



**Murdoch**  
UNIVERSITY

Perth | Singapore | Dubai



# Executive Master in Leadership, Strategy and Innovation

TRANSFORMING ASPIRING MANAGERS INTO INSPIRING LEADERS



**Real - Time Online  
Masters Program**

**STUDY WITH AN  
INTERNATIONAL COHORT**



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# The Role of Leaders Has Changed

Effective leadership is no longer about managing individual disciplines, from HR to marketing to finance. It's about bringing them together. You must nurture integration, collaboration and change to improve individual and team performance.

This is the inspiration for our Executive Master in Leadership, Strategy and Innovation (EMLSI)



## Testimonials

*"In MNCs, there's an expectation for business leaders to hold a Master's Degree or its equivalent. After considering several options, I picked Murdoch University's Executive Master in Leadership, Strategy & Innovation (E-learning) at Kaplan in Singapore.*

*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."*

**GREGORY MARIOTTO**  
(INTERNATIONAL AEROSPACE COMPANY)



*"Unlike other Executive Master's programmes, the EMLSI can be completed through a combination of coursework, an international immersion module and a capstone project. Learners also have the flexibility to study at their own pace, and from anywhere.*

*The ability to dial in from anywhere in the world allowed me to stay on top of the units and not fall behind even when I am travelling for business."*

**ANNA KEEN** (REGIONAL MANGER  
INTERNATIONAL MARITIME COMPANY)



## The EMLSI Advantage

The EMLSI Postgraduate Course has been created - from the ground up - for aspiring professionals in private, public and not-for-profit sectors across the Asia Pacific looking to move into higher levels of management.

The course is accessed through an innovative learning platform designed for social learning.

Live face-to-face video workshop sessions will keep you motivated to learn by interacting with your peers and an academic coordinator.

Today's business marketplace is more international and interconnected than ever, something that is reflected in our program. Extend your network of like-minded peers even further with an international cohort who work in the public, private and not for profit sectors in a variety of industries.



## EMLSI Course Outline

Murdoch University Executive Master Degree (36 Credit Points)			
Three themes – Leadership Strategy and Innovation Each theme has 3 modules, duration of each module is 4 weeks PLUS ASSESSMENTS Each module has 3 assessments One International Immersion and One Capstone Project			
Leadership Themes Three credit points for each module	Strategy Themes 3 credit points for each module	Innovation Themes 3 credit points for each module	International Immersion (MBS638) 3 credit points
MBS601 Leadership Dynamics – From Follower to Leader	MBS608 Leading From Strategy to Operations	MBS613 Managing a Global Business	
MBS602 Developing High Performance Work Systems	MBS607 Managing Uncertainty through Scenario Planning	MBS628 Creating Value for Organisations	Capstone Consulting Project (MBS639) 6 credit points.
MBS604 Manager as Performance Coach	MBS609 Rethinking Strategic Value of Markets and Consumers	MBS637 Stakeholder Governance in a Business Society Ecosystem	

### EMLSI Knowledge

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 new technologies that demand new business models and strategies for profit generation and value creation.

Activity Based Online Approach – Leadership Strategy and Innovation - 9 modules over 12 months

One module per month incorporating up to 24 hours of real-time online learning and collaboration with your peers.

Real-time block learning - lectures by world class faculty and industry specialists (up to six hours per week)

### Our Community Of Enquiry Learning Platform Includes:

- Case studies and reading material\*
- Live face to face sessions revolve around discussion, case study analysis, activities, presentations and collaboration and are key aspects for bringing the learning together based on experiences of participants in their professional work. Sample our technology enabled learning platform here: <https://vimeo.com/145218111>
- Quizzes and Assessments
- Video, webinars and podcasts

### Learn How 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 your leadership 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





# EMLSI Application

The EMLSI International Immersion module is group focused and can be delivered in Dubai, Kuala Lumpur, Perth and Singapore to draw upon the knowledge of the three themes of Leadership, Strategy and Innovation in an international context so you can experience real world business in an international setting.



