

Management

Ordinary degree first year

325-101 Management

Note:

- During the Summer Semester, this subject is only offered on a fee-paying basis. See your home faculty for a fee schedule.
- Students may not gain credit for both 325-101 Management and 615-155 Principles of Management (2001 Handbook or earlier).

Credit points: 12.5

HECS-band: 2

Coordinator: J O'Flynn, Dr M Terziovski

Contact: Semester 1 and Semester 2: Two 1-hour lectures and a 1-hour tutorial per week; Summer Semester: One 2-hour lecture/workshop three days per week for six weeks (*Semester 1, repeat 2, Summer*).

Description: This subject provides an introduction to management, focused around the achievement of organisational goals, and covering the major topics of strategy, systems, structure and resources, particularly people and money. The major activities and functions of the organisation are described, namely production, marketing and human resources management. Across these activities and functions, the subject addresses topics that managers must be competent in, including efficiency, competitiveness and effectiveness in organisations, strategy, planning, control, ethics, leadership, culture and motivation. These will be presented in the context of achieving best practices and principles of management.

Assessment: A 2-hour end-of-semester examination (60%), a multiple choice test (10%) and an essay totalling not more than 3000 words (30%).

325-102 Business in the Global Economy

Credit points: 12.5

HECS-band: 2

Coordinator: Associate Professor H Dick/Dr S Morgan

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: The subject introduces students to managing business in the contemporary global economy. Today's challenge is for firms to manage across borders and across cultures. To compete globally, managers need to understand the economic, social and political frameworks that support cross-border commerce. The subject analyses multinational management, focusing on how managers plan market entry strategies, organise and control subsidiaries, build strategic alliances and position themselves in an increasingly competitive global environment. New challenges for managers include technological innovation, new business models, e-commerce, 'green' environmental issues, and business ethics in different countries. The subject examines how firms manage their relations with governments, non-government organisations and external stakeholders. Particular emphasis is given to the dynamics of Asian businesses and the operation of multinational enterprises in the Asia-Pacific region.

Assessment: A 2-hour end-of-semester examination (50%), and tutorial-based assignments totalling not more than 5000 words (50%).

Prescribed texts: *Business in the Global Economy: Tutorial Readings*. • Charles W L Hill, *Global Business Today*, McGraw Hill, 2002.

325-103 The Asian Economies

Availability: Not offered in 2003.

Credit points: 12.5

HECS-band: 2

Coordinator: Dr S Morgan

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: Topics to be studied may include Japan as an economic superpower; the economic reform in China; the Asian Tigers; the transformation of agrarian economies to industrial and science-based economies; population growth; the generation of savings; investment and technological change; the role of multinational enterprises; the relationships between the state, bureaucracy and business; industrial and trade policies; Asian societies and the consequences for management and labour relations; and export led industrialisation.

Assessment: A 2-hour end-of-semester examination (60%), a multiple choice test (10%) and an essay totalling not more than 3000 words (30%).

Prescribed texts: *The Asian Economies: Tutorial Readings*, (available from the department).

Second year

In addition to the individual subject prerequisites, students must have completed or gained credit for at least 75 level-1 points before they will be permitted to enrol in any of the level-2 (second year) subjects listed below.

325-201 Organisational Behaviour

Credit points: 12.5

HECS-band: 2

Coordinator: Dr L Sargent

Prerequisites: Entry to this subject is restricted to students who have completed 75 points of first-year subjects.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject will provide an introduction to basic individual and group processes, as they affect people in organisations. Major theories and models in key areas of organisational behaviour will be examined: group dynamics, motivation, stress, communication, diversity, conflict, leadership, power, and change management. Tutorials will emphasise the application of theories, through the use of simulations and case studies.

Assessment: A 2-hour end-of-semester examination (60%) and group assignments totalling not more than 4000 words (40%).

325-202 Consumer Behaviour

Credit points: 12.5

HECS-band: 2

Coordinator: Dr A Paladino

Prerequisites: 325-211 Principles of Marketing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: Topics include the introduction and application of buyer behaviour concepts to marketing decision-making; consumer behaviour models; the identification of psychological variables which influence customer decision-making; external factors affecting consumer behaviour; and an introduction to a variety of consumer-related market research techniques.

Assessment: A 2-hour end-of-semester examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-203 Operations Management

Credit points: 12.5

HECS-band: 2

Coordinator: Dr P Cousins

Prerequisites: Normally 50 points of commerce, including 325-101 Management.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: Operations management studies how factories and services work. The course will examine the link between strategy and operations for both manufacturing and service organisations. It will cover broad issues such as strategy, quality, inventory systems, capacity and demand management. The course will also consider some of the latest thinking in operations approaches such as World Class Manufacturing, Supply Chain Management, Lean and Agile manufacturing. The course will be taught in an interactive style and will use 'real life' case studies to illustrate theories and concepts. A study pack and recommended textbook will be available to support this subject. The course aims to give the students a practical as well as theoretical appreciation for this topic area.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 4000 words (40%).

325-206 e-Marketing and Retailing

Credit points: 12.5

HECS-band: 2

Coordinator: Associate Professor G Whitwell

Pre or Corequisites: 325-211 Principles of Marketing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject provides a framework for understanding the forces driving the internet revolution in marketing and retailing, and examines the opportunities and challenges that they have created. It focuses on the strategies that existing organisations - retailers and other businesses - can use to integrate internet and related technologies with traditional marketing. Key issues include what is different about marketing on the net, how do different on-line business models function, how do consumers behave on-line, and what traditional marketing channels and practices are most threatened? Other topics may include on-line quality enhancement, personalisation of marketing efforts, community-building, real-time marketing, and on-line customer management.

