations	Graduate Certificate in Human Resource Management and Industrial Relations
<b>CRICOS code</b>	061140E	061141D	061142C
<b>Course abbreviation</b>	MHRM&IR	GradDipHRM&IR	GradCertHRM&IR
<b>Credit points required for completion</b>	60	36	24
<b>Duration (minimum)</b>	1.5 years full time	1 year full time	0.5 years full time
	2.5 years part time	1.5 years part time	1 year part time

The Master of Human Resource Management and Industrial Relations, Graduate Diploma in Human Resource Management and Industrial Relations and Graduate Certificate in Human Resource Management and Industrial Relations are specialised qualifications for those engaged in or contemplating careers in human resource management, industrial relations, and related areas.





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# Course structures

## Course requirements

### (1) Master of Human Resource Management and Industrial Relations

To be awarded the Master of Human Resource Management and Industrial Relations, students complete units of study totalling 60 credit points, comprising:

- 18 credit points in foundation and advanced core units of study;
- a 6 credit point capstone (core) unit of study; and
- 36 credit points in elective units of study.

The units of study available for this degree are listed in the Table of postgraduate units of study: Human Resource Management and Industrial Relations.

### (2) Graduate Diploma in Human Resource Management and Industrial Relations

To be awarded the Graduate Diploma in Human Resource Management and Industrial Relations, students complete units of study totalling 36 credit points, comprising:

- 18 credit points in foundation and advanced core units of study; and
- 18 credit points in elective units of study.

The units of study available for this course are listed in the Table of postgraduate units of study: Human Resource Management and Industrial Relations.

### (3) Graduate Certificate in Human Resource Management and Industrial Relations

To be awarded the Graduate Certificate in Human Resource Management and Industrial Relations, students complete units of study totalling 24 credit points, comprising:

- 18 credit points in foundation and advanced core units of study; and
- a six credit point elective unit of study.

The units of study available for this course are listed in the Table of postgraduate units of study: Human Resource Management and Industrial Relations.

## Professional accreditation

The program is accredited by the Australian Human Resources Institute (AHRI) and is reviewed every three years to ensure program content is relevant to industry needs. Further information on accreditation can be found on the AHRI website.







# Units of study

The University of Sydney website ([sydney.edu.au/courses/](http://sydney.edu.au/courses/)) contains the most up to date information on unit of study availability and other requirements. Timetabling information for the current year is available on the Business School website ([sydney.edu.au/business/timetable](http://sydney.edu.au/business/timetable)). Students should note that units of study are run subject to demand.

## 1. Table of postgraduate units of study: Human Resource Management and Industrial Relations

### (i) Core units of study (all courses)

Students enrolled in the Human Resource Management and Industrial Relations courses complete their core units of study from the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<i>(i) Foundation</i>			
The foundation unit is designed to be taken at the commencement of the course.			
<b>WORK5002 People, Work and Employment</b>	6	<i>This is the foundational unit for the graduate Human Resource Management and Industrial Relations program and should be taken in a student's first semester of study.</i>	Semester 1 Semester 2a
<i>(ii) Advanced</i>			
Students must complete the following 12 credit points in advanced units of study:			
<b>WORK6017 Human Resource Strategies</b>	6	<i>Core unit for the MHRM and IR</i>	Semester 1 Semester 2
<b>WORK6116 Employment and the Law</b>	6	<i>This unit is not available for students enrolled in the Master of Labour Law Relations</i>	Semester 1a Semester 2

### (ii) Capstone (core) unit of study (Master's degree only)

Students enrolled in the Master of Human Resource Management and Industrial Relations complete a capstone (core) unit of study in their final semester of study.

The capstone unit of study is listed in the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
The capstone unit draws on all the units completed and thus is undertaken at the end of the degree. The capstone unit is only available to students enrolled in the master's degree.			
<b>WORK6034 HRM and IR in Action</b>	6	<b>P</b> minimum of 36 credit points <b>N</b> WORK6031 <i>Capstone unit for the Master of HRM and IR.</i>	Semester 1 Semester 2

### (iii) Elective units of study

Students enrolled in the Human Resource Management and Industrial Relations courses complete their elective units of study from the following table.

The number of units required to be completed for each course are as follows:

- *Master's degree*: 36 credit points in elective units.
- *Graduate diploma*: 18 credit points in elective units.
- *Graduate certificate*: 6 credit points in elective units.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>WORK6001 Organisational Analysis and Behaviour</b>	6		Semester 1
<b>WORK6002 Strategic Management</b>	6		Semester 1 Semester 2b
<b>WORK6012 Industrial Relations Policy</b>	6		Intensive October
<b>WORK6018 International Industrial Relations</b>	6		Semester 1



<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>WORK6026</b> Organisational Change and Development	6		Semester 1
<b>WORK6030</b> Performance and Rewards	6		Semester 2b
<b>WORK6033</b> Organisational Sustainability	6	N ECOF6110 or CLAW6028	Semester 1
<b>WORK6108</b> International Dimensions of HRM	6		Semester 2
<b>WORK6115</b> Managing Diversity at Work	6		Semester 2a
<b>WORK6118</b> Managing Communication in Organisations	6	N ECOF6030 or ECOF6040	Semester 1
<b>WORK6120</b> Research Essay	6	<i>Note: Department permission required for enrolment Available only to students who have achieved 75% or better in at least four WORK (or equivalent) units studied; and have the Discipline's permission to take the unit.</i>	Semester 1 Semester 2
<b>WORK6130</b> Leadership in Organisations	6	N ECOF5807 or ECOF6090	Semester 1
<b>IBUS6002</b> Cross-Cultural Management	6		Semester 1 Semester 2
<b>IBUS6005</b> Ethical International Business Decisions	6		Semester 1
<b>QBUS6320</b> Management Decision Making	6	N ECOF6070 or ECOF5804 or ECMT6310 or ECMT5003	Semester 1 Semester 2
<b>BUSS6500</b> Industry Placement	6	<b>P</b> 48 credit points with a minimum credit average (65%) <b>N</b> ECOF6500 <i>Note: Department permission required for enrolment Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: business.placements@sydney.edu.au.</i>	Intensive August Intensive March Semester 1 Semester 2

Please Note. BUSS6500 is only available to students enrolled in the Master's degree.

## 2. Unit of study descriptions for Human Resource Management and Industrial Relations coursework programs

*Note:* These unit of study descriptions are listed alphanumerically by unit code.

### Core units of study

#### **WORK5002**

##### **People, Work and Employment**

**Credit points:** 6 **Classes:** Semester 1a: intensive - TBA; Semester 2: 1 x 3hr seminar/tutorial per week **Assessment:** tutorial facilitation and reflections (20%), final exam (40%), research essay (30%), tutorial attendance (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

*Note: This is the foundational unit for the graduate Human Resource Management and Industrial Relations program and should be taken in a student's first semester of study.*

The unit provides an integrated overview of the social, legal, psychological, ethical and strategic dimensions of human resource management. The learning content develops broad and deep knowledge in a select number of topical human resource issues and links these to a real-world context. As such the unit provides students with the essential preparatory knowledge and skills to build an intellectual foundation for the suite of subsequent elective units in human resource management and industrial relations available in the program.

#### **WORK6017**

##### **Human Resource Strategies**

**Credit points:** 6 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** group presentation (10%), group report (10%), essay (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: Core unit for the MHRM and IR*

This unit examines the theoretical foundations of strategic human resource management and then critically analyses the empirical evidence related to a range of HR strategies deployed in contemporary workplaces, both in Australia and internationally. In doing so, the unit explores the issues underpinning emerging HR strategies, their implementation and the outcomes experienced within the organisation and the wider environment. The HR strategies studied involve those that focus on managing a contemporary workforce and may include human resources strategies associated with: the management of front line workers, teams, non standard forms of employment, job quality and work-life balance, and gender and diversity at work, for example.

#### **WORK6116**

##### **Employment and the Law**

**Credit points:** 6 **Classes:** 1x 2hr lecture and 1x 1hr tutorial per week **Assessment:** presentation (20%), essay (30%), final exam (40%), tutorial participation (10%) **Mode of delivery:** Block mode, Normal (lecture/lab/tutorial) evening

*Note: This unit is not available for students enrolled in the Master of Labour Law Relations*

This unit of study examines the legal framework with respect to labour relations in Australia. In particular it examines the scope of industrial law, the employment relationship, the Federal-State division of legislative power in industrial relations and the industrial arbitration systems, courts, tribunals, agreements and awards. Current developments in the law and politics of the systems will be referred to throughout the course.

## Capstone unit of study (Master's degree only)

### WORK6034

#### HRM and IR in Action

**Credit points:** 6 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** presentation (20%), assignment (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: Capstone unit for the Master of HRM and IR.*

This unit examines the emergence, significance and challenges associated with applied human resource management and industrial relations within contemporary organisations. In doing so, the unit brings together and consolidates theories, practices and debates associated with human resource management and industrial relations, whilst drawing on both Australian and international examples to illustrate the current and future imperatives central to human resource management and industrial relations.

## Elective units of study

### BUSS6500

#### Industry Placement

**Credit points:** 6 **Classes:** 9 hours of pre-placement workshops; 210 hours internship; 2 hour debrief workshop. **Assessment:** Performance objectives (0%), report (70%), presentation (30%) **Mode of delivery:** Professional practice

*Note: Department permission required for enrolment in the following sessions: Intensive August, Intensive March, Semester 1, Semester 2.*

*Note: Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: [business.placements@sydney.edu.au](mailto:business.placements@sydney.edu.au).*

This unit is available to outstanding students completing the Master of Commerce, Master of Human Resource Management and Industrial Relations, and Master of Professional Accounting program. It involves a professional placement with a business, government, or non-government organisation. It includes preparatory coursework in reflective, professional practice and report writing. Assessment includes a reflective journal and professional report and presentation based on the internship placement. Permission is required to enrol in this unit. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/industry\\_placement\\_program](http://sydney.edu.au/business/study/opportunities/industry_placement_program)

### IBUS6002

#### Cross-Cultural Management

**Credit points:** 6 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** Participation (10%), culture report (10%), case study (20%), mid-semester exam (in class) (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

An understanding of cultural differences and how to manage such differences is critical to effective management in international and multi-cultural business environments. The aim of this unit is to provide conceptual frameworks and evidence from practice that will develop an understanding of the ways in which cultures differ, how these differences can impact on management, and how cultural issues can limit organisational effectiveness. Major topics include the significance of culture in international management, the meaning and dimensions of culture, comparative international management and leadership styles, managing communication across cultures, ethics and social responsibility in global management, cross-cultural negotiation and decision-making, forming and managing global teams, and developing the international and global manager.

### IBUS6005

#### Ethical International Business Decisions

**Credit points:** 6 **Classes:** 1x 3 hour seminar per week from week 1 to week 13 **Assessment:** Group assignments (40%), final exam (30%), and individual assignments (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

In order to succeed in international business, both corporations and individuals need broad decision-making abilities. Business decision-making tools yield more coherent and justifiable results when used with an understanding of the ethical, social and environmental aspects of the process. This applies to various situations in the international business setting including business relations with government, customers, employees, and NGOs. This unit is designed to look at these non-financial elements in the decisions made within the international business context. Upon completion of this unit, students will have enhanced skills and knowledge relevant to the understanding of ethical issues and ethical decisions making in international business organisations.

### QBUS6320

#### Management Decision Making

**Credit points:** 6 **Classes:** 3hrs of classes ('lecturial' - combination lecture/tutorial) per week **Assessment:** assignment 1 (25%), assignment 2 (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Normal (lecture/lab/tutorial) day

This unit introduces models and tools for decision analysis and their application in managerial settings. The unit focuses on the use of formal decision methods for management decisions in business. The main goal is to show how these decision models can improve the decision process by helping the decision maker to understand the structure of decisions; use subjective probabilities for measuring risk; analyse sensitivity of decisions to changing decision parameters; quantify outcomes in accordance with risk attitudes; and estimate the value of information. Special attention is paid to informal interpretations of formal decision approaches.

### WORK6001

#### Organisational Analysis and Behaviour

**Credit points:** 6 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** presentation (20%), essay (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit introduces students to the behaviour of people when acting as members of an organisation. The aim of the unit is to provide an understanding of the processes and structures that influence organisational behaviour, by drawing on ideas from psychology, sociology,

management and anthropology. Topics covered include: personality and the self; learning and socialisation; motivation and commitment; group behaviour and dynamics; organisational design and boundaries; organisational culture, change and leadership.

#### **WORK6002**

##### **Strategic Management**

**Credit points:** 6 **Classes:** Semester 1b: Intensive - TBA; Semester 2: 1 x 3hr seminar/tutorial per week **Assessment:** seminar-based assessment (20%), case study assessment (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

The aim of this unit is to introduce the concept of strategy and explain its role in the management of organisations. The unit thus traces the development of strategic management as a field and examines different approaches to strategic management. WORK6002 introduces students to the classical strategy process of strategic analysis, strategy formulation and strategy implementation. This involves learning about and working with a range of strategy models and tools that can be used in the strategic management of organisations. In particular, a range of case studies is used to explore the practical application of these tools. The unit also critically examines traditional views of strategy by introducing a range of current debates in the strategy field.

#### **WORK6012**

##### **Industrial Relations Policy**

**Credit points:** 6 **Classes:** Intensive - TBA **Assessment:** presentation (30%), end of unit quiz (20%), policy essay (50%) **Mode of delivery:** Block mode

The aim of this unit is to provide an understanding of the policy debates in employment relations with an emphasis on laws, institutions and social processes. It combines theoretical and historical understandings of employment relations in Australia with a detailed examination of the current policies and strategies of the key employment relations players and the role of the state. Topics covered include: the regulatory framework, state and federal governments policies, union policy, employer policy, the practices of Australia's industrial tribunals and responses to current challenges, such as the quest for improved productivity and greater flexibility. Overarching themes include individualisation and decentralisation of employment relations policy in Australia and whether there are more suitable alternatives.

#### **WORK6018**

##### **International Industrial Relations**

**Credit points:** 6 **Classes:** Intensive **Assessment:** minor essay (10%), major essay (30%), seminar presentation (30%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit provides students with insights into the debate about the effect of globalisation on employment relations by using comparative analysis to identify the range of factors that account for similarities and difference in national patterns of industrial relations. The unit focuses on providing an understanding of the nature of industrial relations patterns in developed and developing market economies and invites students to compare a range of developments across these countries.

#### **WORK6026**

##### **Organisational Change and Development**

**Credit points:** 6 **Classes:** 1x 3 hour seminar/tutorial per week **Assessment:** assignment 1 (35%), assignment 2 (15%), presentation (10%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit seeks to develop diagnostic and prescriptive skills in relation to the management of organisational change while also encouraging the adoption of a critical perspective of the field. Part 1 (Organisational Change and the Nature of Organisations) introduces the fields of organisational change, explains its relevance to organisation performance and strategy and examines key change management models. Part 2 (Diagnosis and Intervention) examines the utility of key organisational change models and techniques and identifies factors that may impact on the effectiveness of the change management process. Part 3 (Key Areas of Intervention) analyses the application of organisational change practices and initiatives to a number of specific organisational issues.

#### **WORK6030**

##### **Performance and Rewards**

**Credit points:** 6 **Classes:** Intensive **Assessment:** participation (10%), tests (20%), assignment (40%), final exam (30%) **Mode of delivery:** Block mode

This unit examines the processes and practices associated with contemporary performance and reward management. Results-based, behaviourally-based and competency-based methods of performance management are examined, along with processes of performance review, planning and developing. Coverage of reward management issues includes: job- and person-based approaches to building base pay structures; methods for rewarding individual performance; work group incentives such as gainsharing, goal-sharing and team pay; methods of rewarding employees for organisational performance, including employee share ownership; and performance-related rewards for executives. The unit also examines approaches to developing strategically integrated performance and reward management systems.

#### **WORK6033**

##### **Organisational Sustainability**

**Credit points:** 6 **Classes:** Intensive **Assessment:** tests (30%), assignment (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Organisational sustainability is a critical part of contemporary managerial practice, focusing on organisations' economical, social and environmental impact. This unit critically evaluates the intentions, practices and outcomes of organisational sustainability initiatives. By applying relevant theoretical frameworks, students are encouraged to enhance their understanding of the role and responsibilities of management, the impact of organisations on employees, and the wider societal and environmental implications of contemporary organisational trends. With an emphasis on the human dimensions of organisational actions, this unit builds on foundational units of study in Management, Industrial Relations and Human Resource Management.

#### **WORK6108**

##### **International Dimensions of HRM**

**Credit points:** 6 **Classes:** Intensive **Assessment:** assignment 1 (40%), assignment 2 (25%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit considers the opportunities and challenges associated with managing people in international and cross-cultural contexts, with specific emphasis on international recruitment, selection, preparation, placement, management development, performance management, reward and remuneration. The unit considers the implications of internationalisation and globalisation for human resource management (HRM), the different levels of international business activity, the difference between domestic and international HRM, the challenges of cross-cultural management, models of cross-cultural management, and specific international HR processes, including selection, development, performance management, remuneration and repatriation. The unit provides students with a practical understanding of the issues and challenges associated with managing employees in international, global and cross-cultural contexts.

#### **WORK6115**

##### **Managing Diversity at Work**

**Credit points:** 6 **Classes:** intensive: 6 days, 9am - 5pm **Assessment:** facilitation (15%), assignment 1 (10%), assignment 2 (30%), participation (5%), final exam (40%) **Mode of delivery:** Block mode

This unit examines the ways in which organisations manage a heterogeneous workforce and the legal and ethical issues associated with the management of workforce diversity. While drawing on international literature in the field, the primary focus is on the Australian experience, including the so-called 'program' approach and the complaint mechanism found in the anti-discrimination statutes. As well as encouraging the development of diagnostic and prescriptive skills in diversity management, students also have the opportunity to develop a critical perspective on the growing literature in this field.

#### **WORK6118**

##### **Managing Communication in Organisations**

**Credit points:** 6 **Classes:** 1 x 1hr lecture and 1 x 2hr seminar per week **Assessment:** assignment 1 (35%), assignment 2 (15%), presentation (10%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

In this unit students learn theories of communication and how they apply within organisations, at an organisational, team and individual level. In the unit we review the concept of communication through different theoretical and philosophical lenses, so that students gain an understanding of how different perspectives provide different insights into communication within organisations. The unit also examines communication processes and how communication occurs between individuals and within groups. There is also a focus on communication challenges such as technology, diversity and globalisation. The unit incorporates practical exercises and case studies to enable students to evaluate their own communication practices and to apply the knowledge and understanding they gain from the unit to their own organisations and careers.

#### **WORK6120**

##### **Research Essay**

**Credit points:** 6 **Classes:** Supervision **Assessment:** research essay (100%) **Mode of delivery:** Supervision

*Note: Department permission required for enrolment in the following sessions: Semester 1, Semester 2.*

*Note: Available only to students who have achieved 75% or better in at least four WORK (or equivalent) units studied; and have the Discipline's permission to take the unit.*

This unit provides high-performing students with the opportunity to undertake supervised reading and research for a major essay of 5,000 words on an approved topic of special interest in work and organisational studies. The unit centres on supervised individual reading and research rather than on class-based teaching and learning. Enrolment is limited to students who (a) have achieved 75% or better in at least four WORK (or equivalent) units studied; and (b) have the Discipline's permission to do so. Approval is subject to supervisor availability. Students contemplating enrolment in this unit must first seek approval from the Work and Organisational Studies Postgraduate Coursework Coordinator. Approval will depend on the nature of the proposed essay topic and the availability of appropriate supervisory expertise.

#### **WORK6130**

##### **Leadership in Organisations**

**Credit points:** 6 **Classes:** 2hr lecture and 1x 1hr tutorial per week **Assessment:** presentation (30%), assignment (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit is designed to encourage students to consider the role and significance of leadership in various organisational contexts. The unit introduces the major streams of leadership theory and traces the development of our understanding about leadership. The unit explores how these theories allow us to understand leadership in practice and in what ways leadership is linked to different aspects of organisational effectiveness. It then examines the 'good, the bad, and the ugly' sides of leadership, e.g. positive forms (transformational, charismatic) and negative forms (narcissistic and Machiavellian). The unit explores leading for diversity and diversity in leadership (e.g. based on gender, culture and ethnicity) and the role of leaders in constituting ethical and socially responsible organisations. The critical role of leaders in effecting organisational change is explored and the leadership of top management teams, and leadership succession is examined. The unit also examines leadership development programs and instruments and students have an opportunity to reflect on factors that might influence their own leadership style.



# Progression guides

The following tables show course progression examples for a student enrolled in the Human Resource Management and Industrial Relations master's degree, graduate diploma or graduate certificate.

## (1) Master of Human Resource Management and Industrial Relations

The following table illustrates a degree progression example for a student enrolled in the Master of Human Resource Management and Industrial Relations on a full-time basis completing in three semesters.

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	WORK5002	WORK6017	elective	elective	24
	Semester 2	WORK6116	elective	elective	elective	24
Year 2	Semester 1	WORK6034 (capstone)			elective	12
						<b>60</b>

## (2) Graduate Diploma in Human Resource Management and Industrial Relations

The following table illustrates a course progression example for a domestic student enrolled in the Graduate Diploma in Human Resource Management and Industrial Relations on a full-time basis completing in two semesters.

*Note. Students on an International Student VISA must undertake a standard full-time enrolment load of four units of study in their first semester and two units in their final semester.*

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	WORK5002	WORK6017	elective		18
	Semester 2	WORK6116	elective	elective		18
						<b>36</b>

## (3) Graduate Certificate in Human Resource Management and Industrial Relations

The following table illustrates a course progression example for a student enrolled in the Graduate Certificate in Human Resource Management and Industrial Relations on a full-time basis completing in one semester.

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	WORK5002	WORK6017	WORK6116	elective	24

*Note:* The information listed in these examples is based on the unit of study offerings for the current year and is intended as a guide only. Students are usually able to complete the units of study in different sequences to those listed (including enrolling in units in summer or winter sessions when available). Students are advised to plan their course based upon their individual needs.







# Course rules and resolutions

## Master of Human Resource Management and Industrial Relations

## Graduate Diploma in Human Resource Management and Industrial Relations

## Graduate Certificate in Human Resource Management and Industrial Relations

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Course resolutions

#### 1 Course codes

Code	Course title
MAHRMIRE-01	Master of Human Resource Management and Industrial Relations
GNHRMIRE-01	Graduate Diploma in Human Resource Management and Industrial Relations
GCHRMIRE-01	Graduate Certificate in Human Resource Management and Industrial Relations

#### 2 Attendance pattern

The attendance pattern for this course is full time or part time according to candidate choice.

#### 3 Master's type

The master's degree in these resolutions is a professional master's course, as defined by the Coursework Policy.

#### 4 Embedded courses in this sequence

- (1) The embedded courses in this sequence are:
- (a) the Master of Human Resource Management and Industrial Relations
  - (b) the Graduate Diploma in Human Resource Management and Industrial Relations
  - (c) the Graduate Certificate in Human Resource Management and Industrial Relations
- (2) Providing candidates satisfy the admission requirements for each stage, a candidate may progress to the award of any of the courses in this sequence. Only the longest award completed will be conferred.

#### 5 Admission to candidature

- (1) Available places will be offered to qualified applicants ranked on merit in accordance with the following criteria:
- (a) Master of Human Resource Management and Industrial Relations
    - (i) an Australian Qualifications Framework Level 8 or higher qualification in any discipline with a minimum credit average (or equivalent) at an institution approved by the Business School; or
    - (ii) an Australian Qualifications Framework Level 7 qualification in a cognate discipline, as defined by the Business School, with a minimum credit average (or equivalent) at an institution approved by the Business School; or
    - (iii) an Australian Qualifications Framework Level 7 qualification in a non-cognate discipline with a minimum credit average (or equivalent) at an institution approved by the Business School and a minimum of three years relevant work experience; or
    - (iv) completion of the qualifications and experience specified in (i), (ii) or (iii) with a minimum pass average (or equivalent) and performance in an admissions test approved by the Business School to a standard considered satisfactory by the Business School; and
    - (v) satisfaction of the English language requirements; and
    - (vi) any other minimum standards specified by the Business School.
  - (b) Graduate Diploma in Human Resource Management and Industrial Relations
    - (i) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School;
      - (ii) satisfaction of the English language requirements; and
      - (iii) any other minimum standards specified by the Business School.
    - (c) Graduate Certificate in Human Resource Management and Industrial Relations
      - (i) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School; or
      - (ii) equivalent professional work experience of no less than three years in a relevant field, as defined by the Business School;
      - (iii) satisfaction of the English language requirements; and
      - (iv) any other minimum standards specified by the Business School.
- (2) In exceptional circumstances the Business School may admit applicants without these qualifications who, in the opinion of the Business School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

#### 6 Requirements for award

- (1) The units of study that may be taken for the course are set out in the Table of postgraduate units of study: Human Resource Management and Industrial Relations coursework programs.
- (2) To qualify for the award of the Master of Human Resource Management and Industrial Relations a candidate must complete 60 credit points, comprising:
- (a) 24 credit points of core units of study; and
  - (b) 36 credit points of elective units of study.
- (3) To qualify for the award of the Graduate Diploma in Human Resource Management and Industrial Relations a candidate must complete 36 credit points, comprising:



- (a) 18 credit points of core units of study; and
- (b) 18 credit points of elective units of study.
- (4) To qualify for the award of the Graduate Certificate in Human Resource Management and Industrial Relations a candidate must complete 24 credit points, comprising:
  - (a) 18 credit points of core units of study; and
  - (b) 6 credit points of elective units of study.

#### 7 Recognition of prior learning

- (1) Waivers may be granted or the volume of learning may be reduced in recognition of prior learning.
- (2) Candidates for the Master of Human Resource Management and Industrial Relations may be eligible for a reduction in the volume of learning of up to 30 credit points for relevant postgraduate studies where no award has been, or will be made.
- (3) Candidates for the Graduate Diploma in Human Resource Management and Industrial Relations may be eligible for a reduction in the volume of learning of up to 18 credit points for relevant postgraduate studies where no award has been, or will be made.
- (4) Candidates for the Graduate Certificate in Human Resource Management and Industrial Relations may be eligible for a reduction in the volume of learning of up to 12 credit points for relevant postgraduate studies where no award has been, or will be made.
- (5) Notwithstanding any reduction in the volume of learning granted on the basis of work completed or prior learning, in order to qualify for an award a student must complete at least 50 per cent of the requirements prescribed for the award course at the University of Sydney.

#### 8 Course transfer

- A candidate for the master's degree or graduate diploma may elect to discontinue study and graduate with a shorter award from this embedded sequence, with the approval of the Business School, and provided the requirements of the shorter award have been met.
- (2) A candidate for the graduate certificate or graduate diploma may elect to upgrade to the master's degree with full recognition of prior learning upon completion of a minimum of 24 credit points and graded at a standard acceptable to the Business School.

#### 8 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2017 and students who commenced their candidature prior to 1 January, 2017 who elect to proceed under these resolutions.
- (2) Candidates who commenced prior to 1 January, 2017 may complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2022. The Business School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

# Innovation and Enterprise

This section outlines the course rules and other requirements for the Graduate Certificate in Innovation and Enterprise offered by the University of Sydney Business School.

Course code	Graduate Certificate in Innovation and Enterprise
CRICOS code	066136E
Course abbreviation	GradCertInn&Ent
Credit points required for completion	24
Duration (minimum)	0.5 years full-time 1 year part-time

This course aims to develop commercially aware and empowered entrepreneurs. It is designed to equip graduates with the skills and experience necessary to build a business in a variety of industries.

The Graduate Certificate in Innovation and Enterprise is relevant to people with a variety of interests, including the self-employed, business managers, researchers, creative artists, and social activists.

Essentially the course ensures participants gain valuable skills and know-how in:

- identifying and understanding opportunity, change and innovation;
- growing successful and sustainable businesses locally and internationally;
- building cross-functional management competencies, including: marketing, intellectual property management, strategy and finance; and
- establishing the relationships and engaged practices required from entrepreneurial leaders, including: communication, teamwork and reporting/pitching.

Students also have the opportunity to develop expertise in the commercialisation of research and other intellectual property, corporate innovation, as well as commercial and social entrepreneurship. The units of study in this course are characterised by their rich opportunities to 'learn by doing' through experiential and engaged practice.





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# Course structure

## Course requirements

To be awarded the Graduate Certificate in Innovation and Enterprise, students complete units of study totalling 24 credit points, comprising:

- 12 credit points in core units of study; and
- 12 credit points in elective units of study.

The units of study available for Graduate Certificate in Innovation and Enterprise are listed in the Table of postgraduate units of study: Graduate Certificate in Innovation and Enterprise.





# Units of study

## 1. Table of postgraduate units of study: Graduate Certificate in Innovation and Enterprise

The University of Sydney website ([sydney.edu.au/courses/](http://sydney.edu.au/courses/)) contains the most up to date information on unit of study availability and other requirements. Timetabling information is available on the Business School website ([sydney.edu.au/business/timetable](http://sydney.edu.au/business/timetable)). Students should note that units of study are run subject to demand.

### (i) Core units of study

Students must complete 12 credit points in units of study listed in the following table.

Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
<b>IBUS5002</b> Strategy, Innovation and Entrepreneurship	6	N IBUS5001	Semester 1 Semester 2
<b>IBUS6015</b> Entrepreneurship and Innovation Project	6	C IBUS5002 <i>Note: Department permission required for enrolment</i> All students need to apply for permission to enroll in this unit. Students enrolled in the Graduate Certificate of Innovation and Enterprise, where this unit is core, should note that they are enrolled in this course as their reason for applying for permission to enroll in this unit.	Intensive December Intensive February Intensive January Intensive July Intensive March Semester 1 Semester 2

### (ii) Elective units of study

Students choose 12 credit points in units of study from the options listing in the following table.

Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
<b>IBUS6007</b> International Business Special Project	6	<i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2
<b>IBUS6011</b> New Business Opportunities and Startups	6	A IBUS5002, or completion of at least 24 credit points N IBUS5011 or WORK6112	Semester 1 Semester 2
<b>IBUS6012</b> Business Innovation and Sustainability	6	A IBUS5002, or completion of at least 24 credit points	Semester 1
<b>IBUS6013</b> Business Restructuring and Renewal	6	A IBUS5002, or completion of at least 24 credit points	Semester 2
<b>IBUS6016</b> Social Entrepreneurship	6	A IBUS5002, or completion of at least 24 credit points	Semester 2
<b>IBUS6023</b> Engaged Entrepreneurship Projects	6	P IBUS5002 <i>Note: Department permission required for enrolment</i>	Intensive December Intensive February Intensive January Intensive July Semester 1 Semester 2

## 2. Unit of study descriptions for the Graduate Certificate in Innovation and Enterprise

*Note:* These unit of study descriptions are listed alphanumerically by unit code.

### Core units of study

#### IBUS5002

#### Strategy, Innovation and Entrepreneurship

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** mid-semester test (20%), short essay (20%), group assignment (30%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening





This foundation unit provides an introduction to the essential concepts and frameworks relevant to the fields of strategy, innovation and entrepreneurship. Topics covered include the key elements of business strategy, including developing a business mission, understanding the external environment, reviewing internal resources and capabilities, and business and corporate strategy. The importance of entrepreneurial activity and the challenges faced by startup ventures, as well as examples of successful and unsuccessful business innovations, are highlighted. The emphasis of the unit is on understanding the strategic activity of both startup and established businesses with a focus on issues relevant to entrepreneurs as well as business managers.

### **IBUS6015**

#### **Entrepreneurship and Innovation Project**

**Credit points:** 6 **Classes:** 1x 3hr seminar/wk **Assessment:** instructor update 1 (10%), project proposal (20%), instructor update 2 (10%), report presentation (20%), report documentation (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

*Note: Department permission required for enrolment in the following sessions: Intensive December, Intensive February, Intensive January, Intensive July, Intensive March, Semester 1, Semester 2.*

*Note: All students need to apply for permission to enroll in this unit. Students enrolled in the Graduate Certificate of Innovation and Enterprise, where this unit is core, should note that they are enrolled in this course as their reason for applying for permission to enroll in this unit.*

This unit is designed to assist students to develop specialised knowledge and communicative skills in the context of entrepreneurship, innovation and sustainability. Students complete a research project that explores the phenomena of strategy, sustainability and/or entrepreneurship in a context of their choice or as proposed by an academic. This research addresses a specific entrepreneurial problem or opportunity confronting business. For example, these research projects could relate to action research in a remote or rural enterprise, students' own enterprise, or future career. The unit is offered to students undertaking the Graduate Certificate in Innovation and Enterprise, as well as those in the Master of Commerce who successfully apply for special permission.

## Elective units of study

### **IBUS6007**

#### **International Business Special Project**

**Credit points:** 6 **Classes:** 2 x 3 hr seminars day pre-departure seminar (Sydney), 30 hrs lectures in country action-research, 1x 3hr seminar post trip (Sydney) **Assessment:** Individual Assessments (75%), and Group Assessments (25%) **Mode of delivery:** Supervision

*Note: Department permission required for enrolment in the following sessions: Semester 1, Semester 2.*

The special project in International Business provides students with an opportunity to undertake a supervised research project on an approved topic.

### **IBUS6011**

#### **New Business Opportunities and Startups**

**Credit points:** 6 **Classes:** 1x 3hr lecture/seminar per week for classes **Assessment:** business opportunity and strategy design assignment (35%), start up financials (15%), business plan assignment and presentation (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Being able to identify and exploit new business opportunities is critical to all sizes of businesses. Identifying new markets, developing new products and implementing new business models are highly-regarded and valuable skills for entrepreneurs and business managers alike. This unit is structured around learning from engaged practice in order to explore the special problems and opportunities associated with entrepreneurial start-ups. Students engage with start up and early stage businesses to deliver a plan to help them become profitable. Topics include opportunity recognition, strategy development, business model design, customer acquisition and retention, financial model development, as well as entrepreneurial and creative leadership.

### **IBUS6012**

#### **Business Innovation and Sustainability**

**Credit points:** 6 **Classes:** 1x 3 hr lecture/seminar per week **Assessment:** individual assignment (60%); group assignment (30%); presentations (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Businesses are increasingly challenged for their sustainability. This unit centres on addressing significant business and societal challenges by balancing sustainability and innovation. Topics include current and future challenges of innovation and sustainability for business. This unit is structured around learning from seminar and practice. Students are required to work in a way which delivers sustainability.

### **IBUS6013**

#### **Business Restructuring and Renewal**

**Credit points:** 6 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** presentation (15%), mid-semester test (35%), group presentation (15%), major group project (25%: written report - 20%, individual component group report - 5%), participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Entrepreneurial business opportunities do not always relate to early-stage or start-up businesses. Later-stage business investments, whether buying existing businesses or turning around failing enterprises, are a significant and growing focus of entrepreneurial activity. This unit explores the process of acquiring and reinvigorating established businesses and how to secure private equity funds (leveraged buy-outs) or corporate funding. The focus is on opportunity evaluation, business model innovation, management and revitalisation rather than financial structuring. Students have the opportunity to apply the functional skills learned in core strategy, finance, marketing, and management units to real opportunities. As well as being of interest to those wishing to acquire and manage their own business, the unit is appropriate for those working in 'big' business and the financial markets.

### **IBUS6016**

#### **Social Entrepreneurship**

**Credit points:** 6 **Classes:** Semester 1: 1x 3h lecture/workshop per week; Intensive sessions: 2 x 3hr lecture/workshops pre-departure (Sydney), 30hrs lecture/workshops in country, 1 x 3hr seminar post trip (Sydney) **Assessment:** individual report (25%), practice and final pitch (25%), final report (25%), reflective piece (15%), workshop engagement and participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

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Social entrepreneurs are committed to furthering a social mission through enterprises that rank social, environmental or cultural impact on a par with, or even above, profit. Intersecting the business and not-for profit worlds, social entrepreneurship addresses many complex local and global problems. This unit critically introduces the concept and develops frameworks for understanding social entrepreneurship (also referred to as social enterprise and social innovation). Teaching and learning utilises case studies, and includes the opportunity to apply theory to real-world experiences. Topics include creating innovative social enterprises, sustainable business models, philanthropy and funding, impact assessment, and leadership. The unit is structured around learning from engaged practice, and provides the opportunity to work with social enterprises.

**IBUS6023****Engaged Entrepreneurship Projects**

**Credit points:** 6 **Classes:** classes will include 39 hours contact with heavy emphasis on a mix of seminars, workshops and other sessions. With intensive block mode, students will typically be in-country for a period of 2 weeks, with seminars prior and after departure **Assessment:** Respond to the brief (0%), interim pitch (15%), final pitch (15%), final report (30%), reflective piece (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Field experience

*Note: Department permission required for enrolment in the following sessions: Intensive December, Intensive February, Intensive January, Intensive July, Semester 1, Semester 2.*

This unit of study will be intensively taught off campus, enabling you to engage deeply with entrepreneurial contexts and opportunities. The unit will be offered in a variety of contexts but could include businesses in cities, towns or remote locations in Australia and Asia. You will work intensively with a business or community to resolve a particular problem, and apply entrepreneurial insights and actions to grow an existing or new enterprise. These problems could be addressed through commercial or social entrepreneurship, and will typically require that you engage with other fields such as architecture or engineering. The focus of the unit is learning with action, and acting with learning - you will cover topics that will ensure you appropriately understand the situation, as well as organisational resources, capabilities and vision. With this understanding you will be challenged to develop an entrepreneurial strategy and funding proposal that can be implemented by the enterprise.



# Progression guides

## (1) Full-time enrolment example

The following table illustrates a course progression example for students enrolled in the Graduate Certificate in Innovation and Enterprise on a full-time basis undertaking four units of study (24 credit points) per semester.

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	IBUS5002	IBUS6015	elective	elective	24

## (2) Part-time enrolment example

The following table illustrates a course progression example for students enrolled in the Graduate Certificate in Innovation and Enterprise on a part-time basis undertaking two units of study (12 credit points) per semester.

YEAR	SESSION	UNITS OF STUDY			CREDIT POINTS
Year 1	Semester 1	IBUS5002	elective		12
	Semester 2	IBUS6015	elective		12
					24

*Note:* The information listed in these examples is based on the unit of study offerings for the current year and is intended as a guide only. Students are usually able to complete the units of study in different sequences to those listed (including enrolling in units in summer or winter intensive sessions when available). Students are advised to plan their course based upon their individual needs.





# Course rules and resolutions

## Graduate Certificate in Innovation and Enterprise

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Course resolutions

#### 1 Course codes

Code	Course title
GCINNENT-01	Graduate Certificate in Innovation and Enterprise

#### 2 Attendance pattern

The attendance pattern for this course is full time or part time according to candidate choice.

#### 3 Admission to candidature

- (1) Available places will be offered to qualified applicants ranked on merit in accordance with the following criteria:
- (a) a bachelor's degree, graduate diploma, graduate certificate or equivalent at an institution approved by the Business School and graded at a standard acceptable to the Business School; and/or where applicable:
  - (b) relevant work experience requirements as determined by the Business School;
  - (c) satisfaction of the English language requirements; and
  - (d) any other minimum standards specified by the Business School.

#### 4 Requirements for award

- (1) The units of study that may be taken for the course are set out in the Table of postgraduate units of study: Innovation and Enterprise.
- (2) To qualify for the award of the Graduate Certificate in Innovation and Enterprise a candidate must complete 24 credit points, comprising:
  - (a) 12 credit points of core units of study; and
  - (b) 12 credit points of elective units of study.

#### 5 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2011 and students who commenced their candidature prior to 1 January, 2011 who elect to proceed under these resolutions.
- (2) Candidates who commenced prior to 1 January, 2011 may complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2016. The Business School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.





# International Business

This section outlines the course rules and requirements for Master of International Business offered by the University of Sydney Business School.

Course	Master of International Business
CRICOS code	074087J
Course abbreviation	MIntBus
Credit points required for completion	60
Duration (minimum)	1.25 years full-time 2.25 years part-time

The International Business program is designed to provide students with the knowledge and skills relevant to the development, strategy, and management of international business organisations; and an understanding of the institutional context for their development, growth, and operation.

The field of international business includes multinational and transnational business activities; strategic and managerial processes that cross national boundaries; joint ventures and strategic alliances, mergers and acquisitions; managing international risk; cross-cultural management; and the interactions of international business organisations with their economic, political and cultural environment.







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# Degree structure

## Degree requirements

To be awarded the Master of International Business, students complete units of study totalling 60 credit points, comprising:

- 24 credit points in core units of study;
- 24 credit points in elective units of study; and
- 12 credit points in international business project units.

Students must complete the units of study in a prescribed sequence, as detailed in the Progression guide.

The units of study available for the Master of International Business are listed in the Table of postgraduate units of study: Master of International Business.





# Units of study

The University of Sydney website ([sydney.edu.au/courses/](http://sydney.edu.au/courses/)) contains the most up to date information on unit of study availability and other requirements. Timetabling information is available on the Business School website ([sydney.edu.au/business/timetable](http://sydney.edu.au/business/timetable)). Students should note that units of study are run subject to demand.

## 1. Table of postgraduate units of study: Master of International Business

### (i) Core units of study

Students complete 24 credit points in core units of study from the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>MIBS6001</b> Global Business Environment	6	<b>C</b> MIBS6002 <b>N</b> IBUS6001 or IBUS6002 <i>This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.</i>	Semester 1 Semester 2
<b>MIBS6002</b> Global Management and Culture	6	<b>C</b> MIBS6001 <b>N</b> IBUS6001 or IBUS6002 <i>This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.</i>	Semester 1 Semester 2
<b>MIBS6003</b> Global Strategy	6	<b>P</b> MIBS6001 and MIBS6002 <b>C</b> MIBS6004 <b>N</b> IBUS6001 or IBUS6002 <i>This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.</i>	Semester 1 Semester 2
<b>MIBS6004</b> Managing Global Operations	6	<b>P</b> MIBS6001 and MIBS6002 <b>C</b> MIBS6003 <i>This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.</i>	Semester 1 Semester 2

### (ii) Elective units of study

Students select their 24 credit points in elective units of study from the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>ACCT6002</b> International Accounting	6	<b>P</b> ACCT6001	Semester 1 Semester 2
<b>CLAW6007</b> Issues in Law and International Business	6	<b>P</b> CLAW5001	Semester 2
<b>CLAW6030</b> China's Legal Environment for Business	6		Semester 1
<b>CLAW6033</b> International Business Tax Strategy	6		Semester 1
<b>FINC6013</b> International Business Finance	6	<b>P</b> FINC5001	Semester 1
<b>IBUS6003</b> Managing International Risk	6		Semester 1
<b>IBUS6004</b> International Business Alliances	6		Semester 2
<b>IBUS6005</b> Ethical International Business Decisions	6		Semester 1
<b>IBUS6006</b> Comparative International Management	6		Semester 2
<b>IBUS6007</b> International Business Special Project	6	<i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2
<b>IBUS6008</b> Export Management	6		Semester 2
<b>IBUS6011</b> New Business Opportunities and Startups	6	<b>A</b> IBUS5002, or completion of at least 24 credit points <b>N</b> IBUS5011 or WORK6112	Semester 1 Semester 2
<b>IBUS6012</b> Business Innovation and Sustainability	6	<b>A</b> IBUS5002, or completion of at least 24 credit points	Semester 1



<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>IBUS6013</b> Business Restructuring and Renewal	6	A IBUS5002, or completion of at least 24 credit points	Semester 2
<b>IBUS6016</b> Social Entrepreneurship	6	A IBUS5002, or completion of at least 24 credit points	Semester 2
<b>IBUS6018</b> Business Negotiations	6	<i>Note: this unit requires participation in a number of negotiations. Preparation for these negotiations, which are a large part of the grade, will require time-pressured reading of material in class.</i>	Semester 1 Semester 2
<b>IBUS6019</b> Strategy and Emerging Markets	6		Semester 1
<b>IBUS6020</b> Enterprise Management in China	6	N CHSC6902	Semester 1
<b>IBUS6022</b> Business and Management in India	6		Semester 2
<b>MKTG6013</b> International and Global Marketing	6	P MKTG5001	Semester 1 Semester 2
<b>WORK6108</b> International Dimensions of HRM	6		Semester 2
<b>WORK6130</b> Leadership in Organisations	6	N ECOF5807 or ECOF6090	Semester 1
ACCT6002, CLAW6007, FINC6013, and MKTG6013 all require relevant background knowledge, students must apply to enrol via the Special Permissions process in their Sydney Student portal.			

### (iii) International business project

Students complete two 6-credit points international business project units of study as listed in the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>MIBS6005</b> International Business Project A	6	P MIBS6001, MIBS6002, MIBS6003, MIBS6004 C MIBS6006 N IBUS6001 or IBUS6002 <i>Note: Department permission required for enrolment</i>	Intensive December Intensive July
<b>MIBS6006</b> International Business Project B	6	P MIBS6001, MIBS6002, MIBS6003, MIBS6004 C MIBS6005 N IBUS6001 or IBUS6002 <i>Note: Department permission required for enrolment</i> <i>This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.</i>	Intensive December Intensive July

## 2. Unit of study descriptions for the Master of International Business

*Note:* These unit of study descriptions are listed alphanumerically by unit code.

### Core units of study

#### MIBS6001

##### Global Business Environment

**Credit points:** 6 **Classes:** 1 x 3 hr lecture/seminar per week **Assessment:** individual report - part 1 (30%), individual report - part 2 (30%), final exam (30%), class preparation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.*

This unit aims to build a systematic approach to analysing contemporary developments in the global business environment. Topics covered include political regulation and political risk, international cooperation on trade and investment, the diversity of capitalism, technological and social change, and business responses to climate change. Business responses to the global business environment is a focus, with students actively learning through real world cases, problem-solving and workshops. The unit provides students with the opportunity to develop skills in comparative and country analysis, assessing and managing risk and identifying business opportunities, designing risk identification and forecasting systems, as well as a consideration of ethics and human rights in business.

#### MIBS6002

##### Global Management and Culture

**Credit points:** 6 **Classes:** 1 x 3 hr lecture/seminar per week **Assessment:** group project (25%), individual assignment (15%), participation (10%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.*

The effective management of employees from diverse backgrounds poses a significant challenge for many international organisations, as well as for domestic firms which inevitably face the dilemma of workforce diversification. However, as organisations move from domestic to global business arenas, meeting this cross-cultural challenge is also one of the key levers for achieving competitive advantage. For managers working in such contexts, the ability to carefully observe and analyse cross-cultural situations is fundamental to individual and organizational success. The underlying driver in achieving this success is the understanding of one's cultural assumptions and how these impact interactions with others, decision making processes and even perception of the world around us. This unit addresses these issues.

**MIBS6003****Global Strategy**

**Credit points:** 6 **Classes:** 1 x 3 hr lecture/seminar per week **Assessment:** individual report and class participation (45%), group presentation and report (25%), final examination (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.*

This unit of study, third in the sequence of six core units students complete in the MIB program, focuses on how international companies win and lose in global competition. Topics include international strategies such as entry mode choices, cross-border strategic alliances, joint ventures, and mergers and acquisitions. The emphasis of the unit is on the application of contextual knowledge about international business and strategic management theories as tailored to emerging markets, and in particular to analyse decisions faced by companies operating in the Asia Pacific region.

**MIBS6004****Managing Global Operations**

**Credit points:** 6 **Classes:** 1 x 3 hr lecture/seminar per week **Assessment:** mid-semester exam (30%), international business proposal (individual) (20%), international business proposal (group) (20%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.*

While Global Strategy (MIBS6003) lays out the concepts and theory relevant to a firms' entry into a new market, this unit focuses on how to successfully implement and manage foreign market operations. The key question addressed is how to design business models that allow a company to adapt to unique host country conditions, and operate successfully and sustainably across a range of diverse markets. The unit draws on knowledge previously gained regarding the diversity among cultures and among various international markets (MIBS6001 and MIBS6002). It focuses on issues related to designing environment-appropriate business models and on the challenges of business model innovation in light of dynamic global change. To complement the conceptual discussions, students will gain first-hand experience in launching the overseas operations of a business.

**Capstone unit of study****MIBS6005****International Business Project A**

**Credit points:** 6 **Classes:** 12 hours per week **Assessment:** preliminary report and project design (40%); reflective learning journal (30%); LinkedIn article (20%); individual participation (10%) **Mode of delivery:** Block mode

*Note: Department permission required for enrolment in the following sessions: Intensive December, Intensive July.*

This unit aims to prepare students for global careers and to develop and improve their professional practice in cross-order and cross-cultural settings. It provides the opportunity to undertake advanced training in the areas of research methodology, professional communication in its many forms, teamwork, analytical skills, project management and consulting. The unit also involves preparatory work for the International Business Project B (MIBS6006). Project scoping, planning and analysis forms an important part of the activities and assessment for this unit. This allows students to apply their domain knowledge and professional skills to solving a real-life problem in international business.

**MIBS6006****International Business Project B**

**Credit points:** 6 **Classes:** 12 hours per week **Assessment:** pproject report presentation (10%); final group project report (40%); individual communication (5%); individual teamwork (5%); assignment (40%) **Mode of delivery:** Field experience

*Note: Department permission required for enrolment in the following sessions: Intensive December, Intensive July.*

*Note: This unit is available only to students enrolled in the Master of International Business and MIB combined degrees.*

This unit is completed at the end of the Master of International Business program. It enables students to apply the knowledge, theories and skills which they have developed throughout the program. Students engage in a mini consulting project where they work on a brief provided by participating companies and designed in consultation with academic staff. The project requires students to define, analyse and propose solutions to actual problems related to the relevant international dimensions of the participating company's operations. Successful completion of the project requires demonstration of the analytical, communication, cross-cultural, teamwork and ethical skills required to perform at a professional level in a global business context.

**Elective units of study****ACCT6002****International Accounting**

**Credit points:** 6 **Classes:** 1 x 1hr lecture and 1 x 2hr tutorial per week. **Assessment:** final exam (50%), test 1 (15%), test 2 (15%), assignment (10%), oral presentation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Many of the topics in an international accounting unit have a domestic counterpart. However, new factors and complications arise in the international arena. Some of these are (1) diversity of laws, practices, customs, cultures, and competitive circumstances; and (2) risks associated with fluctuating exchange rates, differential rates of inflation, and unstable property rights. International accounting discusses issues from the perspective of companies that have internationalised their finance and/or their operations. It has a comparative aspect, comparing accounting across countries. It deals with corporate reporting and disclosure across national boundaries. It also deals with the harmonisation of the worldwide diversity in financial reporting, in particular, convergence around International Financial Reporting Standards. It discusses consolidation issues that arise from multinational operations.

**CLAW6007****Issues in Law and International Business**

**Credit points:** 6 **Classes:** One 3 hour class per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Assessment:** mid-semester exam (40%), case study presentation (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Globalisation enables successful businesses to tap into the international economy to find new and bigger markets for their goods and services. Entering the global marketplace also means greater risk, as businesses deal with new customers, and are forced to operate in unfamiliar legal environments where the "normal" rules of business often don't apply. This unit aims to provide students with an understanding of how the global economy is regulated (if at all), and to provide the tools needed to use international business law to minimise the risks of doing business in the global economy. Questions addressed include: What is international business law and what do I need to know?; What institutions ensure a level playing field for my business?; How do I make an agreement to sell my goods to foreign customers?; How do I protect those goods in transit?; How do I ensure payment for goods and services I provide?; How do I build a presence in a foreign market through local agents and distributors?; What considerations apply to entering and borrowing from foreign capital markets?; How can I safely do business online in the global virtual economy?; What if things go wrong?; and How do I fight foreign disputes by my rules and in my court?

### **CLAW6030**

#### **China's Legal Environment for Business**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** mid-term exam (25%), presentation of proposed research area (10%), proposal of research paper (5%), research paper (50%), class participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

China has recently become the second biggest economy in the world and is Australia's most important trading partner. Australian businesses are increasingly engaging with China. This unit addresses the frequently asked question of how to do business with China. It addresses China's unique business environment which has resulted from its unique culture, history and demography, and examines the business regulations, tax system, and the administrative and compliance issues businesses will face when carrying on business with China. The unit first outlines the business environment in terms of culture, history, economics, demography, and government administration. It then provides students with an understanding of the legal environment that businesses will face in China. Through a hypothetical case study, different aspects of business regulation such as contract, entity structure, mergers and acquisition, property and intellectual property rights, the tax system, different tax types and associated international issues, and social insurance are analysed.

### **CLAW6033**

#### **International Business Tax Strategy**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** class performance (10%), mid-semester test (20%), individual assignment (20%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Taxation strategy of an international business has significant impact on not only the overall financial performance of the enterprise, but also the quantum of tax revenue that governments can collect. The increasing globalisation and integration of operations of multinational enterprises, together with the ingenuity of the army of tax advisors, provides ample opportunities for international tax planning. This unit introduces students to international tax principles and practices. Students will learn how the international tax rules are implemented in practice, and tax strategies that international businesses can adopt to minimise their global tax liabilities. Case studies on major multinational enterprises, such as Apple and Google, will be used to analyse and evaluate the international tax rules and business tax strategies. This unit will cover the fundamental residence and source principles, the taxation of inbound and outbound investments, the taxation of international finance, and common international tax strategies of multinational enterprises, including tax arbitrage between tax rules of entity classifications, the tax treatment of debt and equity, and transfer pricing.

### **FINC6013**

#### **International Business Finance**

**Credit points:** 6 **Classes:** 1 x 3hr seminar per week **Assessment:** mid-semester test (25%), assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

In our highly globalised and integrated world economy, understanding international dimensions of financial management is essential for businesses. This unit provides a greater understanding of the fundamental concepts and the tools necessary for effective financial decision making by business enterprises, within a global setting.

### **IBUS6003**

#### **Managing International Risk**

**Credit points:** 6 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** international risk analysis 1 (20%), international risk analysis 2 (30%), risk management proposal (20%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit introduces students to the multi-level risk environments encountered by multinational enterprise and the processes and strategies that can be employed to identify, assess, manage and mitigate risk. Topics covered include multinational enterprise and expropriation, sovereign risk and corruption, political and regulatory risk, brand and corporate reputation risk management, managing anti-globalization protests and consumer boycotts, terrorism risk, and executive risk and risk management and a short introduction to financial risk and risk management. The unit also introduces the various analytical approaches involved in designing risk identification systems, reporting and monitoring protocols, and how risk is able to be assessed, prioritized and effectively managed. The unit emphasizes a problem case based approach to learning using workshops and simulation exercises.

### **IBUS6004**

#### **International Business Alliances**

**Credit points:** 6 **Classes:** 1 x 3 hr lecture/seminar per week **Assessment:** group project (30%), individual project (50%), final exam (20%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Collaboration to achieve competitive advantage is one of the most commonly recommended cross border strategies. However, international alliances can take many different forms, and they can serve many different purposes. Managing international alliances raises a series of different issues for the alliance partners to manage. This unit examines the issues raised and considers the reasons for success and failure of international alliances. It looks at the forms that partnerships can take, it examines the methods for choosing among potential partners, it examines the potential forms of collaboration and the level of resources each may require. Managing the partnership for maximum advantage, avoiding possible risks, and deciding how and when to end the partnership, all are further issues that managers must consider. The unit considers these questions in the framework of general theoretical approaches, and pays particular attention to discussion of individual cases.

**IBUS6005****Ethical International Business Decisions**

**Credit points:** 6 **Classes:** 1x 3 hour seminar per week from week 1 to week 13 **Assessment:** Group assignments (40%), final exam (30%), and individual assignments (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

In order to succeed in international business, both corporations and individuals need broad decision-making abilities. Business decision-making tools yield more coherent and justifiable results when used with an understanding of the ethical, social and environmental aspects of the process. This applies to various situations in the international business setting including business relations with government, customers, employees, and NGOs. This unit is designed to look at these non-financial elements in the decisions made within the international business context. Upon completion of this unit, students will have enhanced skills and knowledge relevant to the understanding of ethical issues and ethical decisions making in international business organisations.

**IBUS6006****Comparative International Management**

**Credit points:** 6 **Classes:** 1x 3hr class per week **Assessment:** mid-semester exam (25%), final exam (35%), group research project (30%), peer evaluation (5%), participation (5%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

The triad regions, Japan, the United States, and the European Union, together are the homes of almost all of the world's largest 500 corporations. They account for a large majority of world exports. They provide most of the world's outward flows of foreign direct investment, and in addition, they are the recipients of most of inward FDI flows. However, they are very different, in firm structure, in regulatory environment, and in the relations between private firms and government agencies. Dealing with them as competitors, customers, suppliers, or partners requires international managers to be aware of these differences and to vary their strategies accordingly. This unit compares the structure and operations of triad firms, and the ways that government agencies frame the operating environment in each region. The unit looks at the ways firms in each region seek competitive advantage, and how governments have supported them. In addition to the specific knowledge of the habits and tendencies of Japanese, United States, and European firms, the techniques of analysis developed in this unit are applicable to a wide range of competitive situations across the global economy.

**IBUS6007****International Business Special Project**

**Credit points:** 6 **Classes:** 2 x 3 hr seminars day pre-departure seminar (Sydney), 30 hrs lectures in country action-research, 1x 3hr seminar post trip (Sydney) **Assessment:** Individual Assessments (75%), and Group Assessments (25%) **Mode of delivery:** Supervision

*Note: Department permission required for enrolment in the following sessions: Semester 1, Semester 2.*

The special project in International Business provides students with an opportunity to undertake a supervised research project on an approved topic.

**IBUS6008****Export Management**

**Credit points:** 6 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** individual assignment part 1 (30%), individual assignment part 2 (30%), final test (30%), class preparation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Exporting is a key international business activity, especially for small and medium-sized enterprises (SMEs). This unit covers both the theory and practice of export management. The main areas covered in the unit are: 1) preparing to export (export stimulation, export readiness and planning), 2) forming and maintaining relationships with intermediaries (including legal considerations), 3) managing risks and export finance, 4) filling export orders. The unit therefore covers both the operational and strategic challenges associated with the exporting process.

**IBUS6011****New Business Opportunities and Startups**

**Credit points:** 6 **Classes:** 1x 3 hr lecture/seminar per week for classes **Assessment:** business opportunity and strategy design assignment (35%), start up financials (15%), business plan assignment and presentation (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Being able to identify and exploit new business opportunities is critical to all sizes of businesses. Identifying new markets, developing new products and implementing new business models are highly-regarded and valuable skills for entrepreneurs and business managers alike. This unit is structured around learning from engaged practice in order to explore the special problems and opportunities associated with entrepreneurial start-ups. Students engage with start up and early stage businesses to deliver a plan to help them become profitable. Topics include opportunity recognition, strategy development, business model design, customer acquisition and retention, financial model development, as well as entrepreneurial and creative leadership.

**IBUS6012****Business Innovation and Sustainability**

**Credit points:** 6 **Classes:** 1x 3 hr lecture/seminar per week **Assessment:** individual assignment (60%); group assignment (30%); presentations (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Businesses are increasingly challenged for their sustainability. This unit centres on addressing significant business and societal challenges by balancing sustainability and innovation. Topics include current and future challenges of innovation and sustainability for business. This unit is structured around learning from seminar and practice. Students are required to work in a way which delivers sustainability.

