

BUSA90511 Executive Management 7

Credit Points:	25								
Level:	9 (Graduate/Postgraduate)								
Dates & Locations:	2016, Parkville This subject commences in the following study period/s: September, Parkville - Taught on campus.								
Time Commitment:	Contact Hours: 60 hours Total Time Commitment: 280 hours								
Prerequisites:	<table border="1"> <thead> <tr> <th>Subject</th> <th>Study Period Commencement:</th> <th>Credit Points:</th> </tr> </thead> <tbody> <tr> <td>BUSA90508 Executive Management 4</td> <td>November, December</td> <td>25</td> </tr> </tbody> </table>			Subject	Study Period Commencement:	Credit Points:	BUSA90508 Executive Management 4	November, December	25
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BUSA90508 Executive Management 4	November, December	25							
Corequisites:	None								
Recommended Background Knowledge:	None								
Non Allowed Subjects:	None								
Core Participation Requirements:	<p><p>For the purposes of considering request for Reasonable Adjustments under the Disability Standards for Education (Cwth 2005), and Student Support and Engagement Policy, academic requirements for this subject are articulated in the Subject Overview, Learning Outcomes, Assessment and Generic Skills sections of this entry.</p> <p>It is University policy to take all reasonable steps to minimise the impact of disability upon academic study, and reasonable adjustments will be made to enhance a student's participation in the University's programs. Students who feel their disability may impact on meeting the requirements of this subject are encouraged to discuss this matter with a Faculty Student Adviser and Student Equity and Disability Support: http://services.unimelb.edu.au/disability</p></p>								
Contact:	EMBA office at Melbourne Business School emba@mbs.edu (mailto:emba@mbs.edu)								
Subject Overview:	<p>This subject contains four components, as described below.</p> <p>Mergers & Acquisitions:</p> <p>M&As are important corporate events that allow companies to achieve a wide variety of strategic goals including; new market access, logistical arrangements, operational efficiencies and portfolio diversity.</p> <p>This component takes a broad-based, strategic approach to M&A activity and includes the following topics:</p> <ul style="list-style-type: none"> # An overview of the M&A landscape and history # Criteria for successful M&As # Strategic considerations in M&A activity # Due diligence for M&A # Valuation in M&A – theory and application # Regulation of M&A and deal-structuring in Australia # Planning and implementing post-merger integration <p>Implementation of Strategy</p> <p>In this component, the strategy analysis and formulation content of Business Strategy is developed further. In particular, the issues that are central in the action phase of strategy are explored and examined. The following topics are addressed:</p> <ul style="list-style-type: none"> # Strategy and Strategy Implementation # Systems and Systems Thinking 								

- # Strategic Innovation
- # Sustainability of Competitive Advantage
- # Organizational Transformation and Change

Building and Managing Culture

Corporate Governance:

Corporate Governance addresses the system by which companies are directed and controlled. Structures relating to rights and responsibilities, and rules and procedures for decision-making, are covered. Governance involves the alignment of interests amongst stakeholders. This component includes the following topics:

- # The governance model
- # Duties and obligations – the law and practice
- # Corporate sustainability
- # Governance in the Asian context
- # Boards and executive teams

Seminar VII:

This Executive MBA Seminar Series complements the mainstream components of the module, and is dedicated to contemporary issues and global best practice development in the Mergers & Acquisitions, Leadership and Corporate Governance fields.

Learning Outcomes:

Mergers & Acquisitions:

On completion of this component students will:

- # Understand of the context in which mergers and acquisitions take place
- # Recognise the importance of strategy in decisions to acquire
- # Understand the importance of due diligence
- # Be able to apply valuation models in M&A transactions
- # Be able to illustrate the application of the price multiples and discounted cash flow (DCF) valuation methodologies in M&A
- # Understand the areas of law relevant to the regulation of M&A
- # Be able to analyse the different types of takeover bids that may be made and their implications
- # Recognise the key issues in planning post-merger integration.
- # Promote understanding of the critical importance of reaping expected synergies.

Implementation of Strategy

On completion of this component students will have:

- # A better understanding of the major issues impacting strategy and its implementation
- # Knowledge of concepts, frameworks and methods used in executing strategies
- # Enhanced ability to drive change that leads to organizational renewal and transformation
- # A deeper appreciation for the demands of strategic leadership in organizations

Corporate Governance:

On completion of this component students will be able:

- # To review the literature on corporate governance theories, consider their application to corporate structures and define the key players
- # To understand the legal obligations of directors and officers under the Australian Corporations Act and to consider the interplay of these with ASX governance principles
- # To apply the principles of Corporate Governance
- # To consider the topics of corporate social responsibility and sustainability and to assess their relevance to, and impact on, the law and practice around officers' and directors' duties in Australia
- # To consider whether the governance principles and approaches discussed are transportable to different regulatory regimes and cross culturally
- # To understand board structure and process
- # To consider issues relating to the board and executive teams as elite decision making groups

	<p>Seminar VII:</p> <p>On completion of this component students will be able to:</p> <ul style="list-style-type: none"> # Understand and discuss contemporary and advanced issues in the field # Recognise and apply global best practice models
Assessment:	<p>Mergers & Acquisitions: Class Participation (attendance at lectures, peer and instructor evaluation of contribution to class learning) 10% Syndicate Assignment (equivalent to individual 1200 word assessment) 40% Final Exam (hurdle requirement; 90 minutes) (1500 words) 50%</p> <p>Implementation of Strategy: Class Participation (attendance at lectures, peer and instructor evaluation of contribution to class learning) 10% Syndicate Assignment (equivalent to individual 1200 word assessment) 40% Individual Assignment (hurdle requirement; 1500 words) 50%</p> <p>Corporate Governance: Class Participation (attendance at lectures, peer and instructor evaluation of contribution to class learning) 10% Syndicate Assignment (equivalent to individual 1200 word assessment) 40% Final Exam (hurdle requirement; 90 minutes) (1500 words) 50%</p> <p>Seminar VII: Class Participation (attendance at lectures, peer and instructor evaluation of contribution to class learning) 10% Individual Assessment (hurdle requirement; Module Reflection & Application) (1500 words) 90%</p>
Prescribed Texts:	None
Breadth Options:	This subject is not available as a breadth subject.
Fees Information:	Subject EFTSL, Level, Discipline & Census Date, http://enrolment.unimelb.edu.au/fees
Notes:	This subject is only available to students enrolled in the MC-BAEV program
Related Course(s):	Master of Business Administration