Assessment: A 2-hour end-of-semester examination (50%), assignment(s) totalling not more than 4000 words (40%) and class participation and presentations (10%).

325-207 Managing in Information Societies

Credit points: 12.5

HECS-band: 2

Coordinator: Associate Professor B Harley

Prerequisites: 50 points of commerce subjects

Contact: Two one-hour lectures and a one-hour tutorial per week (*Semester 1*).

Description: This subject critically examines the nature and impact of the 'information age' within a broad organisational and societal context. It will first explore the recent history of work organisation and organisational structure to identify changes associated with new information technologies, the internet, e-business etc., including the purported rise of the knowledge intensive firm, the virtual firm and the knowledge worker. It will examine the effects of changes in workplace organisation and organisational structure on employees, such as the use of emotional labour and new patterns of unionisation and professionalisation; and on management practice, such as new ways to manage intellectual assets and new interorganisational relationships. The subject will also examine the growth of particular sectors in information societies, which may include the service sector, biotechnology and dot.com companies, as well as multisector/multinational initiatives to develop and harmonise new technology and software, such as the development of new Internet languages. Finally it will examine the wider social and ethical implications including the existence of different information societies around the world, which result from the differential global effects of the 'information age'. Of particular interest in this subject will be the way in which power is exercised and differentially distributed in organisations and societies through the use of new technology.

Assessment: A 2-hour end-of-semester examination (50%), written assignment(s) totalling not more than 4000 words (40%) and a tutorial presentation exercise (10%).

325-208 Project Management

Note:

- Students may not gain credit for both 325-208 Project Management and 615-372 Project Management.
- Information systems and information systems combined degree students are not permitted to gain credit for this subject.

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised.

Prerequisites: 325-101 Management

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject will offer the opportunity to develop the skills and knowledge necessary to manage projects, including project selection, initiation, planning, control and evaluation. Based around the project life cycle, topics such as the project manager and organisation, project planning, control, scheduling and resources allocation will be covered. Relevant project management techniques will also be taught.

Assessment: A 2-hour end-of-semester examination (60%), written assignment(s) totalling not more than 3000 words (30%), tutorial presentation and participation (10%).

Prescribed texts: To be advised.

325-209 Human Resource Management

Note: During the Summer Semester, this subject is only offered on a fee-paying basis. See your home faculty for a fee schedule.

Credit points: 12.5

HECS-band: 2

Coordinator: Ms C Maguire

Prerequisites: Entry to this subject is restricted to students who have completed 75 points of level-1 subjects (commerce or non-commerce).

Contact: Semester 2: Two 1-hour lectures and a 1-hour tutorial per week. Summer Semester: One 2-hour lecture/workshop three days per week for six weeks (*Semester 2, repeat Summer*).

Description: Topics include external influences on human resource management, organisational structure and culture, human resource planning, job analysis and design, recruitment and selection, performance appraisal and management, compensation and remuneration, human resource outcomes and current issues in human resource management.

Assessment: A 2-hour end-of-semester examination (70%) and assignments totalling 2000 words (30%).

Prescribed texts: H DeCieri and R Kramar et al, *Human Resource Management in Australia: Strategy, People, Performance*, McGraw-Hill, 2002.

325-210 Managerial Decision Analysis

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised

Prerequisites: 316-130 Quantitative Methods 1 or 316-129 Business Statistics.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject provides both the conceptual frameworks and practical illustrations of business analysis techniques including decision trees, linear programming and related management science methods. These frameworks will be applied to resource allocation decisions faced by organisa-

tions, with applications to decisions in the areas of production, marketing and finance.

Assessment: A 2-hour end-of-semester examination (60%) and an assignment totalling not more than 2500 words (40%).

325-211 Principles of Marketing

Note:

- During the Summer Semester, this subject is only offered on a fee-paying basis. See your home faculty for a fee schedule.
- Students may not gain credit for both 325-211 Principles of Marketing and 327-301 Marketing 1.

Credit points: 12.5

HECS-band: 2

Coordinator: Dr A Paladino, Associate Prof B Lukas

Prerequisites: Students must have completed at least 75 points of level-1 (commerce or non-commerce) subjects.

Contact: Semester 1 and 2: Two 1-hour lectures and a 1-hour tutorial per week; Summer Semester: Two 2-hour lecture/workshop and one 2-hour tutorial per week for six weeks (*Semester 1, repeat 2, Summer*).

Description: The basic theoretical framework of marketing, including segmentation, buyer behaviour, product management, market communications, channel management and pricing decisions are introduced in this subject. Students are also introduced to basic concepts in market research, management of marketing programs and marketing ethics.

Assessment: A 2-hour end-of-semester examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-212 Market Research

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised

Prerequisites: 325-211 Principles of Marketing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject develops students' knowledge of fundamental market research concepts. It addresses the purpose, procedures and applications of market research; helps view market research from a 'users' and 'doers' perspective; and aims to improve the managerial value of market research for strategic decision-making. Specific topics include the formulation of the research problem; research design; data collection instruments; data collection procedures; statistical data analysis tools including multiples regression analysis; and the interpretation and use of research results.

Assessment: A 2-hour end-of-semester examination (60%), written assignment(s) totalling not more than 3000 words (30%) and tutorial participation (10%).

325-213 Marketing Communications

Credit points: 12.5

HECS-band: 2

Coordinator: Dr S Bell

Pre or Corequisites: 325-211 Principles of Marketing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject focuses on the development, management and control of the organisation's marketing communications. Topics include advertising, sales promotion, public relations and other elements of the communications mix; the importance of integrating promotional efforts with other marketing mix decisions; the marketing manager's role in planning, implementing and evaluating marketing communications; operational and creative elements involved in developing promotional efforts; the strategies used to communicate with customers and their underlying principles; understanding alternative persuasion techniques and potential problems with their adoption; and the proper selection, interpretation and use of alternative measures of promotional effectiveness.

