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# Master of Business Administration BP9

## Summary 2005

The MBA involves the equivalent of 12 units of study, representing 180 credit points. Total study time for the MBA is approximately 1800 hours. The course can be completed in 3 semesters full time or up to 6 years part time.

The Master of Business Administration is a generalist degree intended for those with some practical experience who now wish to widen their managerial knowledge and skills. The philosophy underlying this Master of Business Administration is to enable our students to deal with the many facets of management. This course aims to develop skills in critical thinking, research and analysis through individual and team based work. A feature of the MBA is that it focuses on critical areas of integration but facilitates some specialisation to accommodate specific career paths.

### **REQUIRED CORE UNITS**

- ❖ BA401 Accounting and Finance
- ❖ BE402 Business Economics
- ❖ BM401 Marketing
- ❖ BN921 Organisations: Behaviour, Structure, Processes
- ❖ BS922 Competitive Analysis

### **REQUIRED CAPSTONE UNIT**

- ❖ BN926 Strategy and Management of Change

### **ELECTIVE UNITS**

A total of 6 elective units are required.

Select units from the following list or from the strand sequences (pre-requisites permitting). Please note : Not all electives are offered in any one year and electives will not run if the cohort is less than 10.

- ❖ BC930 Electronic Commerce and Business
- ❖ BN412 Human Resource Management
- ❖ BS942 International Business
- ❖ BN923 Knowledge and Information Management
- ❖ BN961 Managerial Skills Workshop

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## Specialisation Program Structure

### *Specialised Strands*

Select *one* strand from those listed if you would like to specialise within the MBA.

<b>Financial Management *note pre-requisite</b>	
❖ BA925	Financial Policy
❖ BE923	Financial Markets and Institutions
❖ BL925	Issues in Corporate Governance and Accountability
<b>Human Resource Management *note pre-requisite</b>	
❖ BN930	Change Agent Strategies
❖ BN933	Management – Employee Relations
❖ BN934	Human Job Design
<b>Marketing *note pre-requisite</b>	
❖ BM921	Consumer Market Research
❖ BM922	Marketing in the International Environment
❖ BM923	Strategic Marketing

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## Graduate Certificate of Management

Students enrolled in the MBA may exit with a Graduate Certificate of Management after studying 4 units representing 60 credit points. Total study time is 600 learning hours. The Graduate Certificate of Management is designed to provide an introduction to the managerial role and its functions for practising or aspiring managers in commercial and public sector organisations. It is also intended to provide an opportunity for applicants to gain formal graduate qualifications, or as a basis for further study at the Graduate Diploma or Masters Degree level.

The Graduate Certificate is a component of the current Graduate Diploma of Management. On a full time basis, it allows students to undertake the Certificate course within six months or part-time equivalent, and then proceed to complete a Graduate Diploma within a year, with possible advancement into the Master of Business Administration.

### 4 UNITS CHOSEN FROM THE FOLLOWING

- |         |  |
|---------|--|
| ❖ BA401 | Accounting and Finance                         |
| ❖ BM401 | Marketing                                      |
| ❖ BN412 | Human Resource Management                      |
| ❖ BN921 | Organisations: Behaviour, Structure, Processes |
| ❖ BN930 | Change Agent Strategies                        |
| ❖ BN961 | Managerial Skills Workshop                     |
| ❖ BN923 | Knowledge and Information Management           |

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## Graduate Diploma of Management

Students enrolled in the MBA may exit with a Graduate Diploma of Management after studying 5 designated units and 3 elective units, representing 120 credit points. Total study time is 1200 learning hours. The course can be completed in 2 semesters full time or up to 4 years part time

The Graduate Diploma of Management is an introductory postgraduate program and post-experience designed for managers or aspiring managers seeking to update or upgrade their formal qualifications. The course emphasises the practical application of general principles from the broad range of business disciplines that contribute to the enhancement of managerial performance.

### REQUIRED UNITS

- ❖ BA401 Accounting and Finance
- ❖ BE402 Business Economics
- ❖ BM401 Marketing
- ❖ BN921 Organisations: Behaviour, Structure, Processes
- ❖ BS922 Competitive Analysis
- ❖ Plus Any 3 units from the Graduate program

Students must select one unit from the following list, and the other two from any area of the Graduate program (including specialized strands) to make up the three elective units of the Graduate Diploma

### ELECTIVE UNITS

- BC930 Electronic Commerce and Business
- BN412 Human Resource Management
- BN961 Managerial Skills Workshop
- BS942 International Business
- BN923 Knowledge and Information Management
- BN961 Managerial Skills Workshop
- Other postgraduate units (prerequisites must be met)

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## Workload and Assessment of Each Course

### Course Workload

#### **Units in the Graduate Courses**

All units in the Graduate Program, with the exception of the Minor Dissertation and the Action Learning Project, are worth 15 credit points, where each credit point is equivalent to 10 learning hours. Thus a 15 credit point unit requires approximately 150 learning hours, usually made up of 35 to 40 hours of class contact and approximately 110 to 115 hours of out of class activities such as the completion of assignments, class preparation and reading. Units are offered in block, evening mode, or summer school delivery.

