In 2014, you may wish to consider enrolling in our Selected Topics In Management & Advanced Topics In Management MBA units. We also have new units being offered. For details and unit descriptions, please read on.

Trimester 1

MGMT5615 Selected Topics in Management: Global Energy and Mineral Markets
This unit aims to provide an understanding of markets for mineral and energy commodities and especially how those markets differ from other sectors of the economy. Much of the material discussed will also provide useful background material for subsequent units in the resources focus area.

MGMT5616 Advanced Topics in Management: Risk
The world is full of risks. Having recovered sluggishly from the worst financial crisis since the 1930s, sovereign risks that were supposed to have been banished from the global economy have come back with a vengeance. It seems that market and credit risk combine with liquidity and country risk to produce big losses with alarming frequency, even at the world’s most “sophisticated” firms, and modern financial instruments and processes may be aggravating the interconnectedness of the system. At the business level, firms ranging from BP and Goldman Sachs to Johnson & Johnson, JP Morgan, Barclays and Toyota have had their shareholders hit by big operational and reputational risk issues. In risk management there is the known, the unknown and the unknowable to be balanced against prospective gains. Effective risk control is both an art and a science. There are no magic bullets.

This course attempts to provide an integrated view of risk management in a global context, and how it impacts the value of the business enterprise. Issues covered in the course are addressed to both the financial sector (commercial banking, securities, asset management and insurance) as well as non-financial firms in their financial and operational domains. The bottom line is an integrated, sensible overview of risk management that is critical for management of any business exposed simultaneously to market risk, credit risk, liquidity risk operational risk, sovereign risk and reputational risk – all driven by the strategic positioning and execution of the firm’s management and governance.

The course begins with a discussion of the various risk domains. In some cases, particularly market risk, the state of the art is fairly advanced and the discussion will focus on where we are today in our understanding of the issues, the nature of best practices in the market, and “what’s new” in the field. Despite their sophistication, we now know that market risk models failed spectacularly in the global financial turmoil of 2007-09 and continue to fail in individual cases. At the other end of the spectrum, such as reputation risk, the state of knowledge is relatively primitive and the state of practice seems to be highly uneven, judging from share-price catastrophes - related to loss of firm reputation and investor confidence - that have appeared in the market in recent years. Here the focus of the course will be on conceptual basics as well calibrating and valuing exposures from actual case studies.

The topic of “risk” inevitably cuts across a range of disciplines, including finance, economics, applied mathematics and actuarial science, accounting, strategic and tactical management (plus psychology and even sociology), as well as various insurance, banking and corporate functions. The intent in this course is to draw on all of these disciplines in a senior management context in order to provide an “integrated” perspective.

The course makes a serious effort deliver an integrated risk control perspective centered on the linkages between the various risk classes. This linkage centres on correlations within and between the various types of risk exposures and unanticipated correlation spikes – for example between equity markets and insurance contracts, between macro risk and market risk, between market risk and credit risk, or between strategic risk and reputation risk. These linkages are relatively poorly understood. Coverage of risk integration in this course will focus on the conceptual “drawing board” problem, and where appropriate access the experience of participants in coming to grips with the risk integration issue in their own institutions. A key application of these tools is “systemic risk” and its role in macro stability and market efficiency.
Trimester 2

FINA5601 Valuation and Risk Analysis for Companies (NEW UNIT FOR 2014)

This unit builds upon the work covered in previous units such as Managerial Finance and extends this material to the valuation of quite complex enterprises. After a review of the traditional net present value material you will move onto adjusted present value and certainty equivalent approaches. The unit will also provide an introduction to decision trees and real option valuation approaches. Visitor presentations, group projects and individual problem solving will be applied to highlight the relevance of the work covered in the unit and to encourage deeper learning of the material.

