

2013  
POSTGRADUATE  
MBA EXECUTIVE

**DRIVEN TO LEAD**

# MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)

RMIT PROGRAM CODE	MC162
CRICOS CODE	058615A
LOCATION	Melbourne City campus
MODE AND DURATION	One-and-a-half years full-time or three years part-time (144 credit points) International students can only study full-time.

## Exit points

GRADUATE CERTIFICATE	
RMIT PROGRAM CODE	GC129
MODE AND DURATION	One year part-time (48 credit points) Includes three core courses from the MBA (Executive)

GRADUATE DIPLOMA	
RMIT PROGRAM CODE	GD163
MODE AND DURATION	Two year part-time (96 credit points) Includes six core courses from the MBA (Executive)

## Information for prospective students

Prospective students are welcome to contact the Program Director, or meet with academic services and teaching staff. Information events are run throughout the year. For details visit [www.rmit.edu.au/bus/postgrad](http://www.rmit.edu.au/bus/postgrad).

The *MBA (Executive)* provides flexibility, convenience and choice for busy working professionals by designing a program that minimises disruption to normal work demands and home life. With a focus on solving real business problems, RMIT's *MBA (Executive)* offers you an opportunity to complement your on-the-job experience with integrated and practical learning designed to facilitate your career progression.

RMIT understands that working managers are time poor. The *MBA (Executive)* offers a flexible learning experience in Melbourne, in Vietnam and online via RMIT's partnership with Open Universities Australia. Additionally, there are opportunities for overseas study tours and intensive course delivery.

The program is designed to build on your professional experience and enable you to fulfil an executive role within an organisation. It fosters leadership and strategic thinking, with a strong emphasis on corporate responsibility, governance and developing the softer skills required to be a successful leader.

## Career outlook

Upon graduation, you will be able to demonstrate advanced business knowledge and integrate key capabilities to tackle an organisation's strategic needs. These capabilities include executive leadership, entrepreneurial and strategic thinking, effective communication, ethical judgement, innovation and advanced problem-solving, and the capacity to transform business processes.

## Professional recognition and accreditation

Depending on courses undertaken and experience, graduates may be eligible for associate or full membership of a number of professional bodies. These include: the Australian Human Resources Institute, the Australian Institute of Management, the Australian Institute of Training and Development and the Industrial Relations Society.

[www.ahri.com.au](http://www.ahri.com.au)

[www.aim.com.au](http://www.aim.com.au)

[www.aitd.com.au](http://www.aitd.com.au)

[www.irsv.asn.au](http://www.irsv.asn.au)

## MBA (EXECUTIVE) STUDENT PROFILE

Typically:

- » already in a managerial or professional role
- » looking for further career advancement
- » able to combine work and study
- » seeking a team-based, collaborative learning style
- » degree qualified with substantial, relevant work experience
- » has substantial professional experience (typically 8–10 years), including five years at managerial level in lieu of a degree.

## Industry connections

Guiding the development of the College of Business, both nationally and internationally, is an Industry Advisory Board of high-profile executives chaired by Gerhard Vorster, Chief Strategy Officer, Deloitte. The Board creates a strategic bridge between the latest in technology and design thinking and business. Other members include Company Director and International Corporate Advisor, Laura Anderson; Dr Chris Behrenbruch, CEO, ImaginAb, Inc.; Dr Terry Cutler, Principal, Cutler & Co.; Patrick Eltridge, CIO Telstra; Raphael Geminder, Chairman, Pact Group; and Jan Owen AM, CEO, Foundation for Young Australians.

**'I chose to study the MBA (Executive) at RMIT because it covers the different areas that are important for my future career advancement.'**

**'One of the best things is the Collective Learning Network, which provides another dimension to learning and understanding how others operate in a business. Returning to study has allowed me to apply new skills in my current role and to expand into other areas of the business.'**

**OLIVER LUKEIS** (COVER IMAGE)

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)

## Program features

You must complete 144 credit points, which generally equals 12 courses (12 credit points each). This includes nine core courses and three elective courses.

The following is an example of the current program structure. It is recommended you enrol in courses in the order indicated, although some flexibility is possible.

Please enter the course code at the RMIT website [www.rmit.edu.au](http://www.rmit.edu.au) to search for course descriptions.