#### **Contact Time**

Unless otherwise stated all units are equivalent to three hours per week, one semester

### Did you know....

#### **Should I study in Ballarat?**

The University of Ballarat's MBA represents an incredibly good return on your investment

- Our flexible course delivery modes allow you to complete your studies in a time frame to suit your own personal, financial and work commitments
- The cost of the courses compares very favourably with other similar courses, whilst you can be assured that you are receiving the very highest quality tuition
- The curriculum reflects the change and entrepreneurial imperatives of the next millennium

#### **Why study for an MBA?**

Senior corporate positions are increasingly the preserve of graduates, often with an MBA. These jobs are occupied by both women and men who have excellent 'team' leadership qualities and participatory communication skills, and who deal with and respond to change effectively. The MBA qualification is designed to address these requirements and to equip the student with leading edge capabilities.

#### **What is Action Learning?**

*Action Learning*, an accelerated learning process, is internationally acknowledged as a highly effective platform for management education. It is utilised extensively in the MBM degree.

It involves:

- Experience in the workplace
- Reflections on those experiences, individually and through feedback from others
- Abstract learning of concepts, models, techniques and information gained through research
- Active Application and Experimentation of learning within both the Program and the workplace



## **COURSE CODES**

**BP9**            **Master of Business Administration**

**BE4**            **Graduate Certificate of Electronic Business**

**BP4**            **Graduate Diploma of Management**

**BQ4**            **Graduate Certificate of Management**

# BA401 Accounting and Finance

**Pre-requisites:** Nil

## **Objectives**

To make students competent in the use of accounting information, and to provide an understanding of accounting concepts, techniques and language (students are not expected to become technically competent in the preparation of accounting reports).

Students should become:

- knowledgeable of the structure of accounting information — that is, to learn the general conventions and rules of accounting;
- competent in manipulating this data to give it meaning — that is, to analyse and evaluate the performance of firms through the use of financial statements;
- able to use accounting data to solve problems faced by managers within organisations, both public and private — that is, to analyse financial information in order to provide relevant information to assist in making resource allocation and usage decisions; and
- able to analyse the financial need of entities and be aware of the types and sources of financial resources available.

## **Content**

### **Financial Accounting**

- the nature and purpose of accounting
- basic accounting concepts — the income statement, the balance sheet, and the cash flow statement
- recording and reporting financial information — revenue recognition and asset measurement
- analysing financial reports
- using financial reports in making business decisions
- funding — capital structure and sources and cost of funds

### **Managerial Finance**

- the nature and purpose of management accounting
- cost behaviours and classifications
- cost analysis for product costing, pricing, and performance measurement
- budgeting, planning, responsibility accounting and control
- short term decisions
- financial markets, instruments and risk return relationships
- investment and long-term decisions
- reporting and analysing performance

## **Assessment**

### **Evening and Block**

- continuous; and
- final examination.



## **BA925 Financial Policy**

**Pre-requisites:** BA401 Accounting and Finance

### **Objectives**

To provide students with an appreciation of the complex financial environment in which all management decisions are made and to investigate the issues involved in the firm's operational, financing, investing and dividend policy decisions.

The unit is designed to place the financial management function into an organisational context by emphasising the notion that there are financial implications of all actions and policies proposed by management. An integral part of the teaching and learning strategy is the development and use of analytical techniques and models with some use of computer-based models. These models will be used to determine the financial management implications of alternative policy decisions.

Students should be able to:

- identify the financial characteristics and effects of various financial policies and the key factors affecting financial performance;
- understand the principles of risk minimisation strategies and select appropriate strategies which are consistent with management policies and preferences;
- calculate a firm's cost of capital and identify the uses of this information;
- evaluate alternative growth scenarios and related financing needs and ensure that the firm has an appropriate mix of finance for various stages of development;
- appreciate the dynamic nature of financial management and the need to monitor financial performance, and
- appreciate the need to keep abreast of developments in financial instruments and markets.

