
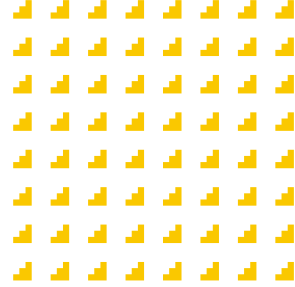


A background image of a business meeting. A man in a white shirt and blue tie is smiling on the left, and a woman with glasses and a dark blazer is smiling on the right. They are sitting at a table with papers and a laptop. The background is a bright, modern office space with a white wall and a large window showing a cityscape.

# Master of Business Administration

The new world MBA.  
New thinking for a new  
world of business.

- 
- A yellow plus sign icon.
- This brochure also includes information about our nested postgraduate qualifications:
    - Graduate Certificate in Business Administration
    - Graduate Certificate in Leadership
    - Graduate Certificate in People Analytics
    - Graduate Certificate in Sustainable Enterprise



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# Are you ready for the future?



The new world doesn't need more managers.

It needs more leaders.

People who show up, step up and break out. People who challenge what should be and imagine what could be. The ones who want to make something and the ones who want to prove something.

An MBA from RMIT Online is an MBA that will change your mind. A degree for what comes next. The next day, the next challenge. RMIT Online is where you will learn design thinking, authentic leadership and how to navigate emerging tech for the new world of business.

The new world moves pretty fast. You're either sitting still or setting the pace.

## Become a new world leader for a new world of business

- Apply the latest advances in critical, creative and ethical thinking, including design thinking methodologies – a professional mindset for the new world.
- Steer the course of companies and culture, profits and people through authentic leadership and willingness to make decisions, take risks and think differently.
- Understand the technologies driving the world of tomorrow – the world of blockchain and AI, automation and data science, design thinking, innovation and green technology.

# The RMIT Online MBA difference

RMIT University is a world leader in Art and Design, Architecture and the Built Environment, Engineering, Accounting and Finance, and Business and Management Studies. With a global outlook, RMIT is ranked 16th in the world for universities less than 50 years old. RMIT is known for being industry-led and producing exceptional career outcomes.

As one of Australia's original tertiary institutions, RMIT University prides itself on being a world leader in education, earning its international reputation for creating exceptional, employable and highly skilled graduates.

## Benefit from RMIT's global reputation for delivering future-focused skills ready for the new world of business

Gain a critical advantage over other MBA graduates with RMIT's cutting-edge expertise in design thinking, innovation and contemporary leadership. Develop the skills and industry-based knowledge needed to stand out to employers around the world.

## Accelerated, supported and 100% online

Be supported throughout your study journey. Study at the time and place that suits you, with no on-campus commitments. With intakes every two months, study one course at a time and apply your learnings immediately.

## Specialise or choose your own journey

RMIT Online's MBA offers six future-focused and on-trend specialisations, so you can choose to specialise or select individual courses based on your career goals and aspirations.

## Extend your business networks within Australia and beyond

Study in an interactive, supportive online environment where you'll build meaningful professional networks.

## Our rankings



**1st in Australia for graduate employment rate<sup>1</sup>**



**4th in Australia for Environmental Impact<sup>2</sup>**



**7th globally in the 2023 Times Higher Education Impact Rankings**



**Top 8th in Australia for employer reputation<sup>3</sup>**



**11th in the top 15 universities in Australia<sup>3</sup>**

<sup>1</sup>(QS Graduate Employability Rankings, 2022)

<sup>2</sup>(QS Sustainability Rankings, 2023)

<sup>3</sup>(QS World University Rankings, 2023)



# Master of Business Administration (MBA)



In a business landscape that's marked by complexity and continuous change, be equipped with the cutting-edge skills and mindset to successfully navigate the future of business.

RMIT Online's MBA is a globally recognised degree that will help you learn design thinking, authentic leadership and management of emerging tech, so you can lead the way in the new world of business.

## You will learn how to:

- Navigate emerging technologies to deliver value and growth
- Creatively solve problems using design thinking and a range of alternative models
- Communicate authentically and establish vision, credibility and trust across teams and networks founded on ethics
- Lead transformative business strategies across diverse organisations in a constantly shifting environment
- Apply an innovative way of thinking that turns challenges and everyday events into opportunity.

## Harness the potential of emerging technologies

Confidently navigate business challenges by embracing current and emerging technologies to enhance business operations and deliver great value and growth to your organisation.

## Lead transformative business strategies

Don't be left behind. Get ahead of today's technology and lead tomorrow's innovation. Gain the future-focused skillset to ensure you're ready to navigate the future of business.

## Develop innovative thinking and problem-solving skills

Apply the latest advances in critical, creative and ethical thinking, including design thinking methodologies, to turn everyday events and business challenges into opportunities for growth.

## Gain future-focused leadership skills

Take the lead, rather than follow behind. Recognise and apply leadership styles and techniques to address contemporary challenges, build strong teams and drive organisational performance.

9 out of 10

graduates rated the value of their MBA or business master's degree as good, excellent or outstanding



(GMAC, [The Value of Graduate Management Education: From the Candidate's Perspective, 2022](#))

# Program structure

👑 = core courses    ◆ = minor areas

16 course masters

12 course masters



## Minor courses

### ◆ Design Thinking

Design Thinking Challenge: Discover and Define

Design Thinking: Develop and Deliver

Futures Thinking in Design

Digital Entrepreneurship

### ◆ Digital Transformation

Digital Innovation

Technology Futures

Management of Technology and Innovation

Digital Risk Management and Information Security

### ◆ Leadership

People and Organisations

Personal Branding and Authentic Leadership

Leading in the Age of Digital Disruption

Digital Entrepreneurship

### ◆ People Analytics

Foundations of People Analytics

Business Analytics

Predictive HR Analytics

Professional HRM Practices

### ◆ Project Management

Introduction to Project Management

Project Management Techniques

Managing Project Teams

Project Design for Quality

### ◆ Sustainable Enterprise

Sustainable Business Models

Sustainable Supply Chain Management

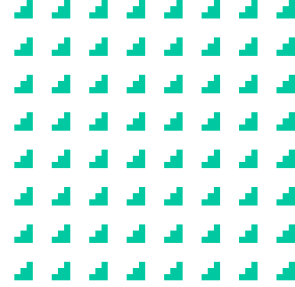
Social Entrepreneurship & Sustainable Development

Sustainable Financial Management and Reporting

You can also choose to study the MBA without specialising by selecting individual courses you wish to study based on your career goals and aspirations. Speak to a Student Enrolment Advisor to learn more about a suitable study pathway.



