

MGSM

MACQUARIE GRADUATE
SCHOOL OF MANAGEMENT



This course is partially included
in the list of reimbursable
courses for CEF purposes



MBA
MASTER OF MANAGEMENT
POSTGRADUATE DIPLOMA
POSTGRADUATE CERTIFICATE

HONG KONG

Registered under the Non-Local Higher and Professional Education (Regulation) Ordinance



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WELCOME

Photos: Efty Alexakis



The Macquarie Graduate School of Management has built its strong reputation on the many remarkable achievements of our graduates and the exceptional ability of our staff through their teaching and research. Our mission at MGSM is to develop leaders with a global mindset, who create sustainable value and are good citizens. The School strives to produce graduates who not only do well, but who do good, and who make an impact. The core values and practical applications of the School help ensure that our graduates are not only equipped with the latest learning and research but are also able to give these skills practical application in their field of expertise.

MGSM students are experienced professionals who while engaging in study, reflect on the theory through their practical experiences. Theory provides a framework with which to organise and better understand problems, thereby informing decisions. In turn concrete experiences help deepen the understanding of the principles, frameworks and theories, thereby better preparing managers to tackle future problems. MGSM students thrive on the provoking, stimulating experience and reflective learning that MGSM provides.

Professor Rob Widing
Dean

GREETINGS FROM THE ASSOCIATE DEAN



MGSM is one of the world's leading Business Schools and has an international outlook. This matches well with the needs of the modern manager who is increasingly likely to develop a career that has a global focus.

Our Programs equip managers with the skills they need to excel at a high level in business. At MGSM you will be taught by world-class Faculty – many of whom have extensive experience in business at a senior level in addition to possessing stellar academic credentials. The Faculty is well placed to guide students and to help them in practical problem-solving during their time in the Program and after they graduate and join MGSM's large alumni body.

MGSM is very focused on providing students with a practical and applied learning experience. For instance, MBA students at MGSM can take either a research based unit that involves doing a supervised piece of research. They can also elect to join an International Study Tour as part of their study program.

The multi-tiered Program structure at MGSM, and the fact that we have campuses in Hong Kong and Sydney, creates the flexibility for students to move along at a pace of study that is suited to the individual. It also allows students to graduate with multiple qualifications.

I look forward to welcoming you to MGSM.

Professor Richard Petty
Associate Dean

MGSM

MGSM develops leaders with a global mindset, who create sustainable value and are good citizens.

MGSM has an international reputation for excellence in management education and is consistently ranked by the *Australian Financial Review BOSS Magazine*, *The Economist MBA Survey*, *London Financial Times* and *MBA Career Guide* as a leading business school in the Asia-Pacific region.

Our focus is on 'experience' – the significant experience levels of both our students and faculty and the richer learning experience that is created in our classrooms.

Our students share a common goal of self-development. They seek to increase their knowledge and skills, have a thirst for learning, a desire to actively participate in class and a willingness to learn from others, while enabling others to learn from their experiences.

We specialise in the delivery of a comprehensive suite of postgraduate and MBA degree programs designed to fulfil the needs of the experienced management professional. MGSM is also an acknowledged leader in the delivery of short-term executive education programs, as well as customised degree or non-degree programs for organisations.

“ We specialise in the delivery of a comprehensive suite of postgraduate and MBA degree programs designed to fulfil the needs of the experienced management professional. ”

MACQUARIE UNIVERSITY

Situated in the north-west of Sydney, Macquarie University has over 87,000 graduates and a current enrolment exceeding 30,000 students. Macquarie University is one of Australia's most dynamic and progressive universities and is a leading institution for research in Australia.

With four faculties for undergraduate and postgraduate studies, in addition to MGSM, Macquarie University takes pride in its ability to deliver high quality programs that specifically meet the needs of industry and equip students with the skills and knowledge required to meet the challenges of modern society.



THE MGSM LEARNING EXPERIENCE

SOCRATIC TEACHING

QUALITY FACULTY

Aaron Ng

Project Manager
National Australia Bank
MBA

"MGSM's reputation in the Asia Pacific region was one of the reasons why I chose to study at MGSM. The weekend block class format helped reduce the impact of my studies on my work.

The classes and group work in the program were tremendously valuable. I found the size of the classes, which allowed for open discussion and participation to be very beneficial, and being taught by Australian Academics provided an Australian learning environment with an Asian influence. The group work aspect of the program also allowed me to work with people from various industries and at different levels.

The MBA program provided me the opportunity to study areas which relate to current day managers. MGSM has given me the knowledge, both academic and practical, to ensure I can utilize these skills in my career."

