

Management and Marketing

Ordinary degree first year

325-101 Managing People and Organisations

Note: Students may not gain credit for both 325-101 Managing People and Organisations and 615-155 Principles of Management (2001 Handbook or earlier) or 421-255 Management for Engineers 1.

Credit points: 12.5

Coordinator: TBA(Sem1&2), Ass.Prof. M. Terziovski (S)

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

Description: This subject introduces students to the fundamental issues involved in managing organisations. Students will learn about the nature of different types of organisations, commercial, governmental and not-for-profit, and the variety of roles that teams of managers must undertake to bring about the realisation of organisational goals. Particular attention will be paid to the creation of sustainable competitive advantage within business organisations. The subject also explores the impact of rapid environmental change on the role of managers and the nature of the organisation. Therefore, the principles by which change is introduced into the organisation, the importance of leadership, foundations of behaviour and motivation are covered. Students will be introduced to the academic literature and practical implications of such disciplines as organisational studies, human resource management, operations management, marketing and strategic management.

Assessment: A 2-hour examination (50%) and assignment(s) not exceeding 5000 words (50%).

325-102 Business in the Global Economy

Credit points: 12.5

Coordinator: Dr A Sammartino

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

Description: This subject introduces students to the challenges of managing in the contemporary global economy. To compete globally, managers need to understand the economic, social and political frameworks that support cross-border commerce. This subject explores the sources of country differences and their impact on business choices and business risk. This subject analyses the strategies firms develop to compete internationally, focusing on how managers assess country risk, plan market entry strategies, structure their internal and external relations, and position themselves in an increasingly competitive global environment. New challenges for managers are considered, including technological innovation, e-commerce, and employment, environmental and ethical issues.

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

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

Coordinator: S Seibert / C Hardy / L Waters / J Frahm

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

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

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; including group dynamics, motivation, stress, communication, conflict, power, strategy, structure and change management. Tutorials will emphasise the application of theories, through the use of exercises and case studies.

Assessment: A 2-hour examination (50%), an individual assignment totalling not more than 1000 words (10%) and group assignment(s) where each student individually contributes up to 4000 words (40%).

325-202 Consumer Behaviour

Credit points: 12.5

Coordinator: Dr A Paladino

Pre or Corequisites: 325-211 Principles of Marketing.

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

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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-203 Managing Operations

Credit points: 12.5

Coordinator: Dr Prakash Singh

Prerequisites: 50 points of commerce, including 325-101 Managing People and Organisations.

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

Description: Operations management is concerned with producing goods and services effectively. Operations management is a core functional area within all organisations, critical to performance outcomes and competitiveness. This subject examines the link between strategy and operations for both manufacturing and service organisations. It covers broad issues such as strategy, quality, inventory systems, service levels, capacity and demand management. The course also considers some of the latest concepts such as virtual and e-operations, Supply Chain Management and Lean and Agile operations.

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

325-206 Operational Strategies in Marketing

Credit points: 12.5

Coordinator: Dr Alison Lim

Prerequisites: 325-211 Principles of Marketing.

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

Description: Students of marketing need to understand the challenges facing businesses in deciding where and how to operate online and offline. They need to understand in what ways, and to what degree, the 'rules of the game' have changed. Is the role of marketing different in the New Economy? What are the main opportunities and challenges created by the digital revolution? How can organisations best respond to these opportunities and challenges? This subject tries to answer these questions. The emphasis in the subject is on organising marketing activities in both pure dotcoms and bricks-and-mortar companies. Topics include market opportunity analysis for businesses, developing and implementing an online marketing program, issues affecting the development of customer relationships, crafting and designing innovative customer experiences, and marketing metrics.

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

325-207 Managing in Information Societies

Availability: Not offered in 2007.

Credit points: 12.5

Coordinator: Associate Professor B Harley

Prerequisites: 50 points of commerce subjects.

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

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 examination (50%), written assignment(s) totalling not more than 4000 words (40%) and a tutorial presentation exercise (10%).

325-208 Managing Projects and Events**Note:**

- Students may not gain credit for both 325-208 Managing Projects and Events and 421-405 Management for Engineers 3.
- Information systems and information systems combined degree students are not permitted to gain credit for this subject.

Credit points: 12.5**Coordinator:** Dr Sharafali Moosa**Prerequisites:** Students must have completed at least 75 points of level-1 subjects (commerce or non-commerce).**Contact:** One 2-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 and special events in any industry, with particular focus on project selection, initiation, planning, control and evaluation. It focuses both on the analytical side of project management, referring to cost, schedule and resource management, as well as the 'people' and client management issues that must be dealt with in order to ensure success of the projects or events. The subject will cover the core principles of the project management 'body of knowledge' and the key elements required to bring projects and events to successful fruition.