# Graduate Certificate in Business Administration



In the age of disruption, it's more important than ever for leaders to apply their creativity and innovative problem-solving abilities to improve business marketability and growth. RMIT Online's Graduate Certificate in Business Administration exposes you to highly relevant coursework and the latest digital tools and techniques that will ensure you are prepared to meet this change head-on.

This online program covers the first four courses of the full master's degree and is the perfect postgraduate qualification to kick-start your leadership career. It also provides you with an opportunity to qualify your experience before applying for the program.

## You will learn how to:

- Analyse and discuss design thinking, its manifestations and its implications across organisational contexts
- Accurately assess your personal strengths and areas of challenge and effectively self-manage these towards improved practice
- Apply the key concepts and tools of marketing theory and practice to enable application of marketing functions in a professional context
- Analyse, interpret and critically evaluate global financial information from a variety of sources in order to develop sustainable business proposals.

## Gain the leadership skills to navigate the future of business

Tackle business challenges head-on by applying future-focused leadership styles and techniques. Foster resilient teams and drive organisational success, and growth to your organisation.

## Develop creative problem-solving skills and innovative thought processes

Embrace the latest developments in critical, creative and ethical thinking, integrating design thinking methodologies to transform everyday scenarios and corporate challenges into avenues for growth.

## Make data-driven financial decisions

Develop your ability to gather and analyse financial data, use design thinking and a data-driven approach to financial decision-making and effectively communicate the strategies developed.

## Apply marketing theory into practice

Understand key marketing theory and common marketing techniques and how they are applied in real-life scenarios. Implement your new marketing skills to create a strategic marketing planning process and to develop and manage the plan.

9.2%

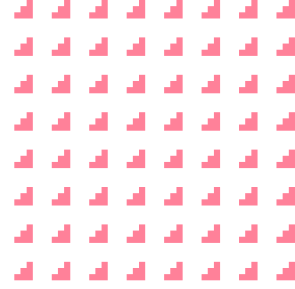
### Projected job growth

The projected growth for business managers over the next five years is 9.2%

[\(Seek, 2023\)](#)



# Graduate Certificate in Leadership



Business is changing. Are you ready to change with it? Be ready to take the lead, rather than follow behind. Equip yourself to be successful in leadership roles through RMIT Online's Graduate Certificate in Leadership.

Be a creative thinker and develop the strategic solutions that businesses need in today's technology-fuelled world. Gain the skills and knowledge you need to boost innovation and success in businesses that are ripe for disruption.

This online program is designed to equip students to be successful in leadership roles through its future-oriented, technology-informed and entrepreneurial focus.

Upon successful completion of the Graduate Certificate in Leadership, students can pursue further study through a pathway to RMIT Online's Master of Business Administration or credit into the Master of Human Resource Management. Completion of an additional 8–12 courses affords students both graduate certificate and master's qualifications.

## You will learn how to:

- Critically evaluate characteristics of various types of leadership and their strengths and weaknesses
- Analyse organisational and leadership challenges and develop strategies to address them
- Critically evaluate effective leadership practices in diverse global contexts, considering the role of technology and innovation in achieving environmental, social and financial goals
- Critically reflect on your own and others' leadership skills and identify opportunities to further develop your own leadership practice
- Exemplify leadership skills for entrepreneurial digital organisations, such as communicating, advocating, making decisions, leading innovation and building teams.

## Understand organisational dynamics and the importance of leadership in organisational success

Gain an introduction to organisational dynamics and explore human behaviour in the work context. Learn about relationships between people and teams, within and towards organisations. Understand yourself and how you work within teams and at an organisational level.

## Equip yourself to be successful in leadership roles

Understand your own leadership style and strengths and how these will shape your leadership outcomes. Learn techniques for contextually adopting other styles to enhance leadership success. Understand authentic leadership styles and practices.

## Be a leader in digital and entrepreneurial organisations

Learn to use technology effectively in agile environments characterised by a fast pace of change. Prepare yourself for future-oriented ways of working by honing your creative thinking and problem-solving abilities.

## Lead innovation and disruption in business

Develop your creative thinking skills to develop strategic solutions in industries or sectors ripe for disruption.





# Graduate Certificate in People Analytics



Data is now more valuable than ever. Are you ready to utilise it to shape the future of HR? Connect passion with purpose and gain the toolkit you need to stand out from the crowd through RMIT Online's Graduate Certificate in People Analytics.

Transform data into decisions that resonate within the workplace and be an advocate for positive change. Learn how to drive human resource management (HRM), strategic management solutions, decision-making processes and people management operations through your unique people analytics skillset.

This online program is for those looking to upskill or make a career change by setting themselves apart in the HR field with people analytics capabilities and skills. Upon successful completion of the Graduate Certificate in People Analytics, students can pursue further study through a pathway into RMIT Online's Master of Business Administration or credit into the Master of Human Resource Management. Completion of an additional 8–12 courses affords students both graduate certificate and master's qualifications.

## You will learn how to:

- Analyse the role that people analytics can play in transforming how people are managed in organisations
- Critically evaluate and communicate how well approaches to and tools of business and people analytics work in real-life situations to inform effective decision-making
- Apply broad knowledge of analytical processes to implement people analytics in practice
- Analyse key differences in HR data and associated information systems to support HRM, strategic management solutions, decision-making processes and people management operations
- Evaluate the role of people analytics to represent people in work-related learning in diverse organisational contexts.

## Data-informed practices in HR settings

Develop quantitative and qualitative analytical capabilities to undertake analysis of HR data to inform people management decisions (e.g. recruitment, retention, performance, voice and equity). Learn how to design analytic strategies, considering associated ethical challenges and risks. Become an advocate for the value of people analytics in delivering gains for employees, organisations and their stakeholders.

## Use predictive analytics to inform decision-making and initiatives

Apply predictive models to identify trends and patterns in HR data such as predictors of high performance, staff retention and employee behaviour. Interpret results and translate findings for stakeholder audiences. Make recommendations informing workforce strategy decisions.

