

# MASTER OF BUSINESS ADMINISTRATION

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INNOVATION AND LEADERSHIP



D U C E R E  
GLOBAL BUSINESS SCHOOL



UNIVERSITY OF  
CANBERRA

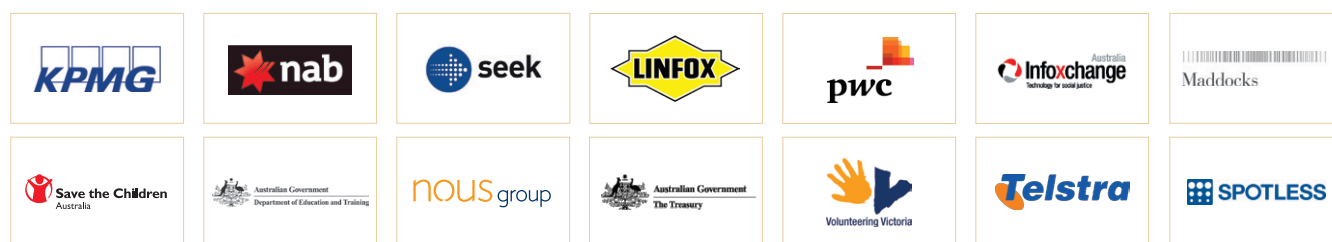
“Giving MBA students the opportunity to learn by working with major organisations is a great way to develop the future leaders of industry. It is management education based in real experience.”