Assessment: A 2-hour end-of-semester examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-214 The Social and Political Context of Work

Availability: Not offered in 2003.

Credit points: 12.5

HECS-band: 1

Coordinator: To be advised

Prerequisites: Entry to this subject is restricted to students who have completed 75 points of level-1 subjects (commerce or non-commerce).

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: This subject will examine the different social, political and institutional environments within which work is managed and organised. It will consider how the relationships between state institutions, business organisations and labour organisations influence the character of work and employment. Topics covered will include theories of the state and the role of the state in the regulation of labour markets and labour-management relations; the

meaning of work and the determination of work and non-work distinctions drawing upon sociological and psychological approaches; a comparative political economy of wages and incomes policy and of welfare state development; the juridification and decommmodification of labour law regimes; and pressures on state sovereignty for employment rule-making.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

325-215 Managerial Strategies in Organising Work

Availability: Not offered in 2003.

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised

Prerequisites: Entry to this subject is restricted to students who have completed 75 points of level-1 subjects (commerce or non-commerce).

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: This subject will examine the evolution and development of managerial strategies designed to motivate and control employees. Topics include the development of work organisation in capitalist economies; Taylorism and the impact of scientific management; human relations and the Hawthorne studies; the Neo-Human Relations School; labour process theory; neo-Fordist conceptions of work and the mobilisation of commitment.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

325-216 Business Entrepreneurship and Leadership

Availability: Not offered in 2003.

HECS-band: 2

Coordinator: To be advised.

Prerequisites: 325-101 Management

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: Organisations worldwide are confronted with more dynamic and turbulent markets, more demanding shareholders, and more discerning customers. The quality of their leadership is paramount in making the organisational changes required in today's competitive environment. This subject explores the role of entrepreneurs, owners and managers in the creation and maintenance of dynamic competitive advantage. It discusses the role of entrepreneurship and leadership in start-ups, turn arounds and change management. The problems facing firms at different stages of their development and those from emergent and developed economies in entering and succeeding in the global economy are explored. The possibilities provided by rapidly changing technologies, particularly the internet, and venture capital for entrepreneurial activity in the global economy are also considered and attention will be paid to the phenomenon of 'born-global MNCs' and the skills required for global leaders.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 4000 words (40%).

Prescribed texts: To be advised.

325-217 Multinationals and Globalisation

Availability: Not offered in 2003.

HECS-band: 2

Coordinator: Associate Professor D Merrett

Prerequisites: 325-101 Management

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: This subject studies the role of multinationals as agents in the process of globalisation. It identifies the world's leading multinationals, their industry-base and home countries. Contemporary debates about the impact of multinationals are explored from the perspectives of those who argue that their actions promote development and prosperity through the transfer of capital and technology and in promoting trade flows. The subject also examines arguments that often harm the interests of sovereign nations and particularly the world's poor. The subject concludes with an examination of the dialogue between multinationals and the supranational institutions promoting freer trade like the WTO, World Bank and the IMF and their critics, particularly NGOs.

Assessment: A 2-hour end-of-semester examination (60%) and written assignment(s) totalling not more than 4000 words (40%).

Prescribed texts: To be advised.

325-226 Business and Economy in South East Asia

Credit points: 12.5

HECS-band: 2

Coordinator: Associate Professor H Dick

Prerequisites: One of 325-102 Business in the Global Economy, 325-103 The Asian Economies, 316-101 Introductory Macroeconomics or 316-102 Introductory Microeconomics or any subject listed in the Asian studies program offered by the Faculty of Arts.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject examines origins, impact and recovery from the recent economic crisis in Southeast Asia, the preceding era of high growth and Australia's involvement in the region. The main focus will be upon Indonesia, Malaysia, Singapore and Thailand. Topics will include industrialisation and trade; labour force, industrial relations and education; financial liberalisation and foreign investment; urbanisation and the middle class; overseas Chinese and indigenous entrepreneurship; the development state; culture and business environment; and the Australian relationship with Southeast Asia.

Assessment: A 2-hour end-of-semester examination (50%), written assignment(s) totalling not more than 3500 words (35%) and tutorial participation (15%).

Prescribed texts: *Business and Economy in Southeast Asia: Tutorial Readings*, (details from the department).

325-228 Strategy

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised

Prerequisites: Students must have completed at least 75 points of level-1 subjects (commerce or non-commerce).

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject analyses the strategic management of the business unit and the firm. Students are introduced to the different theoretical approaches to strategy to provide a framework for understanding and analysing the nature and sources of competitive advantage and firm survival in contested markets. The subject examines several key areas of strategy in depth, focusing on issues of vertical integration, diversification and collaboration. The links between strategy, organisational structure and design, and context and explored. Consideration is also given to issues of corporate governance, ethics and stakeholder analysis.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

325-231 International Business Strategy

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised

Prerequisites: One of 325-101 Management, 325-102 Business in the Global Economy, 325-103 The Asian Economies, 325-201 Organisational Behaviour, 325-202 Consumer Behaviour, 325-203 Operations Management, 325-209 Human Resource Management, 325-211 Principles of Marketing, 325-213 Marketing Communications, 325-228 Strategy, or 325-226 Business and Economy in Southeast Asia.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject introduces students to strategic decision-making by senior managers of international firms. It analyses the reasons for success or failure of international firms, which compete internationally for resources, customers and market dominance. The dimensions of the international economy (including trade in products and services, capital flows and trade regimes) and the operation of the global business environment (governments, labour, consumers and intergovernmental organisations) provide the context for the international activities of firms. Given this background, strategies for exporting, franchising, licensing, multinational firm expansion, and international alliance formation are examined. An understanding of the theory of foreign direct investment and the theory of multinational enterprise are introduced to provide a framework for the practical analysis of global competitive strategies. Key considerations include the forms of international involvement, entry modes (Greenfield, mergers and acquisitions), competition by industry and market segment, and relations between sovereign states and MNEs.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

Prescribed texts: To be advised.