## International Immersion (MBS638)

The focus of this module will draw upon the three themes of Leadership, Strategy and Innovation. A choice of international location to be determined by the participating cohort.

Module must be completed in groups of four-six.

Our collaborating universities are in Perth, Singapore, Dubai.

(Duration is a maximum 1 Trimester to complete)

## Capstone Consulting Project (MBS639)

This self-directed module under academic supervision provides both the opportunity and the experience for you to apply the knowledge gained throughout the program in resolving a 'live case'.

Module must be completed in groups of four-six.

Industry projects will emerge from various partners such as Australian State and Federal agencies and departments, and private sector organisations from Australia and the region.

(Duration is a maximum 1 Trimester to complete)

The elements of the Capstone Consulting Project and have been inspired by real-world needs of industry managers who are looking to step up and add tangible value in a leadership role.

# EMLSI Modules



## Leadership

### MBS601 Leadership Dynamics: From Follower to Leader

Enabling a context within which people can exceed their mission is the central purpose of leadership. This module supports participants by helping them reflect on their behaviours and attributes as managers by responding to key Qs: 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 module will enhance and activate your transition from a follower to a leader.

### MBS602 Developing High Performance Work Systems

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 module the theory and empirical evidence of HPWS is explored, analysed and critically evaluated. Participants will acquire an understanding of the design principles underpinning the key elements of an HPWS. Additionally, participants will explore the impact of national and organisational culture in facilitating HPWS.

### MBS604 Manager as Performance Coach

Addresses key issues focused on developing the participant 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 participant learn, assess and apply coaching frameworks and the processes involved in their own organisational context enhancing the experiential learning activity for the participant.

## Strategy

### MBS608 Leading from Strategy to Operations

Building on techniques learned in the leadership theme, 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 strategic planning approach as part of strategy building. Organisational strategy can be better constructed and executed by reflecting on multi-disciplinary input that result in new trends, driving forces and macro events. This module 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 undergoes change. This module critically assesses these new realities in the context of a virtualised and globalised

business world and evaluates its impacts on markets and consumers. The module 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

### MBS613 Managing a Global Business

This unit addresses key challenges faced by executives in managing 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.

### 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.

### 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 3 key streams of the School of Business and Governance: business, politics/governance and sustainability.

# EMLSI Program Outline 2019

## Innovation – Trimester 1

MBS613 Managing a Global Business (3 Credit points)		
Week 1	14 January	Unit Opens
Week 2	21 January	Assessment 1 Due – 25 Jan
Week 3	28 January	
Week 4	4 February	Assessment 2 Due – 8 Feb
(8 Weeks post intensive)		Assessment 3 Due – 8 April
MBS628 Creating Value for Organisations (3 Credit Points)		
Week 1	11 February	Unit Opens
Week 2	18 February	Assessment 1 Due – 22 February
Week 3	25 March	
Week 4	4 March	Assessment 2 due – 8 March
(5 Weeks post intensive)		Assessment 3 due – 15 April
MBS637 Stakeholder Governance in a Business Society (3 Credit Points)		
Week 1	11 March	Unit Opens
Week 2	18 March	Assessment 1 Due – 22 March
Week 3	25 April	
Week 4	1 April	Assessment 2 Due – 5 April
(2 Weeks post intensive)	21 April	Assessment 3 due – 22 April