**Chairman, Linfox Group Holdings, Peter Fox AM**

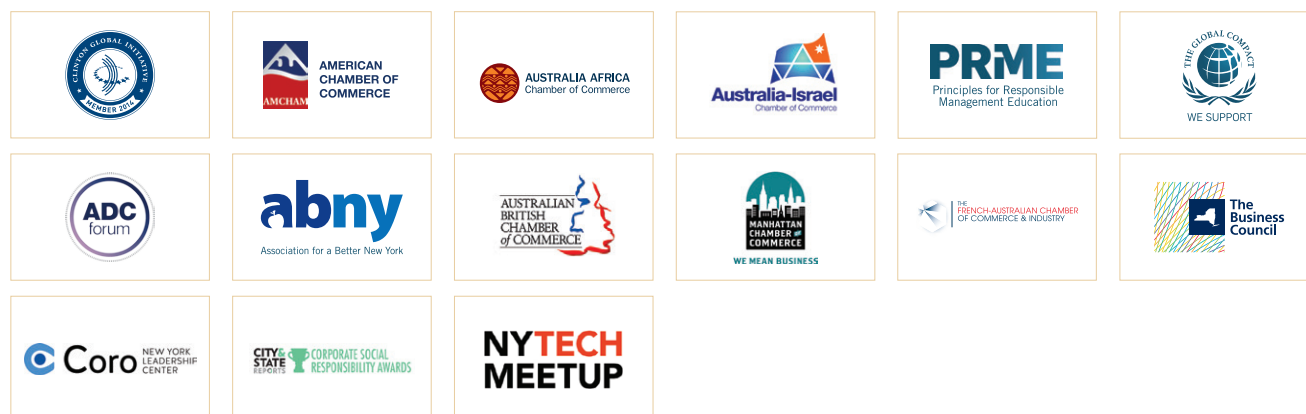
## OUR ACADEMIC PARTNERS



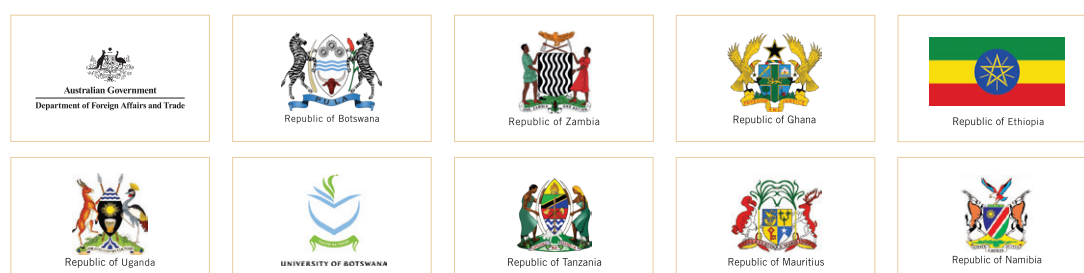
## OUR INDUSTRY PARTNERS



## DŪCERE IS A MEMBER OF



## OUR FOUNDATION PARTNERS



# WHY IS OUR MBA RIGHT FOR YOU?

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Learn from over 250 of the most successful and inspiring people on earth.

Dūcere and the University of Canberra deliver a groundbreaking MBA, offering an industry focused learning experience like no other.

This course will provide real-world learning through invaluable industry engagement underpinned by traditional academic rigour.

- **Groundbreaking project learning model:** Take a holistic approach to complex and essential academic concepts by solving real industry problems.
- **Unparalleled industry engagement:** Work with three different MBA Industry Partners to complete real industry projects and develop invaluable skills.
- **Most successful and comprehensive Global Faculty:** Learn key MBA concepts from prime ministers, business leaders, and other international experts, with exclusive lessons from Dūcere's incredible Global Faculty.
- **Academic rigour without exams:** Be supported by academic experts as you learn and apply core MBA concepts through industry projects and portfolio assignments.
- **Powerful networking opportunities:** Build long-lasting networks with current and future industry leaders through project work and exclusive MBA events.
- **Flexible delivery:** Have the flexibility of online delivery, while still enjoying the opportunity to work collaboratively with peers and industry partners.
- **12-month completion:** Complete the course in your own timeframe, with the flexibility to graduate from 12 months, to three years.
- **Unique value:** Achieve highly significant career development through this groundbreaking MBA qualification at a highly accessible price.

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“Australia’s most innovative new MBA...”

**The Financial Review**



“The University of Canberra is well known for its creativity and innovation. In launching the new MBA Innovation and Leadership with our partner, Dūcere, the University is building on this reputation, offering what is undoubtedly the most original course for the managers of our future. It is a game changer for management education in Australia.”

**Vice-Chancellor,  
University of Canberra**  
Prof. Stephen Parker AO



“By partnering with a highly reputable institution like the University of Canberra, we are able to provide a platform to deliver a truly world-class and innovative MBA.”

**Founder, Dūcere**  
Mathew Jacobson

# THREE INDUSTRY PROJECTS WITH REAL COMMERCIAL OUTCOMES

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Working in teams, you'll complete three four-month real-world industry projects. This groundbreaking MBA course structure delivers unparalleled hands-on learning and real-world insights.



A global network of professional firms providing audit, tax and advisory services. KPMG delivers value in 155 countries worldwide.



A financial services organisation with over 12.4 million customers, operating more than 1800 stores and service centres globally.



The largest global online market-place operating in 12 countries worldwide.



Australia's largest privately owned logistics company, which is rapidly expanding throughout Asia and New Zealand.



Employing more than 195,000 people across 157 countries, pwc is among the leading professional service networks in the world.



A not-for-profit organisation that delivers technology for social justice, empowering people through digital inclusivity and proficiency.



A provider of premium legal services to corporations, businesses and governments throughout Australia and internationally.



One of Australia's largest aid and development agencies dedicated to helping children.



Responsible for national policies and programs that help Australians access quality education and training.



A central policy agency engaged in macroeconomic policy settings and reform, as well as tax policy and international agreements.



As the state peak body for volunteering, Volunteering Victoria has a singular and specialised focus on volunteering.



Spotless Group is an Australian owned, managed and operated provider of integrated facility management services.

# PROJECT EXAMPLES

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Your learning is driven by completing real industry projects focused on key challenges faced by our MBA industry partners. This collaborative approach enhances your understanding of concepts and issues faced by senior leaders in a real industry context, and provides the opportunity to apply what you've learned to deliver real value.

