

**RMIT            MC088 MASTER OF BUSINESS ADMINISTRATION**  
**2004 MBA ELECTIVES**

**SEARCHING THE RMIT WEB FOR COURSE INFORMATION DOCUMENTS**

Go to [www.rmit.edu.au](http://www.rmit.edu.au)

At search (entire site) click the down arrow and select 'courses'

At (search) for, key in the course catalogue code (eg BUSM1530)

Click search

*Students must check and ensure they meet the pre-requisite requirements for any courses they wish to study.*

*Students should note that the Course Information Documents (CIDs) they will be viewing apply to 2003. The course objectives do not alter. There may be minor amendments to delivery. Any timetable details, workshop dates etc should be disregarded. Students are to view the Business Portfolio class schedule (not yet available) for details of 2004 class dates and times.*

**MBA ELECTIVES:**

**BUSM1546 - Entrepreneurship And New Venture Creation**

**Offered in Semesters 1 & 2 2004**

Lecturers:        Tim O'Shannassy  
                      Email: tim.oshannassy@rmit.edu.au  
                      Phone: 9925 5951  
                      Peter Sheldrake  
                      Email: peter.sheldrake@rmit.edu.au  
                      Phone: 9925 5601

**Course Description**

New business ventures and entrepreneurship are exciting challenges in business practice. The developmental and research work for new business ventures can be quite complex before the effective commercialisation of new products. This subject deals with the issues which arise in the transformation, production and commercialisation of new business ventures. Drawing from perspectives derived from innovation and entrepreneurial development, the unit links technology, products and markets in practical terms, enabling businesses and executives to reflect and analyse critically their strategic decisions and plans.

Specific topics include: entrepreneurship, innovation, new venture creation, information sources, advisory services, using consultants, the role of government, preparing the business plan, financial issues in new venture creation, legal issues in new venture creation, acquiring an existing business, LBO's, deal structure, and managing the growth enterprise.

**Assessment**

1. Individual Theory Presentation (15%) and Paper (10%) 25%

Length: Presentation 20 minutes/5 minutes question time; Theory Paper 1,500 words

Purpose: For the student to make a presentation addressing the key issues in the topic area agreed with the lecturer. The Individual Theory Presentation provides an opportunity for students to develop their presentation skills, an important management skill.

2. "Small CLN" Industry Segment Research Presentation (15%) and Paper (10%) 25%

Length: Presentation 35 minutes/Written Paper 3,000 words

Purpose: Prepare an industry segment research report which focuses on the likely entry of new participants into a given market and provides background to potential commercial opportunities.

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3. CLN New Business Venture Proposal/"Pitch"; 50%

Length: 20 minutes plus 5 minutes question time/written proposal document no word limit

Purpose: To apply the tools and techniques of strategic analysis and the groups understanding of entrepreneurship and new venture creation to a practical situation. To stimulate class thinking and discussion.

**BUSM1551 - Management Of Innovation**

**Offered in Semesters 1 & 2 2004**

Lecturers:        Ann Gallon  
                      Email: ann.gallon@rmit.edu.au  
                      Phone: 9925 5940  
                      Peter Sheldrake  
                      Email: peter.sheldrake@rmit.edu.au  
                      Phone: 9925 5601

**Course Description**

This course is intended to fill a strategic need in the business education area - the development and implementation of innovative practices. This will enable students to learn and to think strategically and laterally about their business (or organisation) and their practices and how the organisation can be better at maintaining a culture of productive innovation. Analysis of cases from the current business scene will provide students with practice in identifying key strategic issues and also enable them to develop their critical and analytical skills.

**Assessment**

- Execution of a team-based research project and accompanying report – 30%  
Students will adopt a hands-on approach to ‘live’ cases where they will analyse and identify the formulation of innovative practices and strategies within a current organisational context, together with recommendations for further action
- A CLN based presentation 10%  
based on the written report where assessment will focus on theoretical coverage, the relationship between theory and practice and the extent to which the presentation stimulates thinking and discussion. - 10%
- An individual assignment 60%  
to be submitted by individual students dealing with the theoretical components of the unit and how they relate to their organisations. - 60%

**BUSM1552 - Negotiation, Mediation And Advocacy Skills**

**Offered Semester 1 2004**

Lecturer:        Professor Sandra Jones  
                      Email: sandra.jones@rmit.edu.au  
                      Phone: 9925 5924  
                      Fax: 9925 5960

**Course Description**

The course seeks to develop the knowledge and skills capabilities required of specialist practitioners and managers for successful negotiations.

