MGMT 1101
GLOBAL BUSINESS ENVIRONMENT

Course Outline
Semester 2, 2015

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Part B: Key Policies, Student Responsibilities and Support
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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Details</th>
<th>Consultation Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Youngok Kim</td>
<td>Management, Business School Room 534A, Business School building <a href="mailto:y.kim@unsw.edu.au">y.kim@unsw.edu.au</a></td>
<td>Thursdays 13:00-13:30</td>
</tr>
<tr>
<td>Dr Tae Choi</td>
<td>Management, Business School 5th Level, Business School Building <a href="mailto:ty.choi@unsw.edu.au">ty.choi@unsw.edu.au</a></td>
<td>TBA</td>
</tr>
<tr>
<td>Mr Yulius Santoso</td>
<td>Management, Business School 5th Level, Business School Building <a href="mailto:y.santoso@unsw.edu.au">y.santoso@unsw.edu.au</a></td>
<td>TBA</td>
</tr>
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<td>Mr Anton Klarin</td>
<td>Management, Business School 5th Level, Business School Building <a href="mailto:a.klarin@unsw.edu.au">a.klarin@unsw.edu.au</a></td>
<td>TBA</td>
</tr>
<tr>
<td>Mr Matthew Osinski</td>
<td>Management, Business School 5th Level, Business School Building <a href="mailto:m.osinski@unsw.edu.au">m.osinski@unsw.edu.au</a></td>
<td>TBA</td>
</tr>
</tbody>
</table>

Please note that the Lecturer-in-Charge, Dr Youngok Kim will only respond to e-mails relating to matters or problems specific to an individual student. If you have a more general query that is likely to be shared by other students, please post it to the Discussion Board section on the Course website. All students are to keep abreast of all postings on the Course Website.

2 COURSE DETAILS

2.1 Teaching Times and Locations

Students must attend a two-hour lecture and a one-hour tutorial each week. Students must ensure they enrol themselves into a tutorial. The time and venue of tutorials may be subject to change depending on the number of students enrolled. **Students must attend the tutorial to which they are assigned.**

<table>
<thead>
<tr>
<th>Lecture A</th>
<th>Thursday 14:00-16:00</th>
<th>Colombo Theatre A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture B</td>
<td>Tuesday 12:00-14:00</td>
<td>Chemical Sciences M17</td>
</tr>
<tr>
<td>Tutorials:</td>
<td>Thursday 12:00-13:00</td>
<td>Quadrangle 1047</td>
</tr>
<tr>
<td></td>
<td>Thursday 13:00-14:00</td>
<td>Law 275</td>
</tr>
<tr>
<td></td>
<td>Thursday 16:00-17:00</td>
<td>Business School Building 215</td>
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<tr>
<td></td>
<td>Thursday 17:00-18:00</td>
<td>Business School Building 215</td>
</tr>
<tr>
<td></td>
<td>Monday 09:00-10:00</td>
<td>Business School Building 118</td>
</tr>
<tr>
<td></td>
<td>Monday 10:00-11:00</td>
<td>Business School Building 118</td>
</tr>
<tr>
<td></td>
<td>Tuesday 09:00-10:00</td>
<td>Business School Building 215</td>
</tr>
<tr>
<td></td>
<td>Tuesday 10:00-11:00</td>
<td>Business School Building 215</td>
</tr>
<tr>
<td></td>
<td>Tuesday 11:00-12:00</td>
<td>Mathews 312</td>
</tr>
<tr>
<td></td>
<td>Tuesday 14:00-15:00</td>
<td>Quadrangle 1045</td>
</tr>
<tr>
<td></td>
<td>Tuesday 15:00-16:00</td>
<td>Business School Building 207</td>
</tr>
</tbody>
</table>
Lectures start in Week 1 (to Week 13 for final exam). Tutorials start in Week 1 (to Week 12).

