

会计硕士研究生

课程教学大纲及教学计划进度表

课程编号 _____

课程名称 项目与关系管理及案例

英文名称 Project and Relationship Management & Case Study (E2)

计划学时 48

开课单位 经管学院

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课程教学大纲

开课学期：MPACC 第一学年第二学期

教学方式：讲授、练习、讨论

考核方式：大作业、开卷；成绩组成：平时作业、课堂发言、考勤、大作业。

预修课程：管理会计基础、财务会计基础、商业数学基础、商业经济基础、道德、公司治理与商法基础、英语、企业运营

一、教学目标与要求

目标：深入了解组织管理的四个具体方面：关系管理、人力资源管理、项目管理、战略管理及竞争环境评估。

基本要求：掌握组织管理中具体的沟通、控制、文化、冲突管理；了解项目管理的基本特征及相关管理技术；思考组织战略方向及竞争环境。

二、课程内容与学时分配

1. 课程教学内容：

2. 学时分配：

| 序号 | 主要内容 | 学时分配 | 其中 | | | | |
|----|---|------|----|----|----|----|----|
| | | | 讲授 | 实验 | 上机 | 习题 | 备注 |
| 1 | A introduction to strategic management and assessing the global environment | 12 | 8 | | | 4 | |
| 2 | B the Human aspects of the organisation | 10 | 6 | | | 4 | |
| 3 | C managing relationships | 10 | 6 | | | 4 | |
| 4 | D managing change through projects | 12 | 8 | | | 4 | |
| 5 | Review | 4 | | | | 4 | |
| 合计 | | | 28 | | | 20 | |

三、实验及实践性环节

以针对性的课堂练习为主，针对 CIMA 的 2015 年大纲，进行全面的 E2 和案例相关练习。

四、教材（序号，编著者姓名，教材名称，出版社，版次，出版日期）

Enterprise Management. London: Kaplan Learning Media Ltd., 2015.

主要参考书（序号，编著者姓名，教材名称，出版社，版次，出版日期）

[1] Ann Norton, Jenny Hughes. Enterprise Management. London: Elsevier Ltd., 2009.

[2] 美国诺顿图书出版公司编. 企业和环境（哈佛商业评论系列）HBR: ON BUSINESS AND THE ENVIRONMENT 美国诺顿图书出版公司, 2000 年

[3] Jonston R., Clark G.. Service Operations Management. 北京: 中国人民大学出版社, 2010.

[4] Dennis Lock. Project Management (7e). London: Gower Publishing Ltd., 2000.

[5] David J. Collis, Cynthia A. Montgomery. Corporate Strategy: A Resource-based Approach (2e). McGraw-Hill Companies, Inc., 2005.

课程教学计划进度表

| 周次 | 学时 | 教学内容 | 教学目的 | 教学重点、难点 | 授课方式 | 教学案例 |
|----|----|---|--|--|-----------|------------------------------|
| 1 | 4 | A introduction to strategic management and assessing the global environment | 1. Discuss developments in strategic management | (a) discuss the concept of strategy and the rational/formal approach to strategy development (b) compare and contrast alternative approaches to strategy development (c) explain the approaches to achieving sustainable competitive advantage | 课堂讲授，练习 | R company |
| 2 | 4 | A introduction to strategic management and assessing the global environment | 2. Analyse the relationship between different aspects of the global business environment | (a) Distinguish between different aspects of the global business environment, including the competitive environment (b) Discuss the approaches to competitor analysis including the collection and interpretation of trend data | 课堂讲授，学术研讨 | Levels of strategy_corporate |
| 3 | 4 | A introduction to strategic management and assessing the global environment | Case discussion | DF company | 讨论案例练习 | DF company |

| | | | | | | |
|---|---|---|--|--|-----------|---------------------------------|
| 4 | 4 | B the Human aspects of the organisation | 1. Discuss the concepts associated with managing through people | (a) Discuss the concepts of leadership and management (b) Discuss HRM approaches for managing and controlling individuals' performance | 课堂讲授，练习 | B company |
| 5 | 4 | B the Human aspects of the organisation | 2. Discuss the hard and soft aspects of people and organizational performance Case discussion | (a) Discuss behavioural aspects of management (b) Explain the importance of organizational culture Working in groups | 课堂讲授，学术研讨 | Working in groups |
| 6 | 4 | B the Human aspects of the organization C managing relationships | Case discussion 1. Discuss the effectiveness of organizational relationships | Working in groups (a) Evaluate the issues associated with building, leading and managing effective teams (b) Discuss the effectiveness of handling relationships between the finance function and other parts of the organization and the supply chain | 课堂讲授，练习 | Working in groups; X company |

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|----|---|------------------------------------|---|---|-----------|-------------------------|
| 7 | 4 | C managing relationships | 1. Discuss the effectiveness of organizational relationships 2. Discuss management tools and techniques in managing organisational relationships | (c) Discuss the effectiveness of handling relationship between the finance function and external experts and stakeholders (a) Discuss the roles of communication, negotiation, influence and persuasion in the management process (b) Discuss approaches to managing conflict | 课堂讲授，自学指导 | PCC company |
| 8 | 4 | C managing relationships | Case discussion | Organizational culture | 课堂讲授，专题报告 | Organizational culture |
| 9 | 4 | D managing change through projects | 1. Advise on important elements in the change process | (a) Discuss the concept of organizational change (b) Recommend techniques to manage resistance to change | 课堂讲授，练习 | Risk management |
| 10 | 4 | D managing change through projects | 2. Discuss the concepts involved in managing projects | (a) Discuss the characteristics of the different phases of a project (b) Apply tools and techniques for project managers (c) Discuss management and leadership issues associated with projects, including the roles of key players in projects | 课堂讲授，学术研讨 | X company: stakeholders |

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|----|---|------------------------------------|-----------------|--------------------------|----------|--------------------------|
| 11 | 4 | D managing change through projects | Case discussion | X company: project roles | 课堂讲授, 练习 | X company: project roles |
| 12 | 4 | Review | S company | Case discussion | 练习 | S company |