**IBUS6013****Business Restructuring and Renewal**

**Credit points:** 6 **Classes:** 1x 3hr lecture/seminar per week **Assessment:** presentation (15%), mid-semester test (35%), group presentation (15%), major group project (25%: written report - 20%, individual component group report - 5%), participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Entrepreneurial business opportunities do not always relate to early-stage or start-up businesses. Later-stage business investments, whether buying existing businesses or turning around failing enterprises, are a significant and growing focus of entrepreneurial activity. This unit explores the process of acquiring and reinvigorating established businesses and how to secure private equity funds (leveraged buy-outs) or corporate



funding. The focus is on opportunity evaluation, business model innovation, management and revitalisation rather than financial structuring. Students have the opportunity to apply the functional skills learned in core strategy, finance, marketing, and management units to real opportunities. As well as being of interest to those wishing to acquire and manage their own business, the unit is appropriate for those working in 'big' business and the financial markets.

### **IBUS6016**

#### **Social Entrepreneurship**

**Credit points:** 6 **Classes:** Semester 1: 1 x 3h lecture/workshop per week; Intensive sessions: 2 x 3hr lecture/workshops pre- departure (Sydney), 30hrs lecture/workshops in country, 1 x 3hr seminar post trip (Sydney) **Assessment:** individual report (25%), practice and final pitch (25%), final report (25%), reflective piece (15%), workshop engagement and participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Social entrepreneurs are committed to furthering a social mission through enterprises that rank social, environmental or cultural impact on a par with, or even above, profit. Intersecting the business and not-for profit worlds, social entrepreneurship addresses many complex local and global problems. This unit critically introduces the concept and develops frameworks for understanding social entrepreneurship (also referred to as social enterprise and social innovation). Teaching and learning utilises case studies, and includes the opportunity to apply theory to real-world experiences. Topics include creating innovative social enterprises, sustainable business models, philanthropy and funding, impact assessment, and leadership. The unit is structured around learning from engaged practice, and provides the opportunity to work with social enterprises.

### **IBUS6018**

#### **Business Negotiations**

**Credit points:** 6 **Classes:** 1 x 3 hour seminar per week **Assessment:** in-class exercises (33%), assignment (33%), final exam (34%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: Note: this unit requires participation in a number of negotiations. Preparation for these negotiations, which are a large part of the grade, will require time-pressured reading of material in class.*

This course is aimed at making you feel more comfortable and confident with the negotiation process. The course is taught as a 'flipped classroom', meaning that the content of the course is primarily taught outside of class, through brief written lectures, and class time is used to assimilate that knowledge through at least a dozen marked role-play negotiations, debriefs of those negotiations, problem-solving workshops and international negotiation case study analysis. You will also be taught how to develop your own negotiation strategies and tactics using a combination of multiple psychological, economic and legal concepts from the course.

### **IBUS6019**

#### **Strategy and Emerging Markets**

**Credit points:** 6 **Classes:** 1X 3 hour lecture/seminar per week **Assessment:** case analysis (20%), class leadership presentation (10%), in-class activity and quiz (10%), mid-term exam (15%), final exam (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Do you have an Emerging Market Strategy? This is a question that an increasingly large number of company managers, especially in the developed western world, are trying to answer. This unit lays the foundations of strategy making in emerging markets, with an emphasis on four of the largest emerging markets of the world today - Brazil, Russia, India and China - often termed as the BRIC countries. Utilising frameworks from mainstream strategy and international business disciplines, the unit analyses emerging markets from the perspective of primarily two simultaneous phenomena - multinationals from developed markets trying to tap into emerging markets, and companies from emerging markets globalising their operations and consequently changing the global competitive landscape.

### **IBUS6020**

#### **Enterprise Management in China**

**Credit points:** 6 **Classes:** 1x 3 hour seminar per week **Assessment:** class participation (10%), group presentation (10%), in-class exam (10%), group case project (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit focuses on China's globalising business environment from an enterprise perspective by analysing the way in which enterprises are embedded in a dynamic economic, legal and political environment and the consequences that arise for enterprise management and entrepreneurship. The unit combines theoretical analysis of the interrelationship of markets, firms and institutions with detailed, practical case studies of domestic and transnational business activities. Students are able to familiarise themselves with different types of enterprises including the local private sector, state-owned enterprises and foreign owned enterprises operating in China as well as Chinese enterprises expanding into global markets through joint ventures, strategic alliances and mergers and acquisitions.

### **IBUS6022**

#### **Business and Management in India**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** take home case analysis (30%), critical summary (20%), final report (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

India has gained prominence in last two decades and largely viewed as second to China in the development race. While India has significantly liberalised its economy, it remains a difficult market to successfully penetrate and offers unique challenges and opportunities. This unit focuses on achieving a comprehensive understanding of India as a significant global actor and unravel the complexities of the market it represents. Particular emphasis is given to India's institutional environment that epitomises the market conditions for local and international business to succeed in India as well as enhance their global competitiveness. Furthermore, this unit focuses on individual and firm level attributes that are necessary to survive and prosper in the Indian marketplace. How Indian businesses are globalising their operations on the basis of unique competencies is also discussed.

### **MKTG6013**

#### **International and Global Marketing**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** midterm (15%), participation (15%), written report and reflection (23%), oral presentation (10%), research component (2%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit aims to give students an understanding of international marketing concepts by using the framework of marketing mix elements of product, price, distribution and promotions, and highlights their importance in a rapidly changing global economy. Topics include the 'scope and environmental

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factors (PEST) including 'culture'; 'globalisation versus internationalisation and multinational corporations'; 'international and global products, services and brands', 'market size assessment'; 'foreign market selection'; 'foreign market entry mode'; 'pricing for international markets'; 'international distribution channels'; and 'international promotions (global vs. multinational approaches) and strategies'. Understanding these concepts help students develop skills in designing and implementing marketing strategies in diverse international country contexts.

**WORK6108****International Dimensions of HRM**

**Credit points:** 6 **Classes:** Intensive **Assessment:** assignment 1 (40%), assignment 2 (25%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit considers the opportunities and challenges associated with managing people in international and cross-cultural contexts, with specific emphasis on international recruitment, selection, preparation, placement, management development, performance management, reward and remuneration. The unit considers the implications of internationalisation and globalisation for human resource management (HRM), the different levels of international business activity, the difference between domestic and international HRM, the challenges of cross-cultural management, models of cross-cultural management, and specific international HR processes, including selection, development, performance management, remuneration and repatriation. The unit provides students with a practical understanding of the issues and challenges associated with managing employees in international, global and cross-cultural contexts.

**WORK6130****Leadership in Organisations**

**Credit points:** 6 **Classes:** 2hr lecture and 1x 1hr tutorial per week **Assessment:** presentation (30%), assignment (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit is designed to encourage students to consider the role and significance of leadership in various organisational contexts. The unit introduces the major streams of leadership theory and traces the development of our understanding about leadership. The unit explores how these theories allow us to understand leadership in practice and in what ways leadership is linked to different aspects of organisational effectiveness. It then examines the 'good, the bad, and the ugly' sides of leadership, e.g. positive forms (transformational, charismatic) and negative forms (narcissistic and Machiavellian). The unit explores leading for diversity and diversity in leadership (e.g. based on gender, culture and ethnicity) and the role of leaders in constituting ethical and socially responsible organisations. The critical role of leaders in effecting organisational change is explored and the leadership of top management teams, and leadership succession is examined. The unit also examines leadership development programs and instruments and students have an opportunity to reflect on factors that might influence their own leadership style.



# Progression guides

## (1) Full-time study progression examples

The Master of International Business involves two full-time semesters of coursework and a project undertaken over the following summer or winter period. Students complete units of study in a prescribed sequence, as detailed in the following tables, to facilitate progressive learning and enrich the group learning experience.

### (a) Students commencing study in Semester 1

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	MIBS6001	MIBS6002	elective unit	elective unit	24
	Semester 2	MIBS6003	MIBS6004	elective unit	elective unit	24
	Intensive December	MIBS6005 and MIBS6006 (International Business project)				12
						<b>60</b>

### (b) Students commencing study from Semester 2

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 2	MIBS6001	MIBS6002	elective unit	elective unit	24
Year 2	Semester 1	MIBS6003	MIBS6004	elective unit	elective unit	24
	Intensive July	MIBS6005 and MIBS6006 (International Business project)				12
						<b>60</b>

## (2) Part-time study progression examples

### (a) Students commencing study in Semester 1

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	MIBS6001	MIBS6002			12
	Semester 2	MIBS6003	MIBS6004			12
Year 2	Semester 1		elective unit	elective unit		12
	Semester 2		elective unit	elective unit		12
Year 3	Intensive December	MIBS6005 and MIBS6006 (International Business Project)				12
						<b>60</b>

### (b) Students commencing study from Semester 2

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 2	MIBS6001	MIBS6002			12
Year 2	Semester 1	MIBS6003	MIBS6004			12
	Semester 2		elective unit	elective unit		12
Year 3	Semester 1		elective unit	elective unit		12
	Intensive July	MIBS6005 and MIBS6006 (International Business Project)				12
						<b>60</b>





# Course rules and resolutions

## Master of International Business

### Graduate Certificate in International Business

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

#### Course resolutions

##### 1 Course codes

Code	Course title
MAINTBUS-02	Master of International Business
GCINTBUS-01	Graduate Certificate in International Business

##### 2 Attendance pattern

The attendance pattern for this course is full time or part time according to candidate choice.

##### 3 Master's type

The master's degree in these resolutions is a professional master's course, as defined by the Coursework Policy.

##### 4 Embedded courses in this sequence

- (1) The embedded courses in this sequence are:
- the Master of International Business
  - the Graduate Certificate in International Business

##### 5 Admission to candidature

- (1) Available places in the Master of International Business will be offered to qualified applicants ranked on merit in accordance with the following criteria:
- an Australian Qualifications Framework level 7 or higher qualification in a cognate discipline with a minimum credit average (or equivalent) at an institution approved by the Business School; or
  - an Australian Qualifications Framework level 7 or higher qualification in a non-cognate discipline with a minimum credit average (or equivalent) at an institution approved by the Business School and a minimum of three years relevant work experience; or
  - completion of the qualifications and experience specified in (i), (ii) or (iii) with a minimum pass average (or equivalent) and performance in an admissions test approved by the Business School to a standard considered satisfactory by the Business School; and
  - satisfaction of the English language requirements; and
  - any other minimum standards specified by the Business School.
- (2) Admission to the Graduate Certificate in International Business is only by transfer from the master's degree.
- (3) In exceptional circumstances the Business School may admit applicants without these qualifications who, in the opinion of the Business School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

##### 6 Requirements for award

- (1) The units of study that may be taken for the course are set out in the Table of postgraduate units of study: International Business.
- (2) To qualify for the award of the Master of International Business a candidate must complete 60 credit points, comprising:
- 24 credit points in core units of study; and
  - 24 credit points in elective units of study; and
  - a 12 credit point international business project.
- (3) To qualify for the award of the Graduate Certificate in International Business a candidate must complete a minimum of 24 credit points from the Table of postgraduate units of study: International Business.

##### 7 Progression rules

Unless otherwise permitted, candidates must complete the units of study for the Master of International Business in a prescribed sequence as specified by the Business School.

##### 8 Course transfer

Candidates for the Master of International Business may elect to discontinue study and graduate with the graduate certificate, with the approval of the Business School, and provided the requirements of the embedded award have been met.

##### 9 Recognition of prior learning

- Waivers may be granted or the volume of learning may be reduced in recognition of prior learning.
- Candidates for the Master of International Business may be eligible for a reduction in the volume of learning of up to 30 credit points for relevant postgraduate studies where no award has been, or will be made.
- Notwithstanding any reduction in the volume of learning granted on the basis of work completed or prior learning, in order to qualify for an award a student must complete at least 50 per cent of the requirements prescribed for the award course at the University of Sydney.

##### 10 Transitional provisions

- These resolutions apply to students who commenced their candidature after 1 January, 2018.
- Candidates who commenced prior to 1 January, 2018 complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2023. The Business School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.





# Logistics and Supply Chain Management

This section outlines the course rules and other requirements for the postgraduate programs in Logistics and Supply Chain Management offered by the Institute of Transport and Logistics Studies in the University of Sydney Business School.

<b>Course code</b>	<b>Master of Logistics and Supply Management</b>	<b>Graduate Diploma in Logistics and Supply Chain Management</b>	<b>Graduate Certificate in Logistics and Supply Chain Management</b>
<b>CRICOS code</b>	088747G	088746G	N/A
<b>Course abbreviation</b>	MLSCM	GradDipLSCM	GradCertLSCM
<b>Credit points required for completion</b>	60	36	24
<b>Duration (minimum)</b>	1.5 years full-time	1 year full-time	0.5 years full-time
	2.5 years part-time	1.5 years part-time	1 year part-time

The Logistics and Supply Chain Management courses develop specialist skills in: applying the concepts, techniques and principles that underlie logistics and supply chain management; understanding the relationships between business processes within and between organisations; using integrated systems approaches to solve business problems; and managing the impact of current and future trends in logistics management on business processes. We provide our students with connections to industry through practical case studies, presentations from logistics and supply chain professionals, site visits and the opportunity to undertake work placements with our industry partners.







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# Course structures

## (i) Master of Logistics and Supply Chain Management

To be awarded the Master of Logistics and Supply Chain Management, students complete units of study totalling 60 credit points, comprising:

- 36 credit points in core units of study;
- 18 credit points in elective units of study; and
- a 6 credit point capstone unit of study.

The units of study for this degree are listed in the Table of Postgraduate units of study: Logistic and Supply Chain Management.

## (ii) Graduate Diploma in Logistics and Supply Chain Management

To be awarded the Graduate Diploma in Logistics and Supply Chain Management, students complete units of study totalling 36 credit points, comprising:

- 24 credit points in core units of study; and
- 12 credit points in elective units of study.

The units of study for this course are listed in the Table of Postgraduate units of study: Logistic and Supply Chain Management.

## (iii) Graduate Certificate in Logistics and Supply Chain Management

To be awarded the Graduate Certificate in Logistics and Supply Chain Management, students complete 24 credit points in core units of study.

The units of study for this course are listed in the Table of Postgraduate units of study: Logistic and Supply Chain Management.





# Units of study

The University of Sydney website ([sydney.edu.au/courses/](http://sydney.edu.au/courses/)) contains the most up to date information on unit of study availability and other requirements. Timetabling information for the current year is available on the Business School website ([sydney.edu.au/business/timetable](http://sydney.edu.au/business/timetable)). Students should note that units of study are run subject to demand.

## 1. Table of postgraduate units of study: Logistics and Supply Chain Management

### (i) Master of Logistics and Supply Chain Management

Students enrolled in the Master of Logistics and Supply Chain Management complete units of study from the following table.

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>Core units of study</b>			
Students complete 36 credit points in core units of study.			
The core unit, ITLS5000, must be completed in a student's first semester of study.			
Students who can demonstrate prior knowledge of quantitative analysis (in particular mathematical knowledge and MS Excel solver proficiency) may apply to waive the prerequisite requirement for ITLS6002 Supply Chain Planning and Design. Students should outline their knowledge of quantitative analysis when applying for Special Permission to waive the prerequisite requirement.			
<b>ITLS5000</b> Foundations of Supply Chain Management	6	<b>N</b> TPTM6155 or TPTM5001	Semester 1 Semester 2
<b>ITLS5200</b> Quantitative Logistics and Transport	6	<b>C</b> ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 <b>N</b> TPTM6495	Semester 1 Semester 2
<b>ITLS6002</b> Supply Chain Planning and Design	6	<b>P</b> ITLS5200 or TPTM6495 or STAT5002 <b>C</b> ITLS5000 or TPTM6495 <b>N</b> TPTM6190	Semester 1 Semester 2
<b>ITLS6003</b> Contemporary Procurement	6	<b>A</b> Basic ability to work with Excel is assumed. <b>C</b> ITLS5200 or QBUS5001 <b>N</b> TPTM6400	Semester 1 Semester 2
<b>ITLS6008</b> Production and Operations Management	6	<b>C</b> ITLS5000	Semester 2
<b>ITLS6101</b> Global Freight Logistics Management	6	<b>N</b> TPTM6440	Semester 1

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>Elective units of study</b>			
Students complete 18 credit points in elective units.			
<b>ITLS6007</b> Disaster Relief Operations	6	<b>N</b> TPTM6390	Winter Main
<b>ITLS6107</b> Applied GIS and Spatial Data Analytics	6	<b>N</b> TPTM6180 <i>This unit assumes no prior knowledge of GIS; the unit is hands-on involving the use of software, which students will be trained in using.</i>	Semester 2
<b>ITLS6301</b> City and Ports Logistics	6		Summer Main
<b>ITLS6400</b> Airline Strategy and Supply Chains	6	<b>C</b> ITLS6101 <b>N</b> TPTM6160	Semester 2
<b>ITLS6401</b> Airport Management	6		Semester 1
<b>ITLS6500</b> Decision Making on Mega Projects	6	<b>C</b> ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 or INFS5001	Summer Main

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>Capstone unit of study</b>			
The capstone unit must be completed in a student's final semester of study.			



<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>ITLS6090</b> Logistics and Supply Chain Project	6	<b>P</b> ITLS5000 or TPTM5001 <b>C</b> ITLS5200 and ITLS6002 and ITLS6003 and (ITLS6004 or ITLS6008) <b>N</b> TPTM6170 <i>This is the capstone unit for the Master of Logistics and Supply Chain Management and should be completed in the last period of study.</i>	Semester 1 Semester 2

## (ii) Graduate Diploma in Logistics and Supply Chain Management

Students enrolled in the Graduate Diploma in Logistics and Supply Chain Management complete units of study from the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Core units of study</b>			
Students complete 24 credit points in core units. The core unit, ITLS5000, must be completed in a student's first semester of study.			
<b>ITLS5000</b> Foundations of Supply Chain Management	6	<b>N</b> TPTM6155 or TPTM5001	Semester 1 Semester 2
<b>ITLS5200</b> Quantitative Logistics and Transport	6	<b>C</b> ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 <b>N</b> TPTM6495	Semester 1 Semester 2
<b>ITLS6003</b> Contemporary Procurement	6	<b>A</b> Basic ability to work with Excel is assumed. <b>C</b> ITLS5200 or QBUS5001 <b>N</b> TPTM6400	Semester 1 Semester 2
<b>ITLS6008</b> Production and Operations Management	6	<b>C</b> ITLS5000	Semester 2

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Elective units of study</b>			
Students complete 12 credit points in elective units.			
<b>ITLS6002</b> Supply Chain Planning and Design	6	<b>P</b> ITLS5200 or TPTM6495 or STAT5002 <b>C</b> ITLS5000 or TPTM6495 <b>N</b> TPTM6190	Semester 1 Semester 2
<b>ITLS6007</b> Disaster Relief Operations	6	<b>N</b> TPTM6390	Winter Main
<b>ITLS6101</b> Global Freight Logistics Management	6	<b>N</b> TPTM6440	Semester 1
<b>ITLS6107</b> Applied GIS and Spatial Data Analytics	6	<b>N</b> TPTM6180 <i>This unit assumes no prior knowledge of GIS; the unit is hands-on involving the use of software, which students will be trained in using.</i>	Semester 2
<b>ITLS6301</b> City and Ports Logistics	6		Summer Main
<b>ITLS6400</b> Airline Strategy and Supply Chains	6	<b>C</b> ITLS6101 <b>N</b> TPTM6160	Semester 2
<b>ITLS6401</b> Airport Management	6		Semester 1
<b>ITLS6500</b> Decision Making on Mega Projects	6	<b>C</b> ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 or INFS5001	Summer Main

## (iii) Graduate Certificate in Logistics and Supply Chain Management

Students enrolled in the Graduate Certificate in Logistics and Supply Chain Management complete 24 credit points in core units of study from the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<b>Core units of study</b>			
The core unit, ITLS5000, must be completed in a student's first semester of study.			
<b>ITLS5000</b> Foundations of Supply Chain Management	6	<b>N</b> TPTM6155 or TPTM5001	Semester 1 Semester 2
<b>ITLS5200</b> Quantitative Logistics and Transport	6	<b>C</b> ITLS5000 or TPTM5001 or ITLS5100 or TPTM6241 <b>N</b> TPTM6495	Semester 1 Semester 2
<b>ITLS6003</b> Contemporary Procurement	6	<b>A</b> Basic ability to work with Excel is assumed. <b>C</b> ITLS5200 or QBUS5001 <b>N</b> TPTM6400	Semester 1 Semester 2
<b>ITLS6008</b> Production and Operations Management	6	<b>C</b> ITLS5000	Semester 2

## 2. Unit of study descriptions for the Logistics and Supply Chain Management coursework programs

*Note:* These unit of study descriptions are listed alphanumerically by unit code.

### ITLS5000

#### Foundations of Supply Chain Management

**Credit points:** 6 **Classes:** 8 x 3 hr lectures, 5 x 3 hr tutorials **Assessment:** Individual report (20%), group report (30%), quiz (10%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

Logistics and supply chain management functions can account for as much as half of the total costs of running a business. The success of a firm's logistic and supply chain management not only impacts on the profitability of a firm but also has a significant and growing impact on customer experience and satisfaction. Logistics and supply chain management plays a major role in implementing organisational strategy and in many industries has sole responsibility for managing customer service. An understanding of the role of this activity within an organisation and how improving logistics and supply chains can assist business managers to better respond to market opportunities is essential for business students. Students undertaking this unit are given a solid grounding in the language, concepts, techniques and principles that underlie the field of logistics and supply chain management, and how knowledge of these concepts contributes towards a strategically effective and operationally efficient organisation or network of organisations.

### ITLS5200

#### Quantitative Logistics and Transport

**Credit points:** 6 **Classes:** 1 x 3hr computer workshop per week **Assessment:** readiness assurance assessments (10%); computer exam (25%); individual report (25%); final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

Supply chain management as well as logistics, transport and infrastructure management relies on the ability to make effective decisions based on the information provided by careful analysis of data. Students undertaking this unit will develop a strong understanding of the basic techniques underpinning quantitative analysis and will develop highly marketable skills in spreadsheet modelling and the communication and presentation of data to support management decision making. This unit emphasises the practical aspects of quantitative analysis with computer based workshops. Students are guided through the basic theories used in decision making but emphasis is placed on how the theories are applied in practice, drawing on real world experience in quantitative analysis. The unit covers demand forecasting, spreadsheet modelling, optimisation of production and transportation using linear programming, simulation and basic statistics and linear regression techniques.

### ITLS6002

#### Supply Chain Planning and Design

**Credit points:** 6 **Classes:** 6 x 3.5 hr lectures, 6 x 3.5 hr computer labs. **Assessment:** 2x computer exams (40%), assignments (40%), final exam (20%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Normal (lecture/lab/tutorial) day

Successful supply chain management relies upon informed decision making. This unit explores a range of important decisions, and equips students with a toolkit of models and analytical methods that can assist in making informed decisions. The first set of decisions concern supply chain design and strategy, and includes network design and facility location. These decisions provide structure to the supply chain, set the boundaries within which planning decisions will be made, and impact on supply chain performance over the long term. In contrast, planning decisions provide value over the medium and short term. Here, this unit will cover aggregate planning, sales and operations planning, and inventory control. Special attention will be placed on how to handle uncertainty and risk within the supply chain.

### ITLS6003

#### Contemporary Procurement

**Credit points:** 6 **Classes:** 9 x 3 hr lectures, 8 hr workshop, 1 x 3 hr industry forum **Assessment:** quiz (30%), group presentation (20%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Procurement practitioners have to be able to generate insights from large volumes of transactional, aggregate, structured and unstructured data resulting from growing stakeholder needs, the globalisation of supply markets, evolving regulatory environments and relevant technological changes. This unit explores challenges in procurement practice using real procurement spend data from organisations with different strategic priorities. Students gain an appreciation of spend analysis techniques involving large datasets and an understanding of how the insights are applied in the context of category strategies, sourcing risk management, negotiations and ethical sourcing. The usefulness of large volumes of both structured and unstructured data for input to procurement strategy is explored. The unit includes an industry-led workshop and certificate component and is suitable for both early career procurement professionals as well as students interested in the application of data analytics in procurement.

### ITLS6007

#### Disaster Relief Operations

**Credit points:** 6 **Classes:** 6 x 3.5 hr lectures, 6 x 3.5 hr workshops. **Assessment:** Individual essay (25%), presentation (25%), final exam (50%) **Mode of delivery:** Block mode

Large scale, sudden onset disasters strike with little or no warning. In their wake they leave shattered infrastructure, collapsed services and traumatised populations, while the number of dead, injured and homeless often reaches staggering proportions. Humanitarian aid organisations, such as the Red Cross, Doctors without Borders or Oxfam, to name just a few, are usually amongst the first responders, but depend on extremely agile supply chains to support their worldwide operations. Successful disaster relief missions are characterised by the ability of professionals to cope with time pressure, high uncertainty and unusual restrictions. This unit is designed as an introduction to the coordination and management of humanitarian aid and emergency response logistics. Case studies of real events, such as the 2004 Boxing Day tsunami and the 2010 Haiti earthquake provide the framework for analysis and research, while discussion of operational factors, simulations, workshops and group exercises offer students an interactive learning environment.

**ITLS6008****Production and Operations Management**

**Credit points:** 6 **Classes:** 8 x 3hr lectures, 4x 3hr tutorials **Assessment:** individual quiz 1 (15%); individual quiz 2 (15%); case study report (30%); final exam (40%)  
**Mode of delivery:** Normal (lecture/lab/tutorial) evening

Production and operations management designs, operates, and improves the processes and systems through which products are made and delivered. Firms can improve their productivity and gain competitive advantage through effective and innovative production and operations management. This unit offers a thorough examination of various production and operations management concepts from a supply chain perspective. The key teaching topics include operations planning hierarchy, resource management, capacity planning, quality management, retail operations, sustainable/green operations, and reverse logistics. Students learn about the successful production and operations management practices that have helped organisations improve the efficiency and effectiveness of their supply chains and create competitive advantage.

**ITLS6090****Logistics and Supply Chain Project**

**Credit points:** 6 **Classes:** 7 x 3.5 hr progress report meetings **Assessment:** group preliminary project report (20%), group presentation (20%), group final project report (40%), final exam (20%) **Mode of delivery:** Supervision

*Note: This is the capstone unit for the Master of Logistics and Supply Chain Management and should be completed in the last period of study.*

This capstone unit consolidates and integrates the knowledge and skills that students have gained in the Master of Logistics and Supply Chain Management program. Taken in the last semester of study, the unit provides students with the opportunity to explore real world and/or scenario-based logistics and supply chain management problems and to reinforce competencies in the area of their interest and expertise. The projects are assigned to students based on their experience and professional needs in one or more of the following areas: design and planning of global supply chains, supply chain risk analysis and mitigation strategies, sustainable logistics and supply chains, performance measurement and management, warehouse and inventory management, production planning and control, strategic procurement, and supply chain challenges facing Australian businesses. Students manage the project investigation and carry it to completion within a specified time period and to a professional standard. Through the project, students identify the problems and existing bottlenecks, explore the potential solutions to these problems, critically analyse the situation, document their progress, communicate findings with their mentor and other students, reflect on their learning, and prepare a formal project report describing the work performed as well as the resulting conclusions and recommendations.

**ITLS6101****Global Freight Logistics Management**

**Credit points:** 6 **Classes:** 7 x 3 hr lectures, 6 x 3 hr workshops **Assessment:** Individual report (25%); quiz (30%); group presentation (30%); individual case discussion (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Normal (lecture/lab/tutorial) day

This unit provides students with an understanding of the management of international freight, including express, freight forwarding, rail, trucking, air freight and ocean shipping. The unit covers underlying supply chain drivers of international trade flows and the demand for capacity in different freight transport modes, as well as industry structure, institutional environment (customs, etc.) and market access. Building on this background the unit highlights the implications for profitable international logistics operations. The unit focuses on corporate strategies around fleet and network planning as well as revenue and cost management. The material covered in the unit takes into account recent developments in global and regional economic activity and discusses implications for the various sectors of the air, sea and intermodal freight businesses. This unit involves case studies and industry presentations, and analysis from the perspectives of shippers, carriers, end customers, regulatory bodies and investors.

**ITLS6107****Applied GIS and Spatial Data Analytics**

**Credit points:** 6 **Classes:** 7 x 2 hr lectures, 7 x 4 hr computer labs **Assessment:** individual projects (40%); group project (20%); group presentation (10%); final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit assumes no prior knowledge of GIS; the unit is hands-on involving the use of software, which students will be trained in using.*

The world is increasingly filled with systems, devices and sensors collecting large amounts of data on a continual basis. Most of these data are associated with locations that represent everything from the movement of individuals travelling between activities to the flow of goods or transactions along a supply chain and from the location of companies to those of their current and future customers. Taking this spatial context into account transforms analyses, problem solving and provides a powerful method of visualising the world. This is the essence of Geographic Information Systems (GIS) and this unit. This unit starts by introducing students to the 'building blocks' of GIS systems, including data structures, relational databases, spatial queries and analysis. The focus then moves on to sources of spatial data including Global Positioning System (GPS), operational systems such as smartcard ticketing and transaction data along with web-based sources highlighting both the potential and challenges associated with integrating each data source within a GIS environment. The unit is hands-on involving learning how to use the latest GIS software to analyse several problems of interest using real 'big data' sources and to communicate the results in a powerful and effective way. These include identifying potential demand for new services or infrastructure, creating a delivery and scheduling plan for a delivery firm or examining the behaviour of travellers or consumers over time and locations. This unit is aimed at students interested in the spatial impact of decision-making and on the potential for using large spatial datasets for in-depth multi-faceted analytics.