You'll complete three industry projects, each with a different industry partner, and will progress from learner, to manager, to leader, honing your ability to deliver real client value. This highly innovative project model lets you engage with MBA concepts in a holistic manner, focusing on issues and skills most relevant to today's business world.

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## Strategic response to sector disruption

Conduct a thorough market analysis of the threats and opportunities resulting from the disruptive impact of digitisation.

Using advanced financial modelling and statistical tools, your team will present macro and micro positions supported by detailed evidence. Research and analysis will form the basis of strategic and tactical recommendations supported by detailed business cases and road maps for implementation.

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## Operations and process transformation

Undertake a rigorous data analysis of a key area of the company, determining opportunities for operational enhancement.

Working with key stakeholders, your team will deliver transformational recommendations based on robust strategic planning and comprehensive financial analysis. Deliverables will take into account the viability of implementation.

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## Corporate innovation

Work entrepreneurially within an organisation, developing a new service offering to engage customers.

Your team will deliver a market and competitor analysis, concept validation, market entry strategy and risk assessment. Your recommendations will be supported by rigorous analysis of key metrics, and your outcomes will support a key area of organisational strategy.

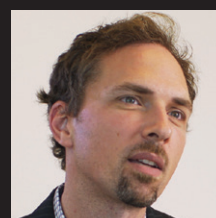
## HEAR FROM SOME OF OUR PROJECT SPONSORS



“People can think they have understood something in a book because they have studied it and passed an exam but that is a very very different thing to implementing something in the real world.”

### Save the Children Australia

Dianne Francois,  
Director of People and Culture



“The program gives candidates real experience in terms of how corporate innovation actually works.”

### Spotless

Julian Fogarty,  
General Manager, Brand,  
Innovation and Technology



# THE POWER OF OVER 250 GLOBAL LEADERS IN 1 MBA



The Hon. Julia Gillard  
Prime Minister, Australia  
(2010-2013)



HE Tun Abdullah Badawi  
Prime Minister, Malaysia  
(2003-2009)



Baroness Valerie Amos PC  
Under-Secretary-General,  
United Nations



The Hon. John Howard  
OM AC, Prime Minister,  
Australia (1996-2007)



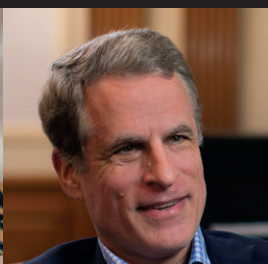
HE Sir Ketumile Masire  
GCMG, President, Republic of  
Botswana (1980-1998)



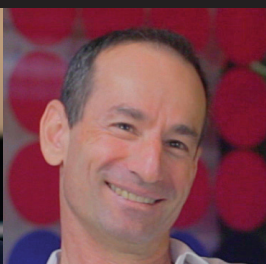
Ms Kay Koplovitz  
Founder, USA Network



Prof. Muhammad Yunus  
Chairman, Yunus Centre



Prof. Robert S. Kaplan  
Professor, Management Practice,  
Harvard Business School



Mr Andrew Bassat  
Co-Founder & CEO,  
Seek Ltd



Ms Margaret Jackson AC  
Chairperson, Qantas Airways  
(2000-2007)



Ms Sophie Ryan  
CEO, Sony Foundation



Mr Lindsay Fox AC  
Founder, Linfox Group



Ms Jamila Gordon  
Chief Information Officer,  
Leighton Holdings



Mr Michael Andrew  
Global Chairman, KPMG  
International (2011-2014)



Mrs Abby J. Cohen  
Chief Investment Strategist,  
Goldman Sachs



Dr Mo Ibrahim  
Founder, Mo Ibrahim  
Foundation



Ms Lisa Paul AO PSM  
Secretary, Department  
of Education



Prof. Daniel C. Esty  
Director, Centre for Business  
& the Environment, Yale



Mr Charles Goode AC  
Chairman, ANZ Bank  
(1996-2010)