## Leadership – Trimester 2

MBS601 Leadership Dynamics – From Follower to Leader (3 Credit points)		
Week 1	6 May	Unit Opens
Week 2	13 May	Assessment 1 Due – 17 May
Week 3	20 May	
Week 4	27 May	Assessment 2 Due – 31 May
(8 Weeks post intensive)		Assessment 3 due 29 July
MBS602 Developing High Performance Work Systems (3 Credit Points)		
Week 1	3 June	Unit Opens
Week 2	10 June	Assessment 1 Due – 14 June
Week 3	17 June	
Week 4	24 June	Assessment 2 Due – 28 June
(5 Weeks post intensive)		Assessment 3 Due – 5 August
MBS604 Manager as Performance Coach (3 Credit Points)		
Week 1	1 July	Unit Opens
Week 2	8 July	Assessment 1 Due – 12 July
Week 3	15 July	
Week 4	22 July	Assessment 2 Due – 26 July
(2 Weeks post intensive)		Assessment 3 Due – 12 August

## Strategy – Trimester 3

MBS608 Leading From Strategy to Operations (3 Credit Points)		
Week 1	2 September	Unit Opens
Week 2	9 September	A1 Due – 13 September
Week 3	16 September	
Week 4	23 September	Assessment 2 Due – 27 September
MBS608 - (8 weeks post intensive)		Assessment 3 Due – 25 November
MBS607 Managing Uncertainty through Scenario Planning (3 Credit points)		
Week 1	30 September	Unit Opens
Week 2	7 October	Assessment 1 Due – 11 October
Week 3	14 October	
Week 4	21 October	Assessment 2 Due – 25 October
MBS607 5 weeks post intensive		Assessment 3 Due – 29 November
MBS609 Rethinking Strategic Value of Markets and Consumers (3 Credit Points)		
Week 1	28 October	Unit Opens
Week 2	4 November	Assessment 1 Due – 8 November
Week 3	11 November	
Week 4	18 November	Assessment 2 Due – 22 November
(2 Weeks post intensive)		Assessment 3 Due – 9 December



# Executive Education Faculty Perth And Singapore



**Associate Professor  
Peter Waring**

Peter Waring is Murdoch's Singapore Dean and is based in Singapore where the University has significant transnational education activities. As Singapore Dean, Peter is responsible for advancing the University's academic and strategic interests in Singapore and works closely with The Executive Education Team in Perth to deliver the Executive Master Course and a suite of Leadership and Management programs in Malaysia, Perth and Singapore. A qualified lawyer, Peter also holds degrees in Commerce and Management. He is the co-author of four books on employment relations and has published more than sixty book chapter and articles in leading international and national journals. His research and teaching interests span the business and law fields of employment relations, human resource management, corporate governance and labour law.



**Dr Greg Lopez**  
**LECTURER (Professional Practice) Murdoch Executive Education Centre**  
**MBS637 Stakeholder Governance in a Business-Society Ecosystem**

Greg is a lecturer with EEC. He is the unit coordinator for the Capstone Consulting and International Immersion modules of the Executive Master program. Greg has extensive experience in the Asian region, working on public policy issues involving economic and political reforms. Dr Lopez was educated in Malaysia and Australian and holds a PhD in Economics from the Australian National University (ANU). Greg is also affiliated with the Murdoch University Asia Research Centre and the Centre for Responsible Citizenship and Sustainability, and a Visiting Fellow at the Department of Political and Social Change (ANU).



**Dr Darja Kragt**  
**Lecturer EMLSI**  
**MBS601 Leadership Dynamics: From Follower to Leader**

Darja is an academic, lecturer, and leadership development enthusiast. Her current research and practice interests are three fold. The first project involves designing, promoting and facilitating leader and leadership development to make the very definition of leadership more inclusive.

Her second project is centred on emergency services volunteering, aiming to improve the inclusiveness of non-traditional and diverse volunteer groups

The third project is dedicated to promoting the inclusiveness of yet another marginalized group - older people.