2.2 Units of Credit
The course is worth 6 units of credit.

2.3 Summary of Course
The course focuses on key global business environmental factors and issues that affect firms with international operations. The main topics covered are: the development of firms with international operations, including multinational enterprises (MNEs); national differences in the economic, financial, political, social, and legal environments; cultural differences and their effects on international business; international trade policy and the World Trade Organisation (WTO); regional economic integration; and the impact of technology.

2.4 Course Aims and Relationship to Other Courses
This Course is designed to be an introduction to international business. It is the first compulsory Course in the International Business major. International Business can be taken as a single major or co-major in the Bachelor of Commerce and a co-major in the Bachelor of Economics. It is also offered to students majoring in International Business as part of a Bachelor of Arts/Bachelor of Social Science.

The aim of this course is to help students develop the ability to evaluate the impact of key business environmental factors on multinational firms and how these firms should respond to them. Students majoring in International Business will go on to take MGMT2101 (International Business and Multinational Operations) and MGMT3101 (International Business Strategy) in their second and third year of study.

More specifically, the aims of this Course are:
- To introduce students to the nature of international business and the internationalised firm;
- To analyse trends and changes in the current global business environment and debate the impact of globalisation;
- To show how international business is affected by the many different types of environments (i.e. economic, political, social, cultural, financial, technological) in which it operates;
- To discuss the relevance of international institutions, governments and non-governmental organisations to international business; and
- To analyse multinational firms’ responses to threats and opportunities in the global business environment.

2.5 Student Learning Outcomes
The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).

For more information on the Undergraduate Program Learning Goals and Outcomes, see Part B of the course outline.

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**Business Undergraduate Program Learning Goals and Outcomes**

1. **Knowledge**: Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts.
   
   You should be able to select and apply disciplinary knowledge to business situations in a local and global environment.

2. **Critical thinking and problem solving**: Our graduates will be critical thinkers and effective problem solvers.
   
   You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.

3. **Communication**: Our graduates will be effective professional communicators.
   
   You should be able to:
   
   a. Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and
   
   b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.

4. **Teamwork**: Our graduates will be effective team participants.
   
   You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.

5. **Ethical, social and environmental responsibility**: Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice.
   
   You should be able to:
   
   a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
   
   b. Identify social and cultural implications of business situations.

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The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>This course helps you to achieve the following learning goals for all</td>
<td>On successful completion of the course, you should be able to:</td>
<td>This learning outcome will be assessed in the following items:</td>
</tr>
</tbody>
</table>
3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course
This course has been designed to provide a supportive context for independent learning. As well as guiding students through the different topics of the course, teaching staff aim to assist students to ‘learn how to learn’ in a university environment. The structure of the course enables students to apply the international business theories and concepts they learn in lectures and the textbook to actual problems and real-life business situations.

3.2 Learning Activities and Teaching Strategies
Lectures do not simply reiterate material covered in the textbook but aim to extend it, and provide a more detailed and sophisticated analysis of both theoretical concepts and applied materials. In order to make the most out of lectures, the reading of textbook chapters should be completed prior to the lecture.

Tutorials are designed to extend your understanding of concepts, refine your analytical skills and apply the concepts presented in lectures to actual situations. Because tutorials rely heavily on student interaction through presentation and discussion, it is essential that preparation for each class be completed in advance.
4 ASSESSMENT

4.1 Formal Requirements

In order to pass this Course, you must:

- Achieve an overall mark of at least 50;
- Make a satisfactory attempt at ALL assessment tasks (see below); and
- Attend at least 80% of scheduled lectures and tutorials.