ADM Chris A. Barrie AC  
FAICD, (Ret.) Chief, Australian  
Defence Force (1998-2002)



Mr Vijay Poonosamy  
Vice President, International  
& Public Affairs,  
Etihad Airways



Mr Terry Moran AC  
Secretary, Department  
of Prime Minister & Cabinet,  
Australia (2008-2011)



Ms Elizabeth Broderick  
Commissioner, Sex  
Discrimination, Australian  
Human Rights Commission



Mr Andrew MacLeod  
Chief of Operations,  
UN Emergency Coordination  
Centre, Pakistan (2005)



Mr Dave McClure  
Founding Partner,  
500 Startups

# TO BE THE BEST YOU NEED TO LEARN FROM THE BEST

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Be inspired by business leaders  
and international experts as  
they share their greatest lessons.

In today's competitive environment, it's not enough to have academic learning. Employers expect more. Demand more. Learning from the collective experience of the world's elite, who have all made significant achievements in their careers, accelerates the learning process and exposes you to an unprecedented breadth of leadership and business experience.

Aligning formal academic content with learnings shared by the Global Faculty, enhances your learning process and gives you a greater level of applied understanding.

## Meet your faculty:

- Prime ministers
- Presidents
- Nobel Prize winners
- United Nations representatives
- Government ministers
- Entrepreneurs and self-made billionaires
- Leading scientists
- Renowned academics from places like Oxford, Harvard and Yale
- CEOs from the world's largest companies
- Humanitarians and philanthropists
- Media and entertainment gurus

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“Learning from real-world experience is a vital ingredient to a successful career. Being a part of the Dūcere Global Leaders Faculty for me, is about sharing the knowledge I have learned that hopefully will assist the next generation of business entrepreneurs.”

**CEO, SEEK**

Andrew Bassat

HEAR FROM SOME OF  
OUR GLOBAL LEADERS

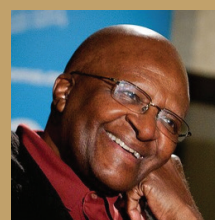


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“No one individual  
can lead change by  
themselves. You need  
to have teamwork.”

Chief Scientist of Israel

Dr Orna Berry



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“There are advantages to  
being honest and fair in  
all of our interactions.”

Nobel Prize Winner

Archbishop Desmond Tutu



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“The big difference  
between a leader and  
a manager is that a  
leader has a vision.”

Professor,

Oxford University

Baroness Susan Greenfield CBE

# OUR PARTNERSHIP WITH THE UNIVERSITY OF CANBERRA

We're focused on the future – your future. Which is why we only partner with the best.

The University of Canberra, Australia's Capital University, is a vibrant, young university, boasting a strong, innovative and entrepreneurial spirit. It specialises in academic preparation for professional people, and its degrees and qualifications are internationally recognised. Its focus on developing entrepreneurial capability and preparing graduates for professional roles has made the University of Canberra the ideal partner to deliver a world-class and truly innovative MBA program.

- The 2014 Good Universities Guide has awarded the University of Canberra the maximum five stars for getting a job and graduate outcomes for the 13th year in a row.
- University of Canberra graduates are in high demand with employers across Australia and around the world.
- University of Canberra's 60,000 plus graduates occupy senior positions in diverse industries in Australia and internationally.

The University of Canberra's academic rigour, combined with our Global Faculty's expertise and your unique opportunity to learn from within Australia's elite organisations, will give you the competitive advantage. You'll be highly effective within your chosen career from day one, making you attractive to employers around the globe.



**UNIVERSITY OF  
CANBERRA**

**RANKED IN THE TOP 5% OF  
UNIVERSITIES WORLDWIDE\***

\*QS 2013 University World Rankings

## COURSE STRUCTURE



### LEARNER

Industry Project 1



### MANAGER

Industry Project 2




### LEADER

Industry Project 3

## ASSESSMENT



 **Exit point 1**  
Graduate Certificate

 **Exit point 2**  
Master of Business Administration



# AN INNOVATIVE LEARNING MODEL

Follow a unique learning model completing three industry projects.