CORE COURSES	
BUSM3902	Business in a Global Context
BUSM4131	Leading People and Organisations
BUSM4126	Accounting for Business Decisions
BUSM4136	Corporate Social Responsibility and the Law
BUSM4141	Financial Management
MKTG1276	Marketing
BUSM3922	Business Strategy
BUSM4146	Change and Innovation
BUSM3927	Strategic Business Leadership

ELECTIVES
In addition to the nine core courses, you will complete three electives. The Graduate School of Business and Law offers electives each semester on a rotational basis. These may be studied individually or grouped to form a specialisation in areas such as:
Entrepreneurship
Knowledge management
Leadership
Managerial psychology
A feature of the MBA (Executive) is the opportunity to select from specialised groups of electives offered by other schools at RMIT*. This offers you considerable flexibility to tailor your studies to suit your career plans. Sequences of three electives forming a specialised field of study are available in the following areas. Students with a particular area of interest are invited to discuss other possible study areas which may be available.
Applied business technology
Communication and information technology
Economics
Finance
Human services management
Manufacturing management
Marketing
Project management
Supply chain management

\* Availability of specialist sequences and their constituent courses may vary from year to year.

Four individual electives in international management are also available online via RMIT's partnership with Open Universities Australia.

[www.open.edu.au/courses/rmit](http://www.open.edu.au/courses/rmit)

## Course descriptions

### BUSM3902 Business in a Global Context

This foundation course will provide you with insight into the frameworks and issues that underpin the business and social environment. You will investigate a broad range of issues including organisational behaviour, economic systems, organisational design, legal dimensions of management and organisation, and globalisation and its impacts on ethical behaviour and social structures. You will develop skills in team building and self management and you will be required to undertake a variety of exercises, including group presentations and individual reports.

### BUSM4131 Leading People and Organisations

This course will deepen your understanding of the complexities of managing people and leading teams. You will examine key literature and important concepts related to the practice of management. The course includes an investigation of approaches to leadership (from classical theories to recent perspectives), and the distinction between management and leadership capabilities. You will learn how both sets of capabilities contribute to organisational effectiveness. The course also includes topics such as the management of systems processes and resources that relate to performance management.

### BUSM4126 Accounting for Business Decisions

Accounting is key to the financial decision-making process. In this course, you will learn about the fundamentals of accounting by examining the accounting recording and reporting system, and analysing and interpreting accounting information to make decisions within an organisation. As you investigate the key measures of financial performance and develop your ability to use accounting data for decision-making, you will acquire skills to prepare a budget, undertake cash flow analysis and implement basic cost accounting tools. The course will also examine the macroeconomic environment that affects financial decisions and business performance.

### BUSM4136 Corporate Social Responsibility and the Law

Organisations and business work within a legal regulatory structure and this course will introduce you to the relevant laws that provide this structure. They include Corporation Law, the Trade Practices Act, Contract Law and duties of directors and managers.

The course will also explore the legal challenges involved in operating globally. Laws are nation based and managers need to understand the implications of doing business in other legal jurisdictions. Students will examine what constitutes good corporate governance and how to apply appropriate ethical standards to the role of the manager.

### BUSM4141 Financial Management

This course will provide an introduction to financial markets and markets for goods and services and offer you the opportunity to acquire the skills and expertise essential to analyse and evaluate alternatives for optimal financial decision-making. Beginning with a study of the fundamental principles of microeconomics, including demand and supply analysis, market structures and the role of information, you will learn to use financial theory and analytical tools to resolve problems faced by decision-makers. The focus will be on valuation, long-term investment, diversification and risk management.

## GRADUATE SCHOOL OF BUSINESS AND LAW

The Emily McPherson College Building, a magnificent heritage property on the corner of Russell Street and Victoria Parade, is the home for RMIT's JD and MBA programs.

Facilities include a student lounge, conference suite and high-tech lecture theatres and classrooms that provide both traditional and collaborative learning spaces.

By choosing RMIT for your MBA (Executive) at the start of this exciting era, you will be one of the first students to enjoy the benefits of a bright and stimulating learning environment that is among the best available for postgraduate business studies anywhere in Australia.



### **MKTG1276 Marketing**

This course will enhance your understanding of the marketing function and of the implementation of marketing tools, techniques and processes to achieve optimal organisational outcomes. It includes an introduction to statistical concepts that will assist you in your analysis while you explore current marketing practices. Specifically, you will study the relationship between the consumer and the firm, marketing's role in business success, and ethical or responsible marketing as a strategy. You will also examine topics such as pricing strategies, market segmentation, targeting, and the positioning of the firm's offerings. The course will culminate in the preparation of a marketing strategy.