### **Content**

- Financial statement analysis: the financial characteristics of a firm, basic asset and financing structures and strategies
- Financial forecasting: assessing the impact of corporate growth on financial needs, the notion of sustainable growth
- Principles of diversification: risk/return trade-off and the Capital Asset Pricing Model (CAPM)
- Sources and types and cost of finance: short, medium and long term finance from the domestic and international markets. Modern financial instruments such as futures contracts and options will be examined in addition to the traditional forms such as debentures, leasing, factoring and the various forms of equity finance.
- Risk minimisation strategies: exchange rate and interest rate risk management
- Management of assets: current asset management and strategic investment in long term assets
- Capital structure and dividend policy decisions: the financing mix including the impact of various dividend policies and financial structures on the firm's cost of capital

### **Assessment**

- Case Study
- Research Essay
- Examination or Time Constrained Assessable Task.

# BC930 Electronic Commerce and Business

**Pre-requisites:** Nil

## **Objectives**

This unit will introduce the concepts of Electronic Commerce and its history and development, allowing students to study the issues surrounding the introduction of technology and the impact it has had on the way in which business is done. Content includes the history of Electronic Commerce, social implications, customers and consumer transactions, globalisation of business and the business cycle and technology.

On completion of this unit students will be:

## **Knowledge**

- aware of the major barriers to the uptake of technology in business
- familiar with the theory and practice related to Electronic Commerce
- understand the history and development of Electronic Commerce
- know the types of technology available to business
- aware of ethics and social implications surrounding Electronic Commerce
- current status of the different elements of Electronic Commerce

## **Skills**

- able to effectively communicate principles of Electronic Commerce
- able to identify strategic areas which would be applicable for the introduction of technology to enhance business
- apply principles of Electronic Commerce in a business environment

## **Values/Attitudes**

- understand the importance of technology in the globalisation of trade and commerce
- appreciate the social and ethical implications of Electronic Commerce
- value the importance of technology in the business cycle
- appreciate the potential for change in business paradigms that Electronic Commerce will impart

## **Content**

Content of the unit will comprise:

- history of Electronic Commerce
- social issues of Electronic Commerce
- customers, consumers, and customisation in the Electronic age
- globalisation of business
- applications for Electronic Commerce
- Electronic Commerce in SMEs and LEs
- the business cycle and technology
- security, internet, infrastructure and technology issues
- types of Electronic Commerce
- Electronic Commerce Industry Framework
- benefits of Electronic Commerce

## **BE402 Business Economics**

**Pre-requisites:** Nil

### ***Objectives***

To provide students with

- an understanding of the economic way of thinking,
- the knowledge of a number of important economic concepts,
- an appreciation of the usefulness and relevance of economics,
- an understanding of the use of economic principles as tools of analysis,
- an enhanced capacity to link economic concepts to the decision-making processes of individuals, corporations and governments,
- the ability to critically analyse and evaluate economic assertions attributable to the media, government and business and community spokespersons,
- enhanced oral and written communication skills, especially in relation to economic matters.

### ***Content***

- the nature and scope of economics,
- demand and supply - the nature of markets,
- national income and accounting expenditure,
- an introduction to economic policy,
- government expenditure, budgets and fiscal policy,
- taxation,
- consumption, saving and investment,
- credit and interest rates,
- balance of payments and exchange rates,
- inflation.

### ***Assessment***

- Progressive
- Exam

## BE923 Financial Markets and Institutions

**Pre-requisites:** Successful completion of any 4 core units

### **Objectives**

This unit is designed for students who wish to undertake a financial management strand in the Master of Business Administration. The unit aims to provide students with the in-depth knowledge of the functions of financial markets and institutions and the functions of the financial system in the Australian economy and with the skills to manage financial risks in business. Students will be expected to develop and enhance the knowledge and skills in the area of financial management in a changing and challenging corporate environment.

