

MELBOURNE BUSINESS SCHOOL

Timetable Term 2, 2009

Prepared for GCCRS Students at MBS

Term: Monday 25 May – Saturday 15 August

Exams: Monday 17 August – Friday 21 August

Code	Subject	Lecturer	Day / Time
352352	World of Management	Paul Dainty	18 May – 22 May 9am – 5pm Exam: TBA (not in standard exam week)
352628	Accounting for Managers (PT)	David Trende	Thu 6:00pm – 9:15pm
352827	Managing People (PT)	Nicole Gillespie	Wed 6:00pm – 9:15pm
352623	Marketing (FT)	Don O'Sullivan	Thu 1:15pm – 4:30pm
352623	Marketing (PT)	Don O'Sullivan	Wed 6:00pm – 9:15pm
352636	Economics and Public Policy (FT)	Mark Crosby/Mario Crucini	Mon 8:45am - noon
352636	Economics and Public Policy (PT)	Mark Crosby/Mario Crucini	Mon 6:00pm – 9:15pm
352750	Managing Processes (FT)	Hakan Taracki	Tue 1:15pm – 4:30pm
352750	Managing Processes (PT)	Hakan Taracki	Thu 6:00pm – 9:15pm
352866	Business Strategy (FT)	Doug Dow	Tue 8:45am – noon
352866	Business Strategy (PT)	Doug Dow	Tue 6:00pm – 9:15pm
352445	Brand Management (a) † #	Mark Ritson	Fri 6:00pm – 9:15pm; Sat & Sun 9:00am – 4:30pm (3, 4, 5 July and 10, 11, 12 July)
352604	Business Law (pre-term) #	Nora Scheinkestel	May 15, 16, 18, 19, 21 and 22 9:00am – 4:30pm
352911	Innovation Management	Peter Cebon	Sat 8:45am - noon
352855	Leadership & Change	Amanda Sinclair	Mon 8:45am - noon
352695	Negotiations (FT)(a) †	John Onto	2 day sessions per week Tue + Wed 1:15pm – 4:30pm <i>TBC</i>
352695	Negotiations (PT) (a) † #	John Onto	Fri 6:00pm – 9:15pm Sat & Sun 9:00am – 4:30pm <i>29 -31 May + 12-14 June</i>
352617	Product Management (a) †	Debi Mishra	Wed 6:00pm – 9:15pm + Sat 1:15pm – 4.30pm

Updated 21.04.2009

MELBOURNE BUSINESS SCHOOL

SUBJECT SUMMARIES

Term 2, 2009

(Prepared for GCCRS students at MBS)

Accounting for Managers

Description

Accounting plays a dual role in an organisation: it provides relevant information to both external users (financial accounting) and internal users (management or cost accounting) to assist them in decision making. The course aims to provide an understanding of both of these roles and the interface between them.

The financial accounting part of the subject will cover:

- the elements of the traditional accounting system
- the measurement of profit
- the valuation of assets and liabilities
- the elements of owners equity
- the estimates and choices inherent in modern accounting treatments
- introduction to the use of financial accounting information in measuring the performance and financial strength of an organisation.

The management accounting elements of the subject cover:

- the internal planning and control function
- the nature of costs and their behaviour
- cost-volume-profit relationships
- the behavioural aspects of management accounting
- introduction to costing systems and budgeting.

Assessment

- Individual assessments (may include assignments, tests etc.) 20%
- Syndicate assignment 30%
- Final examination 50%

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.

Brand Management

Pre-requisite: Marketing

Restrictions: see end note

Objectives

Upon completion of this subject, students should:

- Understand the nature and operation of brands
- Be able to develop a strategic brand plan
- Evaluate the potential for branding in any given market
- Conduct research in order to identify existing brand equity
- Engage in a brand audit to develop consistent brand experiences for consumers
- Improve and extend an existing brand architecture
- Extend brands into new markets
- Develop integrated marketing communication plans for brands
- Manage the relationship with retailers regarding brand distribution
- Understand the nature and specialty of luxury brands

Topics covered:

- Brand Equity
- Strategic Brand Creation
- Brand Research Methods
- Brand Positioning
- Brand Architecture
- Brand Extension
- Brand Consolidation
- Brand Communication
- Private Label
- Brand Distribution Models
- Commodity Mindset
- Luxury Brands

Assessment

- Class participation 25%
- Case write up exam 75%

RESTRICTION

Please note that there is approximately 25% common content between this subject and Product Management. Having completed one, students are advised not to enrol in the other..

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.

Business Law

Description

This subject gives an overview of important legal topics relevant to modern business practice, drawing upon current cases from the business world. It also provides an introduction to the legal methodology and reasoning.

The subject will:

- place the legal system in context
- introduce students to the legal thought process
- introduce students to key legal concepts in selected areas of commercial interest
- apply these key legal concepts in a commercial context.