## Apply the latest technologies to manage a workforce

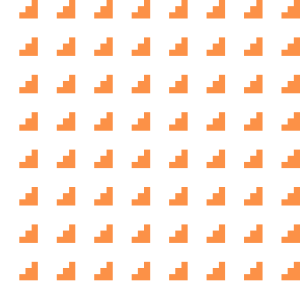
Gain skills using the latest technologies such as AI and machine learning in HR contexts. Identify how different technologies can be applicable to recruitment, professional development and succession planning.

## Increase your professional capabilities as a HR practitioner

Develop a professional toolkit that includes strong analytics capabilities and a solid understanding of how technology can be utilised to improve HR outcomes globally. Enhance your knowledge, judgement and research skills to improve your capabilities as a reflective HRM professional.



# Graduate Certificate in Sustainable Enterprise



The future is beyond business as usual. The future is sustainable, ethical and diverse. Are you ready to drive change? Pave the way for positive change and pioneer sustainability initiatives within your business through RMIT Online's Graduate Certificate in Sustainable Enterprise.

Gain a wide breadth of knowledge and skills on sustainability principles, practices and models to be the change-maker your business needs to succeed. This online program is designed for those seeking to learn how to bring sustainability principles into their work environment or to lead entrepreneurial sustainability ventures.

Upon successful completion of the Graduate Certificate in Sustainable Enterprise, students can pursue further study through a pathway to RMIT Online's Master of Business Administration. Completion of an additional 8–12 courses affords students both graduate certificate and master's qualifications.

## You will learn how to:

- Critically review and analyse business models with regard to sustainability and social development priorities, incorporating global and local perspectives
- Analyse risks and opportunities associated with different types of enterprises and their impact, including environmental, social and governance factors
- Design and propose sustainable business models that support business strategies
- Devise solutions and recommendations for organisations to implement to address environmental, social and economic challenges
- Present reports, proposals and plans to stakeholders, partners and communities to advocate for and monitor sustainable business approaches.

## Understand sustainable business models

Learn how to address sustainability challenges using sustainable business models across the full life cycle of a business. Develop your understanding of corporate social responsibility, the circular economy, sustainable innovation and design thinking to drive change in organisations or through entrepreneurial sustainability ventures.

## Lead sustainability initiatives in business

Create sustainable solutions to social and environmental challenges and lead change in business applications. Understand the principles and practices of social entrepreneurship, sustainable development and impact investing and how these can be applied to impact change in your setting.

## Sustainability principles in supply chain management

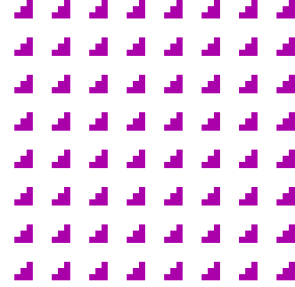
Influence sustainable practices across the full breadth of the supply chain, including internal supply chain processes and relationships with suppliers and customers. Consider how industry conditions, the international context, e-commerce, carbon emissions and fair labour practices impact strategic and ethical challenges at different stages of production and distribution.

## Sustainability in reporting and financial management

Learn how environmental, social and governance (ESG) factors matter and how they can be incorporated into financial management decisions and value creation.



# Program structure: Graduate Certificates



## Graduate Certificate in Business Administration

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Design Thinking for Business

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Leadership & Management

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Marketing for Managers

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Financial Analytics for Managerial Decisions

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## Graduate Certificate in Sustainable Enterprise

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Sustainable Business Models

---

Sustainable Supply Chain Management

---

Social Entrepreneurship & Sustainable Development

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Sustainable Financial Management and Reporting

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## Graduate Certificate in Leadership

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Personal Branding and Authentic Leadership

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People and Organisations

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Digital Entrepreneurship

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Leading in the Age of Digital Disruption

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## Graduate Certificate in People Analytics

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Foundations of People Analytics

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Business Analytics

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Predictive Human Resource Analytics

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Professional HRM Practices

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Over 85%

of graduates concluded that their investment in graduate business education had a positive return

(GMAC, [The Value of Graduate Management Education: From the Candidate's Perspective, 2022](#))



# Program overview



| Program name                    | Master of Business Administration (MBA)  | Graduate Certificate in Business Administration  | Graduate Certificate in Leadership  | Graduate Certificate in Sustainable Enterprise   | Graduate Certificate in People Analytics |
|---------------------------------|--|--|---|--|--|
| Number of courses               | 12 or 16 <sup>^</sup>  | 4  | 4   | 4  | 4  |
| Duration of each subject        | 7 weeks per course   | 7 weeks per course   | 7 weeks per course  | 7 weeks per course   | 7 weeks per course                       |
| Total program duration          | 2–2.7 years part-time (minimum) <sup>^</sup>   | 8 months part-time (minimum)   | 8 months part-time (minimum)  | 8 months part-time (minimum)   | 8 months part-time (minimum)             |
| Total program fee <sup>^^</sup> | 12 course Master: \$56,160<br>16 course Master: \$74,880   | \$18,720   | \$18,720  | \$18,720   | \$18,720                                 |
| Entry requirements              | <p><b>16 course Master</b></p> <p>An Australian bachelor's degree (or equivalent) or higher-level qualification in any discipline from a recognised tertiary institution, with a minimum grade point average (GPA) of 1.0 (out of 4.0)*.</p> <p>OR</p> <p>An Australian bachelor's degree (or equivalent) or higher level qualification in any discipline from a recognised tertiary institution and a Graduate Management Admission Test (GMAT) overall minimum score of 550.</p> <p><b>12 course Master</b></p> <p>An Australian bachelor's degree (or equivalent), or higher-level qualification, in a business or related discipline from a recognised tertiary institution, with a minimum grade point average (GPA) of 1.0 (out of 4.0)*.</p> <p>OR</p> <p>An Australian bachelor's degree (or equivalent) or higher level qualification in a business or related discipline from a recognised tertiary institution and a GMAT overall minimum score of 550*.</p> <p>OR</p> <p>An Australian bachelor degree (or equivalent) or higher-level qualification from a recognised tertiary institution in any discipline, with a minimum grade point average (GPA) of 1.0 (out of 4.0)* plus a minimum of two years' relevant work experience.</p> <p>OR</p> <p>The RMIT Graduate Certificate in Business Administration, Graduate Certificate in Leadership, Graduate Certificate in Sustainable Enterprise or Graduate Certificate in People Analytics**.</p> | <p>An Australian bachelor's degree or equivalent, or higher-level qualification, in any discipline from a recognised tertiary institution, with a minimum grade point average (GPA) of 1.0 (out of 4.0)*.</p> <p>OR</p> <p>An Australian bachelor's degree or equivalent, or higher-level qualification, in any discipline from a recognised tertiary institution and a GMAT overall minimum score of 550*.</p> <p>OR</p> <p>If you do not meet the above entry requirement for the Graduate Certificate, you may be considered if you have a minimum of five years full-time equivalent work experience. Applicants will be required to submit a curriculum vitae (CV).</p> | <p>An Australian bachelor's degree or equivalent, or higher-level qualification, in any discipline from a recognised tertiary institution.</p> <p>OR</p> <p>If you do not meet the above entry requirement for the Graduate Certificate, you may be considered if you have a minimum of five years full-time equivalent work experience. Applicants will be required to submit a curriculum vitae (CV).</p> | <p>An Australian bachelor's degree (or equivalent overseas qualification) in Business, Commerce, Human Resource Management, Data Analytics or a related field or higher level of qualification.</p> <p>OR</p> <p>No prior academic qualifications and a minimum of five years' full-time experience or equivalent, working in Business, Commerce, Human Resource Management, Data Analytics or a related field. Applicants will be required to submit a curriculum vitae (CV).</p> |  |