MGSM study options are very flexible allowing students to

Eric Tam

Head of Corporate Administration
Celestial Asia Securities
Holdings Limited
Master of Management

“Unlike traditional lectures, MGSM’s innovative face-to-face learning format focuses on group discussion and presentations. This allows students to draw on the knowledge of classmates who are experienced professionals and from a wide range of industries.

The program placed me in real-life scenarios making me draw on my own work experience in order to contribute to class discussion and challenge my own thinking.”

Mark Weir

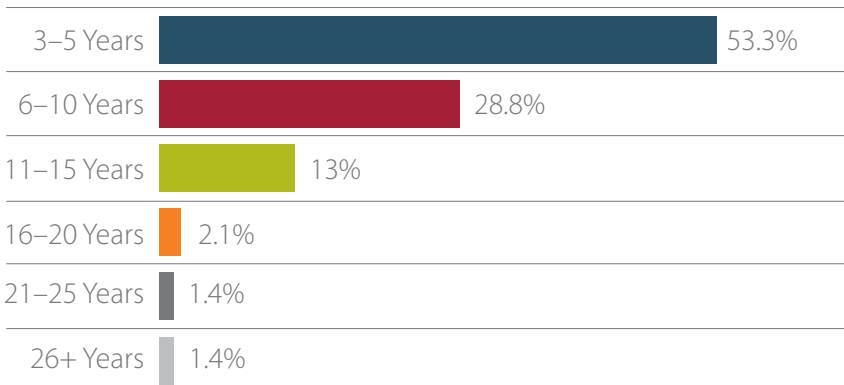
Revenue Management and
Customer Insights Director
PepsiCo International AMEA Division
MBA

“MGSM is well-regarded internationally, and this will allow my master degrees to have acceptance around the world. I also found the insights I gained about other businesses and industries from fellow classmates to be extremely valuable to my development and in many cases have led to new innovative business transformations within my own company.”

STUDENT PROFILE

YEARS OF MANAGEMENT EXPERIENCE

Average years of management experience is 7 years



Source: 2010 new student data.

MGSM PROGRAM CHOICE AND PROGRESSION

MGSM's suite of programs link together to form an integrated pathway, leading ultimately to the Master of Business Administration (MBA). Our suite of programs offer multiple entry and graduation points with the opportunity to progress from one program to another.

This building block approach allows you to tailor your study to match your individual needs, effectively breaking down the programs into manageable components and providing a range of options from a Postgraduate Certificate to the MBA.

After successfully completing one unit or program, students who meet the relevant entry requirements and maintain a consistent level of achievement, can apply to articulate to the next stage in the progression path and receive full credit for units already completed. Articulating in this manner will result in the achievement of multiple qualifications. This means that regardless of which point on the pathway you commence study, an MBA program will still only require the completion of 16 units in total; 9 core units and 7 elective units.

All course units are taught at the same academic level as the MBA, ensuring a consistently high standard across the range of programs.



POSTGRADUATE CERTIFICATE 3 COURSE UNITS

Direct entry requirements

A degree and a minimum of 2 years' relevant work experience (e.g. managerial/professional);

or

Minimum of 5 years' relevant work experience (e.g. managerial/professional) supported by evidence of professional attainment

CRICOS course code: 070799J



POSTGRADUATE DIPLOMA 6 COURSE UNITS

Direct entry requirements

A degree and a minimum of 2 years' relevant work experience (e.g. managerial/professional);

or

Minimum of 5 years' relevant work experience (e.g. managerial/professional) supported by evidence of professional attainment

Indirect entry

Articulation via successful completion of the Postgraduate Certificate in Management

CRICOS course code: 018186D



MASTER OF MANAGEMENT 10 COURSE UNITS

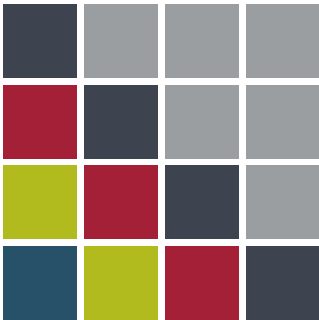
Direct entry requirements

A degree and a minimum of 2 years' relevant work experience (e.g. managerial/professional)

Indirect entry

Articulation via successful completion of the Postgraduate Diploma in Management

CRICOS course code: 018442D



MBA

16 COURSE UNITS

Direct entry requirements

A degree and a minimum of 2 years' relevant work experience (e.g. managerial/professional)

Indirect entry

Articulation via successful completion of the Postgraduate Diploma (providing the applicant has a first degree) in Management and/or Master of Management

CRICOS course code: 018365A

MGSM MBA

Registration No. 210545



WHAT IS THE MGSM MBA?