Objectives

Students should acquire a basic understanding of:

- the diagnostic nature of the legal approach and methodology;
- key legal concepts in areas such as contract law, company law and trade practices;
- the legal implications that flow from commercial decisions in selected areas;
- how and when lawyers should be briefed.

Assessment

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|--------------------------------|-----|
| • Class participation | 10% |
| • Syndicate case presentations | 25% |
| • Final take home examination | 65% |

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.

Business Strategy

Pre-requisites: Negotiable.

Co-requisites: Negotiable.

Description

The subject has four primary aims:

1. to provide the students with an understanding of the primary roles and responsibilities of a general manager in formulating business strategies, and in building and sustaining competitive advantage;
2. for the students to gain an appreciation of the fundamental issues involved with integrating and coordinating the activities of different functional areas, such as marketing, manufacturing, R&D, accounting, human resource management and finance;
3. to introduce the students to the frameworks and tools commonly used in developing and assessing business strategies; and
4. to develop the decision-making skills of the students from the perspective of top management.

On completion of the subject, students should understand:

- the basic concepts of business strategy, and the notion of competitive advantage;
- the methods commonly employed to analyse the external environment, and how to effectively use those tools and concepts, including industry structure analysis (i.e. Porter's 5 Forces), the value chain, and the industry life cycle to assist in formulating and assessing strategies;
- the methods commonly used to analyse the firm's own internal resources and capabilities, including the notions of structural advantage, distinctive competences, and capabilities-based advantages, as well as the benefits and risks of vertical integration;
- what conditions are necessary for a capability or competency to be the basis of a long-term advantage, and how they can be developed and sustained.

Assessment

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|---------------------------------|-----|
| • Class participation | 10% |
| • Syndicate Presentation | 10% |
| • Individual Assignment | 30% |
| • Final examination – open book | 50% |

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject

Economics and Public Policy

Description

Students should understand how macroeconomic policies are formulated and implemented by governments, and how they affect the business environment.

Objectives

- have a sound working knowledge of government policy formation;
- appreciate the implications for the economy of different tax policies;
- identify the links between macroeconomic variables;
- understand the structure of the balance of payments account;
- understand the key determinants of the exchange rate;
- know how monetary policy influences interest rates;
- recognise and explain the role of government policy with respect to international trade;
- understand the economic arguments concerning the environment.

Assessment

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|------------------------|-----|
| • Mid-term test | 10% |
| • Syndicate assignment | 20% |
| • Final exam | 70% |

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.

From Academic Researcher to Entrepreneurial Writer (25 points)

Semester 2 only – University of Melbourne.

Pre-requisites: Enrolment in the Graduate Certificate in Commercialisation for Research Students.

Description

'From Academic Researcher to Entrepreneurial Writer' will provide an introduction to the different facets of writing for the commercial non-fiction marketplace, including an overview of the Australian media and publishing industry. This subject will provide practical guidance on how to get an opinion piece published or a media release onto the editor's desk. This practical component will be augmented by a series of case studies illustrating different approaches to communicating research to a general public. Case studies will be taken from several disciplines and may include commercial applications of science and biotechnology; the 'history wars'; and art and philosophy. Students will undertake a variety of writing exercises to put theoretical concepts into practice and to develop their writing skills with a commercial audience in mind.

Objectives:

On completion of the subject, students should:

- develop an understanding of the context, content and commercial imperatives of writing for audiences outside the academy as both a creator and entrepreneur.

Generic Skills

- a high level written and oral communication skills through contribution to class discussions and the completion of assignments;
- a capacity for effective teamwork through group discussions;
- skills in time management and planning through managing workloads for recommended reading and assessments;
- an understanding of the cultural and commercial components of the literary marketplace;
- a capacity for critical thinking through the use of reading and discussion

Contact Hours

- 4 hours per week x 12 week semester = 48 hours

Estimated Total Time Commitment

- Estimated non-contact hours = 192 hours
- Contact hours = 48 hours
- Estimated total time commitment = 240 hours

Prescribed Texts:

- a course reader will be available from the Writing Centre for Scholars and Researchers.

Assessment

Students are required to submit 10 short writing exercises (10% each) totalling 14,000 words.

Innovation Management

Note – Redeveloped from *Organising for Innovation*

Description:

Innovation is the process of taking something from an idea to the market (broadly defined). At its root, it is a social process – it involves organising a group of people to transform a set of resources into a product or service. However, it is a high-risk enterprise: the vast majority of innovators fail. In this subject we will study the problem of innovation management from the perspective of three key players in the process: the line manager who must manage individual projects; the senior manager who must design the organisation that carries out the projects, and the governor (executive manager, director) who is responsible for directing and controlling the process.