## English language requirements

International students are required to provide current evidence of English language proficiency for admission to RMIT University. For detailed information on English language requirements and other proficiency tests recognised by RMIT, visit [the English language requirements and equivalency information](#).

## Australian Student Visas

RMIT's online Master of Business Administration, Graduate Certificate in Business Administration, Graduate Certificate in Leadership, Graduate Certificate in Sustainable Enterprise and Graduate Certificate in People Analytics do not meet Australia's student visa requirements. For an Australian student visa, you must have an on-campus place in a program of study. For more details on RMIT's on-campus programs, [visit rmit.edu.au](#).

[Not sure? Talk to us](#)

<sup>^</sup>If you do not meet the entry requirements for the 12 course master, you may have the opportunity to enrol in a 16 course master. Please see Entry Requirements or contact us for further details.

<sup>^^</sup>Fees are listed in Australian dollars and apply to 2024 only. They are adjusted on an annual basis and should only be used as a guide. FEE-HELP is available, plus a capped Student Services and Amenities Fee (SSAF) based on your credit point enrolment load.

\*If your qualification was completed more than 10 years ago, you will need to provide evidence of ongoing professional work and/or professional development in the same discipline as the program for which you are seeking entry.

\*\*Upon successful completion of the graduate certificate, you will have the opportunity to progress to the master's degree.

# Program overview



## Duration

Master (12 courses) | 2 years part-time\*

Master (16 courses) | 2.7 years part-time\*

Graduate Certificate (4 courses) | 8 months part-time\*

Each course is seven weeks in duration and requires a minimum of 15–20 hours of study per week.



## Program intakes

Six intakes annually:

January, March, May, July, August and October.



## Recognition of prior learning

RMIT assesses each student's prior learning and qualifications to grant credit so you can complete your online postgraduate degree sooner. Applications will be decided on a case-by-case basis. RMIT aims to grant as much credit as possible at the time of offer, so it's important to provide as much evidence of prior study and work experience as possible with your application.

\*Completion time is dependent on individual study path and course availability. Please speak to a Student Advisor for more information.



RMIT's program is tailored towards producing managers equipped with the skills to lead so it was my first choice. Classes are designed to foster a range of learning styles and include plenty of both theory and application opportunities.

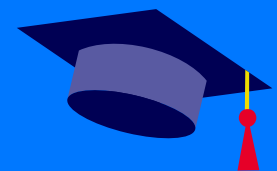


**Nicholas Bartholomeusz**

RMIT Master of Business  
Administration Graduate

91%

Hire MBA  
graduates



In 2022, 91% of the respondents to the Corporate Recruiters Survey said that they planned to hire recent MBA graduates.

# The RMIT Online student experience

At RMIT Online, we are proud to offer a dynamic and flexible online student experience that is designed to fit seamlessly into your life and get you to where you want to be.

- The flexible student experience allows you to use study tools anywhere at any time.
- Our cutting-edge learning environment means you don't have to be a computer whizz to use it.
- Stay engaged through our different learning content format, with a variety of methods such as videos, text-based content and animations.
- We've replaced the traditional exams with assessments in the form of case studies, reports, online discussion interaction and engagement. You may also have tests, quizzes or other online assessments to ensure your learning is valuable, authentic and industry-ready.
- Industry-experienced academics will guide you every step of the way.
- Online doesn't mean you're alone – connect with fellow students to share ideas, organise study groups and support one another through online chat forums and dedicated discussion boards.
- Receive one-on-one support and assistance from your personal student success advisor, who will keep you motivated and help you reach your goals from enrolment through to graduation.
- Build your professional network through the connections you make while studying.
- Graduate with a globally recognised degree without compromising your life or career trajectory.



## Discover RMIT Online

Explore the RMIT Online learning environment and get an insight into what your courses and assessments will be like using Discover RMIT Online.

[Sign up today](#)





For me, to fit in an online MBA is very easy; it's quite flexible, so I can read or listen to the tutor recordings whenever I have time. There are no exams, and all the case studies are based on real companies, so you're literally working on your assignments reporting on a real case study. I used all these learnings and applications in my real work'



**Fran Li**

RMIT Online Master of Business Administration Graduate

# Your online study journey starts here!



Get in touch with one of our Student Enrolment Advisors today to guide you through the process of starting your online degree.