## 1. Define

### Project Request for Service

Your project team will address a real and current challenge faced by an industry partner in the private, not-for-profit or public sector. Working collaboratively, you'll gain an understanding of the challenges faced by the organisation and the key services required to provide solutions and deliver real shareholder value.

## 2. Research

### MBA Content Divisions

Draw upon leading academic journals, the Dūcere Global Faculty, and the expertise of your mentors to gain a comprehensive understanding of the key academic themes. You'll develop strong management thinking, and the skills to complete sophisticated market research.

## 3. Apply

### Project Group Deliverables

Project teams work closely with their industry partner to produce high quality project deliverables that address the real challenges impacting company bottom lines. Your ability to work in teams, engage with industry and demonstrate leadership and strategic vision is key to project success. Group deliverables, incorporating industry partner feedback, account for 30% of your assessment.

## 4. Demonstrate

### Individual Portfolio

Demonstrate your achievement of the course outcomes by linking project deliverables to rigorous engagement with key management concepts and leading industry theory. This is done through an individual portfolio of academic assignments that are submitted to and assessed by leading university academics. The individual portfolio accounts for 70% of your assessment.

## 5. Record

### Learning and Development Matrix

Progression through the program is driven by a professional learning and development matrix. You'll use the matrix as both a record of achievement and a plan to drive progression across the breadth and depth of the MBA course. The matrix acts as a guide to your development from learner, to manager, to leader, on your path to graduation as Master of Business Administration – Innovation and Leadership.

# A UNIQUE LEARNING EXPERIENCE

1



## LOG IN

Simply login from any computer or mobile device.

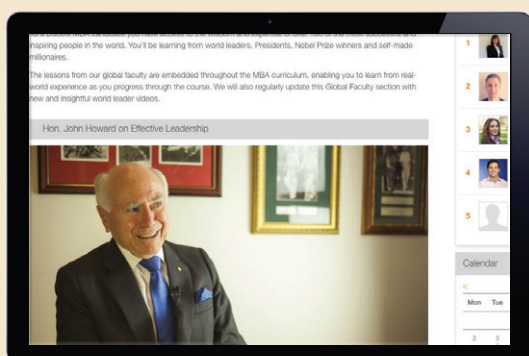
2



## LAUNCH

Easily launch resources to successfully undertake your MBA.

3



## LEARN

Access course materials and research, industry project information, Global Leader Faculty videos and career development tools.

## A CUTTING-EDGE ONLINE LEARNING EXPERIENCE

The MBA's focus on innovation and leadership is reflected in the way content is delivered to students.

The student online learning environment is clearly distinguished from traditional online delivery methods through its achievement of immersion and engagement, the use of team collaboration tools, and a strong relevance to real business contexts.

Your learning experience is delivered through a leading enterprise collaboration platform. Reflecting a corporate intranet portal, you'll communicate and collaborate, as well as access resources and support.

You'll engage with learning and assessment tasks in a manner closely aligned to real-world corporate experience.

Your learning experience is delivered through a leading enterprise collaboration platform.



# KEY COURSE INFORMATION



Flexible delivery to suit your work-life balance and optimise learning outcomes.

