AGSM @ UNSW Business School
Master of Business & Technology Program

Managing Organisational Resources
GBAT9129

Course Overview
Semester 1 2015
Important Notice

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The University of New South Wales
Sydney NSW 2052
Australia

Master of Business & Technology
Tel:  +61 2 9385 6660
Fax:  +61 2 9385 6661

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## Semester 1 2015 course schedule

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<td><strong>Week 4</strong></td>
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<td>Unit 5</td>
<td>Physical resources: investment in strategic capability</td>
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**Mid-term recess: Friday 3 April*– Sunday 12 April**

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<th>Week 6</th>
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<td><strong>Week 12</strong></td>
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<td><strong>Week 13</strong></td>
<td>1 June</td>
<td>Examination week 1</td>
<td></td>
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<td><strong>Week 14</strong></td>
<td>8 June**</td>
<td>Examination week 2</td>
<td></td>
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</tbody>
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* 3 April is Good Friday
** 8 June is the Queen’s Birthday public holiday (except WA)
Course staff

Course Coordinator

Each course has a Course Coordinator who is responsible for the academic leadership and overall academic integrity of the course. The Course Coordinator selects content and sets assessment tasks, and takes responsibility for specific academic and administrative issues related to the course when it is being offered. Course Coordinators oversee Class Facilitators and ensure that the ongoing standard of facilitation in the course is consistent with the quality requirements of the program.

The Course Coordinator is:

Dr Natalie Buckmaster
BBus (Accounting) UTS, MBus (Research)
UTS, PhD Monash Clayton, CPA, CMA
n.buckmaster@unsw.edu.au

Natalie is a prior management consultant in the strategic consulting division of a global corporation. Her work included roles as a management consultant in the Strategy, Change Management and Performance Improvement divisions of a global consulting firm. Natalie more recently joined the Business School as a lecturer at UNSW. She has previously lectured at the University of Sydney and the Australian National University. Natalie teaches postgraduate students in the areas of management control systems, management accounting, strategic resource management and intellectual capital measurement and management.

Natalie’s PhD examined performance measurement systems design, implementation and use. Her publications in a number of internationally refereed journals are in the areas of performance measurement, program evaluation and management systems. Natalie has also received awards for excellence in teaching.
Class Facilitator

The role of your Class Facilitator is to support the learning process by encouraging interaction amongst participants, providing direction in understanding the course content, assessing participant progress through the course and providing feedback on work submitted. MBT Class Facilitators comprise academics and industry practitioners with relevant backgrounds.

You will be notified of your Class Facilitator’s name and contact details in your class confirmation email sent by MBT Student Services. Details will also be available in the gallery section of your online class for face-to-face and distance classes.

Course Author

Dr Natalie Buckmaster

Acknowledgement

We wish to acknowledge the valuable contribution of Associate Professor Jane Baxter, who acted as the academic reviewer in the development of this course.
Aims

This course explores the use of major categories of resources in the value-creation process of organisations. Obviously, the goal of every organisation is to generate the maximum value for major stakeholders from the mobilisation of each major category of resource. However, being effective in this endeavour is problematic, as the importance (the value-creating potential) of particular resource categories varies with the form (size and structure), nature (non-profit or for-profit, product or service) and value creation model adopted by individual organisations.

Resource mobilisation is constrained (appropriately) by social and community values, related to the social and environmental sustainability of organisational activities. The values and codes that are seen, culturally, to be acceptable, or ethical conduct or behaviour, are often reinforced through regulatory frameworks and legal requirements.

Given these issues and other constraints, organisations access, acquire, develop, deploy and consume (mobilise) resources in the process of generating value in the near term, and developing and sustaining the capability to deliver value in the future. This process is informed by setting and regularly revising organisational strategy, and by utilising performance management systems for the ongoing monitoring (measurement and control) of its implementation.

In this course, we adopt a contemporary view of the resource categories of financial, physical, technological, organisational (structures, systems, processes), human (intellectual capital and knowledge-based), relational and reputational, and we do so within a framework that encompasses organisational purpose, governance, social responsibility and ethics. We examine the use of each major resource category within the value-creation process.

In general, the course takes strategy as given, and examines contemporary practices for monitoring resource development and use, including the effectiveness with which resources are transformed from one form to another. Frameworks for performance management and control are provided, and their use in managing resource mobilisation is critically explored. Additionally, the course aims to provide you with knowledge about some of the more cutting edge performance measurements that reflect the investments made in both tangible and intangible assets.