Third year

In addition to the individual subject prerequisites, students must have completed or gained credit for at least 175 level-1 and level-2 points before they will be permitted to enrol in any of the level-3 (third year) subjects listed below.

325-301 Business-to-Business Marketing

Credit points: 12.5

HECS-band: 2

Coordinator: Dr S Auh

Prerequisites: 325-211 Principles of Marketing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: The environment of business marketing and business markets is examined, including characteristics of business marketing, value creation,

analysis of market opportunities for business-to-business marketing, business marketing channels, the role of personal selling and sales management in business-to-business marketing, evaluating marketing efforts and the future of business-to-business marketing. The role of relationship building through trust and commitment will be explored in a business-to-business marketing environment as opposed to a transactional approach. Key conceptual as well as strategic issues will be the focus of the subject.

Assessment: A 2-hour end-of-semester examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-302 Strategic Marketing

Credit points: 12.5

HECS-band: 2

Coordinator: Dr B Menguc

Prerequisites: 325-211 Principles of Marketing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This is a capstone-marketing subject building on the concepts and skills learned in other marketing subjects. The subject presents an opportunity for students to learn, examine and apply strategic marketing decision processes with the goals of establishing, maintaining, or improving the firm's competitive advantage. Topics include strategic analysis (ie. external analysis, competitor analysis, market analysis, product portfolio analysis, product diffusion analysis, dynamics of product life cycle, new product development process, environmental analysis and dealing with strategic uncertainty, internal analysis), alternative business strategies (ie. differentiation strategies, growth strategies, strategies in declining and hostile markets), implementation and planning process.

Assessment: A 2-hour end-of-semester examination (60%), and a case study(s) totalling not more than 4000 words (40%).

325-303 International Management

Credit points: 12.5

HECS-band: 2

Coordinator: Dr S Johnston

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject focuses on how multinational enterprises (MNEs) sustain and renew their competitive advantages in an interdependent global economy. Forming relationships with partners, governments and competitors, MNEs structure complex global networks of value-adding activities (procurement, production and distribution). The critical managerial tasks studied include the worldwide configuration and coordination of value creating activities; the renewal of core capabilities; and the design of administrative structures. A central theme is how MNEs respond to the requirements of national consumers and national governments while integrating activities to achieve the gains from economies of scale and scope. Topics include organisational learning; strategy, structure and organisational design; the influence of national culture; and the management of joint ventures and other types of international alliance.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

325-304 Organisational Analysis

Note: Information systems and information systems combined degree students are not permitted to gain credit for this subject.

Credit points: 12.5

HECS-band: 2

Coordinator: Dr G Sewell

Prerequisites: At least 50 points of commerce or related social science subjects.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject will examine the underlying assumptions, models and applications of organisational analysis, with an emphasis on understanding links between theory and practice. Subject content will include an introduction to differing images or metaphors of organisations. Different organisational images emphasise issues such as managing organisations as effective (and ineffective) systems, removing structures of domination, releasing human potential, and understanding the importance of social construction processes. The implications of these differing perspectives will be discussed in terms of classic and current approaches to core topics such as structure, power, culture, leadership and change.

Assessment: A 2-hour end-of-semester examination (60%) and class assignments totalling not more than 3000 words (40%).

325-306 Services and Relationship Marketing

Credit points: 12.5

HECS-band: 2

Coordinator: Professor R Widing

Prerequisites: 325-211 Principles of Marketing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject focuses on managing buyer-seller relationships, for the purpose of improving service and sales behaviours and performance, in consumer and organisational markets. Topics include understanding the importance of service quality in product and service industries; creating a market and service-orientated organisation; leadership and organisational issues in service/market driven organisations; identifying and selecting market segments; developing service programs for different market segments; conceptualising, measuring and using customer satisfaction, customer value, and service quality; creating service and salesperson evaluation and reward systems; and managing customer dissatisfaction and engaging the art of customer recovery.

Assessment: A 2-hour end-of-semester examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-307 Product and Brand Management

Credit points: 12.5

HECS-band: 2

Coordinator: Associate Professor B Lukas

Prerequisites: 325-211 Principles of Marketing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject develops students' knowledge of major theories and current research in branding and managing products. It addresses building and measuring brand equity; helps view brands as strategic product concepts; and aims to improve brand-related decisions. Specific topics include brand knowledge; brand awareness; brand image; and the interpretation and use of brand audits.

Assessment: A 2-hour end-of-semester examination (60%), written assignment(s) totalling not more than 3000 words (30%) and tutorial participation (10%).

325-308 Industrial Relations

Credit points: 12.5

HECS-band: 2

Coordinator: Dr M Brown

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject will provide an overview of the Australian labour market and industrial relations systems. It considers developments in industrial relations theory and practice. Topics covered will include change and transformation in industrial relations; the history and role of unions; the future of unionism; employer strategy and human resource management; employer associations; industrial relations reform; the form and function of federal industrial legislation; enterprise bargaining; women in the workplace; industrial conflict; and industrial democracy.

Assessment: A 2-hour end-of-semester examination (70%) and assignments totalling 2500 words (30%).

325-309 Global Marketing

Note: Students may not gain credit for both 325-309 Global Marketing and 325-204 Global Markets.