4.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Weight</th>
<th>Due Date</th>
<th>Length</th>
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</thead>
<tbody>
<tr>
<td>1 Individual memos:</td>
<td>30%</td>
<td>These are due at the beginning</td>
<td>Maximum 500 words</td>
</tr>
<tr>
<td>1 (Week 2, 3 or 4)</td>
<td>7.5%</td>
<td>of your respective tutorial.</td>
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</tr>
<tr>
<td>2 (Week 5, 6, or 8)</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 (Week 9, 11, or 12)</td>
<td>12.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Group Presentation</td>
<td>20%</td>
<td>To be arranged by your tutor.</td>
<td>Presentation (30 minutes max)</td>
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<tr>
<td></td>
<td></td>
<td>Will start from Week 3</td>
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</tr>
<tr>
<td>3 Class Attendance and</td>
<td>10%</td>
<td>5% for attendance and 5% for</td>
<td>Weekly</td>
</tr>
<tr>
<td>Participation</td>
<td></td>
<td>participation</td>
<td></td>
</tr>
<tr>
<td>4 Mid-term examination</td>
<td>20%</td>
<td>In-class examination in Week 7</td>
<td>1 hour</td>
</tr>
<tr>
<td>5 Final examination</td>
<td>20%</td>
<td>In-class examination in Week 13</td>
<td>1 hour</td>
</tr>
</tbody>
</table>

1. Individual Memos (30%)

Throughout the session you are required to hand in THREE memos written to your “boss” (i.e. your tutor) and be prepared to discuss them each week. The purpose of the memo questions is to enable you to:

- prepare effectively for tutorials and think critically about lecture readings;
- reflect on what has been learnt from lectures and course readings and apply these insights to real-life business situations and decisions;
- prepare for the final examination, as it ensures that you cover the required readings and exercises, and do not fall behind in your work; and
- practise critical thinking, analysis and writing (also important for exam preparation).

Your tutorial questions therefore serve multiple functions and are the main way in which you develop your knowledge during the semester. All these tutorial questions are provided in this course outline (pp. 10-11). Prior to attending each of your respective tutorials, you should prepare discussion for the tutorial questions for that week.

Answer Format
Your boss’s time is precious and so the memo should be written concisely but persuasively. You would normally open your memo with “I recommend that we…”, and use the rest of the memo to buttress and support your views. Professional business memos follow a specific format, and a sample is provided at the back of Part A of this course outline. While memos do not usually contain references and in-text citations, it is important that you get into the habit of referencing for your future courses. As such, you should reference any and every information that you get from an external source. This is a practice of academic honesty, and citing your sources would add to the persuasiveness of your analyses and recommendations. As such, you should follow the Business School Harvard Referencing System. The link to the Harvard Referencing Guide is also provided in Section 9 in PART B of this course outline as well as on the course website.

All in all, the written memo should be no more than 500 words (double-spaced and using Times New Roman 12-point font). If necessary, you may use charts and graphs to support your case, and the charts/graphs along with the reference list will not be counted toward the word limit. In parts of your memo, you may use point form (with sufficient explanations) for your answers, but remember that this is a piece of business writing so it should be in a formal style (although you are welcome to use the personal pronoun, e.g. ‘I believe’). This is a good practice to write concisely and give to-the-point business insight.

Your memos are due at the beginning of the tutorial for which you are writing the memo. Finally, please attach the assignment coversheet included in this course outline. Make sure to include your name, student ID, and the word count on the cover page.

Marking Criteria
Answers will be assessed based on the following criteria:
♦ completeness of answer: soundness of recommendation backed by logical and reliable data and supporting arguments
♦ appropriate understanding and application of relevant international business concepts and theories;
♦ evidence of critical thinking: ability to clearly state and justify your position; and
♦ clarity and succinctness of written expression, in accordance with professional business writing style and referencing criteria.

In summary, the 30 marks assigned for this assessment task will be based on the completeness and quality of your submissions.

2. Group Presentation (20%)

Groups of two to four students will be formed in Week 1 tutorials. The exact size of groups will be determined by your tutor depending on the number of students in the tutorial. Tutors will then assign each group to present on one of the weekly presentation questions from Week 3 to Week 12. This assessment comprises two main components:
The full presentation should be 30 minutes, including discussion facilitation. The groups should present their findings and opinions on the presentation question AND lead and facilitate a well-designed class discussion on controversial issues of their presentation question. Discussion facilitation is an important and useful skill. Formulating relevant discussion questions and engaging other students are essential to successful discussion facilitation.