Learning Objectives:

At the end of the subject the students will have tools to act in three critical roles in innovation. They will understand:

- Critical issues for line managers:
 - The seven tests for innovations
 - Managing creativity and knowledge
 - Making it safe to fail
 - Barriers at the group level
 - Emergence, evaluation and control
- Critical issues for senior managers
 - Generating ideas and constructing innovation strategies
 - Barriers at the organisational level
 - Managing complexity
 - Managing open innovation and multi-organisation projects
- Critical issues for Governors / Directors
 - Managing project portfolios and pipelines
 - Killing and redirecting projects

Assessment

- Individual assignment (up to 1500 words) 15%
 - Group assignment (up to 3,000 words) 30%
 - Contribution to class learning 20%
 - Final Exam 35%
- Detailed information about assessment tasks will be published in the Subject Outline distributed to students at the start of term.

Leadership

Pre-requisites: waived for GCCRS Students

Description

Leadership provides, through exposure to ideas and theories of leadership and experiential learning, an opportunity for students to learn more about leaders and about themselves as leaders. The three themes underpinning the subject content, process and assessment are:

1. Personal reflection is the basis for growth, learning and development as a leader.
2. Learning comes from experience. There is an emphasis on experiential learning and building insights from the 'here and now' group dynamics of the class.
3. The subject aims to identify the values and intents of those advocating for leadership and argues that it is the job of the leader to question premises and initiate new direction rather than just steer the organisation in predetermined directions.

Objectives

Students will

- Explore their backgrounds and influences that have shaped their appetite and potential for taking leadership roles
- Develop critical and reflective skills to clarify personal values and support their own and others development as leaders
- Gain insight into the group and organisational dynamics underpinning leadership
- Understand and critically evaluate theories and concepts of leadership

Assessment

- 1,500-2,000 word essay 20%
- 2,500-3,000 word Leader Interview & Analysis 30%
- 3,000-3,500 word Leadership Challenge essay and Journal keeping 40%
- Class Contribution 10%

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.

Managing People *

Pre-requisites: waived for GCCRS Students

Description

This subject aims to provide students with analytical skills and tools to understand and manage behaviour within organisations.

The subject focuses on:

- examining different perspectives, theories and concepts underlying our understanding of individual, group and organisational behaviour
- developing the ability to think critically about the key factors that influence behaviour in organisations
- enhancing skills for managing in contemporary organisations

Objectives

In completing the subject, students should:

- Be skilled in analysing, interpreting and offering solutions to common problems and issues encountered in organisations;
- Understand the way organisations are changing and how these changes affect managerial practice;
- Develop skills in identifying factors that contribute to team development and effectiveness;
- Gain insight into the bases of leadership, power and influence in organisations and how these impact on effective managerial practice;
- Understand how organisational culture and design impacts on organisational processes and performance, and develop skills in identifying common factors that constrain and facilitate the implementation of change;
- Understand what motivates people at work and the features of work settings that contribute to job satisfaction, and conversely, job dissatisfaction and stress;
- Understand what aspects of individual personality are particularly relevant in the workplace, and the challenges and opportunities of leading a diverse workforce.

Assessment

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|--|-----|
| • Individual assessments
(may include assignments, tests, etc.) | 30% |
| • Syndicate assessments
(may include papers, presentations, etc.) | 35% |
| • Final examination | 35% |

Note – Name change from *Managing People for High Performance*

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.

Managing Processes

Pre-requisite: Negotiable.

Co-requisite: Negotiable.

Description

In fiercely competitive global and dynamic environments, companies face increasing pressures to exceed customer expectations along multiple performance measures, such as cost, quality, flexibility and innovativeness. To outperform their competitors, many firms make the mistake of mimicking their rivals, rather than focusing on developing the organisational capabilities that competitors will find difficult to match over the long term. And although operations are at the core of a firm's value adding activities, few firms have sought to build a sustainable competitive advantage around these capabilities.

Managing Processes presents operations management as the design, management and continuous improvement of business processes. It aims at providing some of the core concepts in operations that are essential for appreciating how operational capabilities can help organisations achieve sustainable competitive advantage. This course provides a logical and rigorous approach to plan and control process structure and managerial levers to achieve desired business process performance.

Topics

- Introduction to the basic concepts of different types of processes (ranging from job shops to flow shops)
- Insights into design and product development time compression through concurrent engineering approaches.
- Planning and managing overall capacity
- Principles and guidelines for optimal investments in flexibility in a network of manufacturing plants.
- Controlling and managing inventory to achieve desired business process performance.
- Effect of uncertainty on process performance and methods for controlling it.
- Measuring, controlling and improving quality
- Relationship between operations strategy and the competitive strategy for the business as a whole.
- Framework and tools for improving the overall effectiveness of a firm's operations.
- Introduction to advanced topics such as supply chain management, time based competition, and lean manufacturing.