The MBA degree is designed to give you a solid grounding in the core aspects of general management. It aims to provide a strategic business perspective, focusing on the competitive advantage of the enterprise. The MBA teaches you how to manage functional areas and understand the language they use, not how to perform the functions with technical expertise. The MBA consists of 16 course units.

Upon completion, graduates will be awarded the MBA by Macquarie University.

WHO IS IT DESIGNED FOR?

The MBA is designed for individuals already in positions of responsibility who have been identified as possessing higher management and leadership potential, or those who aspire to a position in general management.

PROGRAM LENGTH AND MODE

The MBA has been specifically structured to suit the needs of students with active professional careers and can be completed in two to three years of

part-time study, depending on timetable availability. It is recommended that you proceed at a pace that will ensure completion of the MBA within a three year period.

The MBA is offered at our campus in Hong Kong, as well as in Sydney.

MBA ENTRY REQUIREMENTS

Students seeking direct entry to the MGSM MBA should possess an undergraduate degree and a minimum of 2 years' work experience at a managerial/professional level.

Alternatively students may articulate to the MBA program after successful completion of the Postgraduate Certificate, Postgraduate Diploma (providing the applicant has a first degree) and/or Master of Management.

PROGRAM CONTENT AND STRUCTURE

CORE UNITS (FOUNDATION)

MGSM takes the view that in order to perform effectively, a manager must be able to manage money, people and markets. The MBA has three foundation units to provide you with a solid grounding in these areas.

CORE UNITS (NON-FOUNDATION)

The remaining six core units are designed to: expose participants to the perspective of functional managers; adopt the perspective of the general manager; and develop the expertise to steer an organisation toward achieving and sustaining competitive advantage.

ELECTIVE UNITS

Elective units can be selected from the broad range available at MGSM. These seven electives may be chosen from a variety of areas, or can be selected from, and focus on, a particular management field.

ELECTIVE OPTIONS AVAILABLE

For further information on course units, please refer to page 24 to page 27.



MASTER OF BUSINESS ADMINISTRATION

ACCOUNTING FOR MANAGEMENT	MARKETING MANAGEMENT	ORGANISATIONAL BEHAVIOUR			
ECONOMIC CONTEXT OF MANAGEMENT	FINANCIAL MANAGEMENT	HUMAN RESOURCE MANAGEMENT	INFORMATION AND DECISION ANALYSIS	OPERATIONS MANAGEMENT	STRATEGIC MANAGEMENT
ELECTIVE 1	ELECTIVE 2	ELECTIVE 3	ELECTIVE 4	ELECTIVE 5	ELECTIVE 6
ELECTIVE 7					

Electives can be selected from a range of areas including:

Financial Management	General Management	Human Resource Management	Information Technology Management	International Management	Logistics, Operations and Technology Management
Marketing Management	Research	Strategic Management			

MGSM PROGRAM CHOICE AND PROGRESSION

MASTER OF MANAGEMENT

Registration No. 211070

WHAT IS THE MASTER OF MANAGEMENT?

The Master of Management is a specialised Masters level program that allows you to focus on a particular field of management, in contrast to the more generalist MBA. The program provides an insight into a particular field of management at a greater depth than the Postgraduate Diploma in Management, is taught at the same academic level as the MBA and consists of 10 course units.

Upon completion, graduates will be awarded the Master of Management by Macquarie University, which has the same academic standing and recognition as the Sydney qualification. The academic transcript will reflect your chosen specialisation.

WHO IS IT DESIGNED FOR?

The Master of Management has been specifically designed for professionals who aspire to senior management positions within a certain field, such as marketing or finance.

PROGRAM LENGTH AND MODE

The Master of Management is an intensive eighteen month part-time program.

The Master of Management is offered at our Hong Kong campus as well as in Sydney*.

**Specialisations available vary across countries.*

PROGRAM CONTENT AND STRUCTURE

The Master of Management is offered so that students can elect to undertake a structured specialisation, or undertake a general management program.

ENTRY REQUIREMENTS

Students seeking direct entry into the Master of Management program should possess an undergraduate degree and a minimum of 2 years' work experience at a managerial/professional level. Alternatively, students may articulate to the Master of Management program after successfully completing the Postgraduate Diploma in Management. Students who successfully complete the Postgraduate Certificate in Management and have a first degree may also apply to articulate.