Students completing this unit should:

### **Knowledge**

- understand the economic functions of financial instruments, markets, institutions and the Reserve Bank of Australia
- comprehend the developments and challenges facing the Australian and international financial systems
- recognise risks in corporate financial management

### **Skills**

- be able to critically examine different functions of financial instruments, financial markets and financial institutions in corporate financial management
- possess the ability to analyse the behaviour and performance of the financial system as a financial environment in which a company operates
- acquire the skills to analyse and manage risks in corporate financial management

### **Attitudes and values**

- appreciate theoretical principles and latest developments of financial economics
- foster a professional approach to corporate financial management
- promote the skills of economic reasoning and argument in oral and written form

### **Content**

- *Introduction to the financial system and its components:* financial instruments, financial markets, financial institutions, foreign markets and institutions, financial system and financial mathematics
- *Functions and operations of financial markets:* securities markets such as money market, bond (debt) market, stock (equity) market and foreign exchange market; derivative markets such as futures, options and swap markets
- *Functions and operations of financial institutions:* banks; non-bank financial institutions; the Reserve Bank of Australia, the evolution of the Australian financial system (regulation and deregulation), the evolution of the international financial system
- *Managing financial risks:* risks in financial markets and risks in financial intermediation such as interest rate risk, purchasing power rate, foreign exchange risk.

# BL925 Issues in Corporate Governance and Accountability

**Pre-requisites:** BE921 Managing in Complex Environments or BL911 Managing the Legal Environment

## Objectives

This unit is designed to enable students to:

### Knowledge

- Understand the conceptual framework of Australian corporations so that when change occurs, those changes can be understood and explained
- Be familiar with key laws affecting market behaviour and management of corporations, in particular, those which concern the liability and accountability of managers
- Appreciate the role and functions of the office holders in corporations
- Explain the rights and responsibilities of senior managers and company officers with a particular emphasis on directors
- Be aware of the enforcement processes which regulate directors' conduct

### Skills

- Determine procedures to effectively manage legal risk and liability
- Use relevant skills to locate, evaluate and interpret law and make effective use of law to achieve business objectives
- Undertake independent research and develop analytical, critical thinking and problem solving skills

### Values/Attitudes

- Appreciate the complexity of the business environment and the role of human behaviour in management of an artificial entity
- Value the ability to critically evaluate information
- Value learning as central to professional success

## Content

- Introduction to the key laws regulating companies
- The dynamic nature of law in business, and the impact of political and economic forces on corporate regulation
- An outline of major reforms to corporate law, in particular, reforms concerning disclosure, accountability and supervision which affect company management
- Overview of the role of directors and senior officers within a company and the role of shareholders
- Regulation of corporate management, in particular their legal duties, rights and responsibilities
- Issues relating to insolvent trading and prospectuses
- Enforcement by authorities and shareholders in actions against directors
- Implications of public and private sector reform
- Social and ethical issues regarding corporate responsibility and accountability and their impact on the development of law

## Assessment

- Presentation
- Essay

# **BM401 Marketing**

**Pre-requisites:** Nil

## **Objectives**

This unit is designed to enable students to:

- Understand the fundamental concepts and processes of marketing.
- Understand the principles underlying the development of marketing strategies.
- Demonstrate knowledge that will provide solutions to marketing problems.
- Understand the role of the marketer as one who contributes to an organization in satisfying the needs of the consumer.

To provide an understanding of marketing concepts and the way in which marketing activities are integrated within the framework of various other business activities.

- Content
- definition of marketing: nature and scope; marketing process; marketing environment
- market behaviour and analysis; market research, product classification consumer behaviour
- marketing: positioning, segmentation and target marketing
- developing the marketing mix
- product and price; product life cycles; product development; pricing relationships; packaging
- distribution and promotion; channels, logistics of supply; promotions mix
- implementing the marketing effort; organising, controlling and evaluating marketing performance
- analytical techniques for improved marketing decisions

## **Assessment**

- individual profile
- individual assignment
- group case study presentation
- peer assessment
- examination



# BM921 Consumer Market Research

**Pre-requisites:** BM401 Marketing

## **Objectives**

This unit is designed to enable students to:

### **Knowledge**

- Understand the role of a consumer analysis in strategic marketing decisions
- Identify appropriate research designs
- Understand the process of conducting a research project
- Understand how to evaluate consumer research

### **Skills**

- Scheduling and administration of a consumer survey
- Determine appropriate attitude measurement techniques
- Undertake independent consumer research
- Take responsibility for their own learning
- Use a software package for the analysis and presentation of consumer data
- Evaluate research findings

### **Values/Attitudes**

- Appreciate the complexity of human behaviour
- Value the ability to critically evaluate information
- Appreciate the decisions involved in the consumer research process
- Value the contribution of consumer research in a strategic marketing environment
- Value consumer research as an essential aspect of total quality management

## **Content**

Topics include:

- An Introduction to Consumer Behaviour and Marketing Research
- A Framework for Consumer Analysis
- Research Design
- Measurement Concepts
- Data Analysis and Presentation of Results
- Applications of Consumer Analysis and Marketing Strategy
- Market segmentation
- Product strategies
- Pricing strategies
- Product Positioning