### **BUSM3922 Business Strategy**

This course will increase your capability to analyse a business strategy. You will investigate the strategic management process and apply tools and techniques of strategic analysis, strategy formulation and implementation. You will examine business, corporate and network level strategy and will prepare a business plan, giving careful consideration to the management of resources.

### **BUSM4146 Change and Innovation**

Successful organisations develop organisational structures, processes and procedures that facilitate change. This work-integrated learning (WIL) course will examine the important issues faced by managers in their ability to adapt within a business environment that fosters innovation and thus leads to the need to manage change and lead change projects. You will explore the concepts of change management, innovation and entrepreneurship in the context of organisations. To encourage innovative thinking and practice, you will investigate and solve industry-based problems.

### **BUSM3927 Strategic Business Leadership**

This capstone course draws together the knowledge and skills that you have acquired in the MBA (Executive). The course will focus on the practical aspects of management and business leadership, with an emphasis on corporate decision-making in an international setting.

### **International opportunities**

RMIT encourages you to incorporate an international experience into your studies via study tours, student exchange and study abroad opportunities. The Education Abroad Office has over 120 partner institutions where you can study part of your RMIT program overseas.

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

### **Study tours and intensives**

A feature of the degree is the availability of international study tours and intensives that give you the chance to visit a foreign location and complete either a 12- or 24-credit-point course in intensive mode. They are unique opportunities to introduce you to overseas travel and cultural experiences, combined with studies focusing on various aspects of a region or area of study. Not only does this offer you an international perspective on teaching and learning styles, but also prepares you to be proactive and creative in responding to the challenges of globalisation.

Study tours and intensives give you the opportunity to:

- » acquire an appreciation of cross-cultural issues
- » critically evaluate and appreciate the relationship between global and national organisations and regulations
- » gain experience on how to make culturally sensitive and ethical judgements
- » work effectively as part of a multidisciplinary, collaborative team
- » internationalise your degree and gain credit for up to two elective courses (24 credit points).

Each year, the Graduate School of Business and Law conducts study intensives to Vietnam and France, the equivalent to one 12-credit-point elective.

For more information on study tours, please visit

[www.rmit.edu.au/bus/studytours](http://www.rmit.edu.au/bus/studytours).

## **STUDENT PROFILE**

'Completing the MBA (Executive) at RMIT has given me a competitive edge in the job market. It has broadened my knowledge when dealing with operational management challenges and enhanced my career outlook.

'One of the best things about the program is being able to relate academic constructs to real-life examples. While fulfilling assessment criteria, I produced a valuable piece of research that had relevance in my work environment.

'The MBA (Executive) provides an invaluable opportunity to interact with like-minded, motivated individuals and build lasting professional relationships. Lecturers also skilfully blend management theory with current industry practice, making good use of their extensive work experience.'

**Dougal Hollis**

**Master of Business Administration (Executive)**



## Learning and teaching

You will experience a variety of teaching and learning approaches during the program, including issue-based seminars, case study analysis and facilitator-led class discussions. You will also encounter collaborative teaching and learning approaches such as syndicates, research learning circles and communities of practice, which draw on your work experience to connect course concepts with actual experience. Each learning method is aimed at providing you with knowledge and techniques to better understand the nature of business constructs and their impact on your business decisions, organisational processes and performance.

You will also have access to the Learning Hub and other online and digital resources such as lecture notes, assessment tools, discussion boards and podcasts available through the MyRMIT student portal.

Most *MBA (Executive)* courses are offered in the evening, or in 4–5 day intensives and occasionally on weekends in block mode at the Melbourne City campus.

Courses are offered during the traditional university semesters as flexible study options including:

- » courses offered during a spring or summer teaching period
- » international study tours and intensives offered during the winter and summer break allowing you to complete the face-to-face component of an elective course in approximately five days
- » online study through RMIT's partnership with Open Universities Australia.

RMIT's partnership with Open Universities Australia gives you the ability to study anywhere, any time while staying in contact with your class facilitator and class. You can also move comfortably between online and on-campus modes wherever the *MBA (Executive)* is offered — in Melbourne or in Vietnam.

## Assessment

Assessment is ongoing throughout the semester and includes group reports, essays, assignments, presentations, examinations and business reports. A critical feature of all assessment tasks is demonstrating the link between academic knowledge and your own organisational experience. Such reflective practice is encouraged to assess your ability to apply new knowledge and insights towards effective and professional business practices.