SPECIALISING IN GENERAL MANAGEMENT

MGSM's General Management specialisation has broad ranging appeal and is one of the most popular areas of study at the School. The program particularly suits those with a technical or professional background, looking to further develop their management skills. Course units include:

ACCOUNTING FOR MANAGEMENT	MARKETING MANAGEMENT	ORGANISATIONAL BEHAVIOUR			
HUMAN RESOURCE MANAGEMENT	INFORMATION AND DECISION ANALYSIS	STRATEGIC MANAGEMENT	ECONOMIC CONTEXT OF MANAGEMENT	FINANCIAL MANAGEMENT	OPERATIONS MANAGEMENT
MANAGING WITH A GLOBAL MINDSET					

SPECIALISING IN FINANCIAL MANAGEMENT

Students undertaking studies in Financial Management gain superior decision-making and problem solving skills in the field of financial management and a thorough understanding of strategic financial policy formation.

ACCOUNTING FOR MANAGEMENT	MARKETING MANAGEMENT	ORGANISATIONAL BEHAVIOUR		
ECONOMIC CONTEXT OF MANAGEMENT	FINANCIAL MANAGEMENT	INFORMATION AND DECISION ANALYSIS		
ENTREPRENEURIAL FINANCE	BUSINESS PERFORMANCE MEASUREMENT AND MANAGEMENT	INTERNATIONAL FINANCIAL MANAGEMENT	INVESTMENT MANAGEMENT	

SPECIALISING IN INTERNATIONAL MANAGEMENT

The International Management specialisation at MGSM incorporates studies of the key functional areas of management and their international application, as well as equipping students with an appreciation of the global marketplace and what it takes to be internationally competitive.

ACCOUNTING FOR MANAGEMENT	MARKETING MANAGEMENT	ORGANISATIONAL BEHAVIOUR		
ECONOMIC CONTEXT OF MANAGEMENT	FINANCIAL MANAGEMENT	HUMAN RESOURCE MANAGEMENT		
MANAGING WITH A GLOBAL MINDSET	INTERNATIONAL FINANCIAL MANAGEMENT	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	INTERNATIONAL MARKETING	

MGSM PROGRAM CHOICE AND PROGRESSION

MASTER OF MANAGEMENT

SPECIALISING IN MARKETING MANAGEMENT

As a business function, marketing is critical to the success of any organisation. The Marketing Management specialisation at MGSM explores the major elements of marketing, from product development to distribution and promotion, as well as providing the foundation for strategic marketing planning and decision-making.



SPECIALISING IN LOGISTICS AND OPERATIONS MANAGEMENT

The Logistics and Operations Management specialisation has been specifically designed for those working in manufacturing or service operations requiring a broader understanding of management. The program has a strong industry focus and was originally developed in conjunction with managers from local industry.



SPECIALISING IN PEOPLE AND PERFORMANCE

Managing people is an essential component of all managers' jobs and it is expected line managers will take on an increasing role in managing people in the future. The Master of Management People and Performance was designed after extensive research on the expectations of industry regarding the capabilities required by all managers with people management responsibilities and the capabilities of human resource specialists.

ACCOUNTING FOR MANAGEMENT	MARKETING MANAGEMENT	ORGANISATIONAL BEHAVIOUR		
HUMAN RESOURCE MANAGEMENT	MANAGERIAL SELF DEVELOPMENT	STRATEGIC MANAGEMENT		
BUSINESS PERFORMANCE MEASUREMENT AND MANAGEMENT	MANAGING WITH A GLOBAL MINDSET	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	MANAGERIAL PSYCHOLOGY	



MGSM PROGRAM CHOICE AND PROGRESSION

POSTGRADUATE DIPLOMA IN MANAGEMENT

PROGRAM LENGTH AND MODE

POSTGRADUATE DIPLOMA IN MANAGEMENT

ACCOUNTING
FOR MANAGEMENT

MARKETING
MANAGEMENT

ORGANISATIONAL
BEHAVIOUR

Units 4, 5 and 6 are units listed within their intended specialisation.

MGSM PROGRAM CHOICE AND PROGRESSION

POSTGRADUATE CERTIFICATE IN MANAGEMENT

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ENT?