Credit points: 12.5

HECS-band: 2

Coordinator: Dr B Menguc

Prerequisites: 325-211 Principles of Marketing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject provides an introduction to marketing in the international marketplace. Topics covered include the cultural, economic, political and legal environments within which global marketing occurs; drivers toward globalisation; foreign market assessment, selection and analysis; international product policy; international advertising and promotion; channel management and logistics for global marketing; and coordinating global marketing.

Assessment: A 2-hour end-of-semester examination (60%) and written assignment(s) totalling not more than 4000 words (40%).

325-310 The Japanese Business System

Note: Students may not gain credit for both 325-310 The Japanese Business System and 326-205/305 The Japanese Business System.

Availability: Not offered in 2003.

Credit points: 12.5

HECS-band: 2

Coordinator: Associate Professor H Dick

Prerequisites: The completion of at least 125 points of commerce subjects or any of the optional level-2 or level-3 subjects listed in the Asian studies program in the Faculty of Arts.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: This subject provides an introduction to Japan's postwar economic 'miracle', the 'bubble' of the late-1980s and causes of subsequent prolonged stagnation, with particular attention to the institutions of business and government. Topics include globalisational structural change, the organisation of big business, including keiretsu relationships and the role of the trading houses, and of small business, including subcontracting ties; financial

markets and labour markets for both large and small firms; industrial policy and the role of technology; consumer markets; and government-business relationships and cultural aspects of the business environment.

Assessment: A 2-hour end-of-semester examination (50%), written assignment(s) totalling not more than 3500 words (35%) and tutorial participation (15%).

Prescribed texts: *The Japanese Business System, Tutorial Readings*, (details from the department).

325-312 International Human Resource Management

Credit points: 12.5

HECS-band: 2

Coordinator: Dr Y Zhu

Prerequisites: Students must have completed at least 25 points of the following subjects: 325-201 Organisational Behaviour, 325-209 Human Resource Management, 325-226 Business and Economy in Southeast Asia, 325-228 Strategy, 325-231 International Business Strategy, 325-214 The Social and Political Context of Work, 325-303 International Management, 325-304 Organisational Analysis, 325-310 The Japanese Business System, 325-332 Chinese Business and Economy, 325-316 Organisations, Ethics and Society.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject will provide an examination of international human resource management (HRM), particularly firm-level human resource strategies in the international competitive environment. The relationships between the external environment, organisational factors, and international HRM strategies and practices will be studied from both theoretical and practical perspectives. The subject will include topics such as strategic issues for international HRM, HRM in a variety of international organisational forms, cross-cultural issues, and expatriate management. This subject will help students to understand key strategic and functional issues related to international HRM; to analyse and evaluate the theoretical and research literature related to international HRM; and to relate this knowledge to contemporary practical examples of HRM in a variety of organisations that operate in global contexts.

Assessment: A 2-hour end-of-semester examination (50%), assignment(s) totalling not more than 4000 words (40%) and class presentations and participation (10%).

325-313 Managing Strategic Change

Availability: Not offered in 2003.

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised

Prerequisites: Entry to this subject is restricted to students who have completed at least 25 level-2 and/or level-3 subjects taught by the Department of Management. (The 25 points may not include any marketing subjects.)

Contact: Two 1-hour lectures and one 1-hour tutorial per week (*Not Offered*).

Description: This subject explores different models of strategy making and examines some of the difficulties involved in managing strategic change. Traditional models see strategy making as a straightforward, rational, 'top-down' process. Empirical work shows, however, that the formulation and implementation of strategies is a complex process, which is affected by political, cognitive, and contextual factors. Top managers can formulate a detailed strategic plan; but plans are not always put into practice nor are the plans that are put into practice necessarily successful. The subject commences by reviewing traditional models of strategy making where strategies are formed to derive a competitive advantage that enables the organisation to respond to environmental threats and opportunities. Students will then be introduced to other models, including emergent, political, logical incrementalist, configurational and sense-making perspectives, to explore how strategic change is managed.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

325-314 Managing Organisational Innovation

Credit points: 12.5

HECS-band: 2

Coordinator: Dr M Terziowski

Prerequisites: 325-101 Management and at least 12.5 points of level-2 subjects taught by the Department of Management (prefix 325-).

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: The subject examines the theoretical and practical application of the strategic, organisational, and technological dimensions of innovation management. The subject consists of five modules which are strongly linked. The need for innovation focuses on the most fundamental problem of managing innovation management: the lack of urgency to innovate. The principles of product-market orientation explores the challenges of finding new markets for new technologies and develops a set of principles for product-market ideas. Resource allocation examines the resource allocation process which proves to be a critical link between strategy and innovation management. Innovation capabilities examines the organisational capabilities required to create an innovation culture. Technology strategy examines several dimen-

sions of technology strategy in terms of when and why it is important to be a technology leader or follower; when and why companies can outsource some elements of the products and services they offer. Overall, students will develop tools, methods and frameworks as they study cases of companies in a range of industries. This would provide students with substantial knowledge and appreciation on how to create and manage innovative organisations.

Assessment: A 2-hour end-of-semester examination (60%) and written assignments totalling not more than 2500 words (40%).

325-315 Managing Organisational Learning

Credit points: 12.5

HECS-band: 2

Coordinator: Dr L Sargent

Prerequisites: At least 25 points of level-2 subjects taught by the Department of Management (prefix 325-).