It aims to assist students to identify their underlying values and assumptions.

It aims to assist students to recognise ethical issues associated with negotiation.

***Planned Student Learning Experience:***

Students are encouraged to integrate the capabilities gained in other courses with their practical experience to develop creative approaches to business negotiation, mediation, and advocacy. By developing an understanding of many of the capabilities underlying effective

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negotiations the course aims to provide students with the competencies to continue learning throughout their life with the ability to adjust these as required for any cultural setting in the globally relevant business world.

**Assessment**

Assessment has been devised to develop your critical and analytical skills, as you reflect upon and become aware of the influence of various underlying personal values, assumptions, and ethical standards of parties to negotiations.

The assessment is continual and students need to plan their time to ensure that the due dates are met. These dates have been set to coincide with the exercises undertaken while the matter is still fresh in student's minds. It is planned that feedback from the assessment will provide input into the next assessment task. Given that, as this course is capability based, assessment does not follow the more usual academic form.

***Assessment Tasks and Value***

1. Reflection Paper 30%; Length 1500 words
2. Analytical Paper 40%; Length 1500 words
3. Group presentation 30%

**BUSM1420 - Leadership And Decision Making - 6 point course**

**BUSM1782 – Advanced Interpersonal Skills - 6 point course**

**Offered Summer School 2003/2004 and must be taken together**

Lecturer:            Professor Murray Ainsworth  
                              Email: bernardine.lynch@rmit.edu.au  
                              Phone: 9925 5949

**The cost of the residential component is additional to the course tuition fees, approximately \$770 payable in advance.**

**Course Description**

This module integrates material from the disciplines of communication and organisational behaviour. The content of the module brings together theoretical models, empirical research, and practice involving verbal and nonverbal behaviour, assertion, listening, conflict resolution, and interpersonal communication. The aims of the module include presenting students with an opportunity to develop effective interpersonal leadership skills by integrating group experiential learning with an examination of relevant theoretical frameworks within work contexts. The module is central to providing students with an overview of the processes and skills of effective leadership in the workplace, preparatory to an experiential field program. At an individual level, students will develop self-awareness of their own interpersonal style, and explore the skills necessary to develop the effective working relationships necessary for leadership.

**Assessment**

Completion of the physical tasks and the solving of various "problems" plus reflection on personal learning is the major focus. In addition, students will be required to satisfactorily complete an assignment exploring the value of the subject to them and including an at-work personal-competence-development project. This comprises the three elements of Plan It, Do It, and Review It, followed by a write-up (report on learning achieved).

To pass students must achieve a mark of 50% or better for their written assignment. Grades for the subject are based on the written assignment. The 3-day outdoor experience is not "assessed" or graded. It remains an opportunity to experiment, succeed, fail, and learn... without penalty.

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**BUSM1550 Knowledge Management**  
**Offered in Summer School 2003/2004**

Lecturers:        Marianne Gloet  
                      Email: marianne.gloet@rmit.edu.au  
                      Phone: 9925 5913  
                      Sandra Jones  
                      Email: sandra.jones@rmit.edu.au  
                      Phone: 9925 5924

**Course Description**

This course explores the concept of knowledge management from the people perspective, as an extension of human resource management and employee relations. In so doing it provides an integrated view of the different concepts of knowledge, explicit and tacit, and how managers should lead the process of developing, sharing and managing knowledge. The course will first cover the macro concepts of knowledge and intellectual capital in a global environment. It then turns to a micro view of knowledge development and sharing within organisations, and the role managers play in leading employees in this change.