PROGRAM CONTENT
AND STRUCTURE

PROGRAM LENGTH
AND MODE

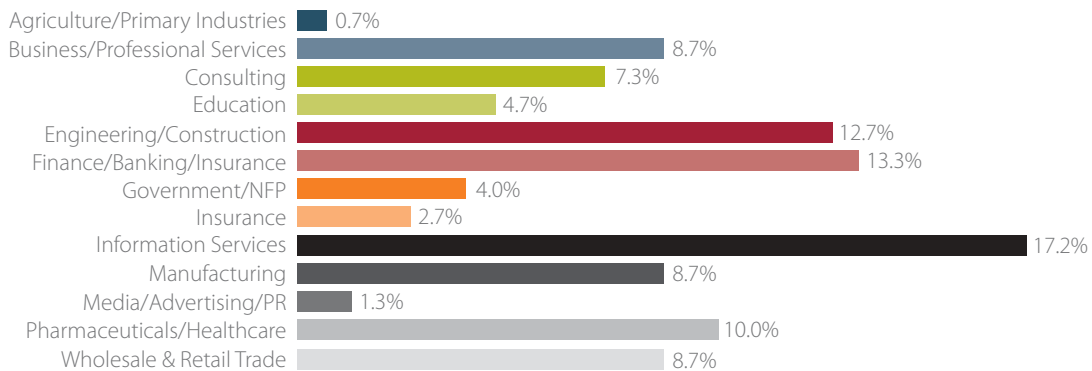
WHO IS IT DESIGNED FOR?

POSTGRADUATE CERTIFICATE IN MANAGEMENT



STUDENT PROFILE

INDUSTRY WHERE EMPLOYED



Source: 2010 new student data.

FLEXIBLE OPTIONS

LECTURES

BLOCK CLASSES TYPICAL EXAMPLE OF HOW A BLOCK MODEL MAY BE STRUCTURED

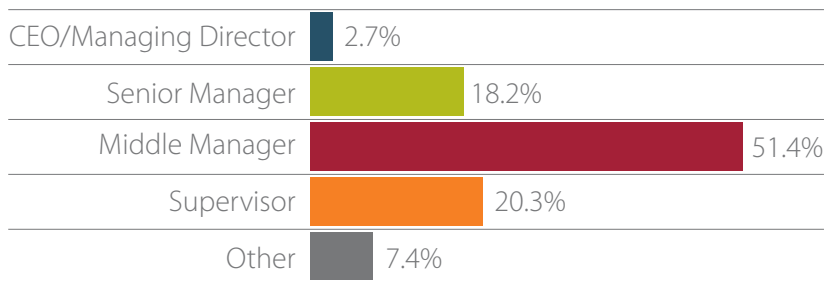
PRE-READING			
DAY 1 FRIDAY 6.00PM-10.00PM	DAY 2 SATURDAY 2.00PM-10.00PM	DAY 3 SUNDAY 9AM-5PM	
DAY 4 FRIDAY 6.00PM-10.00PM	DAY 5 SATURDAY 2.00PM-10.00PM	DAY 6 SUNDAY 9AM-5PM	
ASSIGNMENTS	PROJECTS	GROUP WORK	STUDYING
ASSIGNMENTS	PROJECTS	GROUP WORK	STUDYING
REVISION			
EXAMINATIONS			
BREAK			

RANGE OF LOCATIONS

NORTH RYDE



STUDENT PROFILE POSITIONS HELD



Source: 2010 new student data.