**ITLS6301****City and Ports Logistics**

**Credit points:** 6 **Classes:** 20 x 1.5 hr lectures, 4 x 1.5 hr seminars, 4 x 1.5 hr workshops **Assessment:** quiz (10%), individual presentation (10%), individual essay (40%), final exam (40%) **Mode of delivery:** Block mode

This unit conveys the fundamentals of city and port logistics and thus develops each student into a competent practitioner with an understanding of the key concepts, techniques and management methods for the city and port logistics industries. The unit covers all aspects of management from planning and operation to security, efficiency and mitigation of environmental impact for all types of port. Technological changes and their implications for the city and port logistics, in particular intelligent transport systems and container terminal automation, are studied. The role of cities and ports in global supply chains is analysed. The relationship of cities and ports with their hinterlands as well as the concept of port-centric logistics is looked at in detail. The port-city interface as well as waterfront redevelopment is covered, with examples drawn from a number of

countries. Port policy and the importance of competition and/or regulation are presented. Talks by city and port logistics professionals complements the lectures and provides students with windows on the workings of the city and port logistics industries.

#### **ITLS6400**

##### **Airline Strategy and Supply Chains**

**Credit points:** 6 **Classes:** 6 x 3.5 hr lectures, 3 x 3.5 hr seminars, 3 x 3.5 hr workshops. **Assessment:** individual assignment (50%), quiz (10%), presentation (30%), final exam (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Aviation is an international growth industry offering extensive commercial and employment opportunities in airlines, airports, logistic providers, banks, consultancies and other players of the aviation supply chain. This unit covers all aspects of international business and management along the aviation value chain and analysis from the perspectives of consumers (passengers and cargo), producers, distributors, brokers and investors. Students develop industry skills and an understanding of the strategic management and economics of operating airlines and other aviation entities, including financial analysis, risk management, sustainability, logistics, innovations and implications of competitive strategies for the development of hubs and alliances both in the global and regional/remote context. The growth in air traffic (i.e. in the Asia/Pacific region) creates endless opportunities and the unit thus also covers forecasting, entrepreneurship and the role of the private sector in airline/airport business development. As a result of our strategic partnership with CAPA and a number of airlines and airports, students have access to industry data bases, guest lecturers, company information and aviation contacts/networks.

#### **ITLS6401**

##### **Airport Management**

**Credit points:** 6 **Classes:** 5 x 3.5 hr lectures, 2 x 3.5 hr seminars, 5 x 3.5 hr workshops. **Assessment:** individual report (40%), quiz (20%), group presentation (20%), final exam (20%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Airports play an integral role in the aviation system, and contribute significantly to the economic growth of a region, or even a country. This unit covers major aspects of airport management, operation and public policy. The unit's learning objectives are two-fold. Firstly, it provides students with the core knowledge and insights concerning the key issues and decisions involved in the operation and management of airports in a rapidly changing regulatory environment. Secondly, it develops the skills for applying various applied economics and management knowledge to the airport industry. The unit assists students to understand more fully the business related problems encountered by commercial, industrial and public organisations in the airport industry. It also develops an ability to interpret results from relevant economic / management studies.

#### **ITLS6500**

##### **Decision Making on Mega Projects**

**Credit points:** 6 **Classes:** 8 x 3.5 hr lectures, 4 x 3.5 hr workshops. Refer to timetable for full details. **Assessment:** 2x individual assignments (40%), group assignment (30%), final exam (30%) **Mode of delivery:** Block mode

Infrastructure is crucial to economic performance; without it business cannot operate efficiently or competitively. Delivery of large infrastructure projects, however, is complex and despite many more megaprojects being undertaken than any time in history, the majority of these projects are completed significantly over budget and longer than planned. In this unit students will be introduced to megaproject decision making. The sources of social and technical complexity are discussed, issues of risk management and governance explored, and human biases in decision making are also highlighted. Strategies to overcome weaknesses in megaproject decision making are also outlined.





# Progression guides

The following tables illustrate course progression examples for a student enrolled in the Logistics and Supply Chain Management master's degree, graduate diploma or graduate certificate.

## (1) Master of Logistics and Supply Chain Management

The following table illustrates a degree progression example for a student enrolled in the Master of Logistics and Supply Chain Management on a full-time basis completing in three semesters.

YEAR	SESSION	UNITS OF STUDY			CREDIT POINTS	
Year 1	Semester 1	ITLS5000	ITLS5200	ITLS6003	elective	24
	Semester 2	ITLS6008	ITLS6002	ITLS6101	elective	24
Year 2	Semester 1	elective unit		ITLS6090 (capstone)		12
<b>60</b>						

*Note:* The information listed in this example is based on the unit of study offerings for the current year and is intended as a guide only. Students are usually able to complete the units of study in different sequences to those listed (including enrolling in units in summer or winter intensive sessions when available). Students are advised to plan their course based upon their individual needs.

## (2) Graduate Diploma in Logistics and Supply Chain Management

The following table illustrates a course progression example for a domestic student enrolled in the Graduate Diploma in Logistics and Supply Chain Management on a full-time basis completing in two semesters.

*Note.* Students on an International Student VISA must undertake a standard full-time enrolment load of four units of study in their first semester and two units in their final semester.

YEAR	SESSION	UNITS OF STUDY			CREDIT POINTS
Year 1	Semester 1	ITLS5000	ITLS6003	elective	18
	Semester 2	ITLS5200	ITLS6008	elective	18
<b>36</b>					

*Note:* The information listed in this example is based on the unit of study offerings for the current year and is intended as a guide only. Students are usually able to complete the units of study in different sequences to those listed (including enrolling in units in summer or winter intensive sessions when available). Students are advised to plan their course based upon their individual needs.

## (3) Graduate Certificate in Logistics and Supply Chain Management

The following table illustrates a course progression example for a domestic student enrolled in the Graduate Certificate in Logistics and Supply Chain Management on a part-time basis completing in two semesters.

YEAR	SESSION	UNITS OF STUDY		CREDIT POINTS
Year 1	Semester 1	ITLS5000	ITLS6003	12
	Semester 2	ITLS5200	ITLS6008	12
<b>24</b>				

*Note:* The information listed in these examples is based on the unit of study offerings for the current year and is intended as a guide only. Students are usually able to complete the units of study in different sequences to those listed (including enrolling in units in summer or winter intensive sessions when available). Students are advised to plan their course based upon their individual needs.





# Course rules and resolutions

## Master of Logistics and Supply Chain Management

## Graduate Diploma in Logistics and Supply Chain Management

## Graduate Certificate in Logistics and Supply Chain Management

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Course resolutions

#### 1 Course codes

Code	Course title
MALSCMGT-01	Master of Logistics and Supply Chain Management
GNLSCMGT-01	Graduate Diploma in Logistics and Supply Chain Management
GCLSCMGT-01	Graduate Certificate in Logistics and Supply Chain Management

#### 2 Attendance pattern

The attendance pattern for this course is full time or part time according to candidate choice.

#### 3 Master's type

The master's degree in these resolutions is a professional master's course, as defined by the Coursework Policy.

#### 4 Embedded courses in this sequence

- (1) The embedded courses in this sequence are:
  - (a) the Master of Logistics and Supply Chain Management
  - (b) the Graduate Diploma in Logistics and Supply Chain Management
  - (c) the Graduate Certificate in Logistics and Supply Chain Management
- (2) Providing candidates satisfy the admission requirements for each stage, a candidate may progress to the award of any of the courses in this sequence. Only the longest award completed will be conferred.

#### 5 Admission to candidature

- (1) Available places will be offered to qualified applicants ranked on merit in accordance with the following criteria:
  - (a) Master of Logistics and Supply Chain Management
    - (i) an Australian Qualifications Framework Level 8 or higher qualification in any discipline with a minimum credit average (or equivalent) at an institution approved by the Business School; or
    - (ii) an Australian Qualifications Framework level 7 qualification in a cognate discipline, as defined by the Business School, with a minimum credit average (or equivalent) at an institution approved by the Business School; or
    - (iii) an Australian Qualifications Framework Level 7 or higher qualification in a non-cognate discipline with a minimum credit average (or equivalent) at an institution approved by the Business School and a minimum of three years relevant work experience; or
    - (iv) completion of the qualifications and experience specified in (i), (ii) or (iii) with a minimum pass average (or equivalent) and performance in an admissions test approved by the Business School to a standard considered satisfactory by the Business School; and
    - (v) satisfaction of the English language requirements; and
    - (vi) any other minimum standards specified by the Business School.
  - (b) Graduate Diploma in Logistics and Supply Chain Management
    - (i) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School;
      - (ii) satisfaction of the English language requirements; and
      - (iii) any other minimum standards specified by the Business School.
    - (c) Graduate Certificate in Logistics and Supply Chain Management
      - (i) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School; or
      - (ii) equivalent professional work experience of no less than three years in a relevant field, as defined by the Business School;
      - (iii) satisfaction of the English language requirements; and
      - (iv) any other minimum standards specified by the Business School.
- (2) In exceptional circumstances the Business School may admit applicants without these qualifications who, in the opinion of the Business School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

#### 6 Requirements for award

- (1) The units of study that may be taken for the course are set out in the Table of postgraduate units of study: Logistics and Supply Chain Management.
- (2) To qualify for the award of the Master of Logistics and Supply Chain Management a candidate must complete 60 credit points, comprising:
  - (a) 36 credit points in core units of study; and
  - (b) 18 credit points in elective units of study; and
  - (c) a 6 credit point capstone unit of study.
- (3) To qualify for the award of the Graduate Diploma in Logistics and Supply Chain Management a candidate must complete 36 credit points, comprising:



- (a) 24 credit points in core units of study; and
- (b) 12 credit points in elective units of study.
- (4) To qualify for the award of the Graduate Certificate in Logistics and Supply Chain Management a candidate must complete 24 credit points in core units of study.

#### 7 Recognition of prior learning

- (1) Waivers may be granted or the volume of learning may be reduced in recognition of prior learning.
- (2) Candidates for the Master of Logistics and Supply Chain Management may be eligible for a reduction in the volume of learning of up to 30 credit points for relevant postgraduate studies where no award has been, or will be made.
- (3) Candidates for the Graduate Diploma in Logistics and Supply Chain Management may be eligible for a reduction in the volume of learning of up to 18 credit points for relevant postgraduate studies where no award has been, or will be made.
- (4) Candidates for the Graduate Certificate in Logistics and Supply Chain Management may be eligible for a reduction in the volume of learning of up to 12 credit points for relevant postgraduate studies where no award has been, or will be made.
- (5) Notwithstanding any reduction in the volume of learning granted on the basis of work completed or prior learning, in order to qualify for an award a student must complete at least 50 per cent of the requirements prescribed for the award course at the University of Sydney.

#### 8 Course transfer

- A candidate for the master's degree or graduate diploma may elect to discontinue study and graduate with a shorter award from this embedded sequence, with the approval of the Business School, and provided the requirements of the shorter award have been met.
- (2) A candidate for the graduate certificate or graduate diploma may elect to upgrade to the master's degree with full recognition of prior learning upon completion of a minimum of 24 credit points and graded at a standard acceptable to the Business School.

#### 9 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2018.
- (2) Candidates who commenced prior to 1 January, 2018 must complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2023. The Business School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

# Management

This section outlines the course rules and other requirements for the Master of Management and Master of Management (CEMS) offered by the University of Sydney Business School.

Course	Master of Management	Master of Management (CEMS)
<b>CRICOS code</b>	063099G	063100G
<b>Course abbreviation</b>	MMgt	MMgt(CEMS)
<b>Credit points required for completion</b>	60	72
<b>Duration (minimum)</b>	1 year of full-time intensive study 2 years part-time (domestic students only)	3 semesters of full-time intensive study

## Master of Management

The Master of Management is specifically designed to meet the needs of high achieving recent graduates from both business and non-business backgrounds. The Master of Management provides students with the skills, knowledge, and experience needed for career advancement in their chosen field.

Distinctive features of this degree include small class sizes, a highly interactive learning environment, direct involvement of corporate partners (inside and outside the classroom), and a focus - across all the specifically designed units of study - on solving real-world business problems. Students work directly in a leading company on a business project as part of this degree.

## Master of Management (CEMS)

The Master of Management (CEMS) has been specifically designed to make it possible for students to complete the prestigious CEMS MIM program as part of their degree.

The Master of Management (CEMS) is a 72-credit point degree and requires three semesters of full-time study. As part of this program students spend at least one semester at a top CEMS Partner University where they undertake a business projects and internships with leading international companies.

Students admitted to the Master of Management (CEMS) complete an individual program of study, drawn from Master of Management units at the University of Sydney and comparable units of study offered at CEMS partner institutions.





# Degree structure - Master of Management

## Degree requirements

To be awarded the Master of Management, student complete units of study totalling 60 credit points, comprising:

- 48 credit points in core units of study; and
- a 12 credit point business project (capstone).

The units of study for this degree are listed in the Table of postgraduate units of study: Master of Management.







# Units of study for the Master of Management

## 1. Table of postgraduate units of study: Master of Management

Students must complete 60 credit points in units of study from the following table.

### (i) Core units of study

Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
(i) Students must complete all the following core units (42 credit points).			
<b>MMGT6001</b> Strategy and Entrepreneurship	6	<i>This unit is only available to students enrolled in the Master of Management.</i>	Intensive August Intensive March
<b>MMGT6003</b> Accounting and Financial Management	6	<i>This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).</i>	Intensive August Intensive March
<b>MMGT6004</b> Managing People and Organisations	6	<b>P</b> A minimum of 24 credit points of MMGT or CEMS units <i>This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).</i>	Intensive May Intensive October
<b>MMGT6008</b> Global Marketing Management	6	<b>P</b> A minimum of 24 credit points of MMGT or CEMS units <i>This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).</i>	Intensive August Intensive March
<b>MMGT6012</b> Business Tools for Management	6	<i>This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).</i>	Intensive May Intensive October
<b>MMGT6013</b> Project Management in Context	6	<b>P</b> A minimum of 18 credit points of MMGT or CEMS units <i>This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).</i>	Intensive February Intensive July
<b>MMGT6688</b> The Future of Business	6	<b>N</b> MMGT6100 <i>This unit is only available to students enrolled in the Master of Management programs.</i>	Semester 1 Semester 2
(ii) Students must complete six credit points from the following units:			
<b>MMGT6014</b> Business in China	6	<b>N</b> (CEMS6006 or IBUS6020) or MMGT6015 <i>Note: Department permission required for enrolment</i>	Intensive July
<b>MMGT6015</b> Managing Digital Innovation	6	<b>N</b> MMGT6011 <i>Note: Department permission required for enrolment</i>	Intensive July Intensive November

*Note.* Other units of study may be substituted for the core units of study listed above with the permission of the Academic Program Director.

### (ii) Capstone unit of study

Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
Students complete the following 12-credit point business project unit in their final semester of study.			
<b>MMGT6101</b> MMGT Business Project	12	<i>Note: Department permission required for enrolment</i> <i>Note: This unit is only available to students enrolled in the Master of Management.</i>	Semester 1 Semester 2

## 2. Unit of study descriptions for the Master of Management

*Note:* These unit of study descriptions are listed alphanumerically by unit code.

### MMGT6001

#### Strategy and Entrepreneurship

**Credit points:** 6 **Classes:** Block mode, 5 days, 9am-5pm **Assessment:** class preparation and participation (10%), mini project (35%), group case presentation (20%), final exam (35%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Management.*

How can managers understand their environment, industry, resources and capabilities to achieve business success? This unit explores different levels of strategy, including corporate and business-level strategy for both established and start-up ventures. Strategy is, fundamentally, about making choices and deliberately choosing to be different. Strategic management seeks to understand how these choices and differences can (and sometimes cannot) create sustainable and exceptional value for shareholders, customers, employees and other related stakeholders. Questions addressed include: How can market opportunities be reviewed and understood? How can creativity and opportunity be harnessed across all phases of start-up, growth and maturity? How does a firm (or individual) build and develop resources and capabilities in a global and local competitive environment? When is collaboration preferable to competition? How can risk and uncertainty be evaluated and managed? The



unit highlights the challenges of strategic implementation as well as analysis and planning. Insights from entrepreneurial practice and theory are integrated throughout the unit.

#### **MMGT6003**

##### **Accounting and Financial Management**

**Credit points:** 6 **Classes:** Block mode, 5 days, 9am-5pm **Assessment:** individual assignment (50%) and exam (50%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).*

This unit focuses on the theory and practice of financial decision making and financial management within organisations. Its subject matter includes a review of the economic logic of financial decisions, drawing on the modern theories of finance and management accounting. Topics covered include capital budgeting, costing for pricing, real options valuation, and all of the other fundamental elements of financial decision making. Decision making within a management context is emphasised. The unit requires an understanding of not only economic principles but also broader behavioural and organisational considerations. The objective of the unit is to balance the need for quantitative and qualitative management tools. The philosophy is that in a sophisticated organisation, these are inseparable essentials of successful financial management.

#### **MMGT6004**

##### **Managing People and Organisations**

**Credit points:** 6 **Classes:** 4 hours per week **Assessment:** final exam (50%), group project (25%), individual assignment (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).*

This unit introduces students to the management of people and organisational processes, with attention to the international context of management practice. It explores the functions of management and the critical role of effective human resource management and leadership of the business enterprise. Key managerial decisions covered include: effective teamwork; managing organisational change and innovation; and the central role of leadership in all areas of the business enterprise. Students are exposed to insights from the following three business knowledge streams: Organisational Behaviour, Human Resource Management, and Cross-cultural Management.

#### **MMGT6008**

##### **Global Marketing Management**

**Credit points:** 6 **Classes:** Block mode, 5 days, 9am-5pm **Assessment:** strategic marketing plan (40%), presentation - marketing plan (20%), final exam (40%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).*

A core skill for managers in an increasingly competitive world is applying marketing principles within the context of the international marketplace. This unit equips students with key decision-making tools, helping them answer critical questions about managing the marketing effect in the global market place. The unit introduces fundamental marketing concepts and theories, and demonstrates their practical application within the international arena. Topics include market and competitive analysis, market segmentation and product positioning, brand and product management, pricing issues, integrated marketing, communications, measuring return on marketing investment, and managing the international organisation and external relationships responsible for successful implementation. Case studies are used to illustrate concepts and their practical application.

#### **MMGT6012**

##### **Business Tools for Management**

**Credit points:** 6 **Classes:** Block mode, 5 days, 9am-5pm **Assessment:** 4x quizzes (15%), computer exam (30%), group assignment (25%), final exam (30%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).*

Quantitative analysis is a key activity in developing successful business strategies in the areas of business management. Successful business strategies are generally based on diverse forms of analysis on information collected from a wide range of sources. This unit provides an introduction to the theory and principles of quantitative analysis of business markets through lectures, computer workshops, and practical assessments requiring the analysis of various types of data. Through classes and assessments designed to specifically teach students how to undertake quantitative research in a practical manner, students are able to conduct their own quantitative analysis of market places.

#### **MMGT6013**

##### **Project Management in Context**

**Credit points:** 6 **Classes:** Block mode, 5 days, 9am-5pm **Assessment:** project report (30%), presentation (20%), final exam (50%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).*

Projects are key to the success of organisations be it through the introduction of new products, the implementation of new processes or the opening of new markets. It is not enough though for a project to be delivered in isolation. Consideration must be given to how projects relate to other projects and the broader organisation. The foundation of this unit is the Project Management Body of Knowledge (PMBOK) where the essential components of project management and how to manage a project to success are covered. Building upon this students learn how to maximise the value of the project. Students come to understand the benefits, and mechanics, of programmes, project management offices and effectively managing any organisational change with a project. This unit can contribute to the achievement of internationally recognised accreditation from the Project Management Institute (PMI).

#### **MMGT6014**

##### **Business in China**

**Credit points:** 6 **Classes:** This unit of study comprises 13 workshop/seminar sessions of 3hrs contact time each. **Assessment:** project report (60%), presentation (20%), reflective journal (20%) **Mode of delivery:** Field experience

*Note: Department permission required for enrolment in the following sessions: Intensive July.*

Business in China is an intensive immersion unit of study that is delivered in China. The unit introduces students to the Chinese business environment of both the private and state sectors. Integrated with the unit's delivery are site visits to businesses in China, and an insight into the cultural features of the Chinese economy. While the company engagements may vary from year to year, the topics to be addressed will likely

include areas such as the management challenges of entering new markets, managing across cultures and regulatory environments, identifying and realising new opportunities and management and coordination challenges in multinational firms. The learning in this unit of study will be supported by industry and academic experts working in China.

### MMGT6015

#### Managing Digital Innovation

**Credit points:** 6 **Classes:** 5 weeks X 8 hour seminar / workshop / studio time **Assessment:** individual journal (x6)(30%); project presentation (30%); summary report (40%) **Mode of delivery:** Block mode

*Note: Department permission required for enrolment in the following sessions: Intensive July, Intensive November.*

Digital innovation is transforming markets, organisations and management itself. It is an important means for businesses in creating value for customers, and a necessary aspect of a modern manager's mindset. On the one hand, managers have to be able to critically examine the nature and promises of digital technology to make sense of unfolding trends and to avoid the trappings of technological fashions. On the other hand, the field of digital innovation offers new managerial techniques and tools for effective organizational management in changing environments. In this unit students learn to re-imagine the way in which business is done through digital technology and to employ managerial innovations such as agile methods and insight generation and design thinking for creative problem framing and solving. Learning is based on hands-on in-class activities, case study analysis, and classroom discussions.

### MMGT6101

#### MMGT Business Project

**Credit points:** 12 **Classes:** This is a workplace based unit of study. There are no formal classes. **Assessment:** scoping document (0%), business project report (45%), business project presentation (25%), thought leadership piece and learning portfolio (30%) **Mode of delivery:** Field experience

*Note: Department permission required for enrolment in the following sessions: Semester 1, Semester 2.*

*Note: Note: This unit is only available to students enrolled in the Master of Management.*

The Business Project provides students with practical experience in applying management knowledge and skills in business analysis and team-working to researching a significant business challenge or opportunity in a host organisation and preparing and presenting an evidence-based business report of a high professional standard. Most students are already familiar with various business disciplines through course work; however the interdisciplinary use of this knowledge and the capacity to translate it into practical solutions is often a new challenge. The project permits students to combine theory and practice - learning how to analyse problems, develop recommendations and propose solutions to the problem. In addition to providing hands-on experience on how to deal with a business problem, the unit also offers a unique opportunity hone research skills in a cross-functional team context. Students work in small groups of four (4) or five (5) and partner with a real organisation over a ten (10) week period to research and recommend solutions to a real business problem identified in consultation with the partner organisations. Projects range from social entrepreneurship programs, where students work with community groups and NGOs, through to consultancy projects for large multinational corporations. Projects are overseen by a specifically appointed consulting mentor and students also have access to business mentors throughout the project. Following preparatory learning in advanced applied research methods, students design and undertake investigative research on an agreed business issue, deliver a presentation and provide a written report to the client organisation, as well as to create and disseminate a Thought Leadership Piece on a topic linked to their challenge.

### MMGT6688

#### The Future of Business

**Credit points:** 6 **Classes:** 10 weeks x 3 hour seminar/workshop, company panels, company visits and studio times (aprox. 8-10 hours). **Assessment:** question and justification (10%); answer and reflection (10%); content contribution (20%); class participation (10%); presentation video (25%); summary report (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: This unit is only available to students enrolled in the Master of Management programs.*

This unit introduces students to a range of analytical tools and skills to understand, unpack, evaluate and influence the future of business. A range of megatrends, issues, crisis and concerns (such as digitisation and technology, resource scarcity, demographic change and smart cities) confronting both the public and private sectors are examined and the ways in which they can be addressed are explored. The unit of study has two main purposes: (1) to build problem-solving skills which allow students to think creatively about the future needs of stakeholders and (2) develop students' ability to work efficiently in a team environment. The unit provides a variety of learning experiences through which students get to practice these skills in the real and digital space and reflect on the experience of working in a small team with real stakeholders.

This unit is only available to students enrolled in the Master of Management programs.



# Progression guide

The Master of Management involves a minimum of one year of full-time intensive study.

The sequence of study is outlined in the following tables:

## (1) Master of Management – first semester of study

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
MMGT6001	Strategy and Entrepreneurship	6
MMGT6003	Accounting and Financial Management	6
MMGT6688	The Future of Business	6
MMGT6012	Business Tools for Management	6

## (2) Master of Management – winter session of enrolment

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
MMGT6013*	Project Management in Context*	6
<b>AND one of</b>		
MMGT6014**	Business in China*	6
<b>OR</b>		
MMGT6015**	Managing Digital Innovation*	6

\* MMGT6013 is offered in both winter and summer sessions. It is recommended that MMGT6013 be completed in the winter session for students commencing in Semester 1 and the summer session for those commencing in Semester 2..

\*Students complete either MMGT6014 or MMGT6015. MMGT6015 is offered in both winter and summer sessions. MMGT6014 is only offered in the winter session and enrolment is by application with a maximum of 20 students.

## (3) Master of Management – second semester of enrolment

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
MMGT6004	Managing People and Organisations	6
MMGT6008	Global Marketing Management	6
MMGT6101	MMGT Business Project ( <i>capstone</i> )	12

## (4) Master of Management – summer session of enrolment

Students complete units in this session if required.

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
MMGT6013	Project Management in Context	6
MMGT6015*	Managing Digital Innovation*	6

\*Students complete either MMGT6014 or MMGT6015. MMGT6015 is offered in both winter and summer sessions. MMGT6014 is only offered in the winter session.





# Degree structure - Master of Management (CEMS)

## Degree requirements

To be awarded the Master of Management (CEMS), students complete units of study totalling 72 credit points, comprising:

- a CEMS business project (12 credit points); and
- 10 additional units of study (60 credit points).

The Master of Management (CEMS) involves three semesters of full-time study, of which at least one semester must be completed on exchange at a CEMS partner institution.

The units of study available for the Master of Management (CEMS) are listed in the Table of postgraduate units of study: Master of Management (CEMS).







## Units of study

### Table of postgraduate units of study: Master of Management (CEMS)

Students must complete 72 credit points in units of study, as follows:

#### (i) CEMS business project

Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
Students complete a CEMS business project (12 credit points). Students complete one of the following units.			
<b>CEMS6011</b> CEMS Business Project	12	Note: Department permission required for enrolment Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.	Semester 1
<b>CEMS6012</b> CEMS Business Project-Exchange	12		Semester 1

#### (ii) Elective units of study

Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
In addition to the business project (12 credit points), students must complete 10 units of study (60 credit points) selected from the following:			
<b>CEMS6003</b> Advanced Strategy	6	Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.	Intensive August
<b>CEMS6004</b> Global Management Practice	6	Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.	Intensive March
<b>CEMS6005</b> Poverty Alleviation and Profitability	6	Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.	Semester 1
<b>CEMS6006</b> Chinese Institutions and Business	6		Intensive October
<b>CEMS6007</b> Chinese for Business	6	Note: Department permission required for enrolment Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.	Semester 1 Semester 2
<b>CEMS6101</b> CEMS Exchange 1	6		Semester 1 Semester 2
<b>CEMS6102</b> CEMS Exchange 2	6		Semester 1 Semester 2
<b>CEMS6103</b> CEMS Exchange 3	6		Semester 1 Semester 2
<b>CEMS6104</b> CEMS Exchange 4	6		Semester 1 Semester 2
<b>CEMS6105</b> CEMS Exchange 5	6		Semester 1 Semester 2
<b>CEMS6106</b> CEMS Exchange 6	6		Semester 1 Semester 2
<b>MMGT6003</b> Accounting and Financial Management	6	This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).	Intensive August Intensive March
<b>MMGT6004</b> Managing People and Organisations	6	<b>P</b> A minimum of 24 credit points of MMGT or CEMS units This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).	Intensive May Intensive October
<b>MMGT6008</b> Global Marketing Management	6	<b>P</b> A minimum of 24 credit points of MMGT or CEMS units This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).	Intensive August Intensive March
<b>MMGT6012</b> Business Tools for Management	6	This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).	Intensive May Intensive October
<b>MMGT6688</b> The Future of Business	6	<b>N</b> MMGT6100 This unit is only available to students enrolled in the Master of Management programs.	Semester 1 Semester 2

Note: 'Exchange' denotes units that are completed at a CEMS partner institution.

Note: With the permission of the Academic Program Director, other units of study may be substituted for those listed above.

### Unit of study descriptions for Master of Management (CEMS)

Note: These unit of study descriptions are listed alphanumerically by unit code.



**CEMS6003****Advanced Strategy**

**Credit points:** 6 **Classes:** Intensive over 5 weeks (8hr lectures/seminars per week) **Assessment:** individual assignment (30%), group assignment (40%), exam (30%) **Mode of delivery:** Block mode

*Note:* Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.

This unit of study involves all essential aspects of global strategic management. It includes a strong emphasis on the application of theory. Students are expected to bring a prior understanding of the theoretical material to class to be prepared to discuss the boundaries of theories as well the limits to their application in certain business contexts. The unit is built around four broad strategic issues facing international business managers; (1) Whether to diversify the organisation's activities across different countries and/or regions? (2) Where (in which specific geographic markets) should the organisation compete? A geographic market can be conceptualised as a collection of buyers and sellers doing business in a specific geographic location. (3) What form(s) should the organisation's international business activities take? and (4) When should the organisation enter or exit a given geographic market? The unit explores each of these four broad issues and how, although relevant also for managers in domestic businesses, they are particularly important in the context of international business.

**CEMS6004****Global Management Practice**

**Credit points:** 6 **Classes:** Intensive over 5 weeks (8hr lectures/seminars per week) **Assessment:** individual assignment (20%), class participation (10%), group project (20%), group evaluation (10%) final exam (40%) **Mode of delivery:** Block mode

*Note:* Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.