Assessment: A 2-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).**Prescribed texts:** To be advised.**325-209 Human Resource Management****Credit points:** 12.5**Coordinator:** Dr A Barsky (S1), to be advised (S2)**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 (*Semester 1, repeat 2*).

Description: As businesses seek to utilise all resources to improve their competitive advantage, the importance of fully utilising human resources becomes more pronounced. The effective management of human resources can assist an organisation to realise its strategic objectives and satisfy individual needs. This subject provides an overview of the primary concerns associated with Human Resource Management (HRM). Topics covered include: the importance of HRM in organisations; external factors influencing HRM; planning and forecasting human resource requirements; recruitment and selection; performance management; reward systems; careers and mentoring; HRM outcomes and current issues in HM. This subject incorporates up-to-date issues and explains the key functions involved in successful management of an organisation's human resources.

Assessment: A 2-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).**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**Coordinator:** Dr S Moosa**Prerequisites:** 316-130 Quantitative Methods 1.**Contact:** Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

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

Assessment: A 2-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).**325-211 Principles of Marketing****Note:** Students may not gain credit for both 325-211 Principles of Marketing and 327-301 Marketing 1.**Credit points:** 12.5**Coordinator:** Dr A Paladino, Dr Julie Napoli**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 and management of marketing programs.

Assessment: A 2-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).**325-212 Principles of Market Research****Credit points:** 12.5**Coordinator:** Dr Danielle A Chmielewski**Pre or Corequisites:** 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 multiple regression analysis; and the interpretation and use of research results.

Assessment: A 2-hour examination (60%), written assignment(s) totalling not more than 3000 words (30%) and tutorial work (10%).**325-213 Advertising and Promotions****Credit points:** 12.5**Coordinator:** Dr D Chmielewski**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 examination (50%), group and individual assignment(s) totalling not more than 4000 words (40%) and tutorial tasks (10%).**325-214 The Social and Political Context of Work****Availability:** Not offered in 2007.**Credit points:** 12.5**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 decommodification of labour law regimes; and pressures on state sovereignty for employment rule making.

Assessment: A 2-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).**325-215 Managerial Strategies in Organising Work****Availability:** Not offered in 2007.**Credit points:** 12.5**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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-216 Entrepreneurial Ventures

Credit points: 12.5

Coordinator: Dr T Zalan

Prerequisites: 325-101 Managing People and Organisations.

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

Description: Entrepreneurship takes a variety of forms in both large and small firms, in profit- and not-for profit organisations, in new and established firms, in innovative and conventional business ventures, all over the world and in all economic subsectors. Entrepreneurship is a vital component in the process of economic growth and development, and entrepreneurs are agents of economic change who generate ventures, disseminate and apply innovative ideas. The interdisciplinary course focuses on entrepreneurial leaders and their environments. It exposes students to the nature of entrepreneurial process, characteristics and skills of entrepreneurs. The subject explores how entrepreneurial opportunities are recognized, how start-ups and growing ventures are managed and discusses approaches to harvesting a business. The subject is based on highly experiential and self-directed approach to student learning. Future entrepreneurs, employees choosing to work for entrepreneurial ventures, and facilitators for entrepreneurs will all benefit from this subject.

Assessment: A 2-hour examination (50%) and tutorial assessment and assignment(s) totalling not more than 4000 words (50%).

Prescribed texts: To be advised.

325-226 Business and Economy in South East Asia

Credit points: 12.5

Coordinator: To be advised.

Prerequisites: One of 325-102 Business in the Global Economy, 325-103 Managing in the Asia Pacific Region, 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: Southeast Asia is a diverse and complex region. This subject investigates the key elements and dynamics of the changing business environment in Singapore, Indonesia, Malaysia and Thailand. Particular attention is paid to the relationship between the economy, business and domestic politics and to the impact of international trends. 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 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 Principles of Strategic Management

Credit points: 12.5

Coordinator: Tom Osegowitsch

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 2*).

Description: This subject introduces the main elements of corporate and business strategy that enable firms to achieve and maintain competitive advantage in a dynamic business environment. The two key questions are 'what business(es) should the firm be in?' and 'how should it compete?'. Beginning with vision and values, the subject examines resources, capabilities and competencies and how firms can best mobilise these to position themselves in competitive rivalry. The key issue of corporate strategy is to identify the core business(es) in terms of sustainable tacit knowledge. Business strategy involves decisions as to how to compete with rivals in that industry through leveraging cost and differentiation strategies.

