Executive Master in Leadership, Strategy and Innovation 2021

Transforming aspiring managers into inspiring leaders

Online Course
Content delivered via cutting-edge social learning platforms
About Murdoch University
Executive Education Centre

Murdoch University was established in 1973 as Western Australia’s second research university. The University operates today with around 23,000 students and 1,700 staff from across 90 different countries. In Western Australia, Murdoch University offers programs across campuses in Perth, Mandurah and Rockingham. Internationally, Murdoch have campuses in Singapore and Dubai where course delivery follows the same academic requirements as the courses offered in Australia and are taught by highly qualified international lecturers.

The Executive Education Centre (EEC) in Perth delivers a Graduate Certificate in Business (Executive Leadership and Management) currently to Emergency Services in WA. Bespoke programs in leadership and management are also delivered to international clients in the region.

EEC works closely with the Singapore Centre for Research in Innovation, Productivity and Technology (SCRIPT). Together EEC and SCRIPT bring the best international research to drive innovation, effectively, efficiently and sustainably.

SCRIPT is an interdisciplinary productivity research and development centre and is one of Australia’s first research centres in Singapore. The Centre was established by Murdoch University to support the growth and innovation drive in organisations across the Asia Pacific region. SCRIPT works in partnership with both, public and private sectors in Singapore, and global R&D partners. SCRIPT harnesses the latest research to develop and deliver multi-faceted solutions.

For more information about the Executive Education Centre visit: murdoch.edu.au/Executive-Education

For more information about SCRIPT visit: murdoch.sg/about-script
In today’s fast-paced business environment, business as usual no longer works. Leaders today must address the volatile, uncertain, complex and ambiguous environment by nurturing integration, collaboration and change that will improve individual and team performance to achieve organisational goals sustainably.

Leaders of today are different

The EMLSI Advantage

The EMLSI Postgraduate course is for the busy aspiring professional in private, public and not-for-profit sectors across the Asia Pacific region looking to move into higher levels of management.

- Course content is delivered online through cutting edge social learning platforms. These platforms are designed to facilitate meaningful engagement with the learning resources, your peers and facilitators in a structured way.
- Students also interact with each other in real-time (live on-line collaborate sessions) in a structured manner (twice a week over four-weeks). These sessions are highly interactive and will keep you engaged and motivated.

Global Campus

Two main drivers of today’s marketplace is the global and technological environment that is increasing the diversity and complexity business’s need to consider to stay relevant and connected. These aspects are reflected throughout our Leadership, Strategy and Innovation content and discussions. This online learning environment with peers from the Asia Pacific Region from a range of industries (public, private and non-profit) offers an exceptional opportunity to supplement your understanding of core principles with a rich and diverse global perspective.
Executive Master in Leadership, Strategy and Innovation

Leadership, Strategy and Innovation knowledge will give you the ability to:

- Assimilate vast amounts of management and business data
- Turn that data into coherent strategies and decision making
- Disseminate your analysis to different audiences
- Work productively with a team of peers
- Improve your ability to work autonomously, flexibly and creatively
- Identify challenges and resolve problems as an innovative leader
- Create high-performance teams
- Master twenty-first-century theories of leadership, strategy and innovation
- Nurture principles of competition and collaboration to generate growth
- Apply critical analysis to evaluate complex information, problems and concepts

Course Content includes:

- Case studies
- Textbooks, articles and chapters online
- Audiovisual content
- Industry and specialist presenters
- Live discussions and debates
- International immersion
- Quizzes and assessments
- Research projects

How the course is delivered:

The program integrates the three themes of Leadership, Strategy and Innovation to drive business in an era of interconnected, international business, defined by new products and technologies. With demand on new business models and strategies for profit generation and value creation in an environment that is volatile, uncertain, complex and ambiguous.

- Highly interactive learning and teaching approach – Leadership, Strategy and Innovation – 9 units over 12 months
- One unit per month incorporating 24 hours of real-time structured learning with faculty and peers. Experienced faculty and industry specialists will deliver this real-time structured learning (three hours twice a week for four-weeks) for each unit
- Students can pace themselves and decide on how many units they would like to take each trimester.

View our Social Learning Platform:
vimeo.com/145218111

Unlike other Executive Master’s programmes, the EMLSI can be completed through a combination of coursework, an international immersion and a capstone project unit. Learners also have the flexibility to organise their time and study from anywhere. The ability to log on to live sessions from anywhere in the world allowed me to stay on top of the units and not fall behind even when travelling for business.

ANNA KEEN (REGIONAL MANAGER, INTERNATIONAL MARITIME COMPANY)
Leadership, Strategy and Innovation
Knowledge Application

MBS638 International Immersion

In this unit, students will have the opportunity to embrace becoming this new type of leader through immersive learning of leadership, strategy and innovation. Students, working in groups, will gather first-hand insights into the economic, social, cultural and political trends which organisations navigate. A choice of international locations to be determined by the participating cohort. Our collaborating universities are in Singapore, Dubai or Perth.