## **Assessment**

- Research Assignment
- Case Study
- Research Project



# BM922 Marketing in the International Environment

**Pre-requisites:** BM401 Marketing

## **Objectives**

This unit is designed to enable students to:

### **Knowledge**

- describe the international marketing environment
- list the factors that differentiate international marketing strategy from domestic marketing management and strategies
- describe the various methods of entering international markets
- identify, analyse and provide solutions to problems encountered in international marketing operations

### **Skills**

- analyse international marketing opportunities
- develop an international marketing mix
- strategically evaluate international marketing strategies
- develop an analytical framework to enable the implementation of international marketing strategies

### **Attitudes/Values**

- appreciate the importance of marketing in the overall structure and function of organisations operating internationally
- appreciate the need for sensitivity to cultural diversity in international markets
- value the benefits of international business activities for the growth and development of domestic organisations

## **Content**

This subject is designed to expand your understanding of international marketing and the role of marketing in an organisation operating across international boundaries. We will examine the various factors which must be considered when planning, developing and implementing international and global marketing activities.

### **Topics and sub-topics include:**

- The necessity for global approaches to marketing
- Environmental and cultural approaches to international marketing
- A comparison of the various approaches to international marketing management
- Competitive challenges and opportunities facing today's international marketer
- The importance of recognising cultural differences in the development of a global orientation
- The growth and development of trading blocs, regional market groups and strategic international alliances
- International and global marketing management tasks and decisions
- Implementing the strategic international marketing program including managing international distribution, selling and negotiating in international markets, managing international marketing operations

## **BM923 Strategic Marketing**

**Pre-requisites:** BM401 Marketing

### **Objectives**

This unit provides a capstone to a student's marketing studies. It aims to integrate elements of previous marketing studies and is designed to provide the knowledge and skills necessary to develop relevant strategic marketing programs for goods and services. Decision making in marketing is a key skill that will be further developed in this unit.

On completion of this unit, a student will:

### **Knowledge**

- be able to identify corporate, SBU and product level strategic decisions
- be able to identify the dimensions of dynamic market environments
- have acquired an understanding of the 'process' of strategic marketing and marketing planning

### **Skills**

- have further developed their ability to critically analyse dynamic market environments
- be able to prepare and discuss a case study analysis incorporating market analysis, problem solving and strategic decision making
- be able to discuss the issues associated with implementing and controlling marketing strategies and programs
- be able to implement business decisions in a simulated marketing environment

### **Values/Attitudes**

- more fully appreciate and understand the linkages and interactions between an organisation's corporate, business and marketing strategies
- appreciate the complexity of marketing environments and the need for marketing managers to be constantly aware of developments in these environments
- appreciate that the concept of lifelong learning is critical for an effective marketer
- appreciate the consequences of business decisions in a simulated marketing environment.

### **Content**

Topics, sub topics and concepts to be covered in this unit include:

- An introduction to strategy including the strategic role of marketing, corporate strategic decisions and business level strategies
- Analysing opportunities including environmental and competitor analysis, industry dynamics and strategic change, segmenting, targeting and positioning
- Formulating marketing strategies for new market entries, growth markets, mature markets and international markets
- Implementation and control of business and marketing strategies and programs

### **Assessment**

- Research Assignment
- Presentation
- Marketing Simulation

## **BN412 Human Resource Management**

**Pre-requisites:** Nil

This unit will cover the complexities of the human resource management (HRM) process and aims to:

- Introduce the fundamental concepts of human resource management;
- Explore the critical relationships between human resource management and improved productivity and performance in organisations;
- Develop an understanding of the impact of key human resource functions in the development of organisations;
- Develop student's capacity to identify and analyse significant human resource management issues within organisations.

### ***Objectives***

This unit aims to:

- introduce primary concepts and practices of HRM as an innovative and essential component of organisational management;
- define and analyse the critical relationship between HRM and the productivity and performance of organisations;
- introduce industrial relations and its impact on HRM; and
- develop students' capacity to identify, analyse and manage significant functions in HRM.