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

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

Coordinator: Dr Michael Beverland

Prerequisites: 325-211 Principles of Marketing.

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

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 related to value construction. Also value models will be quantitatively analysed using cases will be the focus of the subject.

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

325-302 Strategic Marketing

Credit points: 12.5

Coordinator: Dr Michael Beverland

Prerequisites: 325-211 Principles of Marketing.

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

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 examination (60%), and a case study(s) totalling not more than 4000 words (40%).

325-303 Strategic Management of Multinationals

Credit points: 12.5

Coordinator: Tom Osegowitsch

Prerequisites: 325-228 Principles of Strategic Management.

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

Description: This subject will apply and synthesise the elements of corporate and business strategy from the advanced perspective of the multinational company (MNC). It addresses the challenge of competitive advantage in a complex and dynamic global business environment by exploring the links between strategy, organisational design and environmental context. The flexible boundaries of the firm are examined in terms of diversification and vertical integration strategies. Particular attention is given to the management of knowledge assets and the coordination of dispersed global operations, including headquarters-subsidiary relationships. MNC strategy must seek to achieve the benefits of global integration while responding to local needs.

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

325-304 Managing in Contemporary Organisations

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

Credit points: 12.5

Coordinator: Dr J Mol

Prerequisites: 325-201 Organisational Behaviour.

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

Description: This subject will examine the underlying assumptions of different, models related to the study and management of contemporary organisations 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 examination (60%) and class assignment(s) totalling not more than 3000 words (40%).

325-306 Services and Relationship Marketing

Credit points: 12.5

Coordinator: Dr Liliana Bove

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: buyer behaviour of services; managing effective servicescapes; the importance and measurement of service quality, customer satisfaction, perceived value and loyalty; relationship marketing philosophy and practice; managing supply and demand of perishable service; the role of service personnel and customers in value creation; minimising the role stress of service personnel; service failures, customer complaint behaviour and effective service recovery.

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

325-307 Product and Brand Management

Credit points: 12.5

Coordinator: Summer: Dr J Napoli Sem 1: TBA

Prerequisites: 325-211 Principles of Marketing.

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

Description: This subject develops students' knowledge of major theories and current research in branding and managing products. It addresses building and measuring brand equity 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%) and assignment(s) totalling not more than 4000 words (40%).

325-308 Industrial Relations

Credit points: 12.5

Coordinator: Dr M Brown

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

Description: The deregulation of the Australian employment system in the late 1990s provided organisations with the opportunity to develop terms and conditions of employment that reflect their individual circumstances. This represents a significant departure from the collective approach that has prevailed in Australia since the end of the 19th century. In this subject we will examine the consequences of this shift for employees, unions, employers, government and industrial tribunals. We also examine a range of contemporary issues that demonstrate the role and impact of the choice of employment system, including employee participation, non-union workplaces, women and work, and small business.

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

325-309 Global Marketing

Credit points: 12.5

Coordinator: TBA

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; coordinating global marketing.

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

325-310 Japanese Business and Institutions

Credit points: 12.5

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 (*Semester 2*).

Description: The Japanese economy is still massive despite prolonged economic stagnation. This subject explores why the post-WW2 'miracle' and late-1980s 'bubble' were followed by such stagnation and identifies the profound changes that have been occurring beneath the surface in the economy, business, political institutions and society. 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 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

Coordinator: Associate Professor Y Zhu

Prerequisites: Students must have completed 325-209 Human Resource Management.

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

Description: Globalisation challenges managers and employees to grapple with complex issues as they seek to gain competitiveness. This subject will provide an examination of international human resource management (IHRM), 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, and HR practices in Asia, Europe and the US.

Assessment: A 2-hour examination (50%), written work not exceeding 4000 words (40%) and class presentations and participation (10%).

325-313 Managing Strategic Change

Credit points: 12.5

Coordinator: Dr J Mol

Prerequisites: 325-201 Organisational Behaviour.

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

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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-314 Managing Organisational Innovation

Credit points: 12.5

Coordinator: Associate Professor Mile Terziovski

Prerequisites: 325-101 Managing People and Organisations 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 dimensions 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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-315 Managing Organisational Learning**Credit points:** 12.5**Coordinator:** Dr L Sargent**Prerequisites:** 325-201 Organisational Behaviour.**Contact:** One 2-hour lecture 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 examination (50%) and assignment(s) totalling not more than 5000 words (50%).