## Further information

 [studyonline.rmit.edu.au](https://studyonline.rmit.edu.au)

 Call 1300 701 171

Book a 15-minute chat today





# ≡ Course descriptions

|  |           |   |           |
|--|-----------|---|-----------|
| <u>Foundations of People Analytics</u>                           | <u>18</u> | <u>Design Thinking Challenge:<br/>Develop and Deliver</u>   | <u>31</u> |
| <u>Predictive Human Resource<br/>Analytics</u>                   | <u>19</u> | <u>Futures Thinking in Design</u>                           | <u>32</u> |
| <u>Sustainable Business Models</u>                               | <u>20</u> | <u>Digital Innovation</u>                                   | <u>33</u> |
| <u>Sustainable Supply Chain<br/>Management</u>                   | <u>21</u> | <u>Technology Futures</u>                                   | <u>34</u> |
| <u>Social Entrepreneurship &amp;<br/>Sustainable Development</u> | <u>22</u> | <u>Digital Entrepreneurship</u>                             | <u>35</u> |
| <u>Sustainable Financial<br/>Management and Reporting</u>        | <u>23</u> | <u>Digital Risk Management<br/>and Information Security</u> | <u>36</u> |
| <u>Design Thinking for Business</u>                              | <u>24</u> | <u>People and Organisations</u>                             | <u>37</u> |
| <u>Leadership and Management</u>                                 | <u>25</u> | <u>Personal Branding and<br/>Authentic Leadership</u>       | <u>38</u> |
| <u>Marketing for Managers</u>                                    | <u>26</u> | <u>Leading in the Age of Digital<br/>Disruption</u>         | <u>39</u> |
| <u>Financial Analytics for<br/>Managerial Decisions</u>          | <u>27</u> | <u>Introduction to Project<br/>Management</u>               | <u>40</u> |
| <u>Strategy</u>  | <u>28</u> | <u>Project Management Techniques</u>                        | <u>41</u> |
| <u>Business Consulting</u>                                       | <u>29</u> | <u>Project Design for Quality</u>                           | <u>42</u> |
| <u>Design Thinking Challenge:<br/>Discover and Define</u>        | <u>30</u> | <u>Managing Project Teams</u>                               | <u>43</u> |



# Foundations of People Analytics

## Course overview

The use of predictive statistics and machine learning is transforming how we manage people in organisations. In this course, students analyse the opportunities, risks and ethical challenges that this transformation presents. They learn how different quantitative and qualitative analytic strategies can inform decision-making in relation to various dimensions of people management, for example recruitment, retention, performance, voice and equity. Upon completion of this course, students will be able to explain the value of people analytics in delivering mutual gains for employees, organisations and their stakeholders.

## Learning outcomes

On successful completion of this course, you will be able to:

- Evaluate the contribution that people analytics can make, using real-world examples, to improving experience, performance and outcomes for people and organisations.
- Explore and evaluate different sources of information about people, and the information systems in which these sources are kept.
- Examine the importance of good quality data and effective data governance to robust analytics.
- Evaluate how different analytical strategies can be used to inform decision-making about managing people in organisations.
- Recommend ethical and effective approaches to conducting people analytics.

# Predictive Human Resource Analytics

## Course overview

Predictive modelling in Human Resource Analytics helps organisations to forecast and understand future employee outcomes.

In this course, students develop predictive analytics capabilities to identify trends and patterns in HR data, influencing businesses to anticipate challenges and make appropriate strategic decisions to address those challenges. For example, by identifying predictors of high performance, staff retention or employee behaviour, managers may focus their attention on effective HR strategies to address workforce challenges.

Students critically evaluate existing HR data and research to analyse complex problems and interpret and translate the findings of the analysis. Skills are developed in applying systematic methodologies, considering ethical reasoning and generating effective solutions to address workforce challenges in domestic and global contexts.

## Learning outcomes

On successful completion of this course, you will be able to:

- Evaluate the contributions, risks and opportunities of predictive HR analytics drawn from actual work situations to specialist and non-specialist audiences in local, national and global contexts.
- Demonstrate and apply ethical reasoning, cultural and diversity awareness based on ethical frameworks, principles and effective approaches to make informed decisions in workplace contexts.
- Analyse and interpret trends and patterns by applying knowledge of research methods to understand and predict employee challenges that impact national and global businesses.
- Apply critical thinking skills to recommend solutions to identified problems that are relevant to HR people-related data to reflect critically on theory and professional practice.
- Examine and apply appropriate analytical strategies to make evidence-based predictions and address future workforce challenges.

# Sustainable Business Models

## Course overview

As sustainability issues grow in prominence globally, many organisations are evaluating their impact and redesigning their practices. The increasing focus on sustainability opens up new business opportunities. This course equips students with a range of skills and knowledge related to sustainability, business strategy and innovation. It develops critical thinking, problem-solving and communication skills, preparing students to address sustainability challenges in the business world. Students learn how to research, analyse and synthesise information from various sources.

This course covers the importance of sustainable business models, the role of business in sustainable development, corporate social responsibility, sustainable supply chains, the circular economy, sustainable innovation and design thinking, green marketing, public policy and regulation in sustainability. It considers local perspectives on sustainable business and the key drivers of sustainable business innovation. Students explore tools and techniques used to measure and evaluate the sustainability of business models, including life cycle assessment, environmental accounting, sustainability reporting, carbon footprinting, social impact assessment, materiality assessment, eco-labelling and sustainable procurement.

## Learning outcomes

On successful completion of this course, you will be able to:

- Evaluate contemporary business models and business model innovation from a sustainability perspective.
- Investigate the sustainability of business models and measure their impact on the existing ecosystems while appraising the economic, social and environmental complexities in a real-world business context.
- Design and propose inclusive and sustainable business models that integrate global and local standards of sustainable practices. In the Australian offerings, this includes opportunities and challenges that facilitate Aboriginal & Torres Strait Islander People knowledge.
- Critically analyse the challenges and opportunities of adopting sustainable business models.
- Analyse the sustainability challenges and opportunities facing businesses today and evaluate the implications for business strategy and innovation.

# Sustainable Supply Chain Management

## Course overview

Sustainable supply chain management presents difficult strategic and ethical challenges at different stages of production, distribution and/or service that impact environmental, social and governance (ESG) outcomes.

Students learn how to effectively manage these challenges, considering design principles, industry conditions, the international context, a cleaner environment, carbon emissions and fair labour practices while delivering shareholder and stakeholder value.

This course includes a work integrated learning experience where students' knowledge, range of skills and teamwork will be applied to a real-world industry situation or simulated real-world context.

## Learning outcomes

On successful completion of this course, you will be able to:

- Manage, negotiate and be able to lead the interaction of sustainable supply chain management with the various functions of the business firm (i.e. accounting, finance, marketing, information technology and human resources) in an international setting.
- Undertake the synthesis of the range of issues and challenges that need to be overcome to deliver sustainable supply chain management in a complex environment, with an appreciation of the influence and effect of the external environment, including different levels of government and different legal frameworks in different legal jurisdictions.
- Evaluate, negotiate, lead, work in teams and communicate fully formed and integrated solution development of supply chain management problems and opportunities in the big business and small and medium-sized enterprise (SME) sector, and do this in a variety of industry settings.
- Apply research principles and methods to evaluate, navigate, negotiate, solve and communicate sustainable supply chain management problems and opportunities to deliver shareholder and stakeholder value to the organization – the full range of ESG outcomes.
- Evaluate potential outcomes of design thinking in view of better decision making, implementation and sustainability of solutions.