STUDY OPTIONS

SPECIALISATION AND
ELECTIVE CHOICE

CHOOSING ELECTIVE UNITS
FOR THE MBA PROGRAM

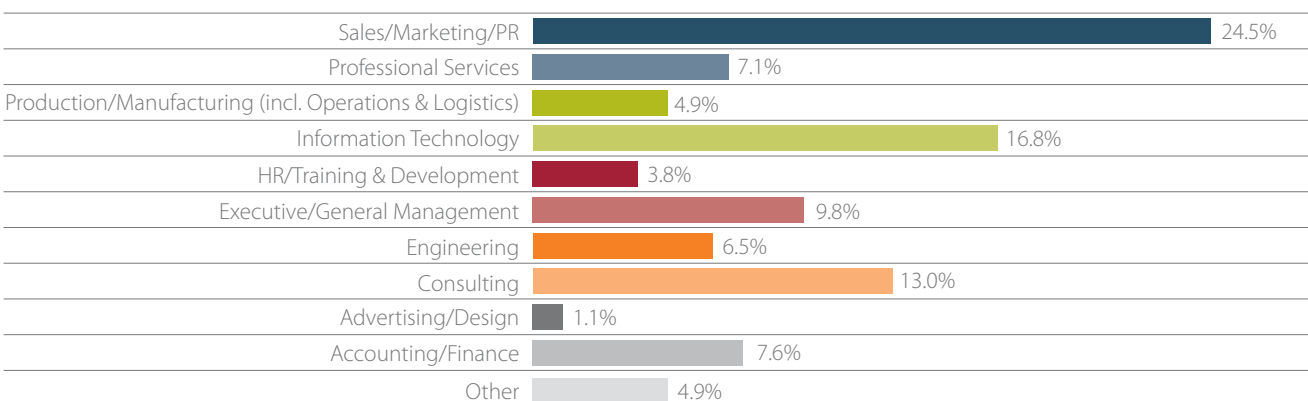
MBA RESEARCH
OPPORTUNITIES

Andrew Paynter

Program Manager
Honeywell
MBA

“As a part-time MBA student it was important for me to be able to experience the benefit of face-to-face tuition, but without compromising the time I need to dedicate to my career and family. I have welcomed the flexibility offered by the MGSM MBA program to skip study terms, and I have made use of it on the occasions when I was offered an overseas assignment with work, and when my two daughters were born. I have also taken advantage of the weekend block classes when I expected work and travel commitments to be particularly heavy during the coming term.”

**STUDENT PROFILE
JOB FUNCTION**



Source: 2010 new student data.

STUDY SUPPORT

INDUCTION PROGRAM

INTERNATIONAL BUSINESS

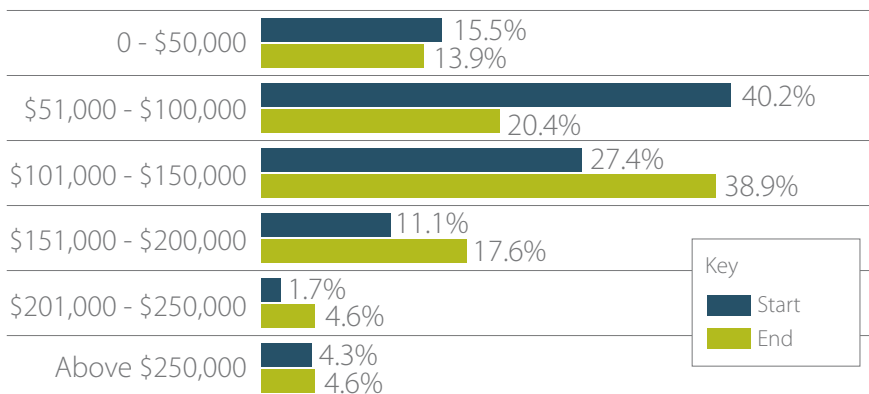
John Nelligan

Private Client Advisor
Pattersons Securities Ltd
MBA

“Alumni membership is a very important element of the MGSM experience. The depth and breadth of the MGSM Alumni is significant, and this collaborative expertise can be highly beneficial to members who are willing to play an active role in keeping the network alive. Communication among peers is highly efficient; online tools and social networking websites enable Alumni to connect with a cast of thousands who have all shared a similar journey. MGSM has taught me the true value of effective networking. I didn’t understand the power of this until I was out in the workforce post-MBA.”

STUDENT PROFILE

SALARY PACKAGE (IN AUD) AT START AND END OF YOUR PROGRAM



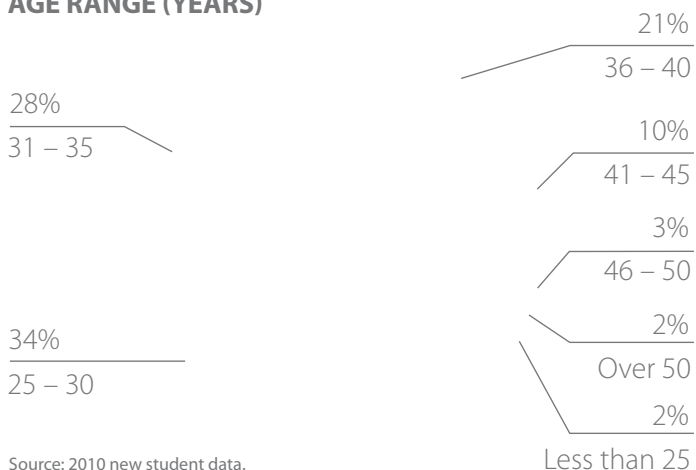
Source: 2010 graduate data.

MENTORING PROGRAM

GSM

strategies to achieve these goals, highlight how to focus on strengths and make the of the extensive MGSM network.

**STUDENT PROFILE
AGE RANGE (YEARS)**



Source: 2010 new student data.

CAREERS SERVICE

ily Agonoy
General Manager

Travel Services
MBA

"The flexibility of block classes made it easier for me to achieve a work life balance when I was focusing on both career and my studies. There are many ways to build a professional network through MGSM. I was able to do so by connecting with alumni/fellow students via the many networking events organized by MGSM in Hong Kong."