325-316 Organisations, Ethics and Society**Credit points:** 12.5**Coordinator:** Mr B Neville**Prerequisites:** 325-201 Organisational Behaviour.**Contact:** Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

Description: This subject critically examines the ways in which business organisations affect and are affected by the wider society in which they operate. That 'wider society' includes governments, communities, the natural environment and other stakeholders. It also includes global and local trends and forces, e.g., advances in technology, cultural diversity, economic and political forces. This subject explores the contested meanings and practices of ethical decision making in organisations and corporate social responsibility. It also examines how public issues and crises rise and fall over time, and how organisations respond (e.g., triple bottom line reporting). Such issues and crises included corporate financial scandals, anti-globalisation protests and climate change. This subject also considers the impact upon profitability, or 'business case', for operating in an ethical and socially responsible manner. These themes constitute major strategic questions currently facing organisational managers and researchers.

Assessment: A 2-hour examination (55%) and assignment(s) totalling not more than 4500 words (45%).

325-317 Research for Managers and Consultants**Availability:** Not offered in 2007.**Credit points:** 12.5**Coordinator:** TBA**Prerequisites:** 325-201 Organisational Behaviour.**Contact:** Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

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, e.g. 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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-318 Quality and Business Process Management**Credit points:** 12.5**Coordinator:** Dr Prakash Singh**Prerequisites:** 325-203 Managing Operations.**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 management 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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-321 Supply Chain Management**Credit points:** 12.5**Coordinator:** Dr D Power**Prerequisites:** 325-203 Managing Operations.**Contact:** Two 1-hour lectures and a 1-hour tutorial per week (*Semester 1*).

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 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****Availability:** Not offered in 2007.**Credit points:** 12.5**Coordinator:** Dr D Power**Prerequisites:** 325-203 Managing Operations.**Contact:** Two 1-hour lectures and a 1-hour tutorial per week (*Not Offered*).

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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-323 Managing the Virtual Workforce**Availability:** Not offered in 2007.**Credit points:** 12.5**Coordinator:** To be advised**Prerequisites:** 325-209 Human Resource Management.**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 workforce 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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-324 Cross Cultural Management**Credit points:** 12.5**Coordinator:** To be advised.

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: A total of 3 contact hours per week (*Semester 2*).

Description: As a result of a process of globalisation at both societal and organisational level, it has become increasingly important to be aware of cultural differences and to be able manage culturally diverse organisations. In this subject you will learn about the challenges that managers of both domes-

tic and international businesses face in managing across cultural boundaries. The following topics will be covered in detail in this subject: cross-cultural communication, negotiation and conflict resolution, management of a multi-cultural workforce, 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 examination (50%) and assignment(s) totalling not more than 5000 words (50%).

Prescribed texts: To be advised.

325-325 Governance and the International Firm

Credit points: 12.5

Coordinator: Associate Professor Howard Dick

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: One 1-hour lecture, one 1-hour interactive plenary and a 1-hour tutorial per week (*Semester 2*).

Description: International firms face complex problems of governance and increasing scrutiny. Conflicts between shareholders, workforces, consumers and local communities are heightened by interactions with sovereign governments having their own legal jurisdictions, international agreements, and non-governmental organizations (NGOs). Within a corporate strategy framework, this subject begins with the basic concepts of stakeholder theory and corporate governance in an era of 'social responsibility', examines cases of governance failure, traces how corporations have improved transparency and accountability in response to evolving best practice, and assesses the impact of legislation and media on governance. Specific topics include ethics, corruption and cronyism, decision analysis, and environment.

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.

325-327 Retail Management

Availability: Not offered in 2007.

Credit points: 12.5

Coordinator: To be advised

Prerequisites: 325-211 Principles of Marketing.

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

Description: The subject examines one of the most important sectors, in terms both of sales and employment, in contemporary industrial nations. It provides an overview of retailing from a marketing and managerial perspective. It examines the development of retailing and the characteristics of the retail industry in a variety of countries. It also examines the internationalisation of retailing and considers emerging trends. Specific topics include: merchandising planning, control and distribution; pricing of retail merchandise; selling and sales promotion; store location, layout and presentation; the analysis and evaluation of retail strategies; buying for different retail markets; consumers and the shopping experience; lifestyle merchandising; the influence of developing technologies on the merchandise planning process (including databases and electronic data input); customer relationship management in retail organisations; the supply chain and the buying process.