# Social Entrepreneurship & Sustainable Development

## Course overview

Social entrepreneurs wanting to address complex social problems often combine business skills with innovation and not-for-profit values. This course equips students with the knowledge, skills and mindset to create sustainable solutions to social and environmental challenges. It covers the principles and practices of social entrepreneurship, sustainable development and impact investing, and it provides opportunities for students to apply these concepts in practical settings to understand business applications. These applications include the role of social entrepreneurship in creating positive social and environmental impact, and factors of sustainable development, such as environmental sustainability, social responsibility and economic viability. The course additionally examines the role of impact investing in promoting sustainable development and social impact.

Upon completion of the course, students will have the skills and knowledge to create sustainable solutions that address social and environmental challenges and to lead change for sustainable development and social impact in their future careers.

## Learning outcomes

On successful completion of this course, you will be able to:

- Reflect on the principles and practices of social entrepreneurship and sustainable development.
- Critically analyse the role of social entrepreneurship in sustainable development and develop strategies to address poverty, climate change and inequalities.
- Analyse the challenges and opportunities of social entrepreneurial ventures and examine their impact on local and international communities. In the Australian offerings, this includes opportunities and challenges that facilitate Aboriginal & Torres Strait Islander People knowledge.
- Evaluate the social, environmental and economic impacts of sustainable development and explore the potential for social entrepreneurship to create positive change.
- Develop effective communication and collaboration skills, including stakeholder engagement, partnership building and community involvement, to facilitate the development and implementation of socially responsible and sustainable business models.

# Sustainable Financial Management and Reporting

## Course overview

Sustainability has become a global megatrend that affects us all. Companies increasingly engage in sustainable business operations, and investors are committed to the principles of responsible investments.

In this course, students examine how environmental, social and governance (ESG) factors influence financial management decisions and value creation. Students learn the latest developments in sustainability finance and sustainability reporting frameworks and standards. This course explores the role of sustainability in financial models and strategies, equity investing, bond investing and bank lending. It examines the different sustainability financing instruments and products available to organisations and how these can be designed and implemented to achieve specific sustainability goals.

## Learning outcomes

On successful completion of this course, you will be able to:

- Evaluate the concept of sustainable finance and its role in achieving long-term value creation for businesses and investors.
- Analyse the ESG risks and opportunities that affect financial performance and develop strategies for addressing these risks and opportunities.
- Evaluate the different sustainability reporting frameworks and standards and apply them to create meaningful sustainability reports for different stakeholders.
- Design and propose solutions for sustainability financing instruments and products to achieve specific sustainability goals.

# Design Thinking for Business

## Course overview

Design thinking is a process for creative problem solving that can be applied to create innovative and practical business solutions. This course develops three skill areas: empathy, ideation and experimentation, which are essential skills for leaders to improve products, services, processes and strategy in their organisations.

You will explore various contemporary methods of design thinking, use case studies to assess tools and practices, and evaluate outcomes of design thinking to improve decision making and the implementation and sustainability of solutions.

## Learning outcomes

On successful completion of this course, you will be able to:

- Analyse and discuss design thinking, its manifestations and implications across organisational contexts.
- Differentiate between various contemporary methods to identify opportunities and solve problems.
- Create and communicate end-user driven solutions to business problems or opportunities utilising design thinking.
- Demonstrate creative, critical and ethical thinking through developing and recommending solutions to business problems and opportunities that benefit relevant stakeholders.
- Evaluate potential outcomes of design thinking in view of better decision making, implementation and sustainability of solutions.



# Leadership and Management

## Course overview

This course develops your ability to recognise and apply different leadership styles to drive organisational performance or address particular leadership challenges.

It provides you with the opportunity to explore a range of early management and leadership theories as well as more contemporary perspectives. This course will enable you to critically reflect on your strengths and the complexities associated with being a leader, and empower you to improve your effectiveness as a leader.

## Learning outcomes

On successful completion of this course, you will be able to:

- Recognise the appropriateness of different types of leadership styles in a range of organisational settings.
- Accurately assess your personal strengths and areas of challenge and effectively self-manage these towards improved practice.
- Explain how effective managerial leaders are able to diagnose and ethically improve the key areas of organisational functioning.
- Motivate and influence others in ways that contribute to sustainable organisational performance.

# Marketing for Managers

## Course overview

As the role of marketing continues to drive strategy across functional areas within organisations, it is essential for any business leader to have a robust understanding of marketing management.

This course introduces you to key marketing theory and common marketing techniques – such as segmentation, targeting and positioning - and how they are applied in real practice through cases and activities. You will gain practical experience in undertaking marketing analysis and strategic marketing plans and reflect on how these processes drive organisational outcomes.

## Learning outcomes

On successful completion of this course, you will be able to:

- Apply the key concepts and tools of marketing theory and practice to enable application of marketing functions in a professional context.
- Implement the strategic marketing planning process to develop and manage a marketing plan.
- Use the marketing information and research tools to perform a marketing situational analysis.
- Analyse quantitative and qualitative information to assess risk implications in business decisions.
- Present quantitative information in a clear, simple and informative format.

# Financial Analytics for Managerial Decisions

## Course overview

Business leaders need to analyse an increasing volume of financial data in a meaningful way to make sustainable and ethical strategic decisions. These decisions depend on accurate and well-presented information drawn from internal and external data sources and the ability to synthesise and draw conclusions from that data.

This course develops your ability to gather and analyse financial data, use a design thinking and a data-driven approach to financial decision making, and effectively communicate the strategies developed from the decisions. A highly practical course, it uses a business simulation to build your technical expertise as well as your interpersonal, teamwork and problem-solving skills.

## Learning outcomes

On successful completion of this course, you will be able to:

- Analyse, interpret and critically evaluate global financial information from a variety of sources in order to develop sustainable business proposals.
- Create effective business reports, advice and tables tailored to specific business needs.
- Show effective, appropriate and persuasive collaboration and communication skills through engagement with case interviewing and problem-solving in a business simulation.
- Select, communicate and advocate effective strategies using design thinking to address complex business problems and opportunities.
- Apply ethical standards to the role and conduct of financial reporting.