Topics to be covered include:

1. Knowledge and Intellectual capital issues
2. Knowledge in organisations
3. Knowledge management as a business strategy
4. Knowledge management and the Human Resource Management Function
5. Knowledge Management and Employment Relations
6. Knowledge Management - Leadership and Management issues
7. Knowledge management - Levers to enhance the function
8. Creating learning environments to support knowledge management

**Assessment**

There will be three pieces of assessment, 2 of which have 2 sub-sets. The assessment has been designed so that each piece will link and provide students with material for other pieces. The assessment is as follow:

1. Internet project (30%): Following the first 2 day intensive workshop students will contribute to an on-line discussion as part of a Collaborative Learning Network (CLN). This discussion has two assessable components:
  - a) on-line participation as part of the CLN (15%)
  - b) individual reflection paper based on the on-line discussion (15%)
2. CLN Major assignment (50%): This group assignment has two assessable components:
  - a) group written paper (35%)
  - b) group class presentation (15%)
3. Individual written assignment (20%)

**BUSM1561 - Organizational Citizenship and Sustainability**

Lecturer:        Professor David Kimber  
                      Email: davidk@rmit.edu.au  
                      Phone: 9925 5578  
                      Michael Segon  
                      Email: [Michael.segon@rmit.edu.au](mailto:Michael.segon@rmit.edu.au)  
                      Phone 9925 5950

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**Course Description**

This course aims to:

- develop an understanding of the underlying concepts of organisational citizenship and sustainability which are relevant to the contemporary business environment
- assist participants to expand and integrate their knowledge of the ethical influences on the economic, financial, managerial, environmental aspects of management
- review the different processes of good ethical processes affecting both the private and public sectors
- compare and contrast current international approaches recently adopted to establish “best practice” corporate citizenship.

The course will normally be undertaken as an elective in the other postgraduate programs at RMIT. It will provide the foundation for the development of further learning in the area of ethics, social responsibility by organisations and corporate citizenship themes in each presentation.

**Assessment**

Seminar presentation (Group project) 30%

Individual Research/work based project 70% (Presentation 20%, Written paper 50%)

The class members will be expected to make a seminar presentation on a designated topic (refer seminar program below).

A research/work based project of 4000 to 6000 words will undertaken after approval by the course leader. Ideally it will enable candidates to review an issue they currently face, to research it and to develop practical solutions, which will improve corporate governance in their organisation.

Class participation is an essential element in this unit. Candidates are expected to be well prepared and able to contribute to debate on the issues and topics covered. The quality of the program will depend heavily on the quality of preparation and contribution from participants.

**BUSM2300 – Understanding Organisations**

**Offered Semester 1 2004**

Email: michael.segon@rmit.edu.au

Phone: 9925 5950

Email: [Margaret.heffernan@rmit.edu.au](mailto:Margaret.heffernan@rmit.edu.au)

Phone: 9925 4126

**Course Description**

The course aims to deepen participants' understanding of the relationships that exists between organisational design and culture, and the change process. It will focus on the ways managers in any organisation can influence organisational structure and culture, and in turn, be influenced by those organisational elements. Participants will also be introduced to a range of diagnostic tools to aid in identification of problems arising from the use of inappropriate organisational designs and effectiveness approaches.

**Assessment**

1. Assignment 1 Individual Report; Length: 3,500 words MAXIMUM; Marks Allocated:50%
2. Assignment 2 Small Group Class Presentation; Marks Allocated: 10%; Presentations occur throughout the semester as negotiated in class.
3. Assignment 3 Group Report; Length: 4,500-5,000 words MAXIMUM; Marks Allocated: 40%

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**BUSM1544 – Emergent Leadership and Organisational Transformation  
Offered Semesters 1 & 2 2004**

**Note: The content of this subject is similar to that of Leading and Managing Change BUSM1174. Therefore students can only do one of these electives, not both.**

**Lecturers:** Dr Jane McKellar  
Dr Ian Allsop  
Contact: via [bernardine.lynch@rmit.edu.au](mailto:bernardine.lynch@rmit.edu.au)  
Phone: 9925 5949

**Course Description**

This subject is about leadership in an increasingly complex, ambiguous and uncertain world. Leaders are facing the reality of massive institutional failure and the breakdown of relationships between organisations and people.