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

Prescribed texts: Berman and Evans, *Retail Management: A Strategic Approach*, (8th edn), Prentice Hall, 2000.

325-328 Sales Management

Availability: Not offered in 2007.

Credit points: 12.5

Coordinator: To be advised

Prerequisites: 325-211 Principles of Marketing.

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

Description: This subject will provide an introduction to sales force management in marketing organisations. Topics to be covered include: the selling process, activities, and careers; formulation of a strategic sales program (environmental influences on sales programs and performance, organising the sales effort, design of sales territories, and sales quotas); implementation of the sales program; evaluation and control of the sales program (sales analysis, cost analysis, behaviour and other performance analysis).

Assessment: A 2-hour examination (60%) and assignment(s) not exceeding 4000 words (40%).

Prescribed texts: G A Churchill Jr, N M Ford, O C Walker Jr., *Sales Force Management*, (7th edn), McGraw Hill, 2003.

325-330 Management Practicum

Note:

- Students cannot gain credit for both 325-330 and 175-300 Managing Work and Projects.
- A quota applies to this subject. Selection is based on grade average for all subjects taken in the Faculty of Economics and Commerce and available at the selection date. Apply online through the Department of Management <<http://www.management.unimelb.edu.au/>>. Please note, strict deadlines apply; contact the Department or refer to the web page for further information.
- BCom (Hons) students intending to complete this subject must seek permission to do so from their Honours Convenor.

Credit points: 12.5

Coordinator: To be advised

Prerequisites: 50 points of level-2 Faculty of Economics and Commerce subjects.

Contact: 24 hours of instruction (2 hours per week including seminars and consultations), plus a minimum of 40 hours at the Practicum Organisation comprising a regular half day attendance each week and additional appointments as necessary (*Semester 1, repeat 2*).

Description: Students will be assigned to a Practicum Organisation. Working in teams, they will undertake a structured business planning or business development exercise. This will be supported by class work providing tools, techniques and reporting formats, and by in-depth work at the Practicum Organisation identifying the scope, opportunities, constraints and recommendations of the exercise. Students will learn to work with unstructured and incomplete information, to develop research and networks to support their inquiry, to work successfully in teams, and to present their findings and seek and receive constructive feedback in a range of settings. Students will also be encouraged to plan, reflect on and modify their approaches to improve the outcomes of their efforts in managing their business project.

Assessment: Individual written assignments (6%), and participation, team contribution and ambassadorship (15%). Group collaboration (9%) and presentations (10%). Group report with accompanying file of resources. This is assessed as a group assignment in groups of four individuals (60%). The report part is 20000 words in length. Each individual in the group contributes 5,000 words.

325-331 Employment in the Global Workplace

Credit points: 12.5

Coordinator: Dr C Cregan

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

Description: This subject provides an alternative view of the globalised workplace. Its theme is social justice. It compares the employment systems of different countries. In doing so, it attempts to identify and explain the different experiences of workers around the world by examining how employment systems have evolved and how different nations deal with the same problems. Countries that may be studied include the United States, Britain, Sweden, Germany, Japan and Hong Kong. Issues that may be considered include refugees, outworking, child labour and trade union decline.

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

325-332 Chinese Business and Economy

Credit points: 12.5

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 analyses the dynamic re-emergence of China as a world economic power since the late 1970s, when China embarked on an extensive program of economic reform. We begin with an exploration of the early modern economic system that the People's Republic of China inherited in 1949. Next we explore the development strategies of the period under Mao Zedong. The primary focus of the subject is on the new economy that emerged under Deng Xiaoping from the 1980s, and the increasing complexity of economic reform as China joined the World Trade Organization in late 2001. We examine in detail such topics as changes in agriculture and rural living standards, the role of foreign direct investment and the multinational enterprise, the reform of state owned enterprises and corporate governance, and the emergence of a vibrant private sector and an increasingly large consumer market. Students will be able to apply the skills acquired to the analysis of not only China, but also other emerging markets or transitional economies in the contemporary global economy.

Assessment: An end-of-semester examination (50%) and tutorial participation and written assignments not exceeding 4000 words (50%).

325-334 Current Trends in Work and Employment

Availability: Not offered in 2007.

Credit points: 12.5

Coordinator: Dr A Barsky

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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-335 Career Management

Credit points: 12.5

Coordinator: Dr Leisa Sargent

Prerequisites: 325-201 Organisational Behaviour.