Specifically, the course aims to enhance competencies in performance management in relation to managing both tangible and intangible resources.
In particular, the course enables you to develop knowledge and skills in:

- organisational governance, performance measurement and the management of risk to enhance value creation
- organisational capability analysis
- financial resource management and measurement
- management of major physical resources
- use of technology in resource management (incorporating efficient and effective process management)
- intangible resource development, management and measurement, including intellectual capital management
- people and knowledge management
- management of relationship resources – channel, networked and alliance – for customers and suppliers
- management of reputational resources through an understanding of corporate social responsibility and sustainability issues
- strategy realisation (through effectively measuring performance in a way that drives innovation and change).

**Structure**

Unit 1, *Organisational resources and value creation*, provides the frameworks for the exploration of the issues and variables that determine both the approach to and the effectiveness of the management of organisation resources. We will examine the concept of ‘enterprise governance’, the nature of the ‘contemporary’ organisation and approaches to value creation. We will review the definition and nature of major categories of resources and factors, and determine their respective importance to the creation of value.

Unit 2, *Resource and capability analysis*, covers resources and resource analysis techniques in detail, addressing both the private and public sectors and exploring major differences in resource categories and management between the two. We will explore how choices about resource combinations can affect the organisation’s capability to compete, and to sustain the delivery of stakeholder value over the long term. The analysis of resources, and the capabilities they confer, will be positioned in the context of the strategic performance management aspects of the enterprise governance framework.

Unit 3, *Financial resources part 1: managing financial performance and cost*. In this Unit, we will examine the processes for managing financial resource consumption, transformation and regeneration, in order to achieve profitability and an ‘adequate’ return on the total funds invested.

Unit 4, *Financial resources part 2: measurement and value generation*, addresses three major aspects of financial resource management: economic value as the primary measure, the choice of available financial or capital...
management alternatives, and economic profit measures as a guide for resource deployment decisions.

Unit 5, *Physical resources: investment in strategic capability*, explores the strategic importance of physical resource management. We review and assess strategic and financial appraisal frameworks that may be used to select or acquire major physical resources to enhance the provision of products or services over the medium to long term. We also cover tracking, control and security of physical resources.

Unit 6, *Technology and process resources*, focuses attention on organisational process management and technology management. The management of these areas is highly interdependent with the management of other types of organisational resources.

Unit 7, *People resources*. In this Unit, we examine how the ability to unleash the potential of people to deploy their creativity, and to facilitate, capture and share their accumulated learning is essential to the development and maintenance of capabilities and core competencies.

Unit 8, *Knowledge resources*. In this Unit, we define knowledge management and identify the different types of knowledge. This is followed by the development of a knowledge management strategy. We then explore the role of technology for effective knowledge management systems. Following on from this, we examine contemporary knowledge management issues, challenges and opportunities.

Unit 9, *Reputation resources: managing customer relationships*. Here, we commence examination of the management of relationship resources by focusing on customer relationships. The key relationship in for-profit organisations centres on customers. The quality, extent and longevity of these relationships constitute a key organisational resource that needs to be managed.

Unit 10, *Reputation resources: managing supplier relationships*. In this Unit, we examine the basis for outsourcing decisions: capability and core competency analysis. We consider how best to manage the strategic supplier relationships that enable the organisation to complete and deliver its product/service outcomes (its supply chain) – in order to reduce costs and increase the capability and flexibility of non-core activities.

Unit 11, *Reputation resources: corporate social responsibility*, addresses the management of reputational resources through an examination of corporate social responsibility, including triple bottom line (sustainability) reporting, and the nature and conduct of strategic risk management.

Unit 12, *Design and implementation of performance measurement systems*, covers the design of strategic control and performance management systems and examines contemporary frameworks which measure and evaluate both tangible and intangible resources (such as the Balanced Scorecard and Intangible Asset Monitors).
Learning outcomes

When you have completed this course you should be able to:

• describe tangible and intangible resources and how their effective management influences business success
• apply leading-edge measurement and evaluation methodologies and performance-measurement tools
• critically evaluate the resource profile of a business and be able to make comprehensive recommendations
• communicate ideas in a clear and effective manner
• develop virtual collaborative leadership skills
• identify and assess environmental and sustainability management and measurement, including illustrations of best practice
• recognise that people and social issues underpin much of the intangible drivers of business
• have a better appreciation of industry best-practice measurement methodologies.

Skills you will need

There are no prerequisites for this course.

Please refer to the AGSM Learning Guide (available in Moodle) for information you will find very useful in pursuing your studies.

Resources

Recommended reading

There is no one book or journal article that will cover the scope of this course. Indeed, one of the distinctive features of this course is the way that it integrates a range of materials related to the management of organisational resources.

If you are interested in extending your knowledge on particular topics, listed below are a number of references that you may find helpful.