Groups will be rated on their presentation style, ability to lead the class discussion and answer questions from other class members, and effectiveness of their own solution to the question(s). More details on the group presentation and a detailed marking sheet are provided at the end of Part A of this course outline and on the course website under ‘Assessment Guides’. Your tutor will also briefly address the presentation guidelines in the Week 2 tutorial. The lecturer-in-charge may adjust the marks of individual group members if there is substantial evidence that they did not contribute to the presentation.

3. Class Attendance and Participation (10%)
Students will be assessed by their respective tutors on their participation and quality of contribution towards class discussion in the weekly tutorials. Class Attendance and Participation will be awarded based on the following two elements:
   a) Attendance of both lectures and tutorials
   b) Discussion of tutorial presentation/memo questions

4. Mid-term examination (20%)
The mid-term examination will be a one-hour examination and will take place in Week 7 during the lecture time, covering materials from Week 1 to Week 6, inclusive. Details about the examination will be communicated in due course.

5. Final Examination (20%)
The one-hour final examination will be held in Week 13 and will be based on lecture topics from Week 1 to 12, inclusive. Materials from the lectures, textbook, and tutorial activities will be covered. Details about the examination will be communicated in due course.

4.3 Late Submission
Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted because of work and other commitments. Requests for extensions must be made in writing to the Lecturer-in-Charge prior to the due date. Medical certificates or other evidence of extreme misfortune must be attached and must contain information that justifies the extension sought. Late assignments which have not been granted an extension will incur a penalty of 10 per cent of the assigned mark per day.

Quality Assurance
The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program
learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will 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.

5 COURSE RESOURCES

Course website (Moodle):
The Moodle course module contains essential resources for students. Please check regularly for updates. The website for this course is on Moodle at: http://moodle.telt.unsw.edu.au/course/view.php.

Course Textbook:

The reading required for each week is detailed in the lecture and tutorial schedules. Students should come to the class having completed at least the essential reading in the textbook. The textbook has an Internet website that provides further resources and learning materials for students. You can access the website at www.mhhe.com/au/hill with the registration code that accompanies the textbook. The registration code is valid for 12 months once activated.

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through CATEI evaluations.

7 COURSE SCHEDULE
<table>
<thead>
<tr>
<th>WEEK</th>
<th>TOPIC</th>
<th>LECTURE READINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>28 &amp; 30 July</td>
<td>Course Overview; International Business – What is it?</td>
</tr>
<tr>
<td>2</td>
<td>4 &amp; 6 August</td>
<td>Multinational firms in a globalised world</td>
</tr>
<tr>
<td>3</td>
<td>11 &amp; 13 August</td>
<td>State vs. firm? The political and legal environment</td>
</tr>
<tr>
<td>4</td>
<td>18 &amp; 20 August</td>
<td>When in Rome: The socio-cultural environment</td>
</tr>
<tr>
<td>5</td>
<td>25 &amp; 27 August</td>
<td>Does size matter? Money makes the world go round: The economic and financial environment</td>
</tr>
<tr>
<td>6</td>
<td>1 &amp; 3 September</td>
<td>Digital divides? Technology diffusion and innovation &amp; Review for mid-term exam</td>
</tr>
<tr>
<td>7</td>
<td>8 &amp; 10 September</td>
<td>Mid-Term Examination (during lecture)*</td>
</tr>
<tr>
<td>8</td>
<td>15 &amp; 17 September</td>
<td>Who’s afraid of the WTO? International trade policy</td>
</tr>
<tr>
<td>9</td>
<td>22 &amp; 24 September</td>
<td>The rise of the super-state? Regional economic integration</td>
</tr>
<tr>
<td>10</td>
<td>6 &amp; 8 October</td>
<td>The new Wild West? Doing business in transitional markets</td>
</tr>
<tr>
<td>11</td>
<td>13 &amp; 15 October</td>
<td>Corporate responsibility for international business</td>
</tr>
<tr>
<td>12</td>
<td>20 &amp; 22 October</td>
<td>Course revision and Final exam briefing</td>
</tr>
<tr>
<td>13</td>
<td>27 &amp; 29 October</td>
<td>Final Examination (during lecture)*</td>
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</tbody>
</table>

