



GRIFFITH COLLEGE

2019/2020 Academic Year

MBA in International Business

Application Guide and Test Competency Report

2019/20 Guidelines

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Introduction

This short booklet is designed to help you to apply for the MBA in International Business.

As part of your application, you are required to compile a document titled MBA Application and Test Competency Report. This report should contain all information that you deem necessary to assist your MBA application. Please see below the suggested structure of this report, along with a more detailed outline as to what should be included in each section.

MBA Application and Test Competency Report Structure

Your MBA Application and Test Competency Report should be in the following structure and should be produced to a professional management standard – a document capable of being presented to the Board of your company:

- A **Title Page**, including word count, with your name and application number, etc.
- **Table of Contents**, including page numbers.
- A **letter of application** outlining why you are a suitable candidate for the MBA award.
- A **document** that briefly outlines the following:
 - Your current or most recent role
 - A short profile of your current/past organisation(s) and the sector in which it operates.
 - For non-EU learners, a note on your current visa status e.g. whether you have a current Graduate Scheme Visa, Experiential Learning Visa or full Work Visa and its expiry date.
- An up-to-date **CV**
- A **Test Competency Report**
- References, if applicable

Please see 'Key Steps' which gives a more information as to what to include in each section.

Key Steps

Step 1: Preparation

- A letter of application outlining why you are a suitable candidate for the MBA.
 - In this section describe your motivations to do the course; any challenges that you feel you may face and how you plan to overcome them; and a general overview as to how you feel your MBA will help you succeed in the future.
- A brief outline of your current, most recent role or future role.
 - This is to be a short description of your role (current or future) and where you feel the MBA will assist you career (current or future).
- A short profile of your current or past organisation and the sector in which it operates.
 - This should include the history of the organisation; age; performance to date; products/services offered; served markets; competitive position including a list of competitors; and general mission, goals and objectives.
- An up-to-date CV (2 - 3 A4 pages max)
 - This should be an extended CV that includes a summary of your current and past positions, and current and past education.

If you are currently or soon to be employed, you are advised to use these same documents as a basis for discussion with your employer organisation or industry/sector body prior to commencing your studies on the MBA Stage. This will ensure that your employer is fully aware of your studies.

Step 2: Test Competency Report

This report requires applicants to reflect on and discuss their personal development as a manager. The purpose of the Test Competency Report is to be sure that you have enough experience to complete the MBA programme.

For the Test Competency Report, you should select **two core themes** and **three competencies** from within each of your selected themes (listed in Appendix 1: Test Competency Themes).

In writing up each of the chosen competencies, demonstrate a personal, managerial example which shows how you were able to meet the requirements of the competency. To sufficiently demonstrate a competency, you can use more than one example.

Please use the key attributes, listed beside the competency in Appendix 1, to shape your answer.

Using the **STAR** method, you should:

1. Describe the **situation** (or situations if you use more than one example) that provided you with the opportunity to demonstrate how you needed to use/experience this competency. Describe what was happening in the situation that required your intervention. Describe it as a problem to be solved or an issue to be resolved.
2. Provide an **analysis of the task**: how and why the situation is an example of this particular competency (mention, where possible, specific models, techniques, tools, etc. that helped you to do this). Record any conclusions you came to about what needed to be done.
3. Explain what **actions** you took (what you did) and the reactions from other stakeholders you had to deal with.
4. Describe the **result**. How did relevant people or organisations react? What was the impact? How successful was your intervention?
5. Provide an evaluation of what you learned from the experience. Discuss how this has helped you to develop as a manager.

The same experience may, of course, be used with more than one competency where applicable. However, **do not** use one particular situation for more than **three** competencies.

If you find it necessary to use one particular situation more than once, **do** provide a separate analysis, outcome, and evaluation, as these will be different.

Step 4: Submit MBA Application to admissions office.

Step 5: Arrange an interview with the MBA Year Head (if necessary)

At the interview you may be asked to provide further details on your suitability for studying the MBA.

The MBA Year Head will evaluate the outline using the following:

- Capacity to test and expand your capabilities within the broad requirements of the MBA Competency Framework.
- Capacity to complete a company or industry report within the agreed timeframe.
- Relevance to your current employer and/or future employment prospects.
- The suitability for measurement and assessment.
- Ability to obtain a visa for those requiring one.

Step 6: The MBA Assessment Committee will approve or reject your application.

The decision will normally be communicated to you by email.

Step 7: Submit Competency Report to current employer

Once approved to study and you are currently employed, you should formally submit the details of your MBA Application and Test Competency Report to your organisation to seek written, signed confirmation of the organisation's agreement to use that experience as a basis of study. A scanned copy of this should be kept for inclusion in the final report(s). You cannot formally register for the programme (or apply for a visa if required) until this task is completed satisfactorily.

Step 8: Application for new/extended visa (if applicable)

For non-EU learners you may need to obtain a new or extended visa prior to the commencement of your studies. This will require completion of additional requirements such as a sponsor letter from your employer, a sponsor letter from the Graduate Business School, a sponsor letter from the GCD International Office and a letter of approval from the Department of Justice/GNIB. These requirements will be discussed further at the interview stage.

Appendix 1: Test Competency Themes

1. Building Coalitions

Core Competencies:

Key attributes:

1.1 Influencing/ Negotiating	Promotes ideas and proposals persuasively, shapes stakeholder opinions, projects a positive image, works through conflicts, and negotiates win-win solutions.
1.2 Political Savvy	Cultivates an active network of relationships inside and outside the organisation, relates well to others (bosses, peers, colleagues, direct reports), and stays in touch with employees at all levels.
1.3 Oral & Written Communications	Delivers clear, convincing and well-organised presentations, projects credibility and poise even in highly visible adversarial situations.
1.4 Partnering Networking Alliances	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a wide range of stakeholders. Utilises contact to build and strengthen internal support bases.