(Duration is a maximum 1 Trimester to complete)

MBS639 Capstone Consulting Project

This unit provides students with an opportunity to work on a real organisational challenge with a selected partner organisation in teams mentored by an academic advisor. The project will enable the student to integrate and consolidate, extend and augment, and apply the interdisciplinary learnings of the EMLSI program. Industry projects are with organisations in the public, private and non-profit sectors.

(Duration is a maximum 1 Trimester to complete)
### Leadership

**MBS604 Manager as Performance Coach**
Addresses key issues focused on developing the student as a manager-coach. Coaching, as a profession has undergone rapid advancements over the last two decades. Inherently, coaching fundamentally revolves around boosting individual performance in changing contexts by leveraging individual talent and potential, knowledge advancement and capability enhancement. This unit will help the student learn, assess and apply coaching frameworks and the processes involved in their organisational context, enhancing the experiential learning activity for the student.

**MBS601 Leadership Dynamics: From Follower to Leader**
Enabling a context within which people can exceed their mission is the central purpose of leadership. This unit supports students by helping them reflect on their behaviours and attributes as managers by responding to key questions: Where am I in my leadership journey? How do I respond to evolving externalities, and what changes will I need to make to transition from a follower to a leader? This unit will enhance and activate your transition from a follower to a leader.

**MBS602 Developing High-Performance Work Systems (HPWS)**
HPWS is used to describe a management strategy whereby a set of complementary human resource management and work practices are implemented with the expectation that they will deliver improved organisational performance. In this unit, the theory and empirical evidence of HPWS are explored, analysed and critically evaluated. Students will acquire an understanding of the design principles underpinning the key elements of an HPWS. Additionally, students will explore the impact of national and organisational culture in facilitating HPWS.

### Strategy

**MBS608 Leading from Strategy to Operations**
This unit covers the design and implementation of strategy, both at the organisation and business unit levels. It also presents the tools and methodologies for industry and competition analysis as well as techniques to tap uncontested markets to deliver fast growth and superior profitability. Emphasis is placed on the importance of execution-centred strategic planning and the management of business processes, as well as on change management and overcoming the challenges of strategy implementation.

**MBS607 Managing Uncertainty through Scenario Planning**
Reacting to organisational environments that evolve continuously requires managers to work with constant change and uncertainty. One avenue of responding to the complexity of such environments is to adopt a scenario planning approach as part of strategy building. Organisational strategy can be better constructed and executed by reflecting on multi-disciplinary input that results in new trends, driving forces and macro events. This unit enables managers to assess externalities, develop, apply and evaluate strategies to the organisation’s strategic context.

**MBS609 Rethinking Strategic Value of Markets and Consumers**
When business, societal and environmental realities evolve, the strategic value creation, communication and dissemination process also changes. This unit critically assesses these new realities in the context of a virtualised and globalised business world and evaluates its impacts on markets and consumers. The unit will provide an analytical framework around which business problems can be tackled and strategic decisions made to better communicate and disseminate processes while enhancing strategic value.

### Innovation

**MBS637 Stakeholder Governance in a Business-Society Ecosystem**
This unit addresses key issues around business and governance from a multi-stakeholder perspective and aims to equip students with knowledge and skills that will allow them to develop innovative ‘shared-value’ and responsible business solutions. This unit is grounded on the three key streams of the School of Business and Governance: business, politics/governance and sustainability.

**MBS628 Creating Value for Organisations**
Businesses create value by supplying products/services that meet customer demand. Using a series of articles, videos and cases, this unit introduces advanced techniques to: analyse the building blocks of value creation across organisations; design a strategic business model, leveraging the power of various stakeholders through the principles of co-creation; mainstream innovation across the organisation while managing risk; and improve decision-making to drive organisational performance.

**MBS613 Managing a Global Business**
This unit addresses key challenges faced by executives in managing a business in a globalised world, and aims to equip students with practical knowledge and skills that will allow them to develop innovative strategies for cross-border market entry, production, marketing, human resource management, and other demanding tasks.
Executive Master in Leadership, Strategy and Innovation:

Course Outline 2021

➢ Three Knowledge THEMES: Leadership, Strategy and Innovation
➢ Each THEME fits into one Trimester
➢ Each THEME has three UNITS
➢ Each UNIT has a four-week INTENSIVE structured learning schedule
➢ Structured learning consists of self-directed learning and two Live Online Collaborate Sessions per week (compulsory) over the four week intensive period
➢ Each UNIT has three to four assessments
➢ One International Immersion UNIT and one Capstone Consulting Project UNIT