What distinguishes successful from unsuccessful managers when doing business internationally? This unit addresses this question by exposing students to experiential teaching methods and state-of-the-art theory. The unit starts with a self-assessment of individual competencies, traits and assumptions. This assessment serves as a ground for students' developmental journey throughout the unit, in which they explore the cultural, ethical, and social factors affecting management practice. In particular, students are asked to reflect upon a variety of management assumptions, different leadership styles and team management approaches, various decision-making processes and communication patterns in order to achieve a higher level of global management practice competency. This unit of study explores these issues using theory, empirical evidence, case studies, role plays, self-reflection, and group projects to both enlighten and challenge participants.

**CEMS6005****Poverty Alleviation and Profitability**

**Credit points:** 6 **Classes:** Intensive over 5 weeks (8hr lectures/seminars per week) **Assessment:** participation (10%), critique of a BoP concept (15%), business plan to the BoP (25%), exam (35%), learning journal (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note:* Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.

There is an increasing recognition that businesses are more than profit making entities. This notion goes beyond being socially responsible and environmentally aware. Poverty alleviation and profits are co-equal in their importance and occur simultaneously. This perceived contradiction raises a myriad of ethical and moral challenges. This unit is designed to critically evaluate the role of business, specifically poverty alleviation and its links with profitability. Basic theories and frameworks relating to the motivations of businesses are critiqued. Poverty is defined as not only income deprivation but capability and freedom deprivation. Contemporary ideas relating to the purpose of business, such as Shared Value is evaluated. The Base of the Pyramid thesis is critically evaluated, including co-creation of value with the poor, marketing to the poor, transformative consumer research and cross sector collaborations.

**CEMS6006****Chinese Institutions and Business**

**Credit points:** 6 **Classes:** 1x2-hr seminar/week **Assessment:** in-class exam (10%), class participation (10%), in-class role play (10%), group case report (30%), exam (40%) **Mode of delivery:** Block mode

This unit uses an institutional economics approach to explain characteristic features of the Chinese economy, such as the prevalence of networks, local autonomy and organisational choice. Economic institutions are understood as the rules that inform the behaviour of corporations, governments at different levels as well as their complex interactions. Through the use of case studies, students develop an understanding of how the combination of endogenous and exogenous institutional change contributes to China's highly dynamic business environment.

**CEMS6007****Chinese for Business**

**Credit points:** 6 **Classes:** 10 weeks in 2 X 3 hours session per week **Assessment:** participation (10%), group presentation (10%), interview (10%), online self-test and quiz (10%), listening and written test 1 (15%), listening and written test 2 (20%), bi-weekly vocabulary quizzes (15%), bi-weekly homework (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note:* Department permission required for enrolment in the following sessions: Semester 1, Semester 2.

*Note:* Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.

This unit provides communicative language skills in standard modern (Mandarin) Chinese engaging students in the subject matter and asking them to relate the Chinese language to their own lives. Upon completion, students should be able to communicate effectively in a Chinese business context using an introductory level of language skills together with broader cultural and professional business communication skills. They are taken to a level where further self-study is possible to reach a higher level of language competency. This unit enables students to engage more effectively in a Chinese business context and be more aware of the broader issues that are critical to effective business relationships in China. In addition, students gain a greater understanding of the requirements to effectively manage a more diverse workforce and communicate more effectively with Chinese stakeholders.

**CEMS6011****CEMS Business Project**

**Credit points:** 12 **Classes:** This is a workplace based unit of study. There are no formal classes. **Assessment:** scoping document (0%), business project report (group) (45%), business project presentation (group) (25%), thought leadership and individual reflection (individual) (30%) **Mode of delivery:** Professional practice

*Note:* Department permission required for enrolment in the following sessions: Semester 1.

*Note: Note: This unit is only available to students enrolled in the Master of Management (CEMS) or incoming CEMS MIM exchange students.*

The CEMS Business Project provides students with practical experiences in applying their management knowledge and skills in business analysis and team-working to researching a significant business challenge or opportunity in a host organisation and preparing and presenting an evidence-based business report of a high professional standard. Most students are already familiar with various business disciplines through course work; however, the interdisciplinary use of this knowledge and the capacity to translate it into practical solutions is often a new challenge. The project permits students to combine theory and practice - by learning how to analyse problems, develop recommendations and propose solutions to the problem. In addition to providing hands-on experience on how to deal with a business problem, the unit also offers a unique opportunity to hone research skills in a cross-functional team context. Students work in small groups of four (4) or five (5) and partner with a real organisation over a ten (10) week period to research and recommend solutions to a real business problem identified in consultation with the partner organisations. Projects range from social entrepreneurship programs, where students work with community groups and NGOs, through to consultancy projects for large multinational corporations. Projects are overseen by a specifically appointed consulting mentor and students have access to business mentors throughout the project. Following preparatory learning in advanced applied research methods, students design and undertake investigative research on an agreed business issue, deliver a presentation and provide a written report to the client organisation, as well as to create and disseminate a Thought Leadership Piece on a topic linked to their challenge.

### **CEMS6012**

#### **CEMS Business Project-Exchange**

**Credit points:** 12 **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit is for students on exchange studying in a Master of Management program at one of the CEMS member institutions.

### **MMGT6003**

#### **Accounting and Financial Management**

**Credit points:** 6 **Classes:** Block mode, 5 days, 9am-5pm **Assessment:** individual assignment (50%) and exam (50%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).*

This unit focuses on the theory and practice of financial decision making and financial management within organisations. Its subject matter includes a review of the economic logic of financial decisions, drawing on the modern theories of finance and management accounting. Topics covered include capital budgeting, costing for pricing, real options valuation, and all of the other fundamental elements of financial decision making. Decision making within a management context is emphasised. The unit requires an understanding of not only economic principles but also broader behavioural and organisational considerations. The objective of the unit is to balance the need for quantitative and qualitative management tools. The philosophy is that in a sophisticated organisation, these are inseparable essentials of successful financial management.

### **MMGT6004**

#### **Managing People and Organisations**

**Credit points:** 6 **Classes:** 4 hours per week **Assessment:** final exam (50%), group project (25%), individual assignment (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).*

This unit introduces students to the management of people and organisational processes, with attention to the international context of management practice. It explores the functions of management and the critical role of effective human resource management and leadership of the business enterprise. Key managerial decisions covered include: effective teamwork; managing organisational change and innovation; and the central role of leadership in all areas of the business enterprise. Students are exposed to insights from the following three business knowledge streams: Organisational Behaviour, Human Resource Management, and Cross-cultural Management.

### **MMGT6008**

#### **Global Marketing Management**

**Credit points:** 6 **Classes:** Block mode, 5 days, 9am-5pm **Assessment:** strategic marketing plan (40%), presentation - marketing plan (20%), final exam (40%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).*

A core skill for managers in an increasingly competitive world is applying marketing principles within the context of the international marketplace. This unit equips students with key decision-making tools, helping them answer critical questions about managing the marketing effect in the global market place. The unit introduces fundamental marketing concepts and theories, and demonstrates their practical application within the international arena. Topics include market and competitive analysis, market segmentation and product positioning, brand and product management, pricing issues, integrated marketing, communications, measuring return on marketing investment, and managing the international organisation and external relationships responsible for successful implementation. Case studies are used to illustrate concepts and their practical application.

### **MMGT6012**

#### **Business Tools for Management**

**Credit points:** 6 **Classes:** Block mode, 5 days, 9am-5pm **Assessment:** 4x quizzes (15%), computer exam (30%), group assignment (25%), final exam (30%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Management or Master of Management (CEMS).*

Quantitative analysis is a key activity in developing successful business strategies in the areas of business management. Successful business strategies are generally based on diverse forms of analysis on information collected from a wide range of sources. This unit provides an introduction to the theory and principles of quantitative analysis of business markets through lectures, computer workshops, and practical assessments requiring the analysis of various types of data. Through classes and assessments designed to specifically teach students how to undertake quantitative research in a practical manner, students are able to conduct their own quantitative analysis of market places.

### **MMGT6100**

#### **Advanced Management Applications**

**Credit points:** 6 **Classes:** Block mode, 5 days, 9am-5pm **Assessment:** Case study assignment (15%), presentation (10%), participation (10%), essay (25%), exam (40%) **Mode of delivery:** Block mode

*Note: This unit is the capstone unit for the Master of Management program.*

This unit is configured around in-depth examination of concepts, practices and debates connected by the core themes of strategy execution and managing organisational performance. It examines different ways of analysing business performance using integrated performance perspectives, considers how to design organizations for different contexts and integrates diverse management disciplines and examines prominent topics of interest including corporate social responsibility and innovations in business models.

### **MMGT6688**

#### **The Future of Business**

**Credit points:** 6 **Classes:** 10 weeks x 3 hour seminar/workshop, company panels, company visits and studio times (aprox. 8-10 hours). **Assessment:** question and justification (10%); answer and reflection (10%); content contribution (20%); class participation (10%); presentation video (25%); summary report (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: This unit is only available to students enrolled in the Master of Management programs.*

This unit introduces students to a range of analytical tools and skills to understand, unpack, evaluate and influence the future of business. A range of megatrends, issues, crisis and concerns (such as digitisation and technology, resource scarcity, demographic change and smart cities) confronting both the public and private sectors are examined and the ways in which they can be addressed are explored. The unit of study has two main purposes: (1) to build problem-solving skills which allow students to think creatively about the future needs of stakeholders and (2) develop students' ability to work efficiently in a team environment. The unit provides a variety of learning experiences through which students get to practice these skills in the real and digital space and reflect on the experience of working in a small team with real stakeholders.

This unit is only available to students enrolled in the Master of Management programs.

# Progression guides

Students enrolled in the Master of Management (CEMS) meet with the Academic Program Director to agree on a path of study that takes into account prior learning and the requirements of the CEMS Masters in International Management (MIM). This recommended path of study is reviewed each semester. The following are degree progression examples of how students might complete the Master of Management (CEMS).

## Example 1

### (1) Master of Management (CEMS) - first semester of enrolment

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
CEMS/MMGT	CEMS or MMGT unit of study	6
MMGT6003	Accounting and Financial Management	6
MMGT6688	The Future of Business	6
MMGT6012	Business Tools for Management	6

### (2) Master of Management (CEMS) - second semester of enrolment

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
CEMS6003	Advanced Strategy	6
CEMS6006	Chinese Institutions and Business	6
CEMS/MMGT	CEMS or MMGT unit of study	6
CEMS/MMGT	CEMS or MMGT unit of study	6

### (3) Master of Management (CEMS) - third semester of enrolment

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
CEMS6012	CEMS Business Project - Exchange	12
CEMS6101	CEMS Exchange 1	6
CEMS6102	CEMS Exchange 2	6

## Example 2

### (1) Master of Management (CEMS) - first semester of enrolment

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
CEMS/MMGT	CEMS or MMGT unit of study	6
MMGT6003	Accounting and Financial Management	6
MMGT6688	The Future of Business	6
MMGT6012	Business Tools for Management	6

### (2) Master of Management (CEMS) - second semester of enrolment

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
CEMS6101	CEMS Exchange 1	6
CEMS6102	CEMS Exchange 2	6
CEMS6103	CEMS Exchange 3	6
CEMS6104	CEMS Exchange 4	6

### (3) Master of Management (CEMS) - third semester of enrolment

<i>Unit code</i>	<i>Unit name</i>	<i>Credit points</i>
CEMS6004	Global Management Practice	6
CEMS/MMGT	CEMS or MMGT unit of study	6
CEMS6011	CEMS Business project	12

*Note:* These examples are meant as a guide only. Students may be able to complete units of study in different combinations and sequences to those listed above.





# Course rules and resolutions

## Master of Management

### Master of Management (CEMS)

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Course resolutions

#### 1 Course codes

Code	Course title
MAMANAGE-02	Master of Management
MAMACEMS-01	Master of Management (CEMS)
GCMANAGE-02	Graduate Certificate in Management

#### 2 Attendance pattern

- (1) The attendance pattern for the Master of Management is full time or part time according to candidate choice.
- (2) The attendance pattern for the Master of Management (CEMS) is full time only.

#### 3 Master's type

The master's degrees in these resolutions are professional master's courses, as defined by the Coursework Policy.

#### 4 Embedded courses in this sequence

- (1) The embedded courses in this sequence are:
  - (a) the Master of Management
  - (b) the Master of Management (CEMS)
  - (c) the Graduate Certificate in Management

#### 5 Admission to candidature

- (1) Available places will be offered to qualified applicants ranked on merit in accordance with the following criteria:
  - (a) Master of Management:
    - (i) an Australian Qualifications Framework Level 7 or higher qualification with a minimum credit average (or equivalent) at an institution approved by Business School; or
    - (ii) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) and performance in an admissions test approved by the Business School to a standard considered satisfactory by the Business School; and
    - (iii) a selection interview establishing the candidate's suitability for the degree; and
    - (iv) a personal statement demonstrating academic motivation; and
    - (v) satisfaction of the English language requirements; and
    - (vi) any other minimum standards specified by the Business School.
  - (b) Master of Management (CEMS):
    - (i) an Australian Qualifications Framework Level 7 or higher qualification in a cognate discipline as defined by the Business School, with a minimum credit average (or equivalent) at an institution approved by the Business School; and
    - (ii) performance in an admissions test approved by the Business School to a standard considered satisfactory by the Business School; and
    - (iii) a selection interview establishing the candidate's suitability for the degree; and
    - (iv) a personal statement demonstrating academic motivation; and
    - (v) satisfaction of the English language requirements; and
    - (vi) additional language requirements as specified by the CEMS Global Alliance for Management Education; and
    - (vii) any other minimum standards specified by the Business School.
  - (c) Admission to the Graduate Certificate in Management is only by transfer from the master's degree.
- (2) In exceptional circumstances the Business School may admit applicants without these qualifications who, in the opinion of the Business School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

#### 6 Requirements for award

- (1) The units of study that may be taken for the course are set out in the Table of postgraduate units of study: Master of Management.
- (2) To qualify for the award of the Master of Management a candidate must complete 60 credit points, comprising:
  - (a) 48 credit points in core units of study; and
  - (b) a 12 credit point business project.
- (3) To qualify for the award of the Master of Management (CEMS), a candidate must complete 72 credit points, comprising:
  - (a) 60 credit points in units of study selected from the Table of postgraduate units of study: Master of Management (CEMS); and
  - (b) a 12 credit point business project.
  - (c) Included within the units of study, candidates may undertake no more than 36 credit points of units of study at CEMS partner institutions.
- (4) To qualify for the award of the Graduate Certificate in Management a candidate must complete a minimum of 24 credit points in core units of study.





## 7 Progression rules

### (1) *Master of Management*

- (i) Unless otherwise permitted, candidates must complete the units of study for the Master of Management in a prescribed sequence as specified by the Business School.
- (ii) Students must have completed 24 credit points before enrolment in the business project.

## 8 Recognition of prior learning

No recognition of prior learning will be applied to the Management programs.

## 9 Course transfer

- (1) A candidate for the Master of Management or Master of Management (CEMS) may elect to discontinue study and graduate with the graduate certificate, with the approval of the Business School, and provided that the requirements of the shorter award have been met.

## 10 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2018.
- (2) Candidates who commenced prior to 1 January, 2018 complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2023. The Business School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

# Marketing

This section outlines the course rules and other requirements for the postgraduate programs in Marketing offered by the University of Sydney Business School.

Course	Master of Marketing	Graduate Diploma in Marketing	Graduate Certificate in Marketing
<b>CRICOS code</b>	062970C	072571B	023940K
<b>Course abbreviation</b>	MMktg	GradDipMktg	GradCertMktg
<b>Credit points required for completion</b>	60	36	24
<b>Duration (minimum)</b>	1.25 years full-time	1 year full-time	0.5 years full-time
	2.25 years part-time	1.5 years part-time	1 year part-time

The Master of Marketing is for experienced middle managers who wish to pursue a career in marketing. It provides advanced marketing knowledge and applies this within a wider business context. Students study a core program of specialist marketing and business units and a project conducted either in an Australian or an international company.

The Graduate Diploma in Marketing and the Graduate Certificate in Marketing are relevant for qualified professionals who wish to complete a shorter program to update their skills and knowledge in marketing. If a credit average of at least 65 percent is attained in these award courses, students may apply to upgrade to the Master of Marketing.





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# Course structures

## Course requirements

### *1. Master of Marketing*

To be awarded the Master of Marketing, students complete units of study totalling 60 credit points, comprising:

- 48 credit points in core units of study; and
- a 12 credit point research project (two units of study).

The units of study for this degree is set out in the Table of postgraduate units of study: Marketing.

Students complete units of study in a prescribed sequence, as detailed in the Progression guides, to facilitate progressive learning and enrich the group learning experience.

### *2. Graduate Diploma in Marketing*

To be awarded the Graduate Diploma in Marketing, students complete 36 credit points in core units of study.

The units of study for this course is set out in the Table of postgraduate units of study: Marketing.

Students complete units of study in a prescribed sequence, as detailed in the Progression guides, to facilitate progressive learning and enrich the group learning experience.

### *3. Graduate Certificate in Marketing*

To be awarded the Graduate Certificate in Marketing, students complete 24 credit points in core units of study.

The units of study for this course is set out in the Table of postgraduate units of study: Marketing.

Students complete units of study in a prescribed sequence, as detailed in the Progression guides, to facilitate progressive learning and enrich the group learning experience.

## Accreditation

The Master of Marketing is accredited by the Australian Marketing Institute (AMI). Further information on accreditation can be found on the AMI website.





# Units of study

The University of Sydney website contains the most up-to-date information on unit of study availability and other requirements. Timetabling information is available on the Business School website ([sydney.edu.au/business/timetable](http://sydney.edu.au/business/timetable)). Students should note that units of study are run subject to demand.

## 1. Table of postgraduate units of study: Marketing

Students complete units of study in a prescribed sequence, as detailed in the Progression guides, to facilitate progressive learning and enrich the group learning experience.

### (i) Core units of study

Students enrolled in the Marketing courses must complete the core units of study as follows:

- *Master's degree*: 48 credit points in core units (eight units of study).
- *Graduate Diploma*: 36 credit points (six units of study) in core units of study selected from the eight units listed.
- *Graduate Certificate*: 24 credit points (four units of study) in core units of study selected from the eight units listed.

Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
<b>MKTG6201</b> Evaluating Marketing Performance	6	<i>This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.</i>	Semester 1
<b>MKTG6202</b> Decision-Making and Research	6	<i>This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.</i>	Semester 2
<b>MKTG6203</b> Innovative Marketing Strategies	6	<i>This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.</i>	Semester 2
<b>MKTG6204</b> Contemporary Consumer Behaviour	6	<b>A</b> Assumed knowledge includes the fundamentals of marketing and consumer behaviour theory. <i>This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.</i>	Semester 1
<b>MKTG6205</b> Marketing in the Global Economy	6	<i>This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.</i>	Semester 1
<b>MKTG6206</b> Regulatory Environment and Ethics	6	<i>This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.</i>	Semester 2
<b>MKTG6207</b> Internal Marketing	6	<i>This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.</i>	Semester 1
<b>MKTG6208</b> Integrated Marketing Communications	6	<i>This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.</i>	Semester 2

### (ii) Marketing consulting project

For the master's degree, one of the following consulting projects (comprising two units of study each).

Unit of study	Credit points	A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition	Session
<i>(i) Marketing consulting project</i>			
<b>MKTG6209</b> Marketing Consulting Project (Part 1)	6	<i>This unit is only available to students enrolled in the Master of Marketing.</i>	Intensive December Intensive July
<b>MKTG6210</b> Marketing Consulting Project (Part 2)	6	<b>A</b> Good understanding of marketing principles and business management <b>P</b> MKTG6209 <i>This unit is only available to students enrolled in the Master of Marketing.</i>	Intensive December Intensive July
<i>(ii) International marketing project</i>			
<b>MKTG6211</b> International Marketing Project (Part 1)	6	<i>This unit is only available to students enrolled in the Master of Marketing.</i>	Intensive December Intensive July
<b>MKTG6212</b> International Marketing Project (Part 2)	6	<b>A</b> Good understanding of marketing principles and business management <b>P</b> MKTG6211 <i>This unit is only available to students enrolled in the Master of Marketing.</i>	Intensive December Intensive July

## 2. Units of study descriptions for Marketing coursework programs

Note: These unit of study descriptions are listed alphanumerically by unit code.



**MKTG6201****Evaluating Marketing Performance**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** individual assignment (15%), group presentation (10%), group written case analysis (20%), final exam (40%), and in class participation (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.*

An essential practice in marketing is assessing the impact of marketing strategies on business performance. Increasingly, companies are recognising marketing as a strategic board-level function, directly responsible for wealth creation. Marketers should be equipped with tools to analyse and effectively communicate the value of marketing, using the evidence of marketing metrics underpinning business performance. This unit introduces students to marketing metrics that are responsible for commercial success. Key measures are explained and applied to a wide range of business examples, using a case study approach. This unit provides an overview of marketing metrics and how they relate to business performance, providing students with the opportunity to apply these key concepts to practical business situations.

**MKTG6202****Decision-Making and Research**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** major assignment (40%), class quizzes (5%), minor assignment (15%), group presentation (15%), final exam (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.*

This unit explains the various sources of bias that can influence decision-making and provides strategies to improve the quality of business decisions. Understanding and using marketing information is an essential task for marketing decision-makers. However, despite very large amounts of qualitative and quantitative data being available from both primary and secondary sources, concerns exist over much of its quality and how to combine these different sources into a useful stream of information that helps decision makers make better decisions throughout the product lifecycle. The marketing planning cycle is used as the structure for this unit to explore how data can be turned into actionable marketing information. Students also learn how to assess information requirements, plan data collection and assess data quality.

**MKTG6203****Innovative Marketing Strategies**

**Credit points:** 6 **Classes:** Intensive - 6 days, 9am - 4:30pm **Assessment:** final exam (40%), project (30%), exercises (30%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.*

This unit is about developing and managing innovative competitive marketing strategies. It not only combines concepts, frameworks and tools from across the marketing discipline, it also transcends the traditional boundaries of the discipline itself (as the modern marketer often must), drawing on materials from strategic management, entrepreneurship and finance. The central focus is on strategy development and how its management can create superior and sustainable value for both customers and shareholders, by introducing a long term perspective.

**MKTG6204****Contemporary Consumer Behaviour**

**Credit points:** 6 **Classes:** Intensive - 6 days, 9am - 4:30pm **Assessment:** fundamental quizzes (10%), written report (25%), report presentation (20%), class participation (15%), exam (30%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.*

This unit explores contemporary consumer behaviour and how this knowledge can be useful in assisting marketing managers to enhance their decision-making in contemporary markets. To achieve this objective, the unit moves beyond basic consumer behaviour theory to understand how contemporary consumers behave across a wide variety of contexts, including commercial and not-for-profit markets. Where appropriate the unit explores various techniques of investigating consumer behaviour and developing a consumer centric approach. The unit also highlights how knowledge of consumer insights can appropriately be linked to various marketing practices so as to increase the likelihood of achieving marketing goals.

**MKTG6205****Marketing in the Global Economy**

**Credit points:** 6 **Classes:** Intensive - 6 days, 9am - 4:30pm **Assessment:** Assignment (individual)(40%), international marketing plan (group)(30%), poster session (group)(25%), peer review (individual)(5%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.*

The dynamic nature of global markets makes international marketing a challenging topic to study. Competitive forces transcend national boundaries so that every company is touched to some extent by the impact of the global market. This unit considers international marketing from a wide range of perspectives and includes issues that impact large multi-nationals as well as smaller international and national players. Marketing concepts are addressed through current case studies with a focus on examples drawn from the Asia Pacific region.

**MKTG6206****Regulatory Environment and Ethics**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** Individual assessment (20%), group assignment (30%), exam (50%) **Mode of delivery:** Block mode, Normal (lecture/lab/tutorial) day

*Note: This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.*

In today's highly competitive and uncertain business environment, it is critical for marketing professionals to have a clear understanding of marketing issues and the impact of possible regulatory and ethical factors. Marketing programmes and strategies have greater chances of success if they are developed with an awareness of regulatory and ethical guidance.

**MKTG6207****Internal Marketing**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** class project (40%), group project (40%), participation (20%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.*

This unit considers the role of internal marketing in motivating employees towards implementing marketing strategies. Although the principles of marketing used internally within an organisation are similar to those used externally, frequently a fresh approach is required when addressing practical issues. This unit presents current thinking and research on the topic of internal marketing and explains how it can be used to assist with implementing marketing strategy. The unit is taught mainly through practical case studies, providing an opportunity for analysing how internal marketing is used within leading organisations.

### **MKTG6208**

#### **Integrated Marketing Communications**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** project (20%), final project (40%), exam (30%), participation (10%) **Mode of delivery:** Block mode

*Note: This unit is only available to students enrolled in the Master of Marketing, Graduate Diploma and Graduate Certificate of Marketing.*

Communicating effectively and efficiently with target markets has become more challenging especially with the advent of digital media. The unit is designed to teach students how to critically assess campaigns, plan strategically, create and then present an integrated marketing campaign using a mix of both traditional and digital channels. Students are introduced to theories, concepts, frameworks, tools and processes that relate to marketing communications. They learn through practically applying this knowledge, planning, developing and presenting an integrated marketing campaign.

### **MKTG6209**

#### **Marketing Consulting Project (Part 1)**

**Credit points:** 6 **Classes:** Structured supervision and 2 seminar days **Assessment:** project proposal (40%), marketing audit (40%), client presentation (20%) **Mode of delivery:** Supervision

*Note: This unit is only available to students enrolled in the Master of Marketing.*

This is the first of two units which comprise the final project for the Master of Marketing. This consulting project provides an opportunity for students to use learning gained during the course in a real life case. A successful project applies analytical tools, research design, strategic thinking and project management skills to a real marketing issue. Students identify and approach a company and topic of their own choice. Examples of topics include: (new) product development and launch; developing a marketing strategy for geographic extension; entering a new market segment; or implementing a new marketing initiative such as CRM. Students work individually on their project with the support and guidance of a professional mentor. The unit starts with plenary sessions that introduce project scoping, project design and consulting skills. Students scope and design their project and deliver a project proposal that is approved by the client. In this first part of their project, students are assessed on quality of problem identification, analysis, creativity and relevance of the research proposal, client management skills and persuasive presentation.

### **MKTG6210**

#### **Marketing Consulting Project (Part 2)**

**Credit points:** 6 **Classes:** Structured supervision **Assessment:** client presentation (50%), final project (50%) **Mode of delivery:** Supervision

*Note: This unit is only available to students enrolled in the Master of Marketing.*

This is the capstone unit for the Master of Marketing, providing an opportunity for students to use learning gained during the course. The project requires application of analytical tools and project management skills to a marketing issue within a company chosen by the student in MKTG6209. Examples of topics include: (new) product development and launch; developing a marketing strategy for geographic extension; entering a new market segment; or implementing a new marketing initiative such as CRM. This second unit encompasses the actual execution of the project that the student has proposed to the client company in MKTG6209. Student support includes sessions that build on the project management and consulting skills introduced in the previous unit and that are critical when designing and selling marketing solutions within an organisation. In addition, students are offered one-on-one supervisory sessions with an experienced marketing professional for individual guidance on their project. The deliverable is a report of up to 5,000 words, along with a presentation to the client organisation and the student's supervisor. Students are assessed on problem identification, analysis, creative and actionable solutions, client management skills and persuasive presentation. The unit assesses and assures all the program learning goals for the degree.

### **MKTG6211**

#### **International Marketing Project (Part 1)**

**Credit points:** 6 **Classes:** There are no formal classes. Overseas study trip and meeting with supervisor. **Assessment:** market audit (40%), client presentation (20%), project proposal (40%) **Mode of delivery:** Supervision

*Note: This unit is only available to students enrolled in the Master of Marketing.*

This is the first of two units which comprise the final project for the Master of Marketing. The international project provides an opportunity for students to work in a team over an extended period of time and use learning gained during the course in a real life case with an international dimension.

During this first unit, each team identifies and approaches an existing company interested in exploring marketing opportunities in a specified country. Students visit this country in the second part of the project (MKTG6212). The project can focus on a market analysis, developing a market entry strategy, or developing a communication or distribution strategy etc.

In this unit, students scope a project, draft a project plan and present this plan to the client. The project proposal includes a set of goals to achieve or data to be gathered when visiting the country of destination in the following semester.

Student-teams work on their project with the support and guidance of a professional mentor. Throughout the unit the teams are expected to attend workshops on project scoping, project design and consulting skills. Teams are assessed on quality of problem identification (or challenges), analysis, creativity and relevance of the research proposal, client management skills and persuasiveness of presentation. Individual contribution is assessed by peer evaluation and individual participation in the group presentation.



## **MKTG6212**

### **International Marketing Project (Part 2)**

**Credit points:** 6 **Classes:** There are no formal classes. Overseas study trip and meeting with supervisor. **Assessment:** project proposal and project plan (20%), summary of findings (20%), and written report (60%) **Mode of delivery:** Supervision

*Note: This unit is only available to students enrolled in the Master of Marketing.*

This is the capstone unit for the Master of Marketing, providing an opportunity for students to use learning gained during the course. Student teams attend seminars on International Business Consulting and Trade as well as briefings about a specific destination country. Following these seminars and prior to visiting the country, teams complete a preliminary market analysis of their client's industry in the country of destination and preliminary prospects for the client on the basis of desk-research and data collection in Australia. Although this preliminary report is not formally assessed, completion before embarking on the study tour is compulsory. Teams have two weeks in the designated country for immersion in the local business environment and further fieldwork to complete their project.