## Online delivery

- Award winning learning platform
- Flexibly structured and supported study environment
- Complete within 12 months, flexibility to take three years

## Enhanced support

- Dedicated student experience manager
- Exclusive networking events with industry and global leaders
- Expert career development teams

## No course exams

- Work is assessed through a reflective portfolio
- Industry project deliverables account for 30%
- Analysis and reflective assignments account for 70%

## Prerequisites

- Relevant bachelors degree and/or work experience
- No GMAT or entrance exams required
- Experienced staff available to discuss your candidature

## Study now pay later

- Government FEE-HELP support available to students
- Repay your government loan via the tax system
- Visit [studyassist.gov.au](http://studyassist.gov.au) for more information

## Course fee

- \$45,000 total tuition fees
- Financial support available
- Experienced support available for students pursuing employer sponsorship

## NETWORKING AND EVENTS

Official networking and engagement events will be held once every two months throughout the program. You're strongly encouraged to attend these events as they will provide invaluable opportunities for in-person engagement with peers, academics and industry professionals. Events will include university and industry workshops, opportunities to network, and keynote speakers, including guests from the Dūcere Global Leaders Faculty. These events further support the blend of flexible delivery and collaborative opportunity at the heart of the course. Opportunities for informal networking events and engagement with other students will also be highlighted throughout the program.



## SCHOLARSHIPS AVAILABLE ON APPLICATION

### Course Enquiries

- ✉ [mba@ducere.edu.au](mailto:mba@ducere.edu.au) ☎ +61 3 8687 5262
- 🌐 [ducere.edu.au/mba](http://ducere.edu.au/mba)

“It's great to be able to leverage my MBA experience to support students' learning and help them to get the most out of the program.”

### Head of Programs

Lara Pinto

# MBA CONTENT DIVISIONS

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Complete three industry projects, delivering key learnings across the following nine divisions:



## LEADERSHIP



## ENTREPRENEURSHIP AND INNOVATION



## PEOPLE AND CULTURE



## ETHICS AND SUSTAINABILITY



## STRATEGY AND RISK



## FINANCE AND ADMINISTRATION



## INFORMATION AND SYSTEMS



## MARKETING AND COMMUNICATION



## OPERATIONS MANAGEMENT

### Leadership

Effective leadership underpins every successful organisation. The challenge in today's fast business environment is to identify and implement the skills, attributes, and actions required to be a successful leader. Through the unique MBA program, you'll develop the necessary capabilities and skills to address challenging situations and explore the different techniques to manage conflict in the organisation.

### Entrepreneurship and Innovation

Whether starting a new business, solving a problem, or transforming existing practices, individuals and businesses must be alert to the possibilities of change and act quickly to remain competitive. Entrepreneurs are at the forefront of shifting mindsets to drive value through commercialising innovations. What does it take to be an entrepreneur and how can an entrepreneur convert an idea into a commercial and scalable venture? Theories and tools are explored that support each step of this entrepreneurial journey.

### People and Culture

Leaders must engage with new dynamics to effectively leverage the human capital essential to organisational success. This requires recruiting and retaining the right talent, defining and establishing an appropriate organisational culture, and developing the systems and processes that allow responsiveness to change. You'll explore various leadership theories and philosophies, and consider the frameworks that enable management of the firm's most important assets to achieve sustainable competitive advantage.



### **Ethics and Sustainability**

Businesses in today's context must achieve more than healthy profits and returns as core company strategies begin to incorporate consideration of all impacted stakeholders. Beyond goodwill desires to contribute as positive global citizens, organisations are increasingly aware that sustainability strategies are crucial to their brand, consumer engagement and investment appeal. Operating in the information age, organisations need to be able to manage their internal workforce and engage external stakeholders in a manner that produces shared value to drive long-term growth.

### **Strategy and Risk**

Through the identification, development and implementation of effective business strategy, companies can create a sustainable competitive advantage. You'll explore strategic concepts and frameworks and how they can be deployed to foster successful business outcomes. Through the MBA program, you'll leverage strategic theory to expose potential sources of business risk and, importantly, identify key strategies to mitigate this.

### **Finance and Administration**

Engage with fundamental concepts useful to perform financial and economic analysis at the management level. The area of finance covers the central aspects of accounting, as well as the corporate finance principles. The domain of economics focuses on how individuals, firms and public institutions behave, and explores the theories that shed light on how factors in the economy are determined and resources allocated.