**Dr Tara Smith**  
**MBS602 Developing High Performance Work Systems**

Dr Tara Smith has had a broad and varied career, combining academia with Management consulting and a variety of board positions. She has worked on many large strategic and operational, organisational projects with public and private sector clients, both locally and overseas to develop individuals, teams and organisations. Most recently Tara has led a change project to improve curriculum in the School of Business and Governance at Murdoch University to be more workplace focused. In 2011, Tara received a Vice Chancellors award for excellence in Teaching; and was recognised as a top twenty finalist in UniJobs Lecturer of the year. She is a skilled facilitator who encourages and supports participants to actively take part in discussions and activities both in class and online. Tara and supports student engagement by providing ongoing support and monitoring progress and participation. Central to her facilitation approach is to encourage participants to use their newly acquired theoretical knowledge to address 'real world' challenges. She has published in the area of online, blended and authentic learning. Tara holds a Doctor of Philosophy (PhD), Master Business Administration (MBA), Diploma of Education and a Bachelor of Science (Psychology).



**Dr Kim Schofield**  
**Lecturer EMLSI**  
**MBS604 Manager as Performance Coach**

Kim is the General Manager HR Standards and Practice at the Australian HR Institute (AHRI) Perth, Western Australia. His last position was as Deputy Commissioner with the WA Public Sector Commission. Kim has held a number of senior HRM roles where he has managed large HR functions and provided strategic HRM to CEO's in public and private sector organisations. Kim has a passion for the development of capability within organisations. He has been instrumental in the development of a number of capability frameworks and programs for human resource practitioners and policy practitioners. He has a keen interest in the development of human resource practitioners and delivers courses in strategic human resource management on MBA and Masters Programs. Kim is a professional coach and member of the International Coaching Federation. Kim has delivered HR and management program in Australia, UK, Malaysia and Brunei.



**Mr Venkat SN**  
**Lecturer EMLSI**  
**MBS608 Leading from Strategy to Operations**  
**MBS609 Rethinking Strategic Value of Markets and Consumers**

Venkat brings together his diverse industry experience in Singapore and the region to teach Marketing and Strategy courses. He is an Adjunct Faculty at the School of Business at Singapore Management University (SMU) and has lectured as visiting faculty at ESSEC Business School, Singapore, and XLRI (Xavier School of Management), Jamshedpur, India.

Prior to joining SMU he has held senior management positions in diverse range of businesses such as International Trading, E-Commerce, IT Services, and consulting. He has rich experience in Global Marketing of Consumer products for over 17 years in emerging economies. He has an in depth knowledge and understanding of third world trade, especially between Asia, South America and Africa. He has also marketed Asian products in Europe, UK, and USA.

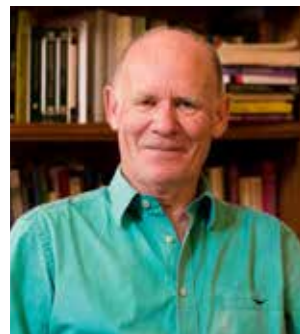
Venkat has co-authored 7 Management Case Studies and has had numerous articles published in Singapore newspapers. In 2015, he helped organise a study visit to India for SMU's faculty and senior management including the President and Provost.



**Professor  
Xiaowen Tian**

**Lecturer EMLSI**  
**MBS613 Managing a Global  
Business**

After obtaining his PhD from the Australian National University, Xiaowen taught at National University of Singapore, University of Nottingham (UK), and Bond University. He is currently Professor of Management at Murdoch University and current teaching and research interests are in the area of Global Business Management with a focus on Asia. Xiaowen has published articles in such journals as Journal of International Business Studies, Journal of World Business, and Organizational Dynamics in addition to four books. His latest book, titled "Managing International Business in China", was published by Cambridge University Press, and will be used as an additional reading for this unit.



**Rod Griffiths**

Rod Griffiths is a widely experienced management consultant, coach and facilitator. His expertise covers strategy, systems, organisational performance and personal performance. He has worked with a broad range of clients in Australia, the UK and the Middle East. Specific experience covers strategic and scenario planning, business modelling, information management, leadership development, management systems and personal mastery.