* The venue may be subject to change.
# TUTORIALS

<table>
<thead>
<tr>
<th>WEEK BEGINNING</th>
<th>TUTORIAL QUESTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 27 July</td>
<td>(1) Class exercise; (2) Forming groups; (3) Allocation of presentation questions; (4) Explanation of tutorial-based assessments (i.e., presentation, memo, participation)</td>
</tr>
</tbody>
</table>
| 2 3 August     | Group presentation guideline to be handed out.  
    Memo from boss: “Today…we are moving towards a world in which barriers to cross-border trade and investment are declining.” (Textbook, p. 7). Does this mean that the concept such as ‘made in Australia’ or ‘made in Germany’ is now obsolete? Use a multinational enterprise you are familiar with as an example to support your answer. |
| 3 10 August    | Group Presentation: Discuss the underlying logic of the Uppsala model (textbook, pp. 103-104) by drawing on an actual company's internationalisation process. Does this model explain the ‘born-global’ phenomenon well? Why/why not? Use an example of a born-global company in your explanation.  
    Memo from boss: The domestic Australian company has developed some valuable and innovative medical products and now wants to enter India or the U.K. Which of the two countries would you recommend? Once you have decided on a country, what entry mode would you suggest for the company? Briefly discuss your recommendations. |
| 4 17 August    | Group Presentation: Contractual disputes are a common feature of business life. Why then are contractual disputes in an international context particularly problematic? What steps can an Australian exporter take to minimise the legal risks involved in signing a contract with a foreign firm?  
    Memo from boss: The UK retailer has supply arrangements with various garment factories in Bangladesh. How would the recent Rana Plaza factory collapse in the country affect the retailer's political risk? What do you think the retailer should do to manage the political risk? Justify your recommendation. |
| 5 24 August    | Group Presentation: Of some conceptualisations of culture in this course, which do you think are most important in the context of international business? Describe these dimensions, and explain your choices. Use real-life examples to support your answer.  
    Memo from boss: The US company is soon scheduled to meet and negotiate with its potential foreign partner in a Middle Eastern country. What cultural dimensions do you recommend that the US company consider for its initial negotiation meeting with the partner? Briefly justify your recommendation. |
| 6 31 August    | Group Presentation: There are several macro-economic indicators for MNEs to use to evaluate the economic environment of a foreign country (market). Some of them include GDP, inflation, unemployment, and government deficit. Are they useful in assessing a country’s economic attractiveness? Discuss.  
    Memo form boss: The German multinational automobile company is considering establishing a plant in Brazil to produce cars for the local Brazilian market. Given Brazil’s current economic growth, unemployment, and inflation rates, would you recommend the company’s investment in the country? Why/why not? |
<table>
<thead>
<tr>
<th>WEEK BEGINNING</th>
<th>TUTORIAL QUESTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7</strong>&lt;br&gt;7 September</td>
<td><em>Mid-term examination; No tutorials</em></td>
</tr>
</tbody>
</table>
| **8**<br>14 September | *Group presentation:* To what extent do you think that multilateral efforts (e.g., TRIPS, WIPO, etc.) have been effective in protecting intellectual properties recently? Explain your answer.  
*Memo from boss:* The US pharmaceutical company has recently developed new medical devices for respiratory diseases. The company now wants to set up business in China, given the country’s great market potential. What are the best ways to protect the intellectual assets in China? |
| **9**<br>21 September | *Group presentation:* “The costs of trade protectionism always outweigh its benefits.” Do you agree with this statement? Why/why not? Use real-life examples to support your answer.  
*Memo from Boss:* Our Australian company is one of the biggest exporters of Australian wool to the US. The US has recently introduced a prohibitively high tariff on Australian wool. What steps could the company take in order to minimise the adverse impact of the US tariffs? |
| **10**<br>5 October | *Mid-term break (26 September- 5 October, inclusive)* |
| **11**<br>12 October | *Group presentation:* The recent Eurozone crisis has been mainly attributed to the design and management of the euro (pp. 220-223). Identify flaws in the single currency’s design/management and discuss how they have contributed to the Eurozone crisis. Also, are the economic and human costs to the Greeks justified?  
*Memo from boss:* The NZ company plans to export their honey products to France. Given France is part of EU/Eurozone, would you recommend their exporting to this regionally integrated market? Why/why not? Highlight pros and cons of exporting to the market in your answer. |
| **12**<br>19 October | *Group presentation:* Some transition economies (such as China, Slovenia, the Czech Republic, etc.) have been more successful than other countries in their transition to a market economy. What factors were critical to their successful economic transition? Identify the factors and explain their importance.  
*Memo from boss:* We are thinking about expanding our business to Russia. Is it still risky to do business in the country? What should we watch out for when doing business in Russia? Briefly justify your answer. |
Assignment Cover Sheet