### **Information and Systems**

Rapid technological change is transforming business through the way organisations leverage systems to both operate and communicate. Advanced information systems are enabling firms to analyse huge amounts of data in a manner not previously possible, delivering a multitude of previously inaccessible insights. You'll explore the trends in technology that are steering the direction of business operations and communications, as well as the various systems organisations use to aid them in the decision making process.

### **Marketing and Communication**

Engage with the marketing process from market research and data analysis, through to the implementation of effective and innovative customer focused marketing strategies. You'll be further prepared for effective internal business communications and exposed to differing techniques for conducting negotiations.

### **Operations Management**

Organisations must respond to increasingly fierce competition by ensuring that resources are used as efficiently as possible through the implementation of effective processes and structures. The ability to effectively operationalise the gap between supply and demand delivers a powerful source of competitive advantage. You'll gain an understanding of the various measures used to identify and rectify business inefficiencies, as well as the tools that can be implemented to ensure continued operational success.

## **HEAR FROM SOME OF OUR GLOBAL LEADERS**



**“Getting the right people on board and keeping them on board is very critical to success.”**

Co-Founder and  
CEO, SEEK Limited  
Mr Andrew Bassat



**“Trust and integrity are vital aspects of leadership.”**

Co-Chairperson and  
CEO, Visy Industries  
Mrs Jeanne Pratt AC



**“You have to create a vision and then see, live and breathe that vision.”**

Frm. Deputy Prime  
Minister, Australia  
Hon. Tim Fischer AC





# EMPOWERING YOUNG MINDS

Imagine making a life-changing difference to a child in need. By enrolling into our MBA, you're directly empowering a child to learn and lead.

**Just by choosing to study at Dūcere, you'll help transform the futures of children across many African nations.**

The Dūcere Foundation is fully funded through proceeds from Dūcere, and empowers African children to learn, lead and dream.

We believe that every child has a spark of great potential, and it takes education and inspiration to set that spark alight.

By improving the quality of public education in programs across Africa, we're creating immediate and sustainable change in communities that need it most.

**We partner with local governments, universities, businesses and NGOs to deliver three key programs.**

## **School Improvement Program**

We place university graduates as mentors in schools. They focus on mentoring in English, Maths and Science, in innovative and engaging ways.

## **Peace Program**

We support children to become advocates for positive change in their communities. Our Peace Centres and Peace Clubs provide a unique space for students to share ideas and promote the power of peace.

## **Dūcere Publishing**

Children are extraordinary storytellers. By publishing and distributing African children's stories, we encourage young imaginations to flourish, and preserve cultural traditions. Over 100,000 stories have been distributed, written by children in Zambia, Ghana, Kenya, Botswana, Tanzania and Uganda, with many more to come.

*Di Fleming,  
Executive Director,  
Dūcere Foundation*



Leon Kempler OAM, Chairman, and Di Fleming, Executive Director, Dūcere Foundation



Mathew Jacobson, Founder and CEO, Dūcere



Sir Ketumile Masire GCMG, Patron, and Josh Liberman, Co-Founder and Director, Dūcere