He cut his teeth in consultancy with McKinsey and Company in London in the 1970's. Following that, whilst still based in London, he became Managing Director of a University owned consultancy at Lancaster Management School. Whilst working with Shell International in London and The Hague, Rod was asked to lead an internal strategy team at Woodside Offshore Petroleum in Perth. This resulted in Rod moving to Perth in 1987 where he has worked in the petroleum and mining industries as well as professional practices and the public sector. In Perth he has been an active member of the community and in 2006 became Citizen of the Year for the City of Nedlands.



**Dr Azad Singh Bali**  
**Lecturer EMLSI**  
**MBS628 Creating Value for  
Organisations**

Azad Singh Bali is Lecturer in the School of Business & Governance; and Fellow of the Asia Research Centre at Murdoch University. Bali's research interests lie at the intersection of public finance, social policy, and policy design in Asian economies. Bali's recent research has been published in Social Policy & Administration, Asian Economic Policy Review, Public Policy & Administration, amongst others. Prior to Murdoch, Bali held teaching appointments at the National University of Singapore.

# EMLSI Fees And Applying Online



## Admission to the Program

Participants are selected on the basis of the unique qualities each will bring to the cohort as a whole. A blending of diverse backgrounds creates opportunities for participants to benefit from the experience and perspective of others.

If you have three years supervisory and/or managerial 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.

## Applicants are required to complete the application on-line

- Go online and use our online application tool and follow the application process: <https://www.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.

## Advanced Standing

Advanced standing for some modules 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. The proficiency you will need in English language is from 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: <http://handbook.murdoch.edu.au/courses/details/?us=20279&year=2019>

## Executive Education Certificate

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

## Intakes and Closing Dates

The EMLSI course modules are offered during Trimester dates. Students must enroll in the modules that they have selected within a Theme (Leadership, Strategy or Innovation) before the Census date of the Trimester the Theme occurs in.

Tuition fees are payable for modules taken (of the Theme enrolled in) before the Census date of the relevant Trimester.

Withdrawal from any of the modules in a Theme must be done before the Census date of the Trimester or fees will apply.