Student Number: _____________  Name: _____________________

Course: MGMT1101

Lecturer: Dr Youngok Kim  Tutor: _______________

Tutorial/Seminar/Lab:

Day: ___________  Time: _____  Classroom: ___________

Assignment Item/Title/Question: ____________________________________________

Date Due: _______________  Date Submitted: ______________

Word count __________________

I declare that this assessment item is my own work, except where acknowledged, and has not been submitted for academic credit elsewhere, and acknowledge that the assessor of this item may, for the purpose of assessing this item:

a. Reproduce this assessment item and provide a copy to another member of the University; and/or,

b. Communicate a copy of this assessment item to a plagiarism checking service (which may then retain a copy of the assessment item on its database for the purpose of future plagiarism checking).

c. I certify that I have read and understood the University Rules in respect of Student Academic Misconduct.

Signed: ....................................................date: ☐ ☐ ☐ ☐ ☐ ☐ ☐
<table>
<thead>
<tr>
<th>Surname</th>
<th>Given Name</th>
<th>Student number</th>
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<table>
<thead>
<tr>
<th>RATING</th>
<th>Poor</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Very good</th>
<th>Outstanding</th>
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<tr>
<td><strong>Content/Analysis</strong></td>
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<tr>
<td>Identification of issues/relevance</td>
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<tr>
<td>Application of core concepts</td>
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<tr>
<td>Comprehensiveness</td>
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<tr>
<td>Use of evidence/support</td>
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<tr>
<td>Research effort</td>
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<tr>
<td><strong>Delivery/Style</strong></td>
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<tr>
<td>Organisation (including observing time limits)</td>
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<td>Use of visual aids</td>
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<td>Style (clarity, projection, enthusiasm, maintenance of eye contact, etc.)</td>
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<tr>
<td>Creativity</td>
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<tr>
<td><strong>Class Discussion</strong></td>
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<tr>
<td>Overall design of discussion sections</td>
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<tr>
<td>Management of class discussion (raising issues; responding to questions/issues raised; stimulating audience involvement)</td>
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</tbody>
</table>

Comments: 

Mark ____________/ 20 Signed____________________________
Memorandum: A Sample
Company Name

Date:

TO: (Tutor’s Name), Rank in Company
FROM: (Your name), Rank/Division in Company

SUBJECT:

Paragraph#1: Briefly and clearly state your recommendation and conclusion regarding the issue.

(Sample) “I recommend that we proceed with the purchase of the giant tractor for our crucial operation in India. Summarily, this is because…”

Paragraph#2: Introduction to memo & to the topic (briefly).