# DŪCERE IN THE MEDIA

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## THE AUSTRALIAN

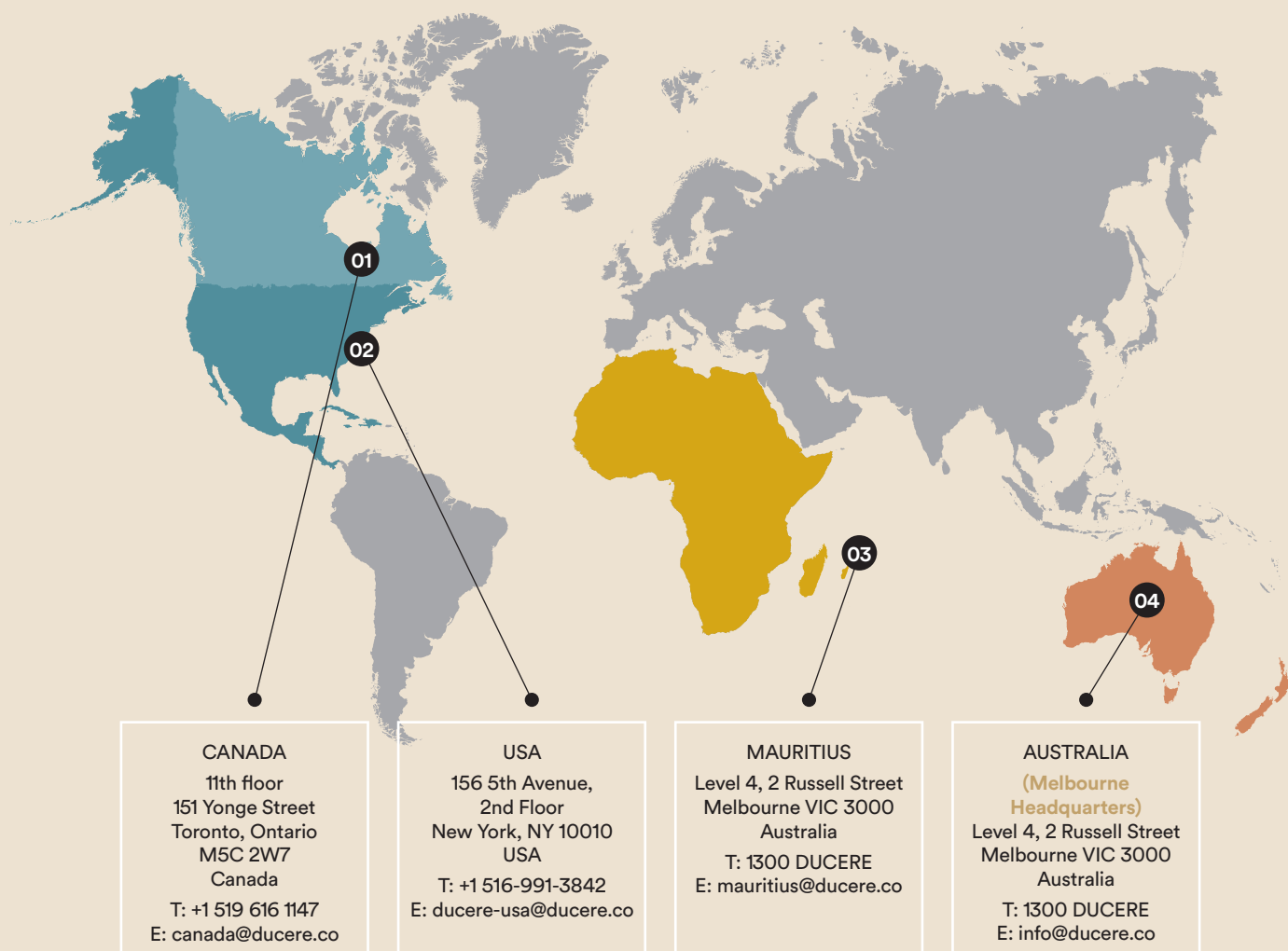
“The most unique MBA in the world, which builds skills by focusing on real industry problems, is underpinned by a detailed database of academic knowledge that learners delve into according to their need, and is informed by the experience of a global faculty accessed through professionally produced online interviews.”

## FINANCIAL REVIEW


“The projects are designed to solve real business problems, which require students to master a wide variety of business skills... Australia’s most innovative new MBA.”

## OUR GLOBAL OFFICES


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## COURSE ENQUIRIES

 [mba@ducere.edu.au](mailto:mba@ducere.edu.au)


 [ducere.edu.au/mba](http://ducere.edu.au/mba)

 +61 3 8687 5262

## INDUSTRY PARTNERS ENQUIRIES

Lara Pinto, Head of Programs

 [larap@ducere.co](mailto:larap@ducere.co)

 +61 3 8687 5206

## FOLLOW US