FINA5603 Mergers & Acquisitions (NEW UNIT FOR 2014)

Mergers and Acquisitions (M&As) presents theories and empirical evidence on M&As focusing on the implications for managers. The aim is to develop an analytical framework that allows students to identify relevant information and provide a basis for selecting appropriate action. To facilitate this aim, the class combines lecture material, class discussion and case studies. There will be recourse to concepts developed in other courses. It is likely students will find concepts covered in organization theory, finance, and strategy classes particularly helpful.

MGMT5615 Selected Topics in Management: Small Business Management

The aim of this unit is to familiarize students with the theory and practice of small business management and challenge assumptions that may be held about the way small business management can or should adopt large business practice models. For students interested in establishing and managing their own small firms, this unit should help to focus their thinking on the realities of life as a small business owner-manager -- both its challenges and rewards. For MBA students who are keen to ‘make a difference’, this unit should enable them to understand how they might consult to small firms and assist owner-managers establish and grow their ventures. Students with a range of other interests will also benefit from the course. Managers in large corporations and financial institutions often deal with small businesses as clients or suppliers. Professionals such as accountants, lawyers and consultants often provide advice and other services to small businesses. Government officials devise and implement policies, regulations and support programs that will affect the small business sector. A good understanding of the topic can assist such individuals in their work. Topics covered, include the role of small business in the economy; starting a small business; management challenges of running a small business; critical stages of growth; alternative modes of growth; the small business conglomerate; advising small businesses; franchising; family businesses; succession problems and small business strategies. Students relate case studies of small businesses with theory and undertake a substantial practical assignment, which includes interviews with owner-managers.

MGMT5616 Advanced Topics in Management: Management & Consulting

The goal of this unit is to enable students to become more effective management consultants whether they work for a blue chip consultancy company, a small boutique consulting practice or even starting up their own consultancy business. The unit will also prove useful for students who undertake consultancy type projects within their own organisation irrespective of whether the organisation is in the public or private sector. Overall, this unit will consider both the theory and practice of consultancy. Some features of the unit include the use of a number of case studies and videos to help analyse a variety of consultancy contexts and interventions. An assortment of visiting speakers (experienced consultants) will also be positioned throughout the unit to help provide a rich assortment of ‘real’ life consultancy experiences. As part of this unit, students in groups will undertake a project based consultancy assignment. Specifically, the unit is intended to: Help you to practice the art of management consultancy, familiarise you with the models / frameworks / theory of management consultancy, apply an assortment of case studies and videos to a variety of management consultancy contexts, enable you to learn from practicing management consultants, help you to understand and better appreciate the ‘life’ of a management consultant including the work-life balance dilemma, improve your skills at strategy, selling, influencing, managing change, managing clients, managing conflict, working within a team as well as your all-round communication and presentation skills (verbal and written), enable you to apply all the learning to a project based consultancy assignment.

Trimester 3

MGMT5615 Selected Topics in Management: Strategic Management for Resource Companies

This unit explores the issues and challenges involved in the strategic management of resource companies. Possible issues covered in this course include strategy development, boardroom decision-making, mergers and acquisitions, stakeholder management, operational efficiency, operational and environmental sustainability, risk management and maximisation of shareholder value. The unit uses a case study approach to support the discussion of these important issues.

MGMT5616 Advanced Topics in Management: Management of Technology and Innovation (MOTI)

Technology and innovation are pervasive forces throughout society and organisations. They are both critical to establishing a sustainable competitive edge through either differentiation or a superior cost position. The purpose of the unit is to provide students with a strategic perspective on the role of technology and innovation in organisations and also with practical management tools that they can use to manage specific innovations and technological changes. The unit establishes a basic understanding of the nature of technology and innovation. Then it deals with the management of innovative projects—the vehicle of change. Finally, the unit deals with strategic aspects of technology and innovation, establishing a stream of innovations to maintain a competitive edge. Individual and group assignments will be undertaken and there will be an emphasis on the application of theory to practice via engagement with industry.

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