- Emergent leadership delivers an approach to leadership that is concerned about the “Triple Bottom Line” of financial viability, justice in relationships and ecological sustainability.
- Emergent leadership grows from self-knowledge, higher order decision making and discovery within complex organisational and relational contexts.
- Emergent leadership is about developing the skills and interpretative framework for assisting organisations to move through profound organisational change.
- Emergent leadership is transforming people and organisations because it works from assumptions that relational fields can be powerful transforming agents in times of complexity and uncertainty.
- Emergent leadership is about creating sustainable organisational futures.
- Emergent leadership is value driven leadership that is sensitive to the relationship interconnectedness and interdependence between life and organisational systems

The subject has impact on participants as maturing, achieving, growing, thinking and feeling beings. It is about stretching participants into new paradigms of thinking, patterning and leadership. The subject is about helping participants identify the right leadership questions, reflecting upon them and then taking action to facilitate profound organisational transformation.

**BUSM2380 – Managing for Human Performance  
Offered Semesters 1 & 2 2004**

**Lecturers:** Bernadette Hosking  
Email: [bernadette.hosking@rmit.edu.au](mailto:bernadette.hosking@rmit.edu.au)  
Phone: 9925 5922  
Adriana Koulouris  
Email: [Adriana.koulouris@rmit.edu.au](mailto:Adriana.koulouris@rmit.edu.au)  
Phone: 9925 5925

**Course Description**

***This course is currently being updated and developed; a course information document is not available at this stage.***

This 12 credit point, stand alone elective provides an introduction to a wide range of concepts related to the management of human performance. It is designed to be of particular value to managers who are not human resource specialists but who wish to develop their knowledge and skills in this key management competency.

It explores conceptual frameworks, strategies for managing performance, contextual issues from a local and global perspective, new trends and approaches, and provides the opportunity for participants to undertake a learning project based on a diagnosis of their individual learning needs.

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Performance management impacts on all members of organizations, therefore no prerequisite level of work experience is specified for this course, however individuals would need to be either working in/or have access to an organization in order to undertake the learning project.

The course is structured for flexible delivery ranging from face to face workshops to fully online. The learning project is individually designed to enable participants from diverse disciplines, sectors, cultural contexts and geographical locations to tailor the assessment to most effectively meet their developmental goals.

**BUSM1299 - Corporate Governance Concepts & Perspectives**  
**Offered Semester 2 2003**

**Lecturer:**        David Kimber  
                          Email: davidk@rmit.edu.au  
                          Phone: 9925 5578  
                          Michael Segon  
                          Email: michael.segon@rmit.edu.au  
                          Phone: 9925 5950

**Course Description**

This subject aims to;

- develop an understanding of the underlying concepts of corporate governance which are relevant to the contemporary business environment
- assist participants to expand and integrate their knowledge of the economic, financial, managerial, environmental and ethical influences on corporate governance both the private and public sectors
- compare and contrast current international approaches to corporate governance.

**Assessment**

The class members will be expected to make a seminar presentation on a designated topic (refer seminar program below).

A research/work based project of 4000 to 6000 words will undertaken after approval by the course leader. Ideally it will enable candidates to review an issue they currently face, to research it and to develop practical solutions, which will improve corporate governance in their organisation.

A group assignment/presentation is also required. Whilst it does not require a formal written document to be submitted, the group will be expected to develop a presentation using PowerPoint or a similar system and email that to the program co-ordinator. It will be forwarded onto other participants.

Class participation is an essential element in this unit. Candidates are expected to be well prepared and able to contribute to debate on the issues and topics covered. The quality of the program will depend heavily on the quality of preparation and contribution from participants.

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**SCHOOL OF MANAGEMENT ELECTIVE:**

**BUSM1174 – Leading and Managing Change**  
**Offered Summer School 2003/2004**

**Note: The content of this subject is similar to that of Emergent Leadership BUSM1544. Therefore students can only do one of these electives, not both.**

**Lecturers:**     Adriana Koulouris  
                      Email: Adriana.koulouris@rmit.edu.au  
                      Phone: 9925 5925  
                      Bernadette Hosking  
                      Email: bernadette.hosking@rmit.edu.au  
                      Phone: 9925 5922

**Description**

The course- Leading and Managing Change, provides students with the opportunity to study the key concepts of change, continuity and transition within the context of the learning organisation. The study is based on the theoretical perspectives and assumptions underpinning the current developments in change management. Particular emphasis is placed in this course on exploring the areas of leadership, team building, research and evaluation and the acquisition of skills appropriate to managing change at a personal, individual and organisational level.