Books

Managing Organisational Resources


**Journal articles**


**Relationship to other courses in the MBT program**

This course looks broadly at resources and value management in the organisation. It should be taken after some initial starter courses have been completed.

If you lack confidence in financial management competencies, it may be useful, although not essential, to do GBAT9120 *Accounting: A User Perspective* before doing this course.
## Assessment

There are two assignments, a self-reflection statement, and an examination for GBAT9129 *Managing Organisational Resources*. The second assignment has an additional attachment that must be provided at the same time as assignment 2.

Assignments must be received by 9.30am Sydney time on the due dates.

<table>
<thead>
<tr>
<th>Participation</th>
<th>Throughout the semester</th>
<th>20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 1 (Report)</td>
<td>Tuesday 14 April 2015 (Week 6)</td>
<td>15%</td>
</tr>
<tr>
<td>Assignment 2 (Report)</td>
<td>Tuesday 19 May 2015 (Week 11)</td>
<td>30%</td>
</tr>
<tr>
<td>Self-reflection statement</td>
<td>Handed in as an appendix to Assignment 2 Tuesday 19 May 2015 (Week 11)</td>
<td>5%</td>
</tr>
<tr>
<td>Examination*</td>
<td>Wednesday 10 June 2015 (2pm if sitting on campus)</td>
<td>30%</td>
</tr>
</tbody>
</table>

* Examination is 2 hours; open book

Extensions to assignment deadlines will be granted only in exceptional circumstances, and where adequate supporting documentation can be provided. Please note that work commitments do not constitute grounds for an extension. Your Class Facilitator may approve an extension of up to two days, after which requests must be made through the special consideration process. For details about this process, see: [https://student.unsw.edu.au/special-consideration](https://student.unsw.edu.au/special-consideration)

In the case of late lodgement without an approved extension, 10% of the assignment weighting will be deducted for each day late.

Please note the examination date and mark it in your diary. If you will not be available to sit the exam on the specified date then you must choose another course. Supplementary exams will only be permitted in exceptional and unforeseen circumstances, and after submission of the requisite documentation for special consideration, see: [https://student.unsw.edu.au/special-consideration](https://student.unsw.edu.au/special-consideration)
Continual course improvement

MBT courses are revised each time they run, with updated course overviews and assessment tasks. All courses are reviewed and revised every three years and significant course updates are carried out in line with industry developments, and also when new editions of prescribed textbooks are published.

The MBT surveys students via the UNSW CATEI system each time a course is offered. The data collected provide anonymous feedback from students on the quality of course content and materials, class facilitation, student support services and the MBT Program in general. This student feedback is taken into account in all course revisions.

The UNSW Business School also monitors the quality of students’ learning experiences in all its programs. A random selection of completed assessment tasks may be used for quality assurance purposes. This information will be aggregated and used:

• to determine the extent to which program learning goals are being achieved for accreditation purposes
• to improve the quality of UNSW Business School programs.

All material used will be treated as confidential and these processes will have no bearing on course grades.

Student evaluations from the last presentation of the course

• Students wrote that ‘the knowledge and the experience gained from this course have encouraged me to use this knowledge in my daily work and life as it is very relevant’.
• They also noted that the course ‘works as a glue, which sticks all the pieces of the puzzle together and forms a better meaning of how organisations operate and create value for stakeholders’.
• Students noted that ‘leading a seminar-room discussion was awesome and influential; this is where my learning for this course has been most helpful. The sharing and collaborating with the others, listening to their experiences and applying the theory has been very advantageous to my learning.’
• The course material was noted as relevant to work roles, including comments such as ‘the material was very interesting for me. The resource profile assignment was certainly a learning experience’; ‘the course provides an opportunity to leverage on my own work experience’; ‘the content was challenging’.
• Students noted that it is useful to research beyond the course materials. For instance, ‘the assignment was a useful exercise and it was nice to be asked to research’.
• Students felt that receiving more frequent and targeted feedback on their progress as they completed online and other activities was very important.
• Students felt that the assessments should be due earlier in the semester to allow feedback.
• It should be noted that the above feedback is from Semester 1 2014.

Coordinator’s response

• To improve feedback to students, and to improve students’ understanding of how they are progressing, students will now hand in Assignment 1 in Week 6 (instead of Week 8) and the Major Assignment in Week 11 (instead of Week 12).
• A short, formal, written reflective piece at Week 12 is now required. This is to enable students the opportunity to consider what they learned and reflect on the course as a whole. This work will be assigned a small weighting.
• In relation to perceived issues with the exam in other years and its weighting, its weighting has been lowered to place less emphasis on this form of assessment. The reflective requirement above and changes to weightings of some other assessments have taken up the balance of marks.
• The Unit debriefings will continue, as they have been identified as extremely helpful for the final exam.