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject examines some of the key issues concerning organisational learning and their implications for managing the learning organisation. For example, students will explore whether organisational learning is primarily an individual or collective phenomenon and analyse the management processes involved in transforming individual learning into collective behaviour. They will investigate the characteristics and benefits of the learning organisation, and critique some of the reasons that are put forward to justify it. They will study different theories of learning, which may include those that view learning as organisation-wide information processing capabilities, as well as interpretive work that sees organisational learning as a cultural process of meaning creation.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

325-316 Organisations, Ethics and Society

Credit points: 12.5

HECS-band: 1

Coordinator: Dr J Selsky

Prerequisites: Entry to this subject is restricted to students who have completed 175 level-1 and level-2 (commerce or non-commerce) points.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject critically examines the nature of organisation and the role that organisations play in society by exploring their impact on the people who work in them, the communities that surround them, and the community of which they are a part. This subject will explore ethical issues associated with the impact of organising processes on people in the organisation, such as the impact of new organisational forms, 'strong' cultures, and virtual forms of organising, as well as issues of gender and diversity. The subject will also examine a variety of themes that illustrate the interactions between organisations and diverse stakeholders in the community. Issues of management ethics and corporate responsibility will be important themes in this subject.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

325-317 Research for Managers and Consultants

Credit points: 12.5

HECS-band: 2

Coordinator: Dr G. Sewell

Prerequisites: Students must have completed at least 25 points of level-2 subjects taught by the Department of Management.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject will critically evaluate different research methods used by managers, consultants and researchers. It will explore quantitative methods of inquiry, such as survey research, experimental designs, questionnaires, as well as qualitative methods of inquiry, eg. interviews, focus groups, case studies, content analysis, ethnographies. It will contrast these two approaches as well as examine how quantitative and qualitative analysis can be combined. The structure of scientific thinking will be examined and students will be introduced to new forms of inquiry in management.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

325-318 Quality Management

Credit points: 12.5

HECS-band: 2

Coordinator: Dr M Terziowski

Prerequisites: 325-203 Operations Management. Students who have other relevant subjects may apply directly to the coordinator.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject develops an understanding of the philosophy, concepts and practical methods by which firms can pursue 'quality management' and best practices. The subject will use the management literature on quality and case studies of organisations with a strong customer and process manage-

ment focus. It will emphasise the internal arrangements that are needed to support such a focus. The 'quality organisation' is focused on achieving an acute customer focus and translating that into service and product designs, then achieving process control in the supply of value adding products, services and activities. Continuous improvement of all processes and the involvement of staff at all levels is a prerequisite for achieving this. Many of the world's best companies, such as Toyota and GE, have achieved their leadership positions through the pursuit of quality-based initiatives, and this subject includes a review of recent studies that have shown the performance improvements that are available.

Assessment: A 2-hour end-of-semester examination (60%) and assignments totalling not more than 2500 words (40%).

325-320 e-Business Strategy

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised

Prerequisites: 325-101 Management and one of 325-210 Managerial Decision Analysis, 325-212 Market Research, 325-211 Principles of Marketing, 325-203 Operations Management or 325-206 e-Marketing and Retailing

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject is at the intersection of entrepreneurship and strategic management, including the development of strategy and internet and electronic technologies. These technologies challenge current competitive strategies of firms, with the growth of business-to-business, business-to-consumer and business-to-government relationships. The nature of internet and electronic technologies are studied, including the impact of information effect, brokerage effect and the integration effect on traditional value chains, the boundaries of the firms and inter-firm competition in existing industries. The subject develops the information technology 'business model', including the impact on the strategies and structures of firms domestically and globally of scalability, complementary resource, and knowledge sharing. e-Business Strategy offers students the opportunity to equip themselves with the analytic tools to evaluate the emerging opportunities the internet revolution brings to business.

Assessment: A 2-hour end-of-semester examination (60%) and written assignments totalling not more than 3000 words (40%).

325-321 Supply Management

Credit points: 12.5

HECS-band: 2

Coordinator: Dr P Cousins

Prerequisites: 325-203 Operations Management

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: This subject covers the concepts and practices of the developing field of supply chain management, involving the arrangement of information, goods and services and business relationships within and between organisations in a supply chain. Strategic management thinking in supply terms has moved away from optimising the purchasing of goods and services to focusing on how a company can manage all aspects of supply activity to create the maximum level of competitive advantage. This involves cost savings (through such activities and concepts as economies of scale, open-book pricing arrangements and transparency); improving time-to-market; developing market-leading innovative products and services; and improving both the effectiveness and efficiency of the firm.

Assessment: A 2-hour end-of-semester examination (50%) and written assignment(s) totalling not more than 5000 words (50%).

Prescribed texts: To be advised.

325-322 Managing e-Business Supply Chains

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised

Prerequisites: 325-203 Operations Management

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: The emergence of the internet has changed the rules of business by redefining the buyer-supplier relationships throughout the supply chain. This subject examines the theoretical and practical application of the strategic, organisational, and technological dimensions of e-business taking in the organisation's business strategy, technical capability and human resource function in managing the supply chain, procurement, logistics, and distribution and how these individually and collectively impact on cost/efficiency, quality of products and services, speed, flexibility and innovation. The subject will focus on the e-business supply chains literature and case studies on organisations with a successful track record in formulating and implementing e-Business strategies to manage their supply chains.

Assessment: A 2-hour end-of-semester examination (60%) and written assignments totalling not more than 3000 words (40%).

325-323 Managing the Virtual Workforce

Availability: Not offered in 2003.

Credit points: 12.5

HECS-band: 2

Coordinator: To be advised

Prerequisites: 325-101 Management and one of 325-210 Managerial Decision Analysis, 325-212 Market Research, 325-211 Principles of Marketing, 325-203 Operations Management or 325-206 e-Marketing and Retailing.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: This subject examines the changing nature of the workforce in the new information society. The subject commences with a consideration of the range of human resource management strategies available to management. The impact of e-business on the nature of the work force is explored and the move towards knowledge workers and the virtual workplace is considered. A number of human resource management issues are then considered including the 'new' employment relations, collective employee representation, training and development, occupational health and safety, employee commitment and teams and empowerment. The subject concludes with a discussion on the implications for the current paradigms of human resource management and employee relations.

