Unit Outline*

TRLO8519

Strategy Management & Organisational Behaviour

D3A-OFF 2011

Shanghai

Professor Xin Shi

Business School

www.business.uwa.edu.au

This Unit Outline should be read in conjunction with the Business School Unit Outline Supplement available on the Current Students web site http://www.business.uwa.edu.au/students
UNIT DESCRIPTION

Introduction
Strategic management focuses on contemporary strategic thinking under conditions of dynamic environmental change. Coverage is broad with organizational and environmental analysis as a starting point and strategic control as a conclusion. In between, the participants will be exposed to the basic building blocks of strategic thinking e.g. strategic design, strategic behaviour, and ways and means of implementing strategic thinking.

Unit content
The unit covers subject matter related to strategic management and strategic competitiveness in external environment and internal environment, as well as Business-level strategy and Corporate-level strategy. The other aspect is organizational behaviour related to Introduction, organization framework designing and Individual, group and leader management.

The goal of the unit
The goal of the unit is to assist you develop the foundations of the concept of management and organisation.

Learning outcomes
The objective is to develop both knowledge and skill. The primary aim of this course is to provide students with the integrated system and core concepts of modern organizational behaviour (especially basic theories and methods of organization designing and planning), students should have a comprehensive knowledge of the latest development of present business theories.

Educational principles and graduate attributes
In this unit, you will be encouraged to develop the ability to:

• Develop more effective communication skills through a class presentation on the findings of your team analysis task from strategic and organizational perspective and by responding to any questions that arise following that presentation.
• Develop competencies to work more effectively in teams through the completion of a group case analysis project relating to your selected business context.
• Demonstrate self-management and independent learning skills through the completion of a exam.
TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies

Team Based Exercises 1 to 4: These assignments will assist you in critically assessing the research articles you will read in relation to your dissertation. It will also assist you in understanding the important aspects of a literature review.

Proposal: The proposal will be the foundation of your dissertation – that you will need to complete later this year.

Teaching and learning evaluation

You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Students’ Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

I will appreciate very much for any comments and opinions on this lecture, which will benefit the future students and the lecture to be better and better. Please feel free to contact me by email or telephone attached hereafter when you have any questions and suggestions on this subject.

Attendance

Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process, therefore it is important that you attend classes. More formally, the University regulations state that ‘to complete a course or unit students shall attend prescribed classes, lectures, seminars and tutorials’. Where a student, due to exceptional circumstances, is unable to attend a scheduled class, they are required to obtain prior approval of the unit coordinator to be absent from that class. Any student absent from class without having had such absence approved by the unit coordinator may be referred to the faculty for advice and may be required to withdraw from the unit.

Seminars represent an important part of your learning experience. One purpose of seminar is to give you an opportunity to improve your understanding and technical competence. Seminar discussions and questions are used to encourage you to play an active role during the seminar sessions. The seminar questions consist of multiple-choice type problems and will be handed out only during the seminar.

You must attend and participate in the seminars. Except for extenuating circumstances, absence from classes will not be permitted. Permission will not be granted for reasons due to work commitment. Please also note that students who come late and/or leave early for each seminar session will be deemed absent.
CONTACT DETAILS

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

<table>
<thead>
<tr>
<th>Unit coordinator/lecturer</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name:</strong></td>
<td>Prof Xin Shi</td>
</tr>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:xinshi@cct.shmtu.edu.cn">xinshi@cct.shmtu.edu.cn</a></td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td>8621 58855200-2410</td>
</tr>
</tbody>
</table>

Consultation hours:

| Lecture times: | 19 March to 27 March 2011 |
| Lecture venue: | Room 110 in the Management Building at Shanghai Maritime University |