(Sample) “At the meeting we discussed about the possibility of purchase of a giant tractor. This raised a number of interesting possibilities especially with our overseas mining operations…

Paragraph#3: Justification and arguments

(Sample) “Our India operation should be the focus of our Asian efforts due to… and as such this investment would reap tremendous rewards not only in the country but the region as well, both in the medium and long term (5-20years).

Paragraph#4: Limitations (if any), alternative options, and conclusion

(Sample) “This is of course assuming that diamond prices remain at reasonable levels in the medium term…. Yet, as mentioned above, this is a sound business decision because…”
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

8 PROGRAM LEARNING GOALS AND OUTCOMES

The Business School Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you and are sought after by employers.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback.

Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all Business students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

<table>
<thead>
<tr>
<th>Business Undergraduate Program Learning Goals and Outcomes</th>
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</thead>
<tbody>
<tr>
<td><strong>1. Knowledge:</strong> Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts.</td>
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<tr>
<td>You should be able to select and apply disciplinary knowledge to business situations in a local and global environment.</td>
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<td><strong>2. Critical thinking and problem solving:</strong> Our graduates will be critical thinkers and effective problem solvers.</td>
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<tr>
<td>You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.</td>
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<td><strong>3. Communication:</strong> Our graduates will be effective professional communicators.</td>
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<tr>
<td>You should be able to:</td>
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<tr>
<td>a. Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and</td>
</tr>
<tr>
<td>b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.</td>
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<tr>
<td><strong>4. Teamwork:</strong> Our graduates will be effective team participants.</td>
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<td>You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.</td>
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<tr>
<td><strong>5. Ethical, social and environmental responsibility:</strong> Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice.</td>
</tr>
<tr>
<td>You will be able to:</td>
</tr>
</tbody>
</table>
| a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-
making and practice, and
b. Identify social and cultural implications of business situations.

9 ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: https://student.unsw.edu.au/plagiarism as well as the guidelines in the online ELISE tutorials for all new UNSW students: http://subjectguides.library.unsw.edu.au/elise

To see if you understand plagiarism, do this short quiz: https://student.unsw.edu.au/plagiarism-quiz

For information on how to acknowledge your sources and reference correctly, see: https://student.unsw.edu.au/harvard-referencing

For the Business School Harvard Referencing Guide, see the Business Referencing and Plagiarism webpage (Business >Students>Learning support> Resources>Referencing and plagiarism).

10 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

Information and policies on these topics can be found in UNSW Current Students ‘Managing your Program’ webpages: https://student.unsw.edu.au/program.

10.1 Workload

It is expected that you will spend at least nine to ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, online activities and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

We strongly encourage you to connect with your Moodle course websites in the first week of semester. Local and international research indicates that students who engage early and often with their course website are more likely to pass their course.

Information on expected workload: https://student.unsw.edu.au/uoc

10.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment. For more information, see: https://student.unsw.edu.au/attendance
10.3 General Conduct and Behaviour
You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: https://student.unsw.edu.au/conduct

10.4 Occupational Health and Safety
UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see http://www.ohs.unsw.edu.au/.

10.5 Keeping Informed
You should take note of all announcements made in lectures, tutorials or on the course website. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

11 SPECIAL CONSIDERATION
You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress.

General information on special consideration for undergraduate and postgraduate courses:

1. All applications for special consideration must be lodged online through myUNSW within 3 working days of the assessment (Log into myUNSW and go to My Student Profile tab > My Student Services > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully in advance the instructions and conditions at: https://student.unsw.edu.au/special-consideration

2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct. The School may ask to see the original or certified copy.

3. Applications will not be accepted by teaching staff. The lecturer-in-charge will be automatically notified when you lodge an online application for special consideration.

4. Decisions and recommendations are only made by lecturers-in-charge (or by the Faculty Panel in the case of UG final exam special considerations), not by tutors.

5. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.

6. Special consideration requests do not allow lecturers-in-charge to award students additional marks.
Business School policy on requests for special consideration for Final Exams in undergraduate courses:
The lecturer-in-charge will need to be satisfied on each of the following before supporting a request for special consideration:

1. Does the medical certificate contain all relevant information? For a medical certificate to be accepted, the degree of illness, and impact on the student, must be stated by the medical practitioner (severe, moderate, mild). A certificate without this will not be valid.

2. Has the student performed satisfactorily in the other assessment items? Satisfactory performance would require at least 50 and meeting the obligation to have attended 80% of tutorials.

3. Does the student have a history of previous applications for special consideration? A history of previous applications may preclude a student from being granted special consideration.

Special consideration and the Final Exam in undergraduate courses:
Applications for special consideration in relation to the final exam are considered by a Business School Faculty panel to which lecturers-in-charge provide their recommendations for each request. If the Faculty panel grants a special consideration request, this will entitle the student to sit a supplementary examination. No other form of consideration will be granted. The following procedures will apply:

1. Supplementary exams will be scheduled centrally and will be held approximately two weeks after the formal examination period. The dates for Business School supplementary exams for Semester 2, 2015 are:
   - 8th December – exams for the School of Accounting
   - 9th December – exams for all Schools except Accounting and Economics
   - 10th December – exams for the School of Economics

   If a student lodges a special consideration for the final exam, they are stating they will be available on the above dates. **Supplementary exams will not be held at any other time.**

2. Where a student is granted a supplementary examination as a result of a request for special consideration, the student’s original exam (if completed) will be ignored and only the mark achieved in the supplementary examination will count towards the final grade. Failure to attend the supplementary exam will not entitle the student to have the original exam paper marked and may result in a zero mark for the final exam.

If you attend the regular final exam, you are extremely unlikely to be granted a supplementary exam. Hence if you are too ill to perform up to your normal standard in the regular final exam, you are strongly advised not to attend. However, granting of a supplementary exam in such cases is not automatic. You would still need to satisfy the criteria stated above.

The Business School’s Special Consideration and Supplementary Examination Policy and Procedures for Final Exams for Undergraduate Courses is available at:
12 STUDENT RESOURCES AND SUPPORT
The University and the Business School provide a wide range of support services for students, including:

- **Business School Education Development Unit (EDU)**
  [https://www.business.unsw.edu.au/students/resources/learning-support](https://www.business.unsw.edu.au/students/resources/learning-support)
  The EDU provides academic writing, study skills and maths support specifically for Business students. Services include workshops, online resources, and individual consultations. EDU Office: Level 1, Room 1033, Quadrangle Building. Phone: 9385 5584; Email: edu@unsw.edu.au.

- **Business Student Centre**
  [https://www.business.unsw.edu.au/students/resources/student-centre](https://www.business.unsw.edu.au/students/resources/student-centre)
  Provides advice and direction on all aspects of admission, enrolment and graduation. Office: Level 1, Room 1028 in the Quadrangle Building; Phone: 9385 3189.

- **Moodle eLearning Support**
  For online help using Moodle, go to: [https://student.unsw.edu.au/moodle-support](https://student.unsw.edu.au/moodle-support). For technical support, email: itservicecentre@unsw.edu.au; Phone: 9385 1333.

- **UNSW Learning Centre** [www.lc.unsw.edu.au](http://www.lc.unsw.edu.au)
  Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services**
  [http://info.library.unsw.edu.au/web/services/services.html](http://info.library.unsw.edu.au/web/services/services.html)

- **IT Service Centre:** Provides technical support for problems logging in to websites, downloading documents etc. [https://www.it.unsw.edu.au/students/index.html](https://www.it.unsw.edu.au/students/index.html) Office: UNSW Library Annexe (Ground floor). Ph: 9385 1333.

- **UNSW Counselling and Psychological Services**
  [https://student.