Assessment: A 2-hour end-of-semester examination (60%) and written assignments totalling not more than 3000 words (40%).

325-324 Cross Cultural Management

Availability: Not offered in 2003.

HECS-band: 2

Coordinator: Dr A Harzing

Prerequisites: Entry to this subject is restricted to students who have completed at least 100 points of commerce subjects of which at least 25 points must be Department of Management level-2 subjects.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: As a result of a process of globalisation at both societal and organisational level, it becomes more and more important to be aware of cultural differences and to be able to manage culturally diverse organisations. In this subject you will learn about the challenges that managers of both domestic and international businesses face in managing across cultural boundaries. The main focus will be on national cultural differences, but we will also look at the interaction between national culture and organisational culture. The following topics will be covered in detail in this subject: cross-cultural communication, negotiation and conflict resolution, management of a multi-cultural workforce including expatriates, the impact of group heterogeneity/homogeneity on innovation and creativity, the role of mental models and schemata in intercultural interactions, leadership and motivation across cultures, the role of language in international business, and management of the human dimension of joint ventures, mergers and acquisitions and alliances.

Assessment: A 2-hour end-of-semester examination (50%) and assignment(s) totalling not more than 5000 words (50%).

Prescribed texts: To be advised.

325-325 Stakeholder Management

Availability: Not offered in 2003.

HECS-band: 2

Coordinator: To be advised.

Prerequisites: Entry to this subject is restricted to students who have completed at least 75 points of commerce of which at least 25 points must be Department of Management level-2 subjects.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: Top managers are under increasing pressure to align competing claims from external constituencies: sovereign governments, non-governmental organisations, and local communities, as well as from shareholders and workforces. This subject introduces students to a theoretical and conceptual framework for dissecting and analysing corporate governance and stakeholder management, particularly in complex international environments. Controversial aspects of dealing with stakeholders considered in the subject include incorporating 'social responsibility' as a key element of firm strategies and operations, coping with corruption and cronyism, the power and influence of the media, diversity management, the environment and biotechnology.

Assessment: A 2-hour end-of-semester examination (50%) and written assignment(s) totalling not more than 5000 words (50%).

Prescribed texts: To be advised.

325-331 International Industrial Relations

Credit points: 12.5

HECS-band: 2

Coordinator: Dr C Cregan

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject will critically analyse the nature of the employment relationship by a comparative, international study. First, there will be an examination of the industrial relations systems of several nations, including at least some of the following: USA, Germany, Sweden, UK, Japan, Hong Kong. Second, there will be a comparative study of the character of workplace features apparent in different countries, including at least some of the following: trade union membership patterns, industrial conflict, internalisation processes, job redesign, workplace democracy schemes. Third, there will be a theoretical appraisal of the nature of workplace relations in different cultural, historical and economic contexts. In particular, different political approaches to the pursuit of the 'national interest' will be considered.

Assessment: A 2-hour end-of-semester examination (70%) and 3000 word assignment (30%).

325-332 Chinese Business and Economy

Credit points: 12.5 **HECS-band:** 2

Coordinator: Dr S Morgan

Prerequisites: The completion of at least 125 points of commerce subjects or any of the optional level-2 and level-3 subjects listed in the Asian studies program in the Faculty of Arts.

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Semester 2*).

Description: The subject surveys the contours of the post-1978 economy, the nature of the new household economy, the re-emergence of markets and private enterprise, and the state-dominated urban industrial sector. The roots of the present business and economic system are explored. Two key questions are asked: What was the nature of the economic system before 1949 which allowed growth sufficient enough to feed a growing population without an industrial revolution? Why was China so slow to adopt modern technology? Analysis will focus on the nature of the peasant household economy and handicraft manufacturing, the development of market and transport systems. Detailed analysis is made of the post-1978 reforms and their implication for domestic growth, foreign investment and international trade and the growth of consumer markets.

Assessment: A 2-hour end-of-semester examination (50%) and tutorial participation and preparation (50%).

325-334 Current Trends in Work and Employment

Availability: Not offered in 2003.

Credit points: 12.5 **HECS-band:** 2

Coordinator: To be advised

Contact: Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

Description: This subject will examine the main theoretical, empirical and policy issues associated with the restructuring of work and employment in contemporary industrialised societies. Topics will include theories of work and employment restructuring; the impact of information technology on employment; the rise of the 'service economy' and part-time work; precarious forms of employment, including casual work, homeworking, and teleworking; the intensification of work; the decline of the 'male breadwinner' model of employment and household; women's employment patterns and preferences; the implications of work restructuring for employment regulation and income distribution; labour market institutions and economic performance; flexibility and deregulation; and skill formation and training provision.

Assessment: A 2-hour end-of-semester examination (70%) and class assignments totalling not more than 3000 words (30%)

Fourth-year honours

The following subjects are available only to those admitted to the honours degree unless special approval is given by the Head of the Department of Management.

325-401 Advanced Organisational Behaviour

Credit points: 12.5 **HECS-band:** 2

Coordinator: Dr J Selsky

Prerequisites: Entry into the honours program.

Contact: Three hours per week (*Semester 1*).

Description: This subject will expand students' knowledge of major theories in areas of organisational behaviour by examining the empirical foundations of these theories, as well as more current research in these areas. This subject will examine current research addressing critical issues at the individual, group and organisational level. Topics may include trust, justice, social exchange, psychological contracts and the psychodynamics of organisations. Each topic area will be considered in terms of its relevance to the workplace, particularly how it may be used to deal with organisational problems.