STUDENT PROFILE

GENDER



Source: 2010 new student data.

ALUMNI

STUDENT PROFILE SINCE FIRST ENROLLING IN PROGRAM



Source: 2010 graduate data.

EVOLVE THROUGH EVENTS

COURSE UNITS

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

GENERAL MANAGEMENT

International Perspectives in Mgt: Study Tour MGSM989u

Prerequisite: see Study Tours webpage for prerequisites

Two Unit Equivalent

Available to MBA Students Only

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

Managerial Psychology MGSM871

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

Organisational Behaviour MGSM870

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

FINANCIAL MANAGEMENT

Accounting for Management MGSM840

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

Entrepreneurial Finance MGSM985A

Prerequisite: MGSM840 Accounting for Management

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

Business Performance Measurement and Management MGSM985M

Prerequisite: MGSM840 Accounting for Management

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

Economic Context of Management MGSM845

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

Financial Management

MGSM835

Prerequisite: MGSM840 Accounting for Management

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

International Financial Management

MGSM838

Prerequisite: MGSM840 Accounting for Management and MGSM835 Financial Management

This unit provides an understanding of the key elements of the international monetary system; analysis of problem areas such as the EMS and the "Asian arc of crisis"; examines the nature of foreign exchange market operations and how a company should protect itself from foreign exchange risk; outlines the key elements of international funding; considers the financial issues of location, including transfer pricing and international trade finance; analyses the experiences of Australian enterprises in international financial management; and provides hands-on experience of foreign exchange dealing and economic exposure management.

Investment Management

MGSM836

Prerequisite: MGSM840 Accounting for Management and MGSM835 Financial Management

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

HUMAN RESOURCE MANAGEMENT

Managing with a Global Mindset

MGSM879

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

Human Resource Management

MGSM800

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

International Human Resource Management

MGSM802

Prerequisite: MGSM800 Human Resource Management

This unit examines the ways in which organisations manage people in the context of international operations. It analyses the underlying cultural, political and organisational issues which shape decisions and policies in key staffing areas such as recruitment and selection, performance evaluation, training and development and industrial relations. It also looks at the methods of human resource management in internationally influential countries.

Managerial Self-development

MGSM806

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

COURSE UNITS

INFORMATION TECHNOLOGY MANAGEMENT

Information & Decision Analysis MGSM960

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

LOGISTICS, OPERATIONS AND TECHNOLOGY MANAGEMENT

Management of Innovation MGSM897

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

Management of Service Operations MGSM892

This unit will examine the operations of both consumer and professional service companies. A framework will be used to link the development of a clearly defined service concept with an effective service delivery system in order to provide both external and internal customers with appropriate service levels. Current issues such as the use of internet technology, the formulation of service level agreements, call centres, service blueprinting, managing capacity, the service firm life cycle, performance measures, service quality, the service profit chain and service strategy will be discussed. A number of service case studies will be used to illustrate these concepts.

Operations Management MGSM890

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

Operations and Logistics Strategy MGSM891

Prerequisite: MGSM890 Operations Management

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

Supply Chain Management MGSM893

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

MARKETING MANAGEMENT

Advertising and Promotions Management MGSM818

Prerequisite: MGSM820 Marketing Management

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

Consumer Behaviour MGSM819

Prerequisite: MGSM820 Marketing Management

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

International Marketing MGSM815

Prerequisite: MGSM820 Marketing Management

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

Marketing Management MGSM820

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

Marketing Research MGSM816

Prerequisite: MGSM820 Marketing Management

This unit focuses on helping managers make better decisions in marketing research. Designed with the view of how to use various research methods, it explores both quantitative as well as qualitative analytical techniques to better understand the target market. Students are taken through the entire process of determining the initial marketing problem or opportunity, through the process of research design, to the final stages of executing and implementing the research.

Services Marketing MGSM822

Prerequisite: MGSM820 Marketing Management

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

Strategic Marketing MGSM817

Prerequisite: MGSM820 Marketing Management

Strategic Marketing builds on tactical marketing areas covered in other courses (such as advertising and promotions, market research and CRM) and gives students a framework to make strategic marketing decisions that sustain a broader corporate strategy. We focus on how to optimise marketing strategy within the constraints of a company's overall objectives, business model, competitive environment and relationship with its customers. This is covered in four inter-related sections: 1) marketing strategy and its relationship to corporate strategy; 2) the marketing strategy toolkit – segmentation/targeting/positioning (STP), branding and product development; 3) matching marketing strategy to the market environment; and 4) strategy implementation, measurement and improvement. During the course examples of marketing strategy drawn from companies using world's best practice together with the latest advances in theory and research are explored. This learning is practically applied by students as they develop a strategic marketing plan through guided exercises, self-directed research and syndicate group work. For all students interested in marketing, Strategic Marketing is a great "capstone" to learning in this discipline.