# Strategy

## Course overview

In this course, you will learn how to use design thinking to facilitate solution focussed organisational decision making to inform the development of a strategic plan which delivers a competitive advantage for your organisation. Most importantly, the course has an emphasis on how to apply, evaluate and then iterate strategy when environmental changes hit an organisation (e.g. new technologies).

You will explore how each functional area of business contributes to or is impacted by, the development and implementation of a strategic plan, as well as develop your understanding of the legal, ethical, social, economic and environmental implications of business processes that impact the design and delivery of a competitive strategic plan.

## Learning outcomes

On successful completion of this course, you will be able to:

- Apply business concepts to construct a strategic plan for a business.
- Create a sustainable competitive strategy for an ongoing business entity;
- Develop strategies alternatives using design thinking to facilitate organisational decision-making and problem-solving.
- Demonstrate an understanding of legal, ethical social, economic and environmental implications of business processes.

# Business Consulting

## Course overview

As the nature of work changes exponentially, so too will the demand for project-based business consulting for internal and external client stakeholders.

This capstone course gives you the opportunity to consolidate what you have learnt throughout the program, culminating in a practical Work Integrated Learning (WIL) experience. You will be involved in authentic engagement and activities with partner organisations, where you will apply business concepts to design, research and manage a business consulting project. This capstone experience also emphasises the importance of ethical and sustainable business outcomes.

## Learning outcomes

On successful completion of this course, you will be able to:

- Apply design thinking to national and international business problems and opportunities, so as to develop solutions for defined end-users.
- Apply interpersonal skills to work in teams and to communicate effectively with clients.
- Create solutions and recommendations that add value to the client's organisation through responding to a client project brief in an ethical sustainable manner.
- Research and reflect on career opportunities for entry-level managers.

# Design Thinking Challenge: Discover and Define

## Course overview

Design thinking focuses on audiences, end users and practical. It requires an insightful understanding of both the functional motivators and values of key stakeholders with a focus on innovation and collaboration. Design thinking tools and techniques allow for diverse and shared stakeholder input, enabling co-creation from within and outside organisations.

In this course, you will engage in a project for a real-world organisation using design thinking. You will act as a consultant by applying the ‘Double Diamond’ methodology to a problem or opportunity. Your focus will be on the Discover and Design stages and on re-framing the posed challenge.

## Learning outcomes

On successful completion of this course, you will be able to:

- Apply innovative and ethical thinking through reframing organisational problems to redefine them as opportunities.
- Demonstrate discovery practices through the application of contemporary methods to uncover user insights.
- Communicate innovations effectively to stakeholders.
- Demonstrate creative, critical and ethical thinking through developing and recommending solutions to business problems and opportunities that benefit relevant stakeholders.

# Design Thinking Challenge: Develop and Deliver

## Course overview

Design thinking enables you to engage in the iterative processes of ideation, prototyping, testing and refinement of desirable and viable solutions.

In this course, you will examine a real-world project and act as a consultant by applying 'Double Diamond' design thinking methodology, with a focus on the Develop and Deliver stages. This will build your understanding of the mindset, capabilities and collaboration tools required to deliver feasible outcomes for businesses.

## Learning outcomes

On successful completion of this course, you will be able to:

- Research, synthesise and critique design thinking resources.
- Apply design thinking principles to develop opportunities and deliver a desirable and viable user experience.
- Prototype and test solutions to address user needs.
- Communicate design solutions to users in a professional and effective manner.

# Futures Thinking in Design

## Course overview

This course will introduce you to the concept of futures thinking and how it can be applied in business contexts and across a range of disciplines.

You will learn how futures thinking methodologies and frameworks are used to address complex business problems and envision desirable, sustainable actions for future growth and success. You will connect these to long-term systemic issues in the bigger picture of social and policy design.

## Learning outcomes

On successful completion of this course, you will be able to:

- Examine literature relating to futures thinking and other emerging methods of design thinking.
- Analyse and discuss futures thinking in a business context.
- Evaluate principles of futures thinking and apply them to long-term systemic issues, taking account of the bigger picture of social and policy design.



# Digital Innovation

## Course overview

This course explores current and emerging trends in Information and Communications Technology (ICT) field, analyse the impact of these trends on business strategies and make recommendations using a range of tools to build pilot solutions that add value to business systems and operations.

You will consolidate the skills you have acquired from previous courses by reporting on the digital disruption affecting people, processes and organisations across industries.

## Learning outcomes

On successful completion of this course, you will be able to:

- Critically analyse and evaluate creative and effective recommendations to a range of problem/opportunity situations that add value to the business and its stakeholders.
- Analyse trends in ICT and frame judgements and work practice within professional, legal and ethical frameworks.
- Synthesise and apply judgement in ICT from organisational, business, innovation, perspectives.
- Employ learning strategies to update knowledge in ICT relevant fields in an independent manner.
- Work in a manner that displays ethical and professional standard.

# Technology Futures

## Course overview

This course explores current and emerging technology trends and evaluates its impact on businesses. You will explore developments in technologies including the evolution of a technology, the characteristics of a technology and its implications on managerial functions. You will also evaluate how technological changes affect stakeholder management.

## Learning outcomes

On successful completion of this course, you will be able to:

- Critically evaluate current and emerging developments in technologies and related opportunities and challenges.
- Appraise the implications of technological changes on managerial functions including planning, decision making, control, and coordination and the relationships with stakeholders.
- Develop business solutions in response to technological changes.
- Employ learning strategies to update knowledge in ICT relevant fields in an independent manner.
- Argue the importance of ethics in the digital age.

# Digital Entrepreneurship

## Course overview

This course will encourage you to adopt an entrepreneurial mindset to understand and apply digital entrepreneurship management techniques within existing organisations and start-up business ventures. You will examine and reflect on concepts and trends relating to digital innovation and transformation, and how they contribute to the broader digital economy.

You will consider organisational barriers to digital innovation and the differing regional requirements, and how to manage and lead these organisations ethically and sustainably.

## Learning outcomes

On successful completion of this course, you will be able to:

- Evaluate the economic and technological factors that are at the heart of the global digital revolution.
- Research and critique digital technology management strategies and practices.
- Apply contemporary business knowledge to implement digital entrepreneurship in existing and start-up organisations.
- Critically reflect on and apply digital entrepreneurship best practice from examples and case studies.
- Justify decisions regarding new digital business ventures which are ethical and sustainable.