## Research

Research degrees are offered at master and doctoral level. Research activity within the College of Business falls under the following areas, and is focused on assisting organisations to function more efficiently in a changing business environment. Through collaborative ventures, the College aims to produce research that has broad positive economic, social and environmental implications for business, industry and the broader community.

- » Accounting Education
- » Applied Economic Modelling
- » Business Education
- » Corporate Governance/Social Responsibility
- » E-Government and E-Health
- » Empirical Microeconomics
- » Employment Relations
- » Entrepreneurship and Innovation
- » Financial Markets
- » Human Resource Management
- » Information, Security and Knowledge Management
- » International Business Studies
- » Internet Law
- » Investments and Commodity Pricing
- » Logistics and Supply Chain Management
- » Marketing
- » Organisational Sustainability, Behaviour and Theory
- » Societal Value of Information Technology
- » Strategic Management

For more information about College of Business research centres, affiliations and research expertise, visit [www.rmit.edu.au/bus/research](http://www.rmit.edu.au/bus/research).

To find out about research programs, supervision and entrance requirements, visit [www.rmit.edu.au/graduateresearch](http://www.rmit.edu.au/graduateresearch). You can find full details about application processes and key dates at [www.rmit.edu.au/programs/apply/research](http://www.rmit.edu.au/programs/apply/research).

## Entrance requirements

### Academic qualifications + work experience

A bachelor degree in any discipline from a recognised tertiary institution with a minimum average of 50% or Pass or GPA 1.0 (out of 4.0) and evidence of a minimum five years of work experience in a managerial position after completion of an undergraduate degree.

or

### Management + work experience

Entry may be granted to applicants who do not have an undergraduate degree but can demonstrate through professional work experience their capacity to successfully undertake this program. Typically this would consist of at least 8–10 years of business experience, at least five of which must have been in a management role.

### English proficiency requirements

All applicants must possess good communication skills in both written and spoken English.

All non-Australian residents and international students must provide evidence of one of the following:

- » IELTS (Academic) overall band 6.5 (no band below 6.0)
- » TOEFL (Paper-Based Test —PBT) 580 (TWE 4.5)
- » TOEFL (Internet Based Test —iBT) overall score of 92 (minimum of 20 in all sections)
- » Pearson Test of English (PTE Academic) 58 (no band less than 50)
- » Cambridge English: Advanced (CAE) CAE Grade B
- » Successful completion of RMIT English Worldwide (REW) Advanced Plus program.

Note: English proficiency test results are only recognised for two years from the test date.

Further information: [www.rmit.edu.au/international/entry-requirements](http://www.rmit.edu.au/international/entry-requirements).



## STUDENT PROFILE

'I chose the *MBA (Executive)* to add practical academic experience to the knowledge I had already gained from the workforce.

The program allows you to study and network with a wide variety of like-minded people and to learn from each other's experience.'

**Bryce Hill**  
**Master of Business Administration (Executive)**

## Advanced standing

If you have completed postgraduate business or management studies or have partially completed an MBA (Executive) at another institution, you may be eligible to apply for credits or exemptions.

If you have a qualification from the Institute of Chartered Accountants in Australia, CPA Australia or Chartered Secretaries Australia, you may be eligible to apply for up to four course credits.

Credit transfer from other postgraduate programs and recognition of other professional qualifications will be reviewed on a case-by-case basis and applications will be assessed consistent with the principles of RMIT University's Recognition of Prior Learning and Credit Transfer Policy. However, applicants should note that only relevant business postgraduate qualifications are normally considered for credit transfer.

[www.rmit.edu.au/students/enrolment/credit](http://www.rmit.edu.au/students/enrolment/credit)

## Tuition fees

### Domestic students

What you pay will depend on whether you are offered a Commonwealth supported place (CSP) or a full-fee place. Financial assistance is available to eligible students regardless of the type of place you enrol in.

### Commonwealth supported places (CSP)

A Commonwealth supported place is a place at university where the tuition fee is jointly paid by you and the Commonwealth Government. Your share of the fee, called the 'student contribution', is set by the government and is determined by the discipline area of each course you are studying, classified under a 'student contribution band'. If you undertake more or less than a full-time study load, or you study courses from a combination of bands, you will be charged the proportionate contribution. To calculate your exact fee, visit [www.rmit.edu.au/programs/fees/highered/css](http://www.rmit.edu.au/programs/fees/highered/css).