In this capstone unit, students demonstrate that they have achieved all the program's learning objectives. Assessment comprises a written report, a client presentation and peer-feedback to assess students' ability to work effectively in teams.

# Progression guides

## 1. Master of Marketing

The Master of Marketing involves one calendar year of full-time, intensive study (including two semesters and July and December intensive sessions) or two calendar years of part-time study (including four semesters and intensives session in Year 2 during July and December). Students complete units of study in a prescribed sequence, as detailed in the following tables, to facilitate progressive learning and enrich the group learning experience. Units are taught either in the evening or in intensive weekend delivery, allowing students the flexibility to pursue other commitments while studying.

(i) Full-time study (two semesters plus July and December intensive sessions) - commencing in Semester 1

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	MKTG6204	MKTG6207	MKTG6205	MKTG6201	24
	July intensive			MKTG6209 OR MKTG6211		6
	Semester 2	MKTG6203	MKTG6202	MKTG6208	MKTG6206	24
	December intensive			MKTG6210 OR MKTG6212		6
					<b>60</b>	

(ii) Full-time study (two semesters plus July and December intensive sessions) - commencing in Semester 2

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 2	MKTG6203	MKTG6202	MKTG6208	MKTG6206	24
Year 2	December intensive			MKTG6209 OR MKTG6211		6
	Semester 1	MKTG6204	MKTG6207	MKTG6205	MKTG6201	24
	July intensive			MKTG6210 OR MKTG6212		6
					<b>60</b>	

(iii) Part-time study (four semesters plus July and December intensive sessions) - commencing Semester 1

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	MKTG6204		MKTG6201		12
	Semester 2	MKTG6202		MKTG6206		12
Year 2	Semester 1	MKTG6207		MKTG6205		12
	July intensive			MKTG6209 OR MKTG6211		6
	Semester 2	MKTG6203		MKTG6208		12
Year 3	December intensive			MKTG6210 OR MKTG6212		6
					<b>60</b>	

(iv) Part-time study (four semesters plus July and December intensive sessions) - commencing Semester 2

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 2	MKTG6202		MKTG6206		12
Year 2	Semester 1	MKTG6204		MKTG6201		12
	Semester 2	MKTG6203		MKTG6208		12
Year 3	December intensive			MKTG6209 OR MKTG6211		6
	Semester 1	MKTG6207		MKTG6205		12
	July intensive			MKTG6210 OR MKTG6212		6



YEAR	SESSION	UNITS OF STUDY	CREDIT POINTS
			60

## 2. Graduate Diploma in Marketing

Students complete units of study in a prescribed sequence, to facilitate progressive learning and enrich the group learning experience. Units are taught either in the evening or in intensive weekend delivery, allowing students the flexibility to pursue other commitments. The following tables illustrate course progression examples for students enrolled in the Graduate Diploma in Marketing.

(i) Full-time study - commencing in Semester 1

YEAR	SESSION	UNITS OF STUDY	CREDIT POINTS
Year 1	Semester 1	MKTG6204    MKTG6207    MKTG6205    MKTG6201	24
	Semester 2	MKTG6202    MKTG6206	12
			36

(ii) Full-time study - commencing in Semester 2

YEAR	SESSION	UNITS OF STUDY	CREDIT POINTS
Year 1	Semester 2	MKTG6202    MKTG6208    MKTG6203    MKTG6206	24
Year 2	Semester 1	MKTG6204    MKTG6201	12
			36

(iii) Part-time study - commencing in Semester 1

YEAR	SESSION	UNITS OF STUDY	CREDIT POINTS
Year 1	Semester 1	MKTG6204    MKTG6201	12
	Semester 2	MKTG6202    MKTG6206	12
Year 2	Semester 1	MKTG6207    MKTG6205	12
			36

(iv) Part-time study - commencing in Semester 2

YEAR	SESSION	UNITS OF STUDY	CREDIT POINTS
Year 1	Semester 2	MKTG6202    MKTG6206	12
Year 2	Semester 1	MKTG6204    MKTG6201	12
	Semester 2	MKTG6208    MKTG6203	12
			36

Upon successful completion of this course, students may be eligible to upgrade to the Master of Marketing with credit for all units of study completed.

## 3. Graduate Certificate in Marketing

Students complete units of study in a prescribed sequence, to facilitate progressive learning and enrich the group learning experience. Units are taught either in the evening or in intensive weekend delivery, allowing students the flexibility to pursue other commitments. The following tables illustrate course progression examples for students enrolled in the Graduate Certificate in Marketing.

(i) Full-time study - commencing in Semester 1

YEAR	SESSION	UNITS OF STUDY	CREDIT POINTS
Year 1	Semester 1	MKTG6204    MKTG6207    MKTG6205    MKTG6201	24

(ii) Full-time study - commencing in Semester 2

YEAR	SESSION	UNITS OF STUDY	CREDIT POINTS
Year 1	Semester 2	MKTG6202    MKTG6206    MKTG6208    MKTG6203	24

(iii) Part-time study - commencing in Semester 1

YEAR	SESSION	UNITS OF STUDY	CREDIT POINTS
Year 1	Semester 1	MKTG6204    MKTG6201	12
	Semester 2	MKTG6202    MKTG6206	12
			24

(iv) Part-time study - commencing in Semester 2

YEAR	SESSION	UNITS OF STUDY	CREDIT POINTS
Year 1	Semester 2	MKTG6202    MKTG6206	12

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YEAR	SESSION	UNITS OF STUDY		CREDIT POINTS
Year 2	Semester 1	MKTG6204	MKTG6201	12
				<b>24</b>

Upon successful completion of this course, students may be eligible to upgrade to the Graduate Diploma or Master of Marketing with credit for all units of study completed.



# Course rules and resolutions

## Master of Marketing

## Graduate Diploma in Marketing

## Graduate Certificate in Marketing

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Course resolutions

#### 1 Course codes

Code	Course title
MAMARKET-01	Master of Marketing
GNMARKET-01	Graduate Diploma in Marketing
GCMARKET-01	Graduate Certificate in Marketing

#### 2 Attendance pattern

The attendance pattern for this course is full time or part time according to candidate choice.

#### 3 Master's type

The master's degree in these resolutions is a professional master's course, as defined by the Coursework Policy.

#### 4 Embedded courses in this sequence

(1) The embedded courses in this sequence are:

- (a) the Master of Marketing
- (b) the Graduate Diploma in Marketing
- (c) the Graduate Certificate in Marketing

(2) Providing candidates satisfy the admission requirements for each stage, a candidate may progress to the award of the courses in this sequence. Only the longest award completed will be conferred.

#### 5 Admission to candidature

(1) Available places will be offered to qualified applicants ranked on merit in accordance with the following criteria:

- (a) Master of Marketing
  - (i) an Australian Qualifications Framework Level 7 or higher qualification with a minimum credit average (or equivalent) at an institution approved by the Business School; or
  - (ii) completion of the qualifications and experience specified in (i), (ii) or (iii) with a minimum pass average (or equivalent) and performance in an admissions test approved by the Business School to a standard considered satisfactory by the Business School; and
  - (iii) professional work experience of no less than three years in a relevant field; as defined by the Business School; and
  - (iv) a selection interview establishing the candidate's suitability for the degree; and
  - (v) a statement of motivation; and
  - (vi) satisfaction of the English language requirements; and
  - (vii) any other minimum standards specified by the Business School.
- (b) Graduate Diploma in Marketing
  - (i) an Australian Qualification Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School; and
  - (ii) professional work experience of no less than three years in a relevant field, as defined by the Business School; and
  - (iii) a selection interview establishing the candidate's suitability for the degree; and
  - (iv) a statement of motivation; and
  - (v) satisfaction of the English language requirements; and
  - (vi) any other minimum standards specified by the Business School.
- (c) Graduate Certificate in Marketing
  - (i) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School; or
  - (ii) equivalent professional work experience of no less than three years in a relevant field, as defined by the Business School; and
  - (iii) a selection interview establishing the candidate's suitability for the degree; and
  - (iv) a statement of motivation; and
  - (v) satisfaction of the English language requirements; and
  - (vi) any other minimum standards specified by the Business School.

(2) In exceptional circumstances the Business School may admit applicants without these qualifications who, in the opinion of the Business School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

#### 6 Requirements for award

- (1) The units of study that may be taken for the course are set out in the Table of postgraduate units of study: Marketing.
- (2) To qualify for the award of the Master of Marketing a candidate must complete 60 credit points, comprising:
  - (a) 48 credit points of core units of study; and
  - (b) 12 credit points of research project units of study.



- (3) To qualify for the award of the Graduate Diploma in Marketing a candidate must complete 36 credit points of core units of study.
- (4) To qualify for the award of the Graduate Certificate in Marketing a candidate must complete 24 credit points of core units of study.

#### 7 Progression rules

Unless otherwise permitted, candidates must complete the units of study in a prescribed sequence as specified by the Business School.

#### 8 Recognition of prior learning

- (1) Waivers may be granted or the volume of learning may be reduced in recognition of prior learning.
- (2) Candidates for the Master of Marketing may be eligible for the a reduction in the volume of learning of up to 30 credit points for relevant postgraduate studies where no award has been or will be made.
- (3) Candidates for the Graduate diploma in Marketing may be eligible for a reduction in the volume of learning of up to 18 credit points for relevant postgraduate studies where no award has been, or will be made.
- (4) Candidates for the Graduate Certificate in Marketing may be eligible for a reduction in the volume of learning of up to 12 credit points for relevant postgraduate studies where no award has been, or will be made.
- (5) Notwithstanding any reduction in the volume of learning granted on the basis of work completed or prior learning, in order to qualify for an award a student must complete at least 50 per cent of the requirements prescribed for the award course at the University of Sydney.

#### 9 Course transfer

- (1) A candidate for the master's degree or graduate diploma may elect to discontinue study and graduate with a shorter award from this embedded sequence, with the approval of the School, and provided the requirements of the shorter award have been met.
- (2) A candidate for the Graduate Certificate or Graduate Diploma may elect to upgrade to the Master's degree with full recognition of prior learning upon completion of a minimum of 24 credit points and graded at a standard acceptable to the Business School.

#### 10 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2017.
- (2) Candidates who commenced prior to 1 January, 2017 will complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2022. The School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

# Professional Accounting

This section outlines the course rules and other requirements for the Professional Accounting programs offered by the University of Sydney Business School.

Course	Master of Professional Accounting	Graduate Diploma in Professional Accounting
CRICOS code	077337E	077102B
Course abbreviation	MPAcc	GradDipPAcc
Credit points required for completion	96	48
Duration (minimum)	2 years full-time	1 year full-time
	4 years part-time	2 years part-time

**Note:** Students commencing the Master of Professional Accounting may be eligible for recognition of prior learning for certified business study or relevant work experience.

## Master of Professional Accounting

The Master of Professional Accounting is a two-year program of full time study (or four years part-time).

Graduates with a recognised bachelor's qualification (or higher) in any field (at a satisfactory standard) have the opportunity to develop the knowledge and skills required for Associate Membership of CPA Australia, the Chartered Accountants Australia and New Zealand (CAANZ), or the Association of Chartered Certified Accountants (ACCA). The degree is a foundation for a successful and rewarding career in professional accountancy.

The foundation of the program exposes students to the broad organisational, regulatory and market context in which accountants operate.

Building upon these foundations, students pursue advanced learning in accounting within the contexts of both professional practice and the theoretical paradigms that underpin such practice.

The program reinforces technical excellence in these fields within a framework that emphasises core professional competencies in:

- critical thinking
- problem-solving and strategic decision-making
- professional communication and persuasion
- information systems applications; and
- management and ethical awareness and reasoning.

While designed specifically for those from a non-business degree background, the program is also open to those with a prior bachelor's qualification or higher in a business-related field.

## Graduate Diploma in Professional Accounting

The Graduate Diploma in Professional Accounting is based on the master's program but requires the completion of fewer units of study. It is an option for students who do not want to commit to a full master's program in the first instance, but who still wish to gain a solid grounding in their chosen field. In most circumstances, students progress to the Master of Professional Accounting on satisfactory completion of the graduate diploma at a standard acceptable to the Business School.







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# Course structures

## 1. Master of Professional Accounting

To be awarded the Master of Professional Accounting, students complete units of study totalling 96 credit points, comprising:

- 84 credit points in core units of study: 42 credit points in foundation level units of study, 36 credit points in advanced units of study, and a six credit point capstone unit of study; and
- 12 credit points in elective units of study.

**Note:** Students should enrol in core units for this program as set out in the progression guide. Students who do not follow the progression guide may experience difficulties completing within the minimum duration.

The units of study available for this degree are set out in the Table of postgraduate units of study: Professional Accounting.

## 2. Graduate Diploma in Professional Accounting

To be awarded the Graduate Diploma in Professional Accounting, students complete units of study totalling 48 credit points, comprising:

- 30 credit points in core units of study: 18 credit points in foundation level units and 12 credit points in advanced level units; and
- 18 credit points in elective units of study.

The units of study for this course are set out in the Table of postgraduate units of study: Professional Accounting.





# Units of study

The University of Sydney website ([sydney.edu.au/courses](http://sydney.edu.au/courses)) contains the most up-to-date information on unit of study availability and other requirements. Timetabling information is available on the Business School website ([sydney.edu.au/business/timetable](http://sydney.edu.au/business/timetable)). Students should note that units of study are run subject to demand.

## 1. Table of postgraduate units of study: Professional Accounting

### (a) Master of Professional Accounting

#### (i) Core units of study

Students enrolled in the Master of Professional Accounting complete all the core units of study from the following table.

Students should enrol in core units for this program as set out in the progression guide. Students who do not follow the progression guide may experience difficulties completing within the minimum duration.

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>(a) Foundation</b>			
Students must complete the foundational core units, BUSS5080 and ACCT5001, in their first semester of study.			
<b>ACCT5001</b> Accounting Principles	6		Semester 1 Semester 2
<b>BUSS5080</b> Succeeding in the Accounting Profession	6		Semester 1 Semester 2
<b>BUSS5001</b> Firms, Markets and Business Management	6	<b>N</b> ECON5001 or ECON5002 or ECON5003 or ECOF5010	Semester 1 Semester 2
<b>CLAW5001</b> Legal Environment of Business	6		Semester 1 Semester 2
<b>FINC5001</b> Capital Markets and Corporate Finance	6		Intensive January Semester 1 Semester 2
<b>INFS5000</b> Accounting Information Systems	6	<i>This unit of study is only offered in the Professional Accounting programs.</i>	Semester 1 Semester 2
<b>QBUS5002</b> Quantitative Methods for Accounting	6	<b>A</b> Students should be capable of reading data in tabulated form, working with Microsoft EXCEL, and doing High School level of mathematics <b>N</b> ECMT5001 or QBUS5001	Semester 1 Semester 2
<b>(b) Advanced</b>			
<b>ACCT5002</b> Managerial Accounting and Decision Making	6	<b>P</b> ACCT5001	Semester 1 Semester 2
<b>ACCT6001</b> Intermediate Financial Reporting	6	<b>P</b> ACCT5001 <i>Note: Department permission required for enrolment</i>	Intensive February Semester 1 Semester 2
<b>ACCT6007</b> Contemporary Issues in Auditing	6	<b>P</b> ACCT6001	Semester 1 Semester 2
<b>ACCT6010</b> Advanced Financial Reporting	6	<b>P</b> ACCT6001	Intensive July Semester 1 Semester 2
<b>CLAW6002</b> Corporate Structures in Practice	6	<b>P</b> CLAW5001	Semester 1 Semester 2
<b>CLAW6026</b> Taxation Law and Practice	6	<b>P</b> CLAW5001 <b>N</b> CLAW5002	Semester 1 Semester 2
<b>(c) Capstone</b>			
Students must complete the capstone unit, ACCT6120, in their final semester of study.			
<b>ACCT6120</b> Corporate Governance and Accountability	6	<b>A</b> CLAW5001 <b>P</b> ACCT6010	Semester 1 Semester 2

#### (ii) Elective units of study

Students enrolled in the Master of Professional Accounting complete their elective units from the following table.



<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
Students must complete 12 credit points in elective units of study.			
<b>ACCT6002</b> International Accounting	6	<b>P</b> ACCT6001	Semester 1 Semester 2
<b>ACCT6003</b> Fundamental Analysis for Equity Investment	6	<b>A</b> QBUS5001 or QBUS5002 <b>P</b> ACCT5001 and FINC5001 <i>ACCT6003 assumes knowledge of basic statistics and econometrics that are covered in QBUS5001/5002. ACCT6003 requires the analysis of data, transformations, understanding of distributions, expectations, variance, regression analysis, data graphing.</i>	Semester 1 Semester 2
<b>ACCT6006</b> Advanced Managerial Accounting	6	<b>P</b> ACCT5002	Semester 1
<b>BUSS6500</b> Industry Placement	6	<b>P</b> 48 credit points with a minimum credit average (65%) <b>N</b> ECOF6500 <i>Note: Department permission required for enrolment Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: business.placements@sydney.edu.au.</i>	Intensive August Intensive March Semester 1 Semester 2
<b>BUSS6505</b> NEXT Innovation	6	<b>P</b> Completion of 48 credit points with a WAM of 65% <b>N</b> BUS6509 or BUS6510 <i>Note: Department permission required for enrolment</i>	Semester 1 Semester 2
<b>BUSS6506</b> China Industry Placement	6	<b>P</b> 48 credit points with a minimum credit average (65%). <i>Note: Department permission required for enrolment Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: business.placements@sydney.edu.au.</i>	Intensive December Intensive March
<b>CLAW6030</b> China's Legal Environment for Business	6		Semester 1
<b>CLAW6031</b> International Financial Crime	6		Semester 2
<b>FINC6001</b> Intermediate Corporate Finance	6	<b>P</b> FINC5001	Intensive January Semester 1 Semester 2
<b>FINC6013</b> International Business Finance	6	<b>P</b> FINC5001	Semester 1
<b>FINC6016</b> Financial Instruments and Markets	6		Semester 2
<b>IBUS5003</b> Global Business	6	<b>N</b> IBUS5001	Intensive February Semester 1 Semester 2
<b>INFS6012</b> Enterprise Systems Management	6		Semester 2
<b>ITLS6501</b> Infrastructure Financing	6		Winter Main
<b>QBUS6310</b> Business Operations Analysis	6	<b>P</b> ECMT5001 or QBUS5001 or QBUS5002 <b>N</b> ECMT6008	Semester 2
<b>QBUS6860</b> Visual Data Analytics	6	<b>A</b> The unit assumes knowledge of statistics and confidence in working with data. <b>P</b> QBUS5001 or QBUS5002 <i>Note: Department permission required for enrolment</i>	Semester 2
<b>WORK5003</b> Management and Organisations	6		Semester 1 Semester 2
<b>WORK6030</b> Performance and Rewards	6		Semester 2b

## (b) Graduate Diploma in Professional Accounting

### (i) Core units of study

Students enrolled in the Graduate Diploma in Professional Accounting complete all the core units of study from the following table.

Students should enrol in core units for this program as set out in the progression guide. Students who do not follow the progression guide may experience difficulties completing within the minimum duration.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<i>(a) Foundation</i>			
Students must complete the foundational core unit, ACCT5001, in their first semester of study.			
<b>ACCT5001</b> Accounting Principles	6		Semester 1 Semester 2
<b>CLAW5001</b> Legal Environment of Business	6		Semester 1 Semester 2
<b>FINC5001</b> Capital Markets and Corporate Finance	6		Intensive January Semester 1 Semester 2

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
<i>(b) Advanced</i>			
<b>ACCT5002</b> Managerial Accounting and Decision Making	6	P ACCT5001	Semester 1 Semester 2
<b>ACCT6001</b> Intermediate Financial Reporting	6	P ACCT5001 <i>Note: Department permission required for enrolment</i>	Intensive February Semester 1 Semester 2

## (ii) Elective units of study

Students enrolled in the Graduate Diploma in Professional Accounting complete their elective units from the following table.

<b>Unit of study</b>	<b>Credit points</b>	<b>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</b>	<b>Session</b>
Students must complete 18 credit points in elective units of study.			
<b>ACCT6007</b> Contemporary Issues in Auditing	6	P ACCT6001	Semester 1 Semester 2
<b>ACCT6010</b> Advanced Financial Reporting	6	P ACCT6001	Intensive July Semester 1 Semester 2
<b>BUSS5001</b> Firms, Markets and Business Management	6	N ECON5001 or ECON5002 or ECON5003 or ECOF5010	Semester 1 Semester 2
<b>BUSS5080</b> Succeeding in the Accounting Profession	6		Semester 1 Semester 2
<b>CLAW6002</b> Corporate Structures in Practice	6	P CLAW5001	Semester 1 Semester 2
<b>CLAW6026</b> Taxation Law and Practice	6	P CLAW5001 N CLAW5002	Semester 1 Semester 2
<b>INFS5000</b> Accounting Information Systems	6	<i>This unit of study is only offered in the Professional Accounting programs.</i>	Semester 1 Semester 2
<b>QBUS5002</b> Quantitative Methods for Accounting	6	A Students should be capable of reading data in tabulated form, working with Microsoft EXCEL, and doing High School level of mathematics N ECMT5001 or QBUS5001	Semester 1 Semester 2

## 2. Unit of study descriptions for Professional Accounting coursework programs

*Note:* These unit of study descriptions are listed alphanumerically by unit code.

### ACCT5001

#### Accounting Principles

**Credit points:** 6 **Classes:** 1 x 3hr class per week **Assessment:** assignment (20%), mid semester test (30%), final examination (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit provides an introduction to the generally accepted accounting principles and practices underlying financial accounting and reporting. The unit introduces students to the concepts and skills required to prepare, analyse, and interpret financial statements.

### ACCT5002

#### Managerial Accounting and Decision Making

**Credit points:** 6 **Classes:** 1 x 3hr class per week **Assessment:** business practical (business case) (32%), mid semester assessment task (8%), capstone readiness assurance self-assessment (5%), final exam (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

This unit introduces the context and processes of managerial accounting, with financial and non-financial information literacy to inform both understanding and application of key managerial accounting techniques. Critical business career skills of ethical behaviour in difficult situations, collaboration, problem solving, time management, persuasive communication and following instructions are fostered across the areas of cost accounting, business performance, and strategic value creation in management accounting. Through weekly 'business practicals', students get real-world like experience in addressing practical managerial accounting issues in organisational contexts. Students become familiar with the many kinds of managerial accounting decisions concerning the techniques, benefits and risks of accounting frameworks chosen. The unit is completed with a capstone case study which consolidates learning and allows students to use their new knowledge and skills gained in identifying and addressing operational and strategic issues facing organisations concerning competition, innovation and government regulation.

### ACCT6001

#### Intermediate Financial Reporting

**Credit points:** 6 **Classes:** 1 x 3hr class per week **Assessment:** mid-semester test (35%), final examination (50%), and assignment (15%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

*Note: Department permission required for enrolment in the following sessions: Intensive February, Semester 1, Semester 2.*

This unit provides an understanding of the contemporary Australian financial reporting environment. Particular attention is paid to accounting theory and concepts, mandatory reporting practices and reporting policies that reflect either a choice from among several mandated alternatives,

or those areas where regulation has not occurred. The unit is intended for those who will be involved in the preparation or use of company financial statements. The unit provides an understanding of accounting techniques, both in terms of technical method and their relative impact on corporation's financial statements. The emphasis throughout is on both the 'techniques' and the related explanations for their use.

### **ACCT6002**

#### **International Accounting**

**Credit points:** 6 **Classes:** 1 x 1hr lecture and 1 x 2hr tutorial per week. **Assessment:** final exam (50%), test 1 (15%), test 2 (15%), assignment (10%), oral presentation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

Many of the topics in an international accounting unit have a domestic counterpart. However, new factors and complications arise in the international arena. Some of these are (1) diversity of laws, practices, customs, cultures, and competitive circumstances; and (2) risks associated with fluctuating exchange rates, differential rates of inflation, and unstable property rights. International accounting discusses issues from the perspective of companies that have internationalised their finance and/or their operations. It has a comparative aspect, comparing accounting across countries. It deals with corporate reporting and disclosure across national boundaries. It also deals with the harmonisation of the worldwide diversity in financial reporting, in particular, convergence around International Financial Reporting Standards. It discusses consolidation issues that arise from multinational operations.

### **ACCT6003**

#### **Fundamental Analysis for Equity Investment**

**Credit points:** 6 **Classes:** 13x 2hr lectures, 6x 1hr workshops, 8x 1hr labs. **Assessment:** mid-semester exam (20%), equity investment (25%), trading (10%), final exam (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: ACCT6003 assumes knowledge of basic statistics and econometrics that are covered in QBUS5001/5002. ACCT6003 requires the analysis of data, transformations, understanding of distributions, expectations, variance, regression analysis, data graphing.*

This unit develops a framework of fundamental analysis for equity investment in publicly traded companies. The first part of the unit deals with the analysis of financial statement information, complemented with other sources of information such as business strategy, industry prospects and key macroeconomic effects. Emphasis is on the analysis of earnings quality and accounting-based valuation methods. The second part of the unit applies fundamental analysis in the appraisal of equity investment, and the effect of credit evaluation and risk analysis, as well as the valuation for takeovers. The unit also covers the impact on equity valuation from inherent behavioural patterns in informing investment decisions.

### **ACCT6006**

#### **Advanced Managerial Accounting**

**Credit points:** 6 **Classes:** 1 x 3hr class per week **Assessment:** seminar assignments (35%), seminar contribution (15%), final examination (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit examines a number of advanced topics in managerial accounting as they relate to the use of key analytic and calculative techniques for decision making and value creation. Topics are biased towards those that are relevant and even contentious to contemporary practice and include: the potential inconsistencies between management accounting and strategic decision making and control; executive compensation and reward systems; ethical issues in budget setting and performance management; the theory of the firm and outsourcing; issues in managing joint ventures and strategic alliances; performance measurement systems; decentralisation and transfer pricing, and innovation and change in management accounting practice. An overview of each topic area is provided before exploring the topics more deeply by examining current research and/or working through case studies to provide insights into contemporary business practice.

### **ACCT6007**

#### **Contemporary Issues in Auditing**

**Credit points:** 6 **Classes:** 1 x 3hr seminar per week **Assessment:** quiz 1 (5%), quiz 2 (5%), quiz 3 (10%), quiz 4 (5%), group case study (20%), perspective (5%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

The focus of this unit is the development of knowledge and understanding of the key elements of the 'corporate financial statement' audit process with particular reference to Australian Auditing Standards. Auditor's duties and responsibilities are considered before moving to planning the audit, performing the audit and arriving at an audit opinion. Students are exposed to the techniques used by auditors in carrying out audit procedures and evaluating audit evidence. Students are expected to further develop their critical thinking skills through applying technical audit principles to real world auditing problems and corporate case studies. Students develop an appreciation for the essential role the auditor and the audit function play in enhancing the quality of financial statements and corporate governance. In this context, the unit critically examines contemporary audit issues, recent audit headlines and challenges faced by the audit profession in the Australian and global environment.

### **ACCT6010**

#### **Advanced Financial Reporting**

**Credit points:** 6 **Classes:** 1 x 3hr seminar per week **Assessment:** mid-semester examination (25%), case study (20%), final examination (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit provides students with a detailed understanding of more complex financial reporting issues. Topics examined include: group accounting issues such as the practical application of the control test; multiple subsidiaries; non-controlling interest; foreign currency translation; consolidated cash flow reporting; segment reporting; accounting for joint arrangements and associates; and related party disclosures. The unit builds on the knowledge base acquired from earlier accounting units with a strong emphasis on the application of technical skills. The unit has a substantial case component, using current examples to illustrate both appropriate technical solutions in accordance with accounting standards and guidelines, as well as the forces which determine the choice of methods. The unit also provides students with an awareness of relevant research to assist in an understanding of both current debates and accounting choices. This unit helps develop students' ability to read and analyse financial reports and to understand the financial reporting implications of management decisions relating to internal reporting and organisational structure.

### **ACCT6120**

#### **Corporate Governance and Accountability**

**Credit points:** 6 **Classes:** 1 x 3hr seminar per week **Assessment:** quiz (10%), individual assignment (20%), group assignment 1 (20%), group assignment 2 (5%), final exam (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Corporate governance has been defined as 'the system by which companies are directed and controlled' (Cadbury 1992). As the capstone unit for the MPAcc this unit assures the learning from prior management, audit, financial reporting and analysis accounting units by exploring how accounting information is used (and at time abused) in enabling the accountability through which the governance of the corporation is affected. The unit introduces students to some of the core theories which are drawn upon to understand corporate governance; agency, stakeholder, stewardship and transaction cost theories. It then explores the key relationships and practices upon which effective governance depends; relationships between a CEO and chairman, executive and non-executive directors, the board and its risk, audit, remuneration and nominations sub-committees, board members and their external auditors and other advisors, and relationships between the board, financial analysts, investors and shareholders. Whilst these issues are explored in relation to the Anglo-American system of corporate governance which privileges the interests of shareholders, the unit also explores alternative stakeholder systems of corporate governance in Germany and Japan, as well as the development of governance frameworks and institutions in the transitional economies of Russia and China. Wider issues of corporate social responsibility in relation to the globalisation of product and capital markets are also examined. As an integral part of their learning experience and assessment, students are required to develop an internationally focussed case study that is updated as they progress through the range of topics explored in this unit.