# Digital Risk Management and Information Security

## Course overview

The course presents you with a managerial-level overview of information security and risk. You will analyse a spectrum of security and risk management activities, methods, methodologies and procedures including inspection and protection of information assets, detection of and reaction to threats to information assets and examination of pre- and post-incident procedures, technical and managerial responses.

This course includes a work integrated learning experience in which your knowledge and skills will be applied and assessed in a simulated workplace context and where feedback from industry and/or community is integral to your experience.

## Learning outcomes

On successful completion of this course, you will be able to:

- Holistically evaluate and assess the information security state of an organisation.
- Identify risks and select appropriate short- and long-term countermeasures.
- Demonstrate an understanding of diversity and cultural issues and be able to apply this understanding in relation to managing people.
- Recognise the relationship between business information needs and security concerns.
- Appraise the general nature and range of security technologies.
- Appraise issues related to the development of an Information Security Program.
- Research information security problems systematically, individually and in culturally diverse teams and communicate the findings.

# People and Organisations

## Course overview

Explore human organisational behaviour by considering the interaction between individuals and teams. You will evaluate contemporary examples of behavioural issues and practices in the workplace including cross-cultural collaboration, conflict management, negotiation, ethics and communication.

In this course, you will develop your ability to provide insights and solutions to complex behavioural issues within the organisational structure, culture, politics and performance management.

## Learning outcomes

On successful completion of this course, you will be able to:

- Review the influence of employees and teams in the context of organisational performance.
- Analyse and synthesise examples of current organisational behaviour issues and practices.
- Apply appropriate theoretical knowledge to develop practical solutions for managing people in organisations.
- Plan, communicate and advocate strategic solutions relevant to stakeholders involving key aspects of HRM, such as negotiation, conflict management, corporate social responsibility and cross-cultural team building.

# Personal Branding and Authentic Leadership

## Course overview

This course equips you to express who you are as a 'personal brand' and authentically lead organisations and employees. You will identify your strengths and leadership style, with the objective of developing an honest and consistent 'brand' of leadership. You will explore personal branding as a way of increasing your digital presence, influence and network.

You will examine contemporary literature and conversations around what it means to be authentic; identities and self-narrative; personal values and purpose; formulating and articulating a personal brand; authentic communication; and leading when you are not prototypical.

## Learning outcomes

On successful completion of this course, you will be able to:

- Assess the importance of authentic and personal branding to leadership.
- Evaluate the characteristics of authentic leadership.
- Demonstrate an informed understanding of how your personal narrative affects the development of your leadership style and needs.

# Leading in the Age of Digital Disruption

## Course overview

Consider the impact of digital innovations on leadership and current workplaces, to effectively lead organisations and people within this new age. In this course, you will examine contemporary issues arising from the digital revolution as well as lessons learnt from digital start-ups.

You will discuss privacy and other ethical issues while assessing the major implications for the future of work, virtual leadership and leadership of boundary spanning activities.

## Learning outcomes

On successful completion of this course, you will be able to:

- Examine the effect of digital disruption on leadership.
- Evaluate the skills and processes best suited to effective leadership.
- Analyse workforce development requirements for a start-up and design.
- Construct a workforce development plan.

# Introduction to Project Management

## Course overview

Examine the foundational principles that underpin project management practice. You will develop your knowledge of project management techniques and how to scope, plan and manage a project. You will also analyse the legal framework that governs the practice of project management. In addition, your exposure to introductory leadership concepts and principles will develop your ability to identify and manage project team dynamics.

The prime objective of this course is to build on and develop your understanding of best practice principles and practices of project management, then build your capacity to apply these in any commercial, industrial or professional context.

## Learning outcomes

On successful completion of this course, you will be able to:

- Scope, develop and manage a project utilising appropriate project management techniques.
- Critique project management cases studies, and identify the legal implications for professional practice.
- Apply best practice project management principles to assess the efficacy of project management practice in a workplace setting.
- Work as team member and leader to produce a project plan.
- Appraise the general nature and range of security technologies.
- Reflect on the experience of working in a team to improve team function.
- Undertake individual research within the field of project management. teams and communicate the findings.



# Project Management Techniques

## Course overview

The concept of project time and cost management is introduced and explored in this course. You will develop your management skills and expand your knowledge of how to apply these skills across diverse project management projects.

You will further develop these skills by utilising specialised software. To support your learning, you will engage in a range of online activities that encourage you to be an active learner.

## Learning outcomes

On successful completion of this course, you will be able to:

- Select, apply appropriate project management techniques to manage project duration and cost.
- Analyse and apply principles of cost control, cash flow planning and financial administration to ensure effective project management.
- Control project cost and duration.
- Synthesise and reflect on project management techniques.

# Project Design for Quality

## Course overview

Examine the processes of design management and documentation, and how these impact on the achievement of overall project objectives. This course will develop your understanding of the various elements that contribute to the project design process. You will build and apply your knowledge of how the project design process impacts on the ability of the project manager to deliver effective project outcomes.

The prime objective of this course is to develop your ability to apply quality assurance and quality control systems to produce a high-level project while improving your knowledge of quality management and its role in successful project management.

## Learning outcomes

On successful completion of this course, you will be able to:

- Define and discuss quality objectives in relation to diverse industry projects.
- Apply project management strategies to address stakeholder needs.
- Employ project lifecycle and process management strategies to enhance project quality outcomes.
- Apply quality management processes to produce a management plan that is responsive to client needs.

# Managing Project Teams

## Course overview

Examine the role a project manager plays in managing their team, fostering cohesion and managing individual differences. You will explore how different managerial styles determine team structure, how current theoretical frameworks and strategies inform team function and support positive work.

This course will also develop your understanding of the relation between team management and organisational strategic objectives and vision.

## Learning outcomes

On successful completion of this course, you will be able to:

- Analyse effective project team management in relation to both your own professional practice or related experience, industry feedback and theoretical academic knowledge.
- Conduct a literature review of relevant material to support your conception of effective project team management.
- Undertake a case study analysis of an industry-based project team.
- Formulate and justify a series of recommendations to improve project team function and performance.
- Analyse the relationship between project team management and organisational objectives and success.

## Further information

 [studyonline.rmit.edu.au](https://studyonline.rmit.edu.au)

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Every effort has been made to ensure the information contained in this publication is accurate and current at the date of publishing. For the most up-to-date information, please refer to the RMIT University website before submitting your application.

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