### ***Content***

- the scope, objectives and application of HRM
- HR planning
- job analysis, design and evaluation
- recruitment, selection, retention
- research practice in HRM
- reward and compensation systems
- industrial relations
- workplace issues and themes such as equal opportunity, quality management and global perspectives of HRM

### ***Assessment***

- individual research report
- group research project
- examination

# BN921 Organisations: Behaviour, Structure, Processes

**Pre-requisites:** Nil

## **Objectives**

This unit is designed to enable students to:

### **Knowledge**

- Understand key concepts and theories of organisational behaviour
- Understand key concepts and theories of organisational structure and design
- Understand key concepts and theories relating to organisational processes
- Understand how these concepts and theories relate to the successful management of organisations

### **Skills**

- Apply these concepts and to simulated and 'real life' situations
- Analyse and evaluate simulated and 'real life' situations
- Evaluate the usefulness of the concepts and theories
- Develop skills in self management, small group and project management
- Develop skills in questioning and reflection

### **Values/Attitudes**

- Appreciate the complexity of human behaviour in organisations
- Appreciate the systemic nature of the managerial and organisational environments
- Value the role of the individual and the group in achieving organisational purposes
- Value the use of theory in understanding and managing organisations

## **Content**

- The managerial role and its context, ethics
- Individual behaviour, motivation
- Group behaviour, conflict and power
- Leadership
- Open systems and the organisational environment
- Organisational design, job design
- Effectiveness, organisational culture
- Communication, decision making, planning and strategic management, project management
- Organisational control
- Change and uncertainty, globalisation

## **Assessment**

- Research assignment
- Group assignment
- Examination

# BN923 Knowledge and Information Management

**Pre-requisites:** Nil

## **Objectives**

This unit is designed to enable students to:

### **Knowledge**

- Understand the relationship between information and knowledge
- Understand differing conceptualisations of knowledge management
- Understand the concepts of explicit and tacit knowledge
- Recognise the importance of the functionalities of knowledge systems
- Understand the development of useful and functional information
- Recognise types of information technology tools and their applications

### **Skills**

- Develop frameworks for analysing the organisational and strategic impacts of knowledge and information
- Appraise the value of technological and social solutions ('accommodations') to knowledge and information problems ('issues')
- Synthesise technological and social systems solutions ('accommodations') for effective functionality

### **Values/Attitudes**

- Value the role of knowledge and information as strategic assets
- Value the roles of both social and technological systems

## **Content**

The nature of knowledge and information. Differing concepts of knowledge management. Tacit and explicit knowledge. The functionalities of knowledge systems. Organisational learning. Knowledge as a strategic asset.

The role of information technology in managing knowledge and information. Managing the impacts of Information technology on the organisation.

Information technology tools and applications: databases and knowledge bases, intranets and groupware, document management, search and navigation tools, the World Wide Web, decision support and artificial intelligence products.

## **Assessment**

- Group Project
- Assignment

# BN926 Strategy and Management of Change

**Pre-requisites:** Recommended BS922 Competitive Analysis,  
**Required for BS922** BE402 Business Economics (or BL911 Managing the Legal Environment or BE921 Managing in Complex Environments )

**Co-requisites:** BS922 Competitive Analysis

## Objectives

This unit is designed to enable students to:

### Knowledge

- Describe the nature of strategy and value creation in organisations and the decision processes which form and implement strategy
- Outline the relationships between strategy content, context and process and the role of organisational configurations
- Understand the key issues in managing strategic change
- Describe alternative strategy paradigms in the face of a changing competitive landscape
- Outline 'knowledge' and 'competence' based views of strategy and performance
- Understand issues of scale, scope and governance in the emerging 'new' economy and describe the challenges and impediments to achieving corporate coherence

### Skills

- Demonstrate high-level strategic thinking, strategic foresight and identification of new functionalities
- Demonstrate integration of economic, behavioural and institutional perspectives of strategy
- Determine the division between critical and enabling competencies
- Interpret the impact of paradigm shifts on strategic action

### Values/Attitudes

- Value radical, framebreaking and innovative perspectives
- Value broad views of performance to encompass the longer term
- Appreciate ethical as well as commercial frameworks in strategy assessments
- Value an interdisciplinary approach to understanding competitiveness
- Appreciate the integration of creative and analytic approaches

## Content

- The nature of strategy: strategising and economizing. Internal and external drivers of strategic decisions. Critical issues in strategy.
- Path dependencies, culture and organisational configurations. Strategy processes and strategic change.
- Does strategy matter: evolutionary and managerial approaches
- The challenge of the 'new economy', hypercompetition and globalisation – new strategy paradigms. The role of knowledge management and competences.
- Issues of scope: mergers, alliances, networks and partnerships
- Technology strategy, new ventures, and strategic innovation
- Global strategy and global organisation
- Corporate governance