Assessment

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|-----------------------------|-----|
| • Class Participation | 15% |
| • Short Quiz | 5% |
| • Midterm Test | 25% |
| • Syndicate Case Assignment | 15% |
| • Final Exam | 40% |

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.

Marketing

Pre-requisites: waived for GCCRS Students

Description

Students should:

- acquire a working understanding of the marketing process and its application in and public sector contexts;
- develop the ability to apply problem-solving techniques in marketing;
- develop insight into the importance of the marketing concept in the strategic direction of modern organisations.

Topics covered:

- Market orientation and marketing planning
- Marketing environment
- Marketing analysis – information and research
- Buyer behaviour
- Segmentation and target marketing
- Differentiation and positioning
- Products, services and brands
- Distribution
- Pricing
- Promotion

Assessment

- | | |
|---|-----|
| • Individual assessments (may include class participation, assignments, tests etc.) | 20% |
| • Mid Term Test | 20% |
| • Syndicate assignment | 30% |
| • Final 2-hour examination | 30% |

Detailed information about assessment task requirements is published in the Subject Outline distributed to students at the start of Term.

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.

Negotiations

Pre-requisites: waived for GCCRS Students

Description

This subject aims to develop skills in negotiation such that students will be able to negotiate in a range of business-related and personal settings in order to secure targeted and mutually acceptable outcomes.

Objectives

At the completion of the subject, students should:

- be able to analyse the negotiation context and plan effectively
- understand the nature of mixed-motive negotiations and select strategies accordingly
- understand the value creation process
- understand and manage the social and relationship aspects of negotiation
- develop the interpersonal skills necessary for effective negotiation
- be able manage diverse negotiation settings, both group and individual
- understand how cultural differences affect the negotiation process

Assessment

There are two approved assessment regimes. Teachers may use either, or seek approval for an alternative.

Detailed information about assessment task requirements is published in the Subject Outline distributed to students at the start of term.

Assessment Regime 1

- | | |
|---|-----|
| • Individual assignment | 25% |
| • Syndicate assignment | |
| • (written report and class presentation) | 35% |
| • 2-hour open-book exam | 40% |

Assessment Regime 2

- | | |
|------------------------|-----|
| • Take home exam | 50% |
| • Case study brief | 20% |
| • Syndicate assignment | 30% |

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.

Product Management

Pre-requisite: Marketing

Restriction: see end note

Description

Students should:

- understand the issues involved in developing product strategies, including related services marketing issues
- develop the analytical skills necessary when using market research and developing sound product related decisions
- gain a conceptual framework for organising thinking about product related problems
- understand the marketing or product manager's role in developing product strategies

Objectives

On completing the subject, students should understand:

- alternative strategies for conceptualising products and identifying product-markets
- how product decisions may contribute to creating competitive advantage
- how to analyse industries, make changes in product strategies over time, and respond to competitive moves
- the issues involved in the development and management of new products, including proactive versus reactive approaches to product development, market entry considerations, product positioning, value-based pricing methods, and the design and market testing of new products
- how to manage product lines, with particular attention paid to evaluating potential synergies among products
- the relationship of product decisions to other marketing decisions involving price, promotion and distribution channels
- special topics in product management, including legal constraints and organisational issues

Assessment

- | | |
|---|-----|
| • Class participation/attendance | 15% |
| • One page individual case write-ups | 15% |
| • Syndicate oral analysis | 10% |
| • One end of term exam limited to two hours | 60% |

RESTRICTION

Please note that there is approximately 25% common content between this subject and Brand Management. Having completed one, students are advised not to enrol in the other.

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject

The World of Management

Restrictions: see end note

Description

The aim of this subject is to introduce students to the field of management, by providing them with:

- a roadmap of the MBA program.
- an understanding of the scope and history of the field of management.
- an introduction to the role of the manager.
- a set of skills useful both for managing and for doing the MBA.

Key topics are centred on four areas:

- Personal Development.
 - Building personal management skills
 - Developing interpersonal skills
 - Improving teamwork
 - Career development
- Functional Perspectives
 - Understanding the fundamental approaches of disciplines such as finance, marketing, accounting and human resources
- Periods
 - Exploring management models and their development over time.
- Learning Processes:
 - Benefiting from different learning processes such as, case studies, lectures and experiential approaches.

Assessment

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|--|-----|
| • Written assignment, of up to 2000 words | 40% |
| • Class participation | 20% |
| • Final, written, 2-hour, closed book exam | 40% |

RESTRICTION

Please note that this subject is only available to students enrolled in an MBS award. We regret that exchange, external, cross-faculty or cross-institutional students cannot enrol in it. Moreover, students must complete this subject right at the commencement their MBS studies.

NOTE REGARDING ASSESSMENT

Please note that for all subjects the final exam (or equivalent piece of assessment) is a hurdle requirement. Students must meet the hurdle requirement in order to pass the subject.