### **BUSS5001**

#### **Firms, Markets and Business Management**

**Credit points:** 6 **Classes:** 1x 1.5hr lecture and 1x 1.5hr seminar per week **Assessment:** case analyses (50%), class participation (15%), final exam (35%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit provides students with the tools to understand the impact of economic, socio-cultural, institutional, and technological factors on businesses' operations. Such considerations are crucial for understanding how businesses make decisions and interact in the marketplace. The first part of the unit provides an introduction to macroeconomic and microeconomic analysis and applications. In macroeconomics, we consider determination of the aggregate level of economic activity (GDP and inflation), the economic effects of government policies, and the link between interest rates and exchange rates and the level of economic activity. In microeconomics, we look at economic decision-making by individuals and firms and the determination of prices in different kinds of markets. The next part of the unit investigates wages, as well as the social, cultural, political, and technological environments in which firms operate. It examines theories, models and conceptual tools that help us understand and make decisions in relation to these factors. The unit is complemented by developing an understanding of the complexity of professional behaviour and ethical decision making.

### **BUSS5080**

#### **Succeeding in the Accounting Profession**

**Credit points:** 6 **Classes:** 2 hour workshops and associated online pre-class preparation. **Assessment:** assignment 1 (20%), weekly assignment 2 (15%), presentation (25%), assignment 3 (10%), final exam (30%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This compulsory foundation unit is designed to help students develop personal and interpersonal skills. These fundamental professional skills will allow students to effectively work with and through others and are important for career success. Through a series of readings, lectures, assessments, and experiential exercises, this unit provides students with useful frameworks and research-based insights on effective organisational behaviours. Topics such as effective communication, self-management, working with others, leadership, influence, decision making, and more are discussed. Upon completion of this unit, students will have gained valuable knowledge and practical skills that will aid their professional development.

### **BUSS6500**

#### **Industry Placement**

**Credit points:** 6 **Classes:** 9 hours of pre-placement workshops; 210 hours internship; 2 hour debrief workshop. **Assessment:** Performance objectives (0%), report (70%), presentation (30%) **Mode of delivery:** Professional practice

*Note: Department permission required for enrolment in the following sessions: Intensive August, Intensive March, Semester 1, Semester 2.*

*Note: Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: [business.placements@sydney.edu.au](mailto:business.placements@sydney.edu.au).*

This unit is available to outstanding students completing the Master of Commerce, Master of Human Resource Management and Industrial Relations, and Master of Professional Accounting program. It involves a professional placement with a business, government, or non-government organisation. It includes preparatory coursework in reflective, professional practice and report writing. Assessment includes a reflective journal and professional report and presentation based on the internship placement. Permission is required to enrol in this unit. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/industry\\_placement\\_program](http://sydney.edu.au/business/study/opportunities/industry_placement_program)

### **BUSS6505**

#### **NEXT Innovation**

**Credit points:** 6 **Classes:** 1.5hr introductory seminar, 2x 4hr workshops, 2-hour teleconference, anticipated 13 hours contact with an industry mentor, 3.5 hours semi-final and networking event and 11 hours of structured online activity. **Assessment:** Initial active concept / value proposition (10%), research / prototype report (15%), innovation pitch (3-5min video) + business plan appendix 6-slide PowerPoint (20%), in-person semi finals (10%), participation (20%), and reflection exercise (25%). **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: Department permission required for enrolment in the following sessions: Semester 1, Semester 2.*

The NEXT Innovation program (previously Deloitte FASTRACK) is a globally recognised award-winning innovation program designed to give outstanding business and management students practical experience in business innovation. It has been built up and tested around a structured process specifically for developing a portfolio of market-tested 'business of tomorrow' concepts in a constrained timeframe. The program has been designed as an interactive, work integrated program featuring a mix of instructor presentation, applied reading content, practical application, market testing, assignment and presentation learning methods, supported by a purpose built innovation management system with collaborative social media features. The program allows students to work with Deloitte mentors and aims to replicate a corporate 'innovation community' among the students, corporate mentors, NEXT coordinators and additional participants. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/next\\_innovation\\_program](http://sydney.edu.au/business/study/opportunities/next_innovation_program).



## **BUSS6506**

### **China Industry Placement**

**Credit points:** 6 **Classes:** 9 hours of pre-placement workshops; 210 hours internship; 2 hour debrief workshop **Assessment:** performance objectives (0%), report (70%), presentation (30%) **Mode of delivery:** Professional practice

*Note: Department permission required for enrolment in the following sessions: Intensive December, Intensive March.*

*Note: Permission is required to enrol in this unit. Contact the Careers and Employability Office for details: [business.placements@sydney.edu.au](mailto:business.placements@sydney.edu.au).*

This unit is available to students accepted into the China Industry Placement Program while they undertake a professional placement with a business or a government organisation that has a particular focus on business interests. It includes preparatory coursework in reflective, professional practice and concurrent coursework on research methods, report and other professional writing skills. Assessment includes a reflective journal, a research report related to their work placement, and an oral presentation on the internship placement and international work and study experience. Further information and application process is outlined at [http://sydney.edu.au/business/study/opportunities/industry\\_placement\\_program](http://sydney.edu.au/business/study/opportunities/industry_placement_program)

## **CLAW5001**

### **Legal Environment of Business**

**Credit points:** 6 **Classes:** Three hours of classes per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Assessment:** case analysis (20%), mid-semester exam (35%), final examination (45%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

All business conduct is regulated by the law. Every transaction and every relationship is governed by an increasingly complex mix of statutory and judge-made laws. The ability to identify and manage legal risks, and knowledge of compliance and dispute resolution strategies, are essential business management skills. This unit examines the legal framework and regulatory regime within which all businesses operate in Australia and in a global economy. It introduces students to the legal implications of commercial conduct and provides an overview of the Australian legal system and threshold legal concepts of agreement, ownership, and civil and criminal liability. Key areas of substantive business law are examined including contracts, torts (in particular negligence and the economic torts), property and securities, and crime. The unit also provides students with an overview of areas of legal regulation with an increasingly significant impact on business operations including: privacy, intellectual property rights, competition law, consumer law (in particular advertising regulation, product liability and unfair contracts), misleading conduct and unconscionable conduct.

## **CLAW6002**

### **Corporate Structures in Practice**

**Credit points:** 6 **Classes:** One three hour class per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Assessment:** Executive report (30%), mid-semester exam (20%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

The corporation is the dominant structure adopted for business undertakings globally. This unit aims to demystify corporate regulation and its impact in the contemporary commercial context with a view to introducing students to the types of issues they will encounter in the real world of corporations. The unit reviews business structures (joint ventures, partnerships, trusts and companies) from a business perspective with a focus on the corporate form. The unit also examines the different options available for the conduct of businesses and the different stages of the corporate life cycle, including: how corporations are brought into existence and the characteristics attained upon incorporation; how corporations undertake certain activities (including entry into contracts, fundraising, issuing shares, paying dividends); how corporations are managed and power is distributed between participants, how the law places certain duties and obligations upon those who manage corporations; the consequences which may result from any breach of those duties and obligations; and managing corporations in financial distress, liquidation and de-registration. It takes an application-based approach which gives the unit a practical as opposed to theoretical orientation. Current issues in corporate regulation in Australia and internationally are discussed to provide students with an understanding of the types of issues which confront different types of corporations, and how these issues impact upon their management and the discharge of corporate responsibility.

## **CLAW6026**

### **Taxation Law and Practice**

**Credit points:** 6 **Classes:** One 3 hour class per week which may include one or more of the following: lectures; seminars; tutorials or workshops. **Assessment:** mid semester exam (20%), major assignment (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Taxation is an inevitable reality for all individuals and businesses. The impact of taxation on business structures, transactions and decisions is both real and significant. An understanding of how taxation law works is not only vitally important for professional accountants but is also an essential management skill in an increasingly complex business environment. This unit introduces students to the principal forms of taxation within the Australian taxation system with a focus on concepts and principles of income tax law. Students also learn how tax law is applied in practice. This unit covers key concepts of taxation in Australia (including the concepts of income, capital gains tax, deductions, and the residence and source principles) and examines the taxation of different entities (including partnerships, trusts and companies). The taxation of international business transactions is also considered.

## **CLAW6030**

### **China's Legal Environment for Business**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** mid-term exam (25%), presentation of proposed research area (10%), proposal of research paper (5%), research paper (50%), class participation (10%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

China has recently become the second biggest economy in the world and is Australia's most important trading partner. Australian businesses are increasingly engaging with China. This unit addresses the frequently asked question of how to do business with China. It addresses China's unique business environment which has resulted from its unique culture, history and demography, and examines the business regulations, tax system, and the administrative and compliance issues businesses will face when carrying on business with China. The unit first outlines the business environment in terms of culture, history, economics, demography, and government administration. It then provides students with an understanding of the legal environment that businesses will face in China. Through a hypothetical case study, different aspects of business regulation such as contract, entity structure, mergers and acquisition, property and intellectual property rights, the tax system, different tax types and associated international issues, and social insurance are analysed.

**CLAW6031****International Financial Crime**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** test (20%), group assignment (30%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

International financial crime occupies a leading place on the international governance agenda. It has a devastating impact on national economies, international security and human development. This unit examines key international financial crimes such as investment fraud, corruption, tax evasion, money laundering and terrorist financing. Students gain an understanding of how these crimes are committed, detected and prosecuted. They analyse the changing regulatory environment and the new risks facing businesses and the professions. The role of bank secrecy and tax havens in facilitating financial crime is also studied. There is a special focus on the prevention of financial crime, and the regime for tracing, freezing and recovery of illicit assets. The unit draws on case studies from Australia, United States, Europe and Asia so as to gain a better appreciation of the national and international responses to international financial crime.

**FINC5001****Capital Markets and Corporate Finance**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** mid semester-test (20%), major assignment (25%), and final examination (55%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit provides an introduction to basic concepts in corporate finance and capital markets. It is designed to equip students to undertake further studies in finance. After reviewing some very basic ideas in finance and financial mathematics, the unit provides an introduction to the valuation of equity and debt securities and companies. The unit then examines issues related to pricing in capital markets and ends with a discussion of theory and practice related to capital structure and dividend policy.

**FINC6001****Intermediate Corporate Finance**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** mid-semester test (30%), major assignment (30%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening, Block

This unit extends some of the fundamental concepts introduced in FINC5001 Capital Markets and Corporate Finance, and develops a rigorous framework for the analysis and understanding of key aspects of corporate financial decision making. Fundamental concepts in corporate finance are extended to more complex settings. The unit examines more advanced approaches to asset pricing and capital budgeting. New topics are covered in relation to derivative securities and real options applications in capital budgeting. The issues of the cost of capital, corporate capital structure, and corporate dividend policy, are extended to cover the interaction of corporate and personal taxation, agency problems, and information signalling.

**FINC6013****International Business Finance**

**Credit points:** 6 **Classes:** 1 x 3hr seminar per week **Assessment:** mid-semester test (25%), assignment (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day, Normal (lecture/lab/tutorial) evening

In our highly globalised and integrated world economy, understanding international dimensions of financial management is essential for businesses. This unit provides a greater understanding of the fundamental concepts and the tools necessary for effective financial decision making by business enterprises, within a global setting.

**FINC6016****Financial Instruments and Markets**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** 2x mid-term exams (2x15%), assignment (20%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

This unit provides students with an introduction to Australian financial markets and an evaluation of the institutions, instruments and participants involved in the industry. The main markets evaluated include the equity, money, bond, futures, options, and foreign exchange markets. The relationship between the economic environment and these markets is examined.

**IBUS5003****Global Business**

**Credit points:** 6 **Classes:** 1x 3hr seminar per week **Assessment:** in class participation (10%), mid-semester exam (20%), group presentation (10%), group project (20%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening, Block mode

This unit focuses on the application of strategic thinking in key business contexts with a particular focus on the global nature of business. Students gain knowledge about: (i) identifying and managing challenges and risks presented by operating in a global business environment; (ii) international business trade and foreign direct investment theories; (iii) country level factors that impact global strategy.

**INFS5000****Accounting Information Systems**

**Credit points:** 6 **Classes:** 1x 3 hr seminar per week **Assessment:** group assignment (30%), individual assignment (20%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

*Note: This unit of study is only offered in the Professional Accounting programs.*

Accountants are extensive users of business information systems (BIS). They also play a critical advisory and managerial role in relation to the design, adoption, evaluation and assurance of BIS to ensure that information and systems are properly governed, used ethically and contribute to business value. This unit provides an introduction to current and emerging information technologies (IT) that support and enable business processes, information management, decision-making and reporting of critical business information in accounting. In addition, associated governance, risk and compliance challenges are explored. Relationships between business processes and accounting information systems are examined to develop an understanding of the complex and changing business information environment from the perspective of different stakeholders. Students also learn how to use tools, frameworks and models that assist in identifying opportunities for business value creation

through innovative applications of various BIS and managing business information, processes and systems to ensure that strategies and service providers meet business needs.

### **INFS6012**

#### **Enterprise Systems Management**

**Credit points:** 6 **Classes:** 1 x 3hr seminar per week **Assessment:** individual assignment (25%), group project (25%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit explores the strategic managerial issues that arise from the implementation and use of Enterprise Systems as a means of integrating data and standardising processes. The unit utilises a combination of practical sessions with an Enterprise System, such as SAP, and analyses based on readings of case studies to explore the long-term effects of strategic implementation decisions, and issues with regard to Enterprise System implementation projects. The unit explores the emergence and implications of cloud-based Enterprise Systems, and the part that Enterprise Systems play in an organisation's broader information infrastructure.

### **ITLS6501**

#### **Infrastructure Financing**

**Credit points:** 6 **Classes:** 9 x 3.5 hr lectures, 3 x 3.5 hr workshops. **Assessment:** 2x individual assignments (50%), group assignment (25%), final exam (25%) **Mode of delivery:** Block mode

Infrastructure is the backbone of every economy. Investment in infrastructure has the capacity to enhance productivity and generate growth, and has multiplier effects that are not only economic but also social and environmental. The cost of infrastructure projects, however, can be substantial and funding these projects represents a significant challenge. In this unit, students explore the distinction between infrastructure financing and funding and the challenges in raising private finance. Students are provided with an understanding of the principles of infrastructure finance and the use of special purpose vehicles and how to structure alternative financing plans. Students learn how to develop approaches to procurement and tendering and understand issues associated with the commercial and financial structuring of Public Private Partnerships.

### **QBUS5002**

#### **Quantitative Methods for Accounting**

**Credit points:** 6 **Classes:** 1 x 2hr lecture and 1 x 1hr tutorial **Assessment:** Mid-semester exam (30%), group project (20%), and final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Accountants in the workplace need to be familiar with effective techniques for dealing with business data. This unit uses spreadsheet tools and accounting examples to introduce the most important data analysis methods. The unit helps students understand variability and detect when variation is random and when something significant is going on. This unit also enables students to uncover the relationships between variables that can be hidden in business data. Students learn how to look at accounting data and use it to forecast business performance. Students are also given examples of the misuse of statistics in an accounting context. The unit is taught through data-driven examples, exercises and business case studies.

### **QBUS6310**

#### **Business Operations Analysis**

**Credit points:** 6 **Classes:** 1 x 3hr class per week **Assessment:** group assignment (20%), individual Assignment 1 (10%), individual Assignment 2 (10%), individual Assignment 3 (10%), final exam (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

Business operations are the activities that businesses carry out to create value. This unit provides the models needed to analyse business operations of a company or organisation and make management decisions on operational issues. It covers business operations in both manufacturing and service industries, looking at processes, supply chains and quality issues. Topics covered may include the modelling of manufacturing operations and related group technologies, the modelling of financial service operations (e.g. brokerage operations), and the operations implications of internet technologies.

### **QBUS6860**

#### **Visual Data Analytics**

**Credit points:** 6 **Classes:** 13 interactive lectures x 2 hours each, plus 13 workshops driven by student work x 1 hour each, plus 10 week x 1 hour tutorials on software training (e.g. for Tableau, Gephi, Google Charts, Google Big Query) **Assessment:** Weekly assignments (20%), group projects (40%), final exam (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: Department permission required for enrolment in the following sessions: Semester 2.*

Accurate and effective analysis of data is a crucial skill in today's data-rich business environment. Visual Data Analytics (VDA) is an indispensable scientific tool for analysing all sorts of business-related data and, in particular, complex high-dimensional data. Applications include the visualisation of financial statements, capital market data, marketing data, supply chain data and many others. VDA has the ability to encode vast amounts of information into a small space that can be then intuitively interpreted for decision-making. This unit draws upon statistics, computer science, behavioural psychology and information design for visualising numerical and text data. It presents statistical and data analysis methods that are necessary for description, exploration, inference and diagnosis using data reduction, visual mining, smoothing, clustering and validation techniques. Upon completion of the unit, students should be proficient in producing high integrity visuals that enables fast and precise business decision-making. Students will also learn about the limitations of visual perception and how to design powerful visuals that can tap into our natural cognitive predisposition in favouring visual types of information.

### **WORK5003**

#### **Management and Organisations**

**Credit points:** 6 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** quiz (10%), assignment (20%), essay (35%), participation (10%), final exam (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) evening

This unit aims to introduce students to the nature and context of management. It explores the functions and processes of management and encourages students to critically reflect on management theory and practice. It can be taken as a standalone unit for students enrolled in various

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specialist masters programs and also prepares students for further study in strategic management, organisational analysis and strategy and human resource management.

**WORK6030****Performance and Rewards**

**Credit points:** 6 **Classes:** Intensive **Assessment:** participation (10%), tests (20%), assignment (40%), final exam (30%) **Mode of delivery:** Block mode

This unit examines the processes and practices associated with contemporary performance and reward management. Results-based, behaviourally-based and competency-based methods of performance management are examined, along with processes of performance review, planning and developing. Coverage of reward management issues includes: job- and person-based approaches to building base pay structures; methods for rewarding individual performance; work group incentives such as gainsharing, goal-sharing and team pay; methods of rewarding employees for organisational performance, including employee share ownership; and performance-related rewards for executives. The unit also examines approaches to developing strategically integrated performance and reward management systems.



# Progression guides

## 1. Master of Professional Accounting

The following table illustrates a suggested full-time learning sequence for the Master of Professional Accounting program.

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	QBUS5002	ACCT5001	CLAW5001	BUSS5080	24
	Semester 2	ACCT6001	ACCT5002	INFS5000	BUSS5001	24
Year 2	Semester 1	ACCT6010	CLAW6002	FINC5001	elective	24
	Semester 2	ACCT6007	CLAW6026	ACCT6120 (capstone)	elective	24
						<b>96</b>

*Note:* The information listed in this example is based on the unit of study offerings for the current year and is intended as a guide only. Students are usually able to complete the units of study for their course in different sequences to that which is listed (including enrolling in units in summer or winter sessions when available). Students are advised to plan their course based upon their individual needs.

## 2. Graduate Diploma in Professional Accounting

The following table illustrates a suggested full-time learning sequence for the eight unit Graduate Diploma in Professional Accounting program.

YEAR	SESSION	UNITS OF STUDY				CREDIT POINTS
Year 1	Semester 1	ACCT5001	FINC5001	CLAW5001	elective	24
	Semester 2	ACCT5002	ACCT6001	elective	elective	24
						<b>48</b>

*Note:* The information listed in this example is based on the unit of study offerings for the current year and is intended as a guide only. Students are advised to plan their course based upon their individual needs.





# Professional accreditation

## Professional accounting accreditation

### (1) CPA Australia and Chartered Accountants Australia and New Zealand (CAANZ)

Subject to a reaccreditation review due in semester 1 2018, completion of the core units for the Master of Professional Accounting satisfies the requirements of both Chartered Accountants Australia and New Zealand (CAANZ) and CPA Australia for accreditation under the direct program pathway. The foundation competency areas that are required by the two main professional accounting bodies in Australia, and the accredited University of Sydney units of study that cover them, are shown under the professional accounting accreditation link in the Accounting Discipline area of the Business School website.

As accredited units are subject to review by the professional accounting bodies, students should check the CAANZ and CPA Australia websites for units accredited in the year they commenced their course.

If required, the Postgraduate Discipline Coordinator for Accounting can put you in touch with the CPA/CAANZ Accounting Liaison Officer to provide further advice on professional accounting accreditation.

### (2) Association of Chartered Certified Accountants (ACCA)

The ACCA will allow four foundation unit exam exemptions for students who have completed the Master of Professional Accounting as follows:

- F1 Accounting in Business
- F2 Management Accounting
- F3 Financial Accounting
- F4 Corporate and Business Law

In addition, students who complete certain accredited units of study may be eligible for up to five further specific exam exemptions.

Course exemption	Units required to be completed
F5 Performance Management	ACCT5002 Managerial Accounting and Decision Making
F6 Taxation	CLAW6026 Taxation Law and Practice
F7 Financial Reporting	ACCT6001 International Financial Reporting and ACCT6010 Advanced Financial Reporting
F8 Audit and Assurance	ACCT6007 Contemporary Issues in Auditing
F9 Financial Management	FINC5001 Capital Markets and Corporate Finance

As of 2017, the ACCA Accelerate Program provides the opportunity for high achieving students from the University of Sydney Business School Master of Professional Accounting program to commence the professional level papers as early as the end of the first year of postgraduate studies with the exam fees waived providing they take their first exam within 12 months of graduating.

Further information on the ACCA exam exemptions can be found on the ACCA website under ACCA exemptions enquiry database.







# Course rules and resolutions

## Master of Professional Accounting

## Graduate Diploma in Professional Accounting

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Course resolutions

#### 1 Course codes

Code	Course title
MAPROACC-02	Master of Professional Accounting
GNPROACC-01	Graduate Diploma in Professional Accounting
GCPROACC-01	Graduate Certificate in Professional Accounting

#### 2 Attendance pattern

The attendance pattern for this course is full time or part time according to candidate choice.

#### 3 Master's type

The master's degree in these resolutions is a professional master's course, as defined by the Coursework Policy.

#### 4 Embedded courses in this sequence

- (1) The embedded courses in this sequence are:
  - (a) the Master of Professional Accounting
  - (b) the Graduate Diploma in Professional Accounting
  - (c) the Graduate Certificate in Professional Accounting
- (2) Providing candidates satisfy the admission requirements for the Master of Professional Accounting a candidate may progress to the award of any of the courses in this sequence. Only the longest award completed will be conferred.

#### 5 Admission to candidature

- (1) Available places will be offered to qualified applicants ranked on merit in accordance with the following criteria:
  - (a) Master of Professional Accounting
    - (i) an Australian Qualifications Framework Level 7 or higher qualification with a minimum credit average (or equivalent) at an institution approved by the Business School; or
    - (ii) completion of the qualifications and experience specified in (i), (ii) or (iii) with a minimum pass average (or equivalent) and performance in an admissions test approved by the Business School to a standard considered satisfactory by the Business School; and
    - (iii) satisfaction of the English language requirements; and
    - (iv) any other minimum standards specified by the Business School.
  - (b) Graduate Diploma in Professional Accounting
    - (i) an Australian Qualifications Framework Level 7 or higher qualification (or equivalent) at an institution approved by the Business School and graded at a standard acceptable to the Business School;
    - (ii) satisfaction of the English language requirements; and
    - (iii) any other minimum standards specified by the Business School.
  - (c) Admission to the Graduate Certificate in Professional Accounting is only by transfer from the master's degree or graduate diploma.
- (2) In exceptional circumstances the Business School may admit applicants without these qualifications who, in the opinion of the Business School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the award.

#### 6 Requirements for award

- (1) The units of study that may be taken for the course are set out in the Table of postgraduate units of study: Professional Accounting.
- (2) To qualify for the award of the Master of Professional Accounting a candidate must complete 96 credit points, comprising:
  - (a) 84 credit points in core units of study; and
  - (b) 12 credit points in elective units of study.
- (3) To qualify for the award of the Graduate Diploma in Professional Accounting a candidate must complete 48 credit points, comprising:
  - (a) 30 credit points in core units of study; and
  - (b) 18 credit points in elective units of study.
- (4) To qualify for the award of the Graduate Certificate in Professional Accounting, a candidate must complete 24 credit points of units of study from the Table of postgraduate units of study: Professional Accounting.

#### 7 Recognition of prior learning

- (1) Waivers may be granted or the volume of learning may be reduced in recognition of prior learning.
- (2) Candidates for the Master of Professional Accounting may be eligible for a reduction in the volume of learning of up to 48 credit points, subject to the following:
  - (a) The maximum permissible reduction in the volume of learning is 24 credit points for an Australian Qualifications Framework Level 7 qualification in a cognate discipline, as defined by the Business School.
  - (b) The maximum permissible reduction in the volume of learning is 24 credit points for an Australian Qualifications Framework Level 8 or higher qualification in a non-cognate discipline.



- (c) The maximum permissible reduction in the volume of learning is 48 credit points for an Australian Qualifications Framework Level 8 or higher qualification in a cognate discipline, as defined by the Business School.
- (d) The maximum permissible reduction in the volume of learning is 24 credit points for relevant professional work experience deemed by the Business School to have conferred a volume of learning equivalent to that of a graduate certificate in a cognate discipline.
- (3) Candidates for the Graduate Diploma in Professional Accounting may be eligible for a reduction in the volume of learning of up to 24 credit points for relevant postgraduate studies where no award has been, or will be made.
- (4) Notwithstanding any reduction in the volume of learning granted on the basis of work completed or prior learning, in order to qualify for an award a student must complete at least 50 per cent of the requirements prescribed for the award course at the University of Sydney.

#### 8 Course transfer

- (1) Candidates for the Master of Professional Accounting or Graduate Diploma in Professional Accounting may elect to discontinue study and graduate with an award from this embedded sequence, with the approval of the Business School, and provided the requirements of the embedded award have been met.
- (2) Candidates for the Graduate Diploma in Professional Accounting may elect to upgrade to the Master of Professional Accounting with full recognition of prior learning upon completion of a minimum of 24 credit points and graded at a standard acceptable to the Business School.

#### 9 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2018.
- (2) Candidates who commenced prior to 1 January, 2018 may complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2023. The Business School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

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# Postgraduate research

The University of Sydney Business School offers two higher degrees by research: the Doctor of Philosophy (PhD) and the Master of Philosophy (MPhil).

The details of the application process are set out on the University of Sydney Business School's Postgraduate Research pages.

Research Period	Duration of Research Period
One	1 January to 28 February
Two	1 March to 30 June
Three	1 July to 30 September
Four	1 October to 31 December

## Application Process

The details of the application process are set out on the University of Sydney Business School's Postgraduate Research pages.

## Further Information

Prospective students should contact the Business School's Research Unit.





# Master of Philosophy (MPhil)

CRICOS code	Duration (minimum)
019835A	18 months to 2 years full-time equivalent

The University of Sydney Business School has an outstanding reputation for the quality of its research across a wide range of academic disciplines. The Master of Philosophy takes at least 18 months to complete full-time during which candidates undertake approved research and write a thesis with an upper limit of 50,000 words.

The requirements for the Master of Philosophy (MPhil) are set out under the: University of Sydney (Higher Degree by Research) Rule 2011

Duration of the MPhil is 18 months to 2 years full time equivalent. Candidates must successfully complete a 12 month probation period and all coursework requirements.

For details regarding the course structure and entry requirements, please refer to the University of Sydney Business School's Postgraduate Research pages.

## Resolutions for the Master of Philosophy

### Master of Philosophy in Business

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

#### Course resolutions

##### Part 1: Preliminary

###### 1 Course codes

Code	Course and stream title
RMPHLBUS-01	Master of Philosophy

##### Part 2: Admission requirements

###### 2 Eligibility for admission to candidature

- (1) To be eligible to be admitted to candidature by the Dean or Associate Dean, an applicant must:
  - (a) hold or have completed the requirements for a bachelor's degree from the University of Sydney, with first class honours or second class honours, first division, in the area of study in which the applicant wishes to undertake the degree; or
  - (b) hold both an undergraduate and postgraduate degree from a recognised University, with at least an 80% average in the area of study in which the applicant wishes to undertake research.
- (2) The Dean or Associate Dean may admit to candidature an applicant who does not meet the requirements of sub-clause (1), provided that the applicant holds a qualification or qualifications that, in the opinion of the School's Research Unit Committee are equivalent to those prescribed in sub-clause (1).

###### 3 Application for admission to candidature

- (1) An applicant for admission to candidature must submit to the School:
  - (a) satisfactory evidence of the applicant's eligibility for admission;
  - (b) a research proposal detailing the proposed area of research, the techniques to be used, data sources and bibliography;
  - (c) demonstration of research potential either by publication, previous work experience, related coursework or other eligible means;
  - (d) two academic referees reports; and
  - (e) a statement certifying the applicant's understanding that, subject to the HDR Rule, if the candidature is successful, his or her thesis will be lodged with the University Librarian and made available for immediate public use.
- (2) In addition, an applicant for admission to part-time candidature must submit a statement that he or she will have sufficient time available to complete the requirements of the degree in accordance with these resolutions.

###### 4 Credit transfer

The HDR Rule specifies the conditions for the granting of credit for previous studies, including the effect on completion times.

##### Part 3: Candidature

###### 5 Appointment of supervisor

The Head of Department will appoint a supervisor and associate supervisor for each candidate in accordance with the HDR Rule and Academic Board policies for postgraduate research higher degree supervision.

###### 6 Control of candidature

The HDR Rule specifies the conditions for the control of candidature by the University.



## 7 Location of candidature and attendance

The HDR Rule specifies the conditions for the location of candidature and attendance by candidates at the University.

## Part 4: Requirements

### 8 Subject areas

- (1) The degree is offered in the following subject areas:
  - (a) Accounting
  - (b) Business Law
  - (c) Business Information Systems
  - (d) Finance
  - (e) International Business
  - (f) Marketing
  - (g) Operations Management and Decision Sciences
  - (h) Transport and Logistics Studies
  - (i) Work and Organisational Studies

### 9 Degree requirements

- (1) To satisfy the requirements of the degree candidates must:
  - (a) complete any specified probationary requirements;
  - (b) complete any prescribed units of study;
  - (c) conduct research on the approved topic; and
  - (d) write a thesis embodying the results of the research.