## Assessment

- Written assignment and oral presentation
- Time constrained assessable task

## **BN930 Change Agent Strategies**

**Pre-requisites:** BN412 Human Resource Management

### **Objectives**

This unit is designed to enable students to:

#### **Knowledge**

- Identify and explain different roles and ethical dilemmas of consultants
- Recognise some of the difficulties and hazards confronting those who are seeking to act as an internal consultant
- Identify important factors occurring in the consulting process
- Identify and explain the main features of diagnosing
- Compare the various techniques available to consultants

#### **Skills**

- Identify and explain the limitations of change agent processes
- Recognise and appreciate cultural and institutional 'constraints' on HR consultants
- Identify different interpretations of the meaning of participation and understand the multi-dimensional nature of the concept and associated arrangements
- Recognise the value of collaborative intervention, through diagnosis and process consultation skills

#### **Values**

- Value the interface of theory and practice
- Appreciate the dilemmas facing consultants
- Value the different learning styles that adult learners may possess
- Appreciate the importance of gaining insight into the role of HRM consultants

### **Content**

This unit focuses on the role of the external and internal change agents and line managers/administrators in determining the need for change and the strategies and techniques for initiating, managing and evaluating change programs. There is a strong emphasis on collaborative intervention, through diagnosis and process consultation. Conceptual models and practical techniques are applied to problems and issues in prepared case studies and in cases produced by class members.

### **Assessment**

- Written Report
- Presentation / Group Report





## **BN933 Management – Employee Relations**

**Pre-requisites:** BN412 Human Resource Management

### **Objectives**

This unit is designed to enable students to:

#### **Knowledge**

- Identify and explain the determinants of human performance in organisational settings
- Recognise the problems involved in the interaction of people
- Recognise what motivates different people
- Identify and explain the complexity of diversity in today's organisations

#### **Skills**

- Compare models of motivation
- Describe contingency factors
- Indicate actions involved to bring out the best in people
- Identify and explain skills in theory, application and exposition

#### **Values**

- Value the interface of theory and practice
- Value what people can bring to the workplace
- Value the strength of a good management-employee relationship
- Value the mastery of concepts

### **Content**

The area of management-employee relations is broad but is meant to generally cover how managers and subordinates interact and relate with each other to more effectively meet organisational goals. This unit does cover management-employee relations from an industrial relations perspective, as well as from a psychological (behavioural) perspective. It also focuses on how to manage people effectively, and so has a managerial emphasis. It does, however, consider how employee goals and needs can be met in addition to organisational goals.

This unit will draw on the following topics:

- Employee attitudes and behaviour
- Absenteeism and labour turnover
- Leadership style in the new organisation
- Personnel selection
- Performance appraisal
- Conflict resolution, negotiation & mediation
- Strategy, structure & culture
- Self-managed teams
- Cross-cultural issues associated with diversity

### **Assessment**

- Written Report
- Group Report

## **BN934 Human Job Design**

**Pre-requisites:** BN412 Human Resource Management

### **Objectives**

This unit is designed to enable students to:

#### **Knowledge**

- Identify and explain the purpose of job design techniques
- Identify key dimensions of organisational structure
- Explain the concepts of socio-technical systems theory
- Describe and explain the role of job specialisation, enlargement, and enrichment
- Outline the theories of motivation relevant to job design, the research evidence for group working, and how to implement group working

#### **Skills**

- Apply job design techniques to help integrate technology
- Identify contingency factors
- Identify and explain the diagnosis process
- Design or redesign an organisation in order to achieve effects of outcomes on individuals redesign work as a factor in organisational structure, group processes, and implementation.

#### **Values/Attitudes**

- Value complexity
- Value 'mastery' of concepts
- Value the interface of theory and practice

### **Content**

This unit examines how jobs can be designed to enhance both the quality of the employee's working life and criteria of organisational effectiveness. The approach adopted is that of socio-technical systems theory, where the system is considered to be composed of both the technological and people factors. The techniques of job design examined include job enrichment, autonomous work groups, self-managing teams and role analysis. Emphasis is given to theories of motivation and to topical issues in job design (i.e. industrial democracy, introduction of technology, quality circles etc.)