### Full-fee places

If you are offered a full-fee place, you are required to pay a tuition fee that covers the full tuition costs of your program. The tuition fees are adjusted on an annual basis. For further information about fees, visit [www.rmit.edu.au/programs/fees/highered/fullfees](http://www.rmit.edu.au/programs/fees/highered/fullfees).

Only students who are Australian citizens, New Zealand citizens or hold an Australian Permanent Resident Visa are eligible for a domestic full-fee place. If you do not meet these citizenship and residency requirements, you may be offered a place as an onshore international student.

### International students

Program tuition fees do not include Overseas Student Health Cover (OSHC) and other fees and additional expenses outlined in this brochure.

## Fee summary

### Full-fee (domestic)

2013	\$41 760 total master degree (\$290 per credit point)
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### Full-fee (international)—indicative

2013	\$47 520 total master degree
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You can confirm fees for 2013 on the fees web page from August 2012.

### [www.rmit.edu.au/programs/fees](http://www.rmit.edu.au/programs/fees)

Fees indicated relate to those set in 2012 and should only be used as a guide. RMIT reserves the right to adjust fees for full-fee places on an annual basis by an amount that will not exceed 7.5% each year (subject to rounding). For higher education fees, tuition fees are rounded up to the nearest \$10 per credit point increment, so the actual fee increase may exceed 7.5%.

### Other fees and additional expenses

In addition to tuition fees, you may be charged a student services and amenities fee (SSAF), which is indexed annually. Eligible students will be able to defer payment of the fee through SA-HELP. For more information, visit [www.rmit.edu.au/programs/fees/ssaf](http://www.rmit.edu.au/programs/fees/ssaf).

Once you are enrolled as a student in this program, you will need to allow for expenses other than tuition fees and SSAF. Additional expenses may relate to the purchase of textbooks, stationery, consumables such as printer paper, fees levied by commercial internet service providers for internet access outside of the university campus, and other relevant costs.

## Financial assistance

### Scholarships

Before you let financial constraints or living arrangements get in the way of your decision to study, find out about the range of discipline-specific and general RMIT scholarships available for postgraduate students. You can apply for more than one scholarship if you meet the eligibility criteria of each scholarship, and each application will be separately reviewed.

The RMIT scholarships web page lists scholarships available to RMIT students, including externally funded scholarships that you may be able to apply for.

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

### FEE-HELP

FEE-HELP is an optional loan scheme that assists eligible students to pay all or part of their tuition fees. Postgraduate coursework and research applicants who are Australian citizens or holders of a Permanent Humanitarian Visa are eligible to apply for a FEE-HELP loan. Visit the FEE-HELP website to learn more and obtain the *FEE-HELP Information* booklet.

[www.studyassist.gov.au](http://www.studyassist.gov.au)

## Income tax deductions

You may be eligible to apply for income tax deductions relating to the education expenses that are linked to your employment. Check with an accredited taxation professional regarding your eligibility for possible deductions. The Australian Taxation Office website provides guidance on the taxation treatment of your fees.

[www.ato.gov.au](http://www.ato.gov.au)

## How to apply

Apply directly to RMIT University.

### Domestic applicants

Apply online at [www.rmit.edu.au/programs/apply/direct](http://www.rmit.edu.au/programs/apply/direct)

Timely applications for coursework programs are due by:

- » 10 November each year (for Semester 1 start) and
- » 31 May each year (for midyear Semester 2 start).

Midyear applications open 1 May

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

Applications will continue to be accepted until all places have been filled. Prospective students are encouraged to enquire about possible vacancies in the degree at any time.

### International applicants

You may apply at any time by submitting your application online, via post, or in person. Visit the international application website for details.

[www.rmit.edu.au/international/apply](http://www.rmit.edu.au/international/apply)

## Further information

Prospective students are welcome to contact the Program Director, or meet with academic services and teaching staff. Information events are run throughout the year. For details visit [www.rmit.edu.au/bus/postgrad](http://www.rmit.edu.au/bus/postgrad).

### Program Director

Associate Professor Amalia Di Iorio  
Graduate School of Business and Law  
Email: [bus.gradschool@rmit.edu.au](mailto:bus.gradschool@rmit.edu.au)

### Info Corner

330 Swanston Street (corner La Trobe Street)  
Melbourne VIC 3000  
Tel. +61 3 9925 2260  
Email: [study@rmit.edu.au](mailto:study@rmit.edu.au)

### International student enquiries

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