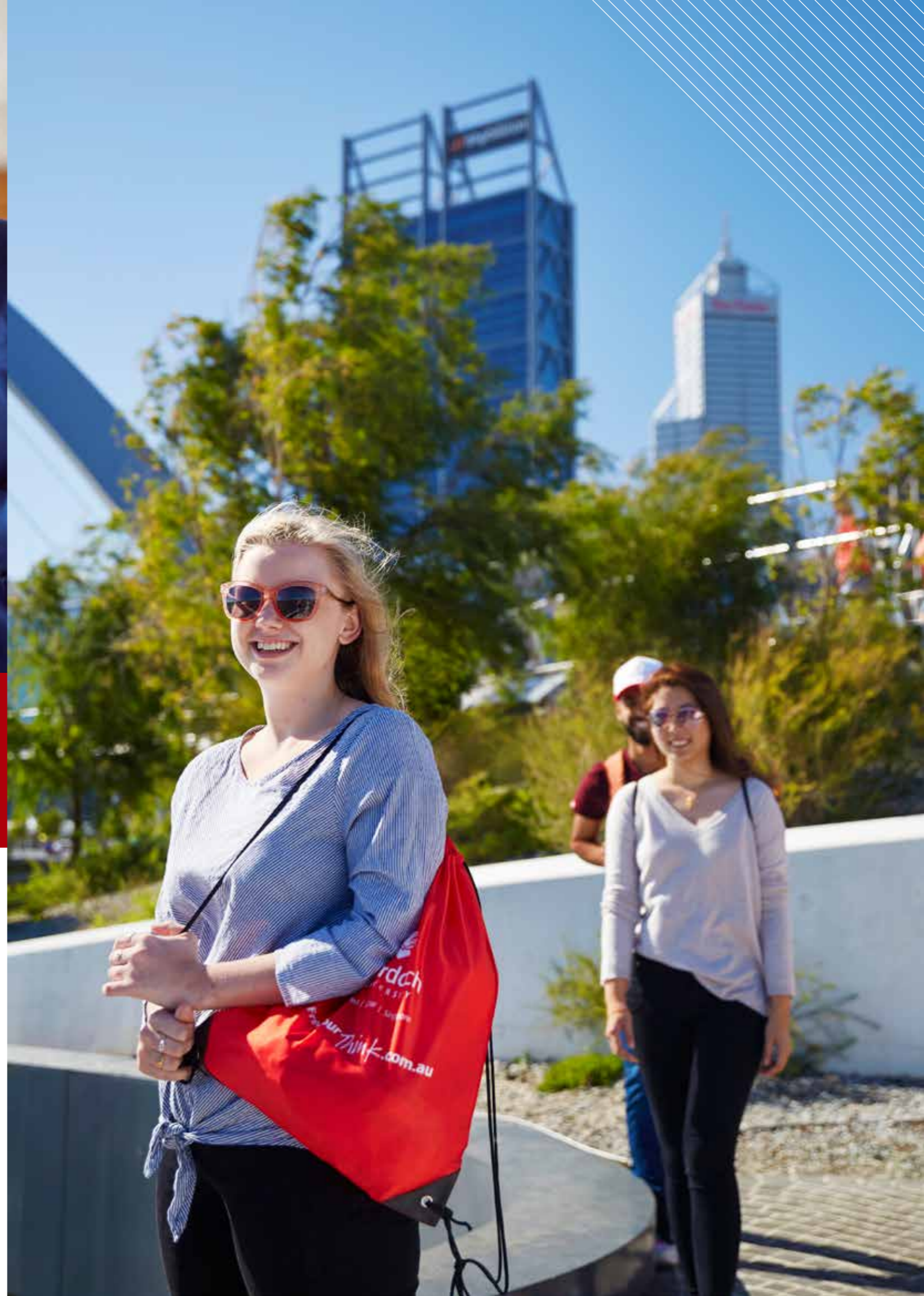


# About Murdoch University EEC And SCRIPT Singapore

Murdoch University was established in 1973 as Western Australia's second research university. Today, with around 22,000 students and 2,000 staff the university has two campuses in Western Australia. The Executive Education Centre (EEC) in Perth delivers a Graduate Certificate in Business (Executive Leadership and Management) currently to three emergency services agencies in WA. Other international specialised programs in Strategic Leadership Excellence are delivered to cohorts in Malaysia and the Managers as Performance Coach program as part of the Australia Africa Awards Fellowships. Other specialised programs in International Business, Leadership Strategy, Innovation, High Performing Work Systems are delivered. EEC is part of the industry and internationally connected Singapore Centre for Research in Innovation, Productivity and Technology (SCRIPT). This helps drive the depth, rigor and robustness of this Executive Masters program.

For more information about the Executive Education Centre visit:

[www.murdoch.edu.au/Executive-Education](http://www.murdoch.edu.au/Executive-Education)





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# Learn more about the Executive Master in Leadership, Strategy and Innovation

If you have three years supervisory and/or managerial 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.

For information and to Enrol in the Executive Master in Leadership Strategy and Innovation > Go to [murdoch.edu.au/Courses/Executive-Master-in-Leadership-Strategy-and-Innovation/](https://murdoch.edu.au/Courses/Executive-Master-in-Leadership-Strategy-and-Innovation/)

**For more information about the Executive Master Program or to enrol please contact the Executive Education Centre**

**Email** [executive.education@murdoch.edu.au](mailto:executive.education@murdoch.edu.au) or

**Phone** + 61 8 9360 1776 or

Talk to a Murdoch Student Ambassador 1300 687 3624 (1300 Murdoch)

[murdoch.edu.au/Courses/Executive-Master-in-Leadership-Strategy-and-Innovation/](https://murdoch.edu.au/Courses/Executive-Master-in-Leadership-Strategy-and-Innovation/)