### **Assessment**

- Written Report
- Presentation / Report / Peer Assessment

## **BN961 Managerial Skills Workshop**

**Contact time:** Block mode

**Pre-requisites:** Nil

### ***Objectives***

On completion of this unit the student will be able to

- aware of the major barriers to effective managerial communication and the most appropriate strategies for overcoming them
- familiar with the theory and practice related to the distinction between 'leaders' and 'managers' and capable of identifying the most appropriate situations for the application of each style
- familiar with the major individual and organisational dynamics related to creativity and innovation in the workplace
- aware of ethics issues in managerial practice and own responses in dealing with these issues

### ***Skills***

- able to demonstrate effective interpersonal communication
- able to use group communication and decision making processes to enhance team performance, commitment and satisfaction
- experienced in assuming group leadership roles and aware of her/his major strengths and weaknesses in such roles

### ***Values/Attitudes***

- able to exercise and develop responsibility for their own learning
- sufficiently tolerant of the range of personal values, attitudes, and styles in relation to innovative versus reproductive and compliant versus challenging behaviour to be able to make productive use of all styles when in a leadership role.

### ***Content***

There are three main themes in this unit:

1. Creativity and Innovation
2. Leadership and Communication, and
3. Managerial Ethics

### ***Learning Methodology***

This unit requires attendance at a number of workshops, and learning tasks in between as specified in the learning tasks and assessment section below. The emphasis will be placed on self-development, experiential learning and student centred, reflective processes. Most learning is likely to be achieved in student dyadic or small group interactions outside formal classes / visits.

### ***Assessment***

- Presentation by dyad
- Individual Presentation
- Group Presentation
- Essay

## **BS922 Competitive Analysis**

**Pre-requisites:** BE402 Business Economics **OR** BL911 Managing the Legal Environment **OR** BE921 Managing in Complex Environments

### **Objectives**

This unit is designed to enable students to:

#### **Knowledge**

- Describe the competitive environment and drivers of competitiveness
- Define the influence of internal and external factors on performance
- Recognise the impact of industry and firm specific conditions
- Understand the linkage between competitiveness and performance
- Understand the role of scale and scope

#### **Skills**

- Use qualitative and quantitative data to assess competitive advantage and strategic options
- Integrate theory and practice in assessing complex competitive situations
- Analyse firm financial, market, organisational and production data
- Take responsibility for their own learning through application to current cases

#### **Values/Attitudes**

- Appreciate the complexity of strategic choice
- Determine the ethical boundaries of law, economics and corporate behaviour
- Develop an interdisciplinary approach to understanding strategy and competitiveness
- Understand the emerging impact of global and technology factors on performance

### **Content**

Topics and sub-topics

- The nature of competitiveness and enterprise performance. Competitive and corporate perspectives. Economic, legal and institutional factors. Business relationships; co-operation and co-ordination, relationships and contracts
- Drivers of competitive advantage; scale and scope, the value chain, strategic architecture, resources and capabilities. Resources, markets and organisational effectiveness. The impact of global competition, technology and intellectual property regimes
- Anti — trust, competitive and consumer protection issues
- Competitive and corporate strategies in different firm and industry contexts

### **Assessment**

- Case Report
- Essay
- Written Report



## **BS942 International Business**

**Pre-requisites:** Nil

### **Objectives**

At the end of this unit students should be able to:

#### **Knowledge**

- Appreciate the international business environment, be aware of international trade and investment theory, recognise the key features of the international monetary system and finance markets, and be aware of the role of domestic environments in the formulation of trade policy
- Be aware of the framework of international cooperation
- Be aware of the organisational design for international business and issues relating to control and management of international operations, including managing behaviour and interpersonal relations
- Understand the current theoretical framework of inter-cultural studies and practice
- Understand emerging trends in global businesses, in particular, in regard to HR issues and marketing
- Appreciate the key factors in other regions, in particular, the Asia-Pacific region, which affect inter-cultural management

#### **Skills**

- Recognise the impact of various factors in the international business environment on all business operations and, in particular, businesses which operate across borders
- Use the theory of inter-cultural studies to analyse inter-cultural situations and design appropriate strategies
- Describe key factors in the Asia-Pacific region affecting inter-cultural management
- Evaluate expatriate management experiences

#### **Values/ Attitudes**

- Appreciate the complexity of a global marketplace
- Appreciate the characteristics and values which exist in other cultures
- Develop a sense of interconnection with other cultures
- Understand the interconnection of disciplines within business
- Develop an attitude to learning which views pre-reading, reflection and group learning as essential to learning

### **Content**

- Overview of the international business environment and international trade and investment theory
- Trade Policy and international cooperation
- Global operations management with an emphasis on the management of human resources and marketing issues
- The foundation of culture and identity: key research
- Key issues in intercultural communication, negotiation and problem – solving
- Case studies
- Country-specific impacts
- Joint venture issues: trust and ethics

### **Assessment**

- Test
- Essay
- Written Project Report