**FACULTY ELECTIVES:**

**STUDY ABROAD IN THE US OR CHINA**  
**INTE2078 – Approved General International Study**

**Lecturers:**     Paul Cerotti  
                      Email: paul.cerotti@rmit.edu.au  
                      Phone: 9925 5785

**Course Description    TBA**

**Assessment            TBA**

**ISYS2085 – Business Globalisation**

**Lecturers:**     Paul Cerotti  
                      Email: paul.cerotti@rmit.edu.au  
                      Phone: 9925 5785

**Course Description**

Students will gain practical knowledge and understanding of the professional practice and the total management process associated with the western globalisation of business. How does one prepare for the globalisation juggernaut? How it will affect the new models, the new businessperson and the new corporation will be analysed in this subject. Students will be encouraged to ask very pertinent and sometimes controversial questions regarding the globalisation of business and international trade etc.

Within this context attention will be given to skills development in the areas of the global businessperson for the 21st century. There will be a strong focus on the corporations and careers of the future with a specific country study.

In 2003/04, the study abroad component will focus on the U.S.A., whereby students will study investigate and analyse the journey from Colony to Global Economic Information Technology Superpower.

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International site visits and exposure to international practitioners in the all areas of business contribute significantly to the teaching and learning experience of the student.

This course is designed to be applicable to all undergraduate and postgraduate programs and year levels. It is relevant to all students at RMIT in its professional, international, social and civic applications.

**Assessment**

The assessment is made up of individual work and classroom attendance and participation in all of the study abroad activities. The individual task is a research paper/business report.

Class participation 20%

Individual Research paper/Business report 80%

**SCHOOL OF ACCOUNTING AND LAW ELECTIVES:**

ACCT1101	Forensic Accounting (2)
ACCT1103	Corporate Monitoring and Reporting (1)
ACCT1104	Social and Environmental Accountability (1)
ACCT2108	Management Accounting and Performance Measurement (SUMMMER)
ACCT1118	Accounting and Risk Management (2)
JUST1073	Negotiation and Dispute Processing (2)
JUST1064	The Corporate Regulatory Framework (1)

**SCHOOL OF ECONOMICS AND FINANCE ELECTIVES:**

BAFI1059	Managerial Finance
BAFI1107	Financial Statements Analysis
BAFI1065	Money Markets and Fixed Income Securities
BAFI1095	Quantitative Methods in Finance

**SCHOOL OF MARKETING ELECTIVES:**

MKTG 1103	Marketing Communication Strategy
MKTG1104	Market Research and Forecasting
MKTG1110	Sales Negotiation and Management
MKTG1112	Services Marketing and Management
BUSM1588	International Marketing
MKTG1121	Competitive Business to Business Marketing
MKTG1127	Special Marketing Topic - Sports and Events Marketing

**eBUSINESS MANAGEMENT ELECTIVES:**

**Semester 1**

INTE1208	B2B eCommerce Applications (open to all 2 <sup>nd</sup> year PG students)
JUST1055	eBusiness Law*
INTE1040	eCorporate Intelligence*
INTE1043	eBusiness Technologies*
ECON1094	Economics of Information Networks*

**Semester 2**

INTE1214	eBusiness Models & Trends (open to all 2 <sup>nd</sup> year PG students)
MKTG1105	Online Marketing*
OMGT1236	eBusiness Supply Chains* <span style="float: right;">*available to MBA students</span>

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**DEPARTMENT OF BIOTECHNOLOGY AND ENVIRONMENTAL BIOLOGY**  
**ELECTIVES:**

BUSM2032	Biotechnology: Regulation and Business Law
BUSM2286	Biotechnology: Knowledge Management
BUSM2386	Biotechnology: Project Management
BUSM2270	Biotechnology: Resource & Financial Management

**SOCIAL SCIENCE AND PLANNING**

Go to [www.rmit.edu.au/tce](http://www.rmit.edu.au/tce)

Click on social science and planning and follow the prompts to obtain details of elective courses offered in 2003 and contact details.

**SCHOOL OF COMPUTER SCIENCE AND INFORMATION TECHNOLOGY**

Many courses offered at Masters level. A large number of them require prerequisites. Courses range from programming, commercial database applications, web page construction and programming, interactive 3D graphics and artificial intelligence.

Information is at: <http://www.rmit.edu.au/csit/postgraduate>