Assessment: A 3-hour end-of-semester examination (60%) and written assignments and seminar presentations totalling not more than 3000 words (40%).

325-402 Advanced Human Resource Management

Credit points: 12.5 **HECS-band:** 2

Coordinator: Dr M Brown

Prerequisites: Entry into the honours program.

Contact: Three hours per week (*Semester 1*).

Description: The subject will examine the theoretical and practical application of the five basic functions of human resource management: planning and forecasting human resource requirements; recruitment and selection; appraisal, evaluation and employee motivation; designing and implementing employee training and development programs; improving quality of life and productivity programs, and improving the physical work environment; and managing effective working relationships. The relationships between these functions and strategic human resource management are addressed, as well as how these can be incorporated into business strategies.

Assessment: A 3-hour end-of-semester examination (60%) and written assignments and seminar presentations totalling not more than 3000 words (40%).

325-406 Advanced Marketing

Credit points: 12.5 **HECS-band:** 2

Coordinator: Dr B Menguc

Prerequisites: Entry into the honours program.

Contact: Three hours per week (*Semester 2*).

Description: This subject expands students' knowledge of major theories and current research in marketing. It includes advanced topics on market segmentation and product positioning, helps view marketing phenomena and processes in ways that are amenable to decision modelling, and aims to increase the productivity of the marketing function.

Assessment: A 3-hour end-of-semester examination (60%), written team-based assignment(s) totalling not more than 3000 words and seminar presentations (40%).

325-407 Advanced Management Theory

Credit points: 12.5 **HECS-band:** 2

Coordinator: Dr G Sewell

Prerequisites: Entry into the honours program.

Contact: One 3-hour seminar per week (*Semester 1*).

Description: This subject critically examines the core concepts, ideas and beliefs that inform our understanding of what organisations are, what they do, and how we manage them. This involves combining cultural, historical, sociological, and philosophical approaches to the theoretical and practical issues of organisation and management to answer the following questions: What are 'organisations'? What do we know about organisations? How do we know it? Topics to be covered include the history of management ideas; established approaches to organisation and management theory such as systems theory, population ecology, and institutional theory; and alternative approaches to organisation and management theory such as cultural anthropology, discourse analysis, and theories of the organisational subject. Finally, we consider whether there is such a thing as postmodern organisation and a postmodern manager.

Assessment: A 3-hour end-of-semester examination (60%) and written work totalling not more than 3000 words (40%).

325-408 Management Research Essay

Credit points: 25 **HECS-band:** 2

Coordinator: To be advised

Prerequisites: Entry into honours program.

Contact: Two hours per week (*Research*).

Description: Students are required to undertake research into a topic of their choice, subject to approval by the honours coordinator, under the supervision of a member of the Department of Management.

Assessment: A research essay of up to 12,000 words (80%) and associated seminar presentations (20%).

325-409 Advanced International Management

Credit points: 12.5 **HECS-band:** 2

Coordinator: To be advised.

Prerequisites: Entry into honours program.

Contact: One 3-hour seminar per week (*Semester 2*).

Description: This subject will examine advanced themes and issues in the theory and practice of international management. Topics include the critical examination of competing theories of international organisations (including global, transnational and integrated MNE's); dynamic and evolutionary approaches to the origins, growth and attributes of international firms (includ-

ing transaction cost, resource, process and dynamic capability approaches); headquarter-subsiary relations; organisational learning; strategy-structure and performance; government-MNE relations; competitive dynamics; and the economic environment for international business.

Assessment: A 3-hour end-of-semester examination (60%) and written work totalling not more than 3000 words (40%).

325-465 Advanced Employee Relations

Credit points: 12.5

HECS-band: 2

Coordinator: Dr C Cregan

Prerequisites: Entry into the honours program.

Contact: One 3-hour seminar per week (*Semester 2*).

Description: This subject will examine the theoretical, empirical and policy issues associated with key contemporary developments in the employee relations. Topics may include theories of the employment relationship; the dynamics of work and employment restructuring; management strategies in employee relations; HRM, non-unionism and the character of individualistic employment arrangements; international trends in employment practice; the reshaping of the Australian employee relations system; the contemporary role and impact of trade unions; employee control and resistance strategies; and the impact of privatisation and contracting out on employee relations and the role of multinational corporations in the management of employees.

Assessment: A 3-hour end-of-semester examination (60%), written assignments and seminar presentations totalling not more than 3500 words (40%).

325-480 Advanced Strategic Management

Availability: Not offered in 2003.

Credit points: 12.5

HECS-band: 2

Coordinator: Professor C Hardy

Prerequisites: Entry into the honours program or a combined honours program including management, a postgraduate diploma or a masters program in the Faculty.

Contact: One 3-hour seminar per week (*Not Offered*).

Description: Strategy is a central topic in contemporary business education but the various perspectives or schools of thought within the strategy literature are very different. This subject will examine some of these different perspectives, eg. rational-analytic approaches, strategy as configuration, the strategy-making process, political strategy making, strategic leadership, determinism and institutional perspectives. The subject will examine the strategy-making literature from an historical perspective to show when and how these different approaches arose and to compare the different assumptions and implications that arise from them. It will discuss some of the characteristics of what has been described as the new 'paradigm' in the strategy literature. Finally it will explore discursive approaches, which see strategy as an artificial, linguistic construct where meaning is imposed on actions and decisions to make sense of them by designating them as 'strategic'.

Assessment: A 3-hour end-of-semester examination (60%) and written assignment(s) totalling not more than 3000 words (40%).