Contact: Two 1-hour lectures and one 1-hour tutorial (*Semester 2*).

Description: This is a theory based subject that examines individual career theories such as career choice and decision-making, life stage models through to the organisation perspective including Schein's cylindrical model and organisation oriented career development activities (e.g., mentoring). The subject will also address contemporary careers issues such as gender, life role management, protean careers and issues of employability (including unemployment and retrenchment). Through the use of reflection, experiential activities and case studies the tutorials will examine how these theories can be applied at the individual and organisational levels.

Assessment: Assignment(s) of not more than 5000 words (50%), one 2-hour end-of-semester exam (50%)

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

Coordinator: Dr Leisa Sargent

Prerequisites: Entry into the honours program.

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

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, conflict, identity, culture, 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

Coordinator: Dr M Brown

Prerequisites: Entry into the honours program.

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

Description: The way an organisation manages its employees can be a source of competitive advantage. This subject evaluates the theory and empirical research on the role and impact of strategic human resource management on a range of organisational performance indicators, including productivity and profitability. Students will examine human resource strategies such as decentralisation, human resource management planning, performance management, reward systems, employee commitment and managing absenteeism and turnover. The subject concludes with a review of the assumptions underlying human resource management and the implications for the study and practise of human resource management.

Assessment: A 3-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-406 Advanced Marketing

Credit points: 12.5

Coordinator: Mr B Neville

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 the role and future of marketing as a discipline including: market orientation; relationship marketing; new product development; social marketing; self-service technologies; branding and retailing.

Assessment: A 3-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-407 Advanced Management Theory

Credit points: 12.5

Coordinator: Dr J Frahm

Prerequisites: Entry into the honours program.

Contact: One 3-hour lecture/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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-408 Management Research Essay

Credit points: 25

Coordinator: To be advised

Prerequisites: Entry into honours program.

Contact: Two hours per week (*Semester 1, repeat 2*).

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 (inclusive of appendices, footnoting etc.) (100%).

325-409 Advanced Strategic Management

Credit points: 12.5

Coordinator: Ms J Davies

Prerequisites: Entry into honours program.

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

Description: This subject examines advanced themes and issues in the theory and practice of strategic management. Drawing on rich and varied theoretical traditions, contemporary research and case study analysis, students will progress through a variety of process, content and contextual considerations to secure an advanced perspective of the strategic management discipline. Broad topics include strategic change, strategy formation and implementation; business, corporate and network level strategies; and examination of industry, business, corporate and network level strategies; and examination of industry, organizational and international contexts. Within these broader topics such issues as innovation, dynamic capability theory and knowledge management will be investigated. Embedded in the critical examination of competitive advantage as derived from sources internal and external to the firm, this subject is designed to provide students with an appreciation of strategic management as a value-added approach to conceptualising the firm and its environment in pursuit of optimum rewards.

Assessment: A 3-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-410 Advanced Management Research

Note: This subject will be taught in intensive mode: two or three full days of seminars in the week before semester one begins, one three-hour seminar each week for the next five weeks of semester, and possibly another full day

seminar in the fourth week of semester. Please contact the department early in the academic year to confirm the teaching dates and times.

Credit points: 12.5

Coordinator: To be advised

Corequisites: 325-407 Advanced Management Theory, 325-408 Management Research Essay.

Contact: 36 hours of seminars (intensive) (*Semester 1*).

Description: This subject will provide students with the theoretical knowledge and practical 'know-how' that will enable them to undertake an advanced management research project (325-408 Management Research Essay). Subject matter will include: the nature of the management research process; an introduction to the epistemology of management research; how to produce a literature review; how to design a research project; and, how to undertake quantitative and qualitative management research.

Assessment: A 3-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-465 Advanced Employment Systems

Credit points: 12.5

Coordinator: Dr C Cregan

Prerequisites: Entry into the honours program.

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

Description: This subject examines Australia's changing employment systems in the context of globalisation and the rise of the multi-national enterprise. It focuses on disadvantaged groups. It examines whether workers are treated fairly and analyses their capacity to improve their situation. The course covers issues of contemporary importance and topics may include Aboriginal people, the opportunities for young people, women in the labour market, immigrant workers and trade union organising.

Assessment: A 3-hour examination (60%) and assignment(s) totalling not more than 4000 words (40%).

325-480 Advanced Strategic Change

Availability: Not offered in 2007.

Credit points: 12.5

Coordinator: To be advised.

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, e.g. 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 examination (60%) and assignment(s) totalling not more than 4000 words (40%).