STRATEGIC MANAGEMENT

Strategic Management MGSM860

Prerequisite: 12 credit points

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

RESEARCH

Research Project MGSM952

Two Unit Equivalent

Available to MBA and Master of Management students only

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

Report 1 MGSM950

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

Report 2 MGSM951

Available to MBA and Master of Management students only

Prerequisite: MGSM950 Report 1

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

Information in this publication is correct as of January 2011 but is subject to change from time to time. In particular, the University reserves the right to change the content or the method of presentation of any unit of study, or to withdraw any unit or course of study which it offers, or to impose limitations on enrolment in any unit or course of study or to make amendments to any of its policies. Please note that not all units are offered every year.

ADMISSION INFORMATION



STUDENT SERVICES CENTRE

Students receive continued support throughout their studies at MGSM via HKMA in Hong Kong and MGSM in Sydney, who together form the Student Services Centre (SSC).

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

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

STUDENT EXTRANET

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

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

ENGLISH LANGUAGE REQUIREMENTS

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

TEST	REQUIRED SCORE	
IELTS – Academic (General test not accepted)	6.5 overall	(Minimum 6.0 in each band)
TOEFL – paper	Paper 570 overall:	53 in Listening, 59 in Writing, 52 in Reading, 4.5 in Essay Writing
TOEFL – internet	90 overall	20 in Listening, 22 in Writing, 20 in Reading, 20 in Speaking

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



ENTRY REQUIREMENTS

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

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

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

ADMISSION INFORMATION

HOW TO CALCULATE YOUR GRADE POINT AVERAGE

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

GRADE	GRADE POINTS
High Distinction/Distinction	4
Credit	3
Pass	2
Conceded Pass	1
Fail	0

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

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

ADVANCED STANDING

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

ADVANCED STANDING WITH CREDIT

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

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

This equates to a:

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

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

Advanced Standing is not granted for elective units.

Qualifications from Professional Bodies

Qualifications from the professional bodies listed in the table below are also recognised for Advanced Standing with credit:

‡ **ICAA / CPA** – Candidates who have completed the Chartered Accountants Program of the ICAA or CPA.

Candidates enrolling for MGSM programs in Hong Kong who hold professional accounting qualifications and are current members of an approved accounting body may be granted exemption up to three modules for applying to MBA Programs.

ADVANCED STANDING WITH SUBSTITUTION

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

ADVANCED STANDING ASSESSMENT AND NOTIFICATION

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

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

IT REQUIREMENTS

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

THE SELECTION PROCESS

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

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

ENROLMENT

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

ARTICULATION

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

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

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

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

- ‡ achieve a PASS or higher in all units completed;
- ‡ score a minimum Grade Point Average (GPA) of 2.0; and
- ‡ have received no fail grades.

RETURNING STUDENTS

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

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

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

FEES AND CHARGES

The course tuition fee is a composite fee which includes:

- ‡ Registration with the University
- ‡ Induction Seminar
- ‡ Intensive seminars conducted by lecturers from MGSM
- ‡ Local study group
- ‡ Examination in Hong Kong
- ‡ Study notes and course materials
- ‡ Local administration and support

FURTHER INFORMATION

For further information, contact:

The Hong Kong Management Association

Telephone: + 852 2774 8592/8500/8585

Facsimile: + 852 2365 1000

Email: carolwong@hkma.org.hk/
dorisng@hkma.org.hk

Web: www.hkma.org.hk/mgsm

APPLICATION LODGEMENT

The application form for MGSM programs is enclosed in this brochure, together with the necessary referee reports and Statement of Personal Aims and Achievements form.

Applications should be lodged:

By mail to:

The Local MGSM Secretariat
c/o The Hong Kong Management Association
16/F Tower B, Southmark
11 Yip Hing Street,
Wong Chuk Hang, HONG KONG

In person, at any HKMA centre.



FACULTY

ALUMNI NETWORK

**ORGANISATIONS REPRESENTED ON
MGSM'S HONG KONG PROGRAMS**



THE HONG KONG MANAGEMENT ASSOCIATION

TELEPHONE: +852 2774 8592/8500/8585

FACSIMILE: +852 23651000

www.mgsm.edu.au/hongkong

Macquarie University CRICOS No:00002J

It is a matter of discretion for individual employers to recognise any qualification to which this course may lead.

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