Study Schedule 2021

<table>
<thead>
<tr>
<th>Unit Code</th>
<th>Unit Name</th>
<th>Unit Start Date</th>
<th>Unit End Date</th>
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</thead>
<tbody>
<tr>
<td>MBS637</td>
<td>Stakeholder Governance in a Business-Society Ecosystem</td>
<td>18 Jan 2021</td>
<td>09 April 2021</td>
</tr>
<tr>
<td>MBS628</td>
<td>Creating Value for Organisations</td>
<td>15 Feb 2021</td>
<td>16 April 2021</td>
</tr>
<tr>
<td>MBS613</td>
<td>Managing a Global Business</td>
<td>15 Mar 2021</td>
<td>23 April 2021</td>
</tr>
<tr>
<td>MBS604</td>
<td>Manager as a Performance Coach</td>
<td>10 May 2021</td>
<td>30 July 2021</td>
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<tr>
<td>MBS601</td>
<td>Leadership Dynamics: From Follower to Leader</td>
<td>07 June 2021</td>
<td>06 Aug 2021</td>
</tr>
<tr>
<td>MBS602</td>
<td>Developing High Performance Work Systems</td>
<td>05 July 2021</td>
<td>13 Aug 2021</td>
</tr>
<tr>
<td>MBS638</td>
<td>*INTERNATIONAL IMMERSION</td>
<td>10 May 2021</td>
<td>13 Aug 2021</td>
</tr>
<tr>
<td>MBS608</td>
<td>Leading from Strategy to Operations</td>
<td>30 Aug 2021</td>
<td>19 Nov 2021</td>
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<tr>
<td>MBS607</td>
<td>Managing Uncertainty through Scenario Planning</td>
<td>27 Sep 2021</td>
<td>26 Nov 2021</td>
</tr>
<tr>
<td>MBS609</td>
<td>Rethinking Strategic Value of Markets and Consumers</td>
<td>25 Oct 2021</td>
<td>03 Dec 2021</td>
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NOTE: MBS639 Capstone Consulting Unit (6 Credit points) can be undertaken once ANY two knowledge THEMES are completed. Capstone Consulting Unit completion is one Trimester. This unit is undertaken in a group of 3-4 students.

*MBS638 International Immersion Unit only available Trimester 2.
After close to 15 years of service in an international aerospace company, I felt that it was time to further my education as a formal recognition of my current skillset. In MNC’s there’s an expectation for business leaders to hold a Master’s Degree or its equivalent. After considering several options, I chose Murdoch University’s Executive Master in Leadership, Strategy and Innovation. It was the best choice because it offered content that is highly relevant to my career, a flexible schedule, and the resources for me to study whenever time permits from anywhere in the world.

The Executive Master’s three pillars of Leadership, Strategy and Innovation suited a senior business leader. These competencies helped me to catalyse my team performance, integrate business strategy with operations and create greater value for my company.

GREGORY MARIOTTO (INTERNATIONAL AEROPACE COMPANY)
Admission to the Program
Students are selected based on the unique qualities each will bring to the cohort as a whole. A blend of diverse backgrounds creates opportunities for students to benefit from the experience and perspective of others.

If you have three years supervisory experience and you’re looking to take your career to the next level, our program will equip you with the strategic, problem-solving and leadership acumen you need to realise your leadership ambitions.

Application Requirements
• Go online and use our online application tool and follow the application process: murdoch.edu.au/study/apply-to-murdoch
• You will be asked to upload your qualifications, and official transcripts from each institution attended.
• Provide a CV/Resume, including your supervisory experience with two referees.
• Applicants will take part in a 10-minute interview with the Academic Chair before final approval.

Advanced Standing
Advanced standing for some units will be at the discretion of Murdoch University and will be on a case by case basis.

English Language
Applicants are required to meet Murdoch University’s English language requirements, which is currently set at the International English Language Testing System (IELTS) 6.5.

Fees
Please go to the Murdoch University Handbook for Course Outline, Course Structure, Fees and Course Plans: murdoch.edu.au/study/courses/postgraduate/M1253

Executive Education Certificate
If you do not wish to complete the whole degree, you are welcome to participate and study individual units. Successful completion of all assessments in any one of the Leadership, Strategy or Innovation unit will lead to a 3 Credit point non-award university transcript from Murdoch University.

Intakes and Closing Dates
Please see 2021 Study Schedule for trimester start dates and units offered.
Applications for units in each trimester close 1 week before trimester begins.

“The Executive Master in Leadership Strategy and Innovation was of interest to me for two reasons. Firstly, it was not a traditional MBA and the units offered were of greater interest to me than those in an MBA. Second, the program was about 14 months duration which meant I could complete in a quicker timeframe than by doing a standard Master’s degree.

Since enrolling and completing most of the units I have found the program very interesting, it’s been great to engage with other people in the cohort who are located in different regions and the units have been relevant to me individually as a leader.”

ABIGAIL MCPHERSON
We look forward to welcoming you to the Murdoch family.