### 10 The thesis

- (1) A candidate shall produce a thesis that meets the requirements specified in the HDR Rule.
- (2) The thesis will be up to 50,000 words in length.

## Part 5: Enrolment and progression

### 11 Probation

- (1) A candidate is normally accepted for candidature on a probationary basis for a period not exceeding six months according to the provisions of the HDR Rule.
- (2) In the probationary period each candidate must:
  - (a) complete the School's research induction program; and
  - (b) maintain progression to the satisfaction of the supervisor and Head of Department.

### 12 Time limits, earliest and latest submission dates

The HDR Rule specifies the allowable completion times and submission dates available for full- and part-time candidates in this course.

### 13 Mode of attendance

The attendance pattern for this course is full-time or part-time according to candidate choice. Visa requirements commonly restrict international students to full-time study only.

### 14 Discontinuation of candidature

A candidate may discontinue enrolment in a unit of study or the degree subject to the conditions specified by the HDR Rule.

### 15 Suspension of candidature

A candidate may suspend enrolment from the degree subject to the conditions specified by the HDR Rule.

### 16 Leave of absence

A candidate may take leave of absence from the degree subject to the conditions specified by the HDR Rule.

### 17 Progress

A candidate is required to maintain satisfactory progress towards the timely completion of the degree. Progress will be reviewed annually according to the provisions of the HDR Rule.

## Part 6: Examination

### 18 Examination of the thesis

- (1) Examination of the thesis will be conducted in general accordance with standards prescribed by Academic Board for the Doctor of Philosophy, except that:
  - (a) three copies of the thesis shall be submitted by the candidate;
  - (b) two examiners will be appointed by the School, at least one of whom shall be external to the University; and
  - (c) the School's Research Unit Committee will act in place of the PhD Award Sub-Committee.
- (2) The thesis will be graded by the examiners and a 'Thesis grade' will be recorded on the academic transcript.
- (3) In addition to the copy provided to the library, one copy of the final, approved thesis shall be bound in hard copy and provided to the School.

### 19 Award of the degree

The degree is awarded at the Pass level only.

## Part 7: Other

### 20 Transitional provisions

- (1) These course resolutions apply to students who commenced their candidature after 1 January, 2012 and students who commenced their candidature prior to 1 January, 2012 who elect to proceed under these resolutions.
- (2) Candidates who commenced prior to 1 January, 2012 may complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed within the time limits specified in those resolutions. The Dean or Associate Dean may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

# Doctor of Philosophy

CRICOS code	Duration
000704A	3 to 4 years full-time equivalent

The degree of Doctor of Philosophy (PhD) at the University of Sydney Business School may be undertaken within all disciplines, or within a research centre, and in association with one of our dynamic research groups. The degree requires the satisfactory completion of a minimum of three coursework units of study and research and writing toward a thesis with an upper limit of 80,000 words on an approved topic, under the supervision of an academic panel.

Candidature is for a minimum of three years full time or six years part time, and for a maximum of four years full time or eight years part time. Candidates must successfully complete a 12 month probation period and all coursework requirements.

The degree of Doctor of Philosophy is a University degree governed by Resolutions set down by the Academic Board. Candidates should be familiar with the Academic Board documents Thesis and Examination of Higher Degree by Research Policy 2015 and University of Sydney (Higher Degree by Research) Rule 2011.

For details regarding the course structure and entry requirements, please refer to the University of Sydney Business School's Postgraduate Research pages.







# Master of Philosophy (MPhil)

CRICOS code	Duration (minimum)
019835A	18 months to 2 years full-time equivalent

The University of Sydney Business School has an outstanding reputation for the quality of its research across a wide range of academic disciplines. The Master of Philosophy takes at least 18 months to complete full-time during which candidates undertake approved research and write a thesis with an upper limit of 50,000 words.

The requirements for the Master of Philosophy (MPhil) are set out under the: University of Sydney (Higher Degree by Research) Rule 2011

Duration of the MPhil is 18 months to 2 years full time equivalent. Candidates must successfully complete a 12 month probation period and all coursework requirements.

For details regarding the course structure and entry requirements, please refer to the University of Sydney Business School's Postgraduate Research pages.

## Resolutions for the Master of Philosophy

### Master of Philosophy in Business

*These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the Coursework Policy 2014, the Resolutions of the Faculty, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

#### Course resolutions

##### Part 1: Preliminary

###### 1 Course codes

Code	Course and stream title
RMPHLBUS-01	Master of Philosophy

##### Part 2: Admission requirements

###### 2 Eligibility for admission to candidature

- (1) To be eligible to be admitted to candidature by the Dean or Associate Dean, an applicant must:
  - (a) hold or have completed the requirements for a bachelor's degree from the University of Sydney, with first class honours or second class honours, first division, in the area of study in which the applicant wishes to undertake the degree; or
  - (b) hold both an undergraduate and postgraduate degree from a recognised University, with at least an 80% average in the area of study in which the applicant wishes to undertake research.
- (2) The Dean or Associate Dean may admit to candidature an applicant who does not meet the requirements of sub-clause (1), provided that the applicant holds a qualification or qualifications that, in the opinion of the School's Research Unit Committee are equivalent to those prescribed in sub-clause (1).

###### 3 Application for admission to candidature

- (1) An applicant for admission to candidature must submit to the School:
  - (a) satisfactory evidence of the applicant's eligibility for admission;
  - (b) a research proposal detailing the proposed area of research, the techniques to be used, data sources and bibliography;
  - (c) demonstration of research potential either by publication, previous work experience, related coursework or other eligible means;
  - (d) two academic referees reports; and
  - (e) a statement certifying the applicant's understanding that, subject to the HDR Rule, if the candidature is successful, his or her thesis will be lodged with the University Librarian and made available for immediate public use.
- (2) In addition, an applicant for admission to part-time candidature must submit a statement that he or she will have sufficient time available to complete the requirements of the degree in accordance with these resolutions.

###### 4 Credit transfer

The HDR Rule specifies the conditions for the granting of credit for previous studies, including the effect on completion times.

##### Part 3: Candidature

###### 5 Appointment of supervisor

The Head of Department will appoint a supervisor and associate supervisor for each candidate in accordance with the HDR Rule and Academic Board policies for postgraduate research higher degree supervision.

###### 6 Control of candidature

The HDR Rule specifies the conditions for the control of candidature by the University.



## 7 Location of candidature and attendance

The HDR Rule specifies the conditions for the location of candidature and attendance by candidates at the University.

## Part 4: Requirements

### 8 Subject areas

- (1) The degree is offered in the following subject areas:
  - (a) Accounting
  - (b) Business Law
  - (c) Business Information Systems
  - (d) Finance
  - (e) International Business
  - (f) Marketing
  - (g) Operations Management and Decision Sciences
  - (h) Transport and Logistics Studies
  - (i) Work and Organisational Studies

### 9 Degree requirements

- (1) To satisfy the requirements of the degree candidates must:
  - (a) complete any specified probationary requirements;
  - (b) complete any prescribed units of study;
  - (c) conduct research on the approved topic; and
  - (d) write a thesis embodying the results of the research.

### 10 The thesis

- (1) A candidate shall produce a thesis that meets the requirements specified in the HDR Rule.
- (2) The thesis will be up to 50,000 words in length.

## Part 5: Enrolment and progression

### 11 Probation

- (1) A candidate is normally accepted for candidature on a probationary basis for a period not exceeding six months according to the provisions of the HDR Rule.
- (2) In the probationary period each candidate must:
  - (a) complete the School's research induction program; and
  - (b) maintain progression to the satisfaction of the supervisor and Head of Department.

### 12 Time limits, earliest and latest submission dates

The HDR Rule specifies the allowable completion times and submission dates available for full- and part-time candidates in this course.

### 13 Mode of attendance

The attendance pattern for this course is full-time or part-time according to candidate choice. Visa requirements commonly restrict international students to full-time study only.

### 14 Discontinuation of candidature

A candidate may discontinue enrolment in a unit of study or the degree subject to the conditions specified by the HDR Rule.

### 15 Suspension of candidature

A candidate may suspend enrolment from the degree subject to the conditions specified by the HDR Rule.

### 16 Leave of absence

A candidate may take leave of absence from the degree subject to the conditions specified by the HDR Rule.

### 17 Progress

A candidate is required to maintain satisfactory progress towards the timely completion of the degree. Progress will be reviewed annually according to the provisions of the HDR Rule.

## Part 6: Examination

### 18 Examination of the thesis

- (1) Examination of the thesis will be conducted in general accordance with standards prescribed by Academic Board for the Doctor of Philosophy, except that:
  - (a) three copies of the thesis shall be submitted by the candidate;
  - (b) two examiners will be appointed by the School, at least one of whom shall be external to the University; and
  - (c) the School's Research Unit Committee will act in place of the PhD Award Sub-Committee.
- (2) The thesis will be graded by the examiners and a 'Thesis grade' will be recorded on the academic transcript.
- (3) In addition to the copy provided to the library, one copy of the final, approved thesis shall be bound in hard copy and provided to the School.

### 19 Award of the degree

The degree is awarded at the Pass level only.

## Part 7: Other

### 20 Transitional provisions

- (1) These course resolutions apply to students who commenced their candidature after 1 January, 2012 and students who commenced their candidature prior to 1 January, 2012 who elect to proceed under these resolutions.
- (2) Candidates who commenced prior to 1 January, 2012 may complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed within the time limits specified in those resolutions. The Dean or Associate Dean may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

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# Subject areas

## Research programs by discipline

- Accounting
- Business Analytics
- Business Information Systems
- Business Law
- Finance
- International Business
- Institute of Transport and Logistics Studies
- Marketing
- Work and Organisational Studies

For discipline Postgraduate Research Coordinators and relevant administrative staff, please refer to the "Staff Contacts" page on the Business School website.





# Units of study for Postgraduate Research

The information below relates to the units of study for the current year.

## Table of Postgraduate Research units of study

<i>Unit of study</i>	<i>Credit points</i>	<i>A: Assumed knowledge P: Prerequisites C: Corequisites N: Prohibition</i>	<i>Session</i>
<b>BUSS7901</b> Research Design	6	<i>For MPhil and PhD students only.</i>	Semester 1 Semester 2
<b>BUSS7902</b> Quantitative and Qualitative Research Methods	6	<b>N</b> BUS7903 <i>For MPhil and PhD students only.</i>	Semester 1 Semester 2
<b>BUSS7904</b> Advanced Quantitative Methods	6	<b>A</b> BUS7902 <b>N</b> ECOF7904 <i>For MPhil and PhD students only.</i>	Semester 1 Semester 2
<b>BUSS7906</b> Advanced Qualitative Methods	6	<b>A</b> BUS7902 <b>N</b> ECOF7906 <i>For MPhil and PhD students only.</i>	Semester 1 Semester 2
<b>BUSS7907</b> Applied Quantitative Analysis	6	<b>A</b> BUS7902 and BUS7904 <b>N</b> ECOF7907 <i>For MPhil and PhD students only.</i>	Semester 1 Semester 2
<b>BUSS7908</b> Research Readings Seminar	6	<i>For MPhil and PhD students only</i>	Semester 1 Semester 2

## Postgraduate Research units of study descriptions

### **BUSS7901** Research Design

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 24 lectures for this unit **Assessment:** critical literature review (25%), concise research proposal (45%), presentation of research proposal (15%), peer marketing assignment (10%), in-class participation (5%) **Mode of delivery:** Normal (lecture/lab/tutorial) day  
*Note: For MPhil and PhD students only.*

The unit provides PGR candidates with an understanding of the research design as the foundation for effective and interesting research. It emphasises a systematic approach to developing rigour in research design, building theoretical and paradigmatic links from a research idea to the design of research methods.

### **BUSS7902** Quantitative and Qualitative Research Methods

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 3 hrs per week **Prohibitions:** BUS7903 **Assessment:** research ideas (qualitative) (15%), research report I (quantitative) (30%), self-assessment of research report I (5%), research ideas (qualitative) (10%), discussion leadership session (15%), research report II (qualitative) (25%) **Mode of delivery:** Normal (lecture/lab/tutorial) day  
*Note: For MPhil and PhD students only.*

This unit is intended to introduce PhD students in the University of Sydney Business School to two streams of techniques for research. The first stream (Quantitative Analysis) provides students with a review or introduction to the types of quantitative analysis techniques that they may be required to know, discuss or conduct, both during their PhD and in their future working lives. This stream aims to provide a basic training with a focus on statistical and business analysis methods. The skills taught in this stream are considered important for all PhD candidates to possess, both during and after their candidature. Students learn the different methods that can be applied to both continuous and discrete data. The second stream (Qualitative Analysis) introduces students to a broad range of philosophical approaches to research. Students also discover the practical implications for the research design accompanying each of the approaches. This stream introduces a broad range of interpretive approaches to research. Students learn to choose a methodological approach that is appropriate for particular interpretive research enquiry, keeping in mind the epistemological 'fit' with the research question. This stream also helps students understand the practical implications of adopting a particular methodological approach.

### **BUSS7904** Advanced Quantitative Methods

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** Workshop, once a week, 3 hours per class **Prohibitions:** ECOF7904 **Assumed knowledge:** BUS7902 **Assessment:** data analytics problem 1 (25%), data analytics problem 2 (25%), data analytics problem 3 (25%), data analytics problem 4 (25%). **Mode of delivery:** Normal (lecture/lab/tutorial) day  
*Note: For MPhil and PhD students only.*

This unit provides students with an introduction to advanced quantitative analysis techniques that they may be required to know, discuss or conduct, both during their PhD and in their future working lives. The unit is divided into four segments. The first segment reviews basic quantitative methods covered in BUS7902 before considering issues around estimation and forecasting. Focus then switches to approaches for dealing



with repeated measures including panel estimation methods and time series analysis, before consideration of ANOVA techniques and analogous non-parametric methods. Consideration is then given to the most widely used multivariate methods including factor analysis, multiple discriminant analysis, cluster analysis and structural equation modelling. The final segment covers categorical and discrete choice data analysis covering both the theory and practice of designing choice experiments and conducting sophisticated logit modelling applications. The unit covers both the theory and application of the various techniques with hands-on lab-based sessions and assignments crucial to the quality of the learning experience.

### **BUSS7906**

#### **Advanced Qualitative Methods**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** Workshop, once a week, 3 hours per class **Prohibitions:** ECOF7906 **Assumed knowledge:** BUSS7902 **Assessment:** seminar preparation (30%), presentation (20%), individual reflection (10%), article comparison (40%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: For MPhil and PhD students only.*

The purpose of this unit is to extend and deepen students' knowledge of qualitative research gained in BUSS7902. Students participate in the key contemporary debates on qualitative research in business/management disciplines, and in the social sciences more broadly. The unit covers all stages of conducting a qualitative study, from research design to reporting the results of an empirical study. Emphasis is placed on the relevance of the researcher's own paradigmatic and disciplinary positioning, the diversity and evolution of qualitative traditions, and emerging trends. The implications of different ontological and philosophical commitments for the choices made during the course of a qualitative project are a key integrating theme of this unit. Upon completion of this unit, students are able to critically evaluate qualitative research, make informed decisions in the context of their own projects and improve their own research practices.

### **BUSS7907**

#### **Applied Quantitative Analysis**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** Intensive - 5 days, 9am-5.30pm **Prohibitions:** ECOF7907 **Assumed knowledge:** BUSS7902 and BUSS7904 **Assessment:** stata, data management and programming (50%), copulas: multivariate distribution modelling (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: For MPhil and PhD students only.*

The unit aims to develop advanced quantitative research proficiencies for managing and analysing large-scale datasets, and applying advanced statistical and econometric techniques using real data. This is a hands-on workshop and all material is straightforwardly applied using the software Stata.

### **BUSS7908**

#### **Research Readings Seminar**

**Credit points:** 6 **Session:** Semester 1, Semester 2 **Classes:** 20 lectures for this unit **Assessment:** essay / conversation starter (50%), final essay (50%) **Mode of delivery:** Normal (lecture/lab/tutorial) day

*Note: For MPhil and PhD students only.*

This unit provides research candidates with the opportunity to gain in-depth business-related knowledge in their academic domain and assists them to engage in critical interrogation of academic work. Through reading and in-class discussions, candidates are exposed to seminal papers and key trends that influence the thinking within their discipline. The unit is seminar-based and candidates are expected to actively contribute to class discussions around readings and research ideas. Candidates submit a short written synthesis of the readings assigned for each session. Additionally, based on the readings and discussions, candidates write and present a 5,000 word final essay. Enrolment is limited to research candidates and is by special permission from each discipline and the Director of Doctoral Studies.

# Resolutions of the Senate

The Senate Resolutions for the University of Sydney Business School must be read in conjunction with the appropriate faculty resolutions for the Business School and the individual course resolutions and rules. Course resolutions are located after each course section in this handbook.

## Resolutions of the Senate for the University of Sydney Business School

### 1 Degrees, diplomas and certificates of the University of Sydney Business School

- (1) With the exception of the Doctor of Philosophy, the Senate, by authority of the University of Sydney Act 1989 (as amended), provides and confers the following degrees, diplomas and certificates, according to the rules specified by the University of Sydney Business School. The Doctor of Philosophy is provided and conferred according to the rules specified by the Senate and the Academic Board.
- (2) This list is amended with effect from 1 January, 2018. Degrees, diplomas and certificates no longer open for admission will be conferred by the Senate according to the rules previously specified by the School.

### 2 Degrees

RPPHDBUS-01	Doctor of Philosophy	PhD	Research
RMPHLBUS-01	Master of Philosophy	MPhil	Research
MAEXMBAD-01	Executive Master of Business Administration	EMBA	72
MABUSADM-06	Master of Business Administration	MBA	72
MABUSSALE-01	Master of Business Administration (Leadership and Enterprise)	MBA(L&E)	72
MACOMMER-03	Master of Commerce	MCom	96
MAHRMIRE-01	Master of Human Resource Management and Industrial Relations	MHRM&IR	60
MAINTBUS-02	Master of International Business	MIntBus	60
MAINBUAL-02	Master of International Business and Law <sup>^</sup>	MIntBus&Law	72
MALSCMGT-01	Master of Logistics and Supply Chain Management	MLSM	60
MAMANAGE-02	Master of Management	MMgt	60
MAMACEMS-01	Master of Management (CEMS)	MMgt(CEMS)	72
MAMARKET-01	Master of Marketing	MMktg	60
MAPROACC-02	Master of Professional Accounting	MPAcc	96
MATRAMGT-06	Master of Transport Management <sup>+</sup>	MTM	60
BPCOMMER-06	Bachelor of Commerce	BCom	144
	Dalyell		

<sup>^</sup> no new intake since 2014

<sup>+</sup> no new intake since 2017

### 3 Combined degrees

Code	Course title	Abbreviation	Credit points
BPCOMLAW-04	Bachelor of Commerce and Bachelor of Laws <sup>^</sup>	BCom/LLB	240
	Dalyell		
BPCOMAVS-01	Bachelor of Commerce and Bachelor of Advanced Studies <sup>^</sup>	BCom/BAdvStudies	192
	Dalyell		
BPACMCOM-01	Bachelor of Advanced Computing and Bachelor of Commerce	BAdvComp/BCom	240
	Dalyell		
BHENGCOM-01	Bachelor of Engineering Honours and Bachelor of Commerce	BEHons/BCom	240
MALOMTRM-02	Master of Logistics Management and Master of Transport Management #	MLogMan	96

<sup>^</sup> may be awarded with honours in an integrated or embedded program.

<sup>#</sup> no new intake since 2014

### 4 Double degrees

Code	Course title	Abbreviation	Credit points
BPCOMMES-02	Bachelor of Commerce and Bachelor of Medicine and Bachelor of Surgery <sup>*</sup>	BCom/MBBS	336





Code	Course title	Abbreviation	Credit points
BPCOMMED-01	Bachelor of Commerce and Doctor of Medicine	BCom/MD	336

\* no new intake since 2013

#### 4 Graduate diplomas

Code	Course title	Abbreviation	Credit points
GNBUSADM-02	Graduate Diploma in Business Administration	GradDipBA	48
GNCOMMER-02	Graduate Diploma in Commerce	GradDipCom	48
GNHRMIRE-01	Graduate Diploma in Human Resource Management and Industrial Relations	GradDipHRM&IR	36
GNLSCMGT-01	Graduate Diploma in Logistics and Supply Chain Management	GradDipLSCM	36
GNMARKET-01	Graduate Diploma in Marketing	GradDipMktg	36
GNPROACC-01	Graduate Diploma in Professional Accounting	GradDipPAcc	48
GNTRAMGT-05	Graduate Diploma in Transport Management *	GradDipTM	36

\* no new intake since 2017

#### 5 Graduate certificates

Code	Course title	Abbreviation	Credit points
GCBUSADM-02	Graduate Certificate in Business Administration	GradCertBA	24
GCCOMMER-01	Graduate Certificate in Commerce	GradCertCom	24
GCHRMIRE-01	Graduate Certificate in Human Resource Management and Industrial Relations	GradCertHRM&IR	24
GCINNENT-01	Graduate Certificate in Innovation and Enterprise	GradCertInn&Ent	24
GCINTBUS-01	Graduate Certificate in International Business	GradCertIntBus	24
GCLSCMGT-01	Graduate Certificate in Logistics and Supply Chain Management	GradCertLSCM	24
GCMANAGE-02	Graduate Certificate in Management	GradCertMgt	24
GCMARKET-02	Graduate Certificate in Marketing	GradCertMktg	24
GCPROACC-01	Graduate Certificate in Professional Accounting	GradCertPAcc	24
GCTRAMGT-02	Graduate Certificate in Transport Management *	GradCertTM	24

\* no new intake since 2017

# Resolutions of the University of Sydney Business School (Faculty resolutions)

The Faculty Resolutions for the University of Sydney Business School must be read in conjunction with the appropriate Senate resolutions for the Business School and the individual Course resolutions and rules. Course resolutions are located after each course section in this handbook.

## Resolutions of the University of Sydney Business School for coursework awards

*These resolutions apply to all undergraduate and postgraduate coursework award courses in the School, unless specifically indicated otherwise. Students enrolled in postgraduate research awards should consult the resolutions for their course. These resolutions must be read in conjunction with applicable University By-laws, Rules and policies including (but not limited to) the University of Sydney (Coursework) Rule 2014 (the 'Coursework Rule'), the resolutions for the course of enrolment, the University of Sydney (Student Appeals against Academic Decisions) Rule 2006 (as amended), the Academic Honesty in Coursework Policy 2015 and the Academic Honesty Procedures 2016. Up to date versions of all such documents are available from the Policy Register: <http://sydney.edu.au/policies>.*

### Part 1: Course enrolment

#### 1 Enrolment restrictions

Except as with the permission of the Business School a student may not enrol in units of study with a total value of more than 24 credit points in either semester one or two, twelve credit points in the summer session and six credit points in the winter session.

#### 2 Time limits

The Coursework Rule limits the time students may take to complete their course; part time students should ensure their enrolment pattern allows completion within the maximum time. The Rule also defines how time limits are affected by periods of suspension or absence, and the time limits for recognition of prior learning.

#### 3 Suspension, discontinuation and lapse of candidature

The Coursework Policy specifies the conditions for suspending or discontinuing candidature, and return to candidature after these events. The Policy also defines the circumstances when candidature is deemed to have lapsed. Students should pay careful attention to the significant dates in these processes and their effect on results and financial liability.

#### 4 Recognition of prior learning

The Coursework Policy specifies the general conditions for recognition of prior learning.

### Part 2: Unit of study enrolment

#### 5 Cross-institutional study

- (1) Provided permission has been obtained in advance, the Business School may permit a student to complete a unit of study at another institution and have that unit credited to the student's course requirements, provided that:
  - (a) the resolutions of the student's course of enrolment do not specifically exclude cross-institutional study; and
  - (b) the unit of study content is not taught in any corresponding unit of study at the University; or
  - (c) the student is unable, for good reason, to attend a corresponding unit of study at the University.
- (2) Cross-institutional study is another form of credit and this will be taken into consideration when considering eligibility.

#### 6 International Exchange

The Business School encourages students to participate in international exchange programs, unless specified otherwise in the resolutions for a particular course.

### Part 3: Studying and Assessment

#### 7 Attendance, Participation and Achievement of Learning Outcomes

- (1) Students are required to be in attendance at the correct time and place of any formal, informal or replacement examinations. Non attendance on any grounds insufficient to claim special consideration, special arrangement or previously arranged disability adjustment will result in the forfeiture of marks associated with the assessment.
- (2) Students are expected to attend a minimum of 90 per cent of timetabled activities for a unit of study, unless granted exemption through special consideration, special arrangement, previously arranged disability adjustment or by the Associate Dean. The Associate Dean may determine that a student fails a unit of study because of inadequate attendance. Alternatively, at their discretion, they may set additional assessment items where attendance is lower than 90 per cent.
- (3) Participation in a minimum number of assessment items or learning activities may be a requirement of any unit of study.
- (4) Mandatory or barrier assessments where students must show achievement of learning outcomes above a certain standard before they are able to pass a unit of study may be a requirement in any unit of study.

#### 8 Late submission policy

- (1) It is expected that unless an application for special consideration, special arrangement or previously arranged disability adjustment has approved an extension, students will submit all assessment for a unit of study on or before the due date specified. If the assessment is completed or submitted by the student before the due date or within the period of extension, no academic penalty will be applied to that piece of assessment.
- (2) If assessments are submitted after the due date or if an extension is not granted, or is granted but work is submitted by the student after the extended due date, the late submission of assessment will result in an academic penalty as follows:
  - (a) any assessment submitted after the due time and date (or extended due time and date) will incur a late penalty of 10% of the total marks per 24 hour period, or part thereof, late.
  - (b) assessments submitted after the "Closing Date" noted in the Unit of Study Outline will not be marked or assessed.



## 9 Special consideration (for illness, injury or misadventure), special arrangement (for known events such as military service, jury duty or religious observation) or disability adjustment (for registered disabilities)

Special consideration, special arrangement or disability adjustment is a process that affords equal opportunity to students who have experienced circumstances that adversely impact their ability to adequately complete an assessment task in a unit of study. The Coursework Policy provides full details of the University policy. The procedures for applying for special consideration, special arrangement or disability adjustment are described in the Administration Manual for Students.

## 10 Re-assessment

The Business School does not offer opportunities for re-assessment other than on the grounds of approved special consideration, reasonable adjustments or special arrangements for examination and assessment in accordance with the relevant sections of the Coursework Policy.

## 11 Concessional pass

The grade of Concessional Pass is not awarded or recognised by the Business School and is treated as a failure for the purpose of progression and credit point accumulation.

## Part 4: Progression, Results and Graduation

### 12 Satisfactory progress

- (1) The Business School will monitor students for satisfactory progress towards the completion of their award course.
- (2) In addition to the common triggers used to identify students not meeting academic progression requirements (as defined by the Progression requirements of the Coursework Policy), students must pass any unit of study identified in the course resolutions as being critical to progression through the course (barrier unit).

### 13 Award of the bachelor's degree with honours

- (1) To qualify for admission to honours candidature a student must:
  - (a) have completed the requirements for the pass degree at the University of Sydney or an equivalent recognised tertiary institution; and
  - (b) have a WAM of at least 65 across all units attempted and a WAM of at least 70 across senior units of study in the major subject area relevant to the honours program.
- (2) Where honours places are limited by quota, applicants will be ranked by WAM in order to select the most meritorious candidates.
- (3) In exceptional circumstances, the Associate Dean (Undergraduate Studies) and Honours Program Director may admit applicants who do not meet the criteria specified in (1) who, in the opinion of the Business School, have qualifications and evidence of experience and achievement sufficient to successfully undertake the program.
- (4) There is no mid-year intake for the honours program.
- (5) Students must complete the honours requirements within no more than 10 years from the commencement of candidature in the pass degree.
- (6) To qualify for the award of honours a student must complete 48 credit points of honours units of study as specified in the Business School's Tables of undergraduate units of study.
- (7) The honours mark is determined by the Business School, based on the candidate's performance in the honours course in both coursework and thesis.
- (8) Honours is awarded in the following classes:

Description	Mark Range
Honours Class I	Mark $\geq$ 80
Honours Class II (Division 1)	75 $\leq$ Mark $<$ 80
Honours Class II (Division 2)	70 $\leq$ Mark $<$ 75
Honours Class III	65 $\leq$ Mark $<$ 70
Pass (Honours not awarded)	Mark $<$ 65

### 14 University medal

A student with an honours mark of 90 or above may be awarded a university medal. The medal is awarded at the discretion of the Business School to the highest achieving students who in the opinion of the Business School have an outstanding academic record, in accordance with the Coursework Rule.

### 15 Weighted average mark (WAM)

- (1) The University WAM is calculated using the following formula:

WAM =	sum(Wc x Mc)
sum(Wc)	

Where Wc is the unit of study credit points x the unit weighting and Mc is the mark achieved for the unit. The mark used for units with a grade AF is zero. Pass/ fail units and credited units from other institutions are not counted.

- (2) The weight of a unit of study is assigned by the owning faculty. In the Business School all units are given a weighting of one.

## Part 5: Other

### 16 Transitional provisions

- (1) These resolutions apply to students who commenced their candidature after 1 January, 2016 and students who commenced their candidature prior to 1 January, 2016 who elect to proceed under these resolutions unless otherwise specified under the specific course resolutions.
- (2) Students who commenced prior to 1 January, 2016 may complete the requirements in accordance with the resolutions in force at the time of their commencement, provided that requirements are completed by 1 January, 2021, unless otherwise specified under the specific course resolutions. The Business School may specify a later date for completion or specify alternative requirements for completion of candidatures that extend beyond this time.

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