TEXTBOOK(S) AND RESOURCES

**Recommended/required text(s)**


**Reference readings:**

1. 施欣, 《现代交通运输企业管理理论方法与应用》, 人民交通出版社, 1999

**Software requirements**

No

**Additional resources and reading material**

- Books
- Journals
- Closed reserve
- Databases
- Websites
## UNIT SCHEDULE

<table>
<thead>
<tr>
<th>Topic</th>
<th>Lecture</th>
<th>Seminar/tutorial/questions</th>
<th>Independent activity (e.g. readings)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to the unit and main definitions of strategy management</td>
<td>Saturday 9:00-11:30</td>
<td>Chapter 1</td>
<td></td>
</tr>
<tr>
<td>The External Environment</td>
<td>Saturday 13:30-17:00</td>
<td>Chapter 2</td>
<td></td>
</tr>
<tr>
<td>The Internal Environment: Resources, Capabilities, and Core Competencies</td>
<td>Sunday 9:00-11:30</td>
<td>Chapter 3</td>
<td></td>
</tr>
<tr>
<td>Business-Level Strategy</td>
<td>Sunday 13:30-17:00</td>
<td>Chapter 4</td>
<td></td>
</tr>
<tr>
<td>Corporate-Level Strategy</td>
<td>Monday 6:30-9:30</td>
<td>Chapter 6</td>
<td></td>
</tr>
<tr>
<td>Introduction to Organizational Behavior</td>
<td>Wednesday 6:30-9:30</td>
<td>Chapter 1</td>
<td>Essentials of Organizational Behavior, 8/e Stephen P. Robbins</td>
</tr>
<tr>
<td>Basic Motivation Concepts; Motivation: From Concepts to Applications</td>
<td>Friday 6:30-8:30</td>
<td>Chapter 4 &amp; 5</td>
<td>Essentials of Organizational Behavior, 8/e Stephen P. Robbins</td>
</tr>
<tr>
<td>Foundations of Organization Structure</td>
<td>Saturday 9:00-11:30</td>
<td>Chapters 13</td>
<td>Essentials of Organizational Behavior, 8/e Stephen P. Robbins</td>
</tr>
<tr>
<td>Case Studies and group presentation</td>
<td>Saturday 13:30-17:00</td>
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ASSESSMENT MECHANISM

The purpose of assessment

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

Assessment mechanism summary

<table>
<thead>
<tr>
<th>Item</th>
<th>Weight</th>
<th>Due date</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tutorial exercises/activities</td>
<td>20%</td>
<td></td>
<td></td>
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<tr>
<td>Group discussion and Presentation on the nominated topics</td>
<td>30%</td>
<td>26th March 2011</td>
<td></td>
</tr>
<tr>
<td>Exam</td>
<td>50%</td>
<td>16th April 2011</td>
<td>Students failing to complete this exam successfully and achieve a passing mark for it will receive a grade of FC (“Failed Component”) for the unit.</td>
</tr>
</tbody>
</table>

Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: The grade FC indicates failure to complete an identified essential assessment component and means failure of the unit.

Note 3: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the unit.

Assessment components

Tutorial exercises/activities

Seminar discussions and questions are used to encourage you to play an active role during the seminar sessions. The seminar questions consist of multiple-choice type problems and will be handed out only during the seminar.

Group discussion and Presentation

The goal of this assessment is for students to analyse the case of strategy management and organization behaviour as the leader of company. Students have been allocated into 5 groups by themselves and each group is given a topic to complete during the fixed time. After the discussion, each group would be asked to do a presentation on their own topic and be challenged by other groups.

Assessment Item Exam

The open-book final exam on April 16 2011 will be a formal three hours and ten minute examination. Questions will come from all material covered in the unit (lectures, readings, cases and discussion). Questions will be essay style and students are expected to thoroughly cover the material covered in each essay.
Student Guild
Phone: (+61 8) 6488 2295
Facsimile: (+61 8) 6488 1041
E-mail: enquiries@guild.uwa.edu.au
Website: http://www.guild.uwa.edu.au

Charter of Student Rights and Responsibilities

Appeals against academic assessment
The University provides the opportunity for students to lodge an appeal against assessment results and/or progress status (refer http://www.secretariat.uwa.edu.au/home/policies/appeals).