2. Self-Management

Core Competencies:

Key attributes:

2.1 Self-Appraisal & Analysis	Is constantly & objectively analysing own performance and demonstrates willingness to allow others to evaluate.
2.2 Flexibility	Is open to change and new information; adapts behaviour and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
2.3 Mature Confidence	Realistically appraises own stress and weaknesses, shares credit and visibility, maintains and projects confidence even when not supported by others.
2.4 Judgement	Applies broad knowledge and experience when addressing complex issues, defines strategic issues clearly despite ambiguity, takes all critical information into account when making decisions, and makes timely and tough decisions.
2.5 Time Management	Manages time effectively.
2.6 Project Management	Demonstrates effective Project Management tools & capabilities.

3. Leading Change

Core Competencies:

Key attributes:

3.1 Continual Learning	Grasps the essence of new information; masters new technical and business knowledge; recognises own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.
3.2 Creative & Innovative	Develops new insights into situations and applies innovative solutions to make organisational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting edge programs/processes.
3.3 External Awareness	Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organisation. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.
3.4 Critical Thinking	Formulates effective strategies consistent with the business and competitive strategy of the organisation in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.
3.5 Resilience	Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.
3.6 Strategic Thinker/Shaper	Develops distinctive strategies to achieve competitive advantage, translates broad strategies into specific objectives and Action Plans, and aligns the organisation to support strategic priorities.
3.7 Vision/Visionary	Possesses a clear vision for the business or operation, maintains a long-term be a picture view, foresees obstacles and opportunities, generates ideas.
3.8 Entrepreneurial	Champions new ideas and initiatives, identifies new business opportunities and makes them a reality, fosters innovation and risk-taking.
3.9 Global Perspective	Keeps abreast of important trends that impact the business or organisation (technological, competitive, social, economic), understands the position of the organisation within a global context.

4. Results Driven

Core Competencies:

Key attributes:

4.1 Motivation	Maintains a positive outlook, resists stress and works constructively under pressure, responds resourcefully to change in ambiguity.
4.2 Accountability	Assures that effective controls are developed and maintained to ensure the integrity of the organisation. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measures attainment of outcomes.
4.3 Customer Service orientation	Balances the interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; is committed to continuous improvement of services.
4.4 Decisiveness/ Execution	Assigns clear authority and accountability, directs change while maintaining operational effectiveness, integrates and aligns efforts across units and functions, monitors results, tackles problems directly and with dispatch.
4.5 Problem Solving	Identifies and analyses problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organisational problems.
4.6 Technical Credibility	Understands and appropriately applies procedures, requirements, regulations, and policies related to specialised expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.
4.7 Stakeholder Success Focus	Sets and pursues aggressive goals, drives for results, demonstrates a strong commitment to organisational success, works to do what is best for all stakeholders (customers, shareholders, and employees).

5. Business Acumen

Core Competencies:

Key attributes:

5.1 Financial management	Understands the meaning and implications of key financial indicators, manages overall financial performance, uses financial analysis to create and evaluate strategic options and opportunities.
5.2 Human Resource Management	Assesses current and future staffing needs based on organisational goals and budget realities. Uses merit principles, ensures staff are appropriately selected, developed, utilised, appraised, and rewarded; takes corrective action.
5.3 Technology Management	Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organisation.
5.4 Industry Knowledge	Knows what it takes to be successful in the industry, has a thorough knowledge of the industry's history, customers, and competitive environment.
5.5 Business Situation Versatility	Knows how to get things done in complex, multilevel organisations. Accepts and understands the nature of change.
5.6 Multi-Disciplinary Functionality	Understands the role and interrelationship of each organisational function (marketing, sales, operations, finance, human resource), has experience and skill in managing cross-functional and organisational lines.
5.7 Critical Analysis	Formulates effective strategies consistent with the business and competitive strategy of the organisation in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

6. Leading People

Core Competencies:

Key attributes:

6.1 Interpersonal Skills	Promotes a free flow of information and communication throughout the organisation (upward, downward and across), listens actively and encourages open expression of ideas and opinions.
6.2 Conflict Management/ Resolution	Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimise negative impact.
6.3 Leveraging Diversity	Recruits, develops, and retains a diverse, high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximises the talents of each person to achieve sound business results. Respects, understands, values, and seeks out individual differences to achieve the vision and mission of the organisation. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.
6.4 Integrity/ Honesty/Ethics	Establish open, candid, trusting relationships, treats all individuals fairly and with respect, behaves in accordance with expressed beliefs and commitments, maintains high standards of integrity.
6.5 Team Building/Trust	Plays a variety of leadership roles (driving, delegating, supporting, and coaching) as appropriate, adopts a style and approach to match the needs of different individuals and teams.
6.6 Empowering	Creates a climate that fosters Personal Investment and excellence, nurtures commitment to a common vision and shared values.
6.7 Attracting & Developing Talent	Attracts high-calibre people, develops teams and talent with diverse capabilities, and accurately appraises the strengths and weaknesses of others.
6.8 Organisational Awareness	Understands how the organisation works, where the power coalitions are and who controls them, recognises strengths & weaknesses and has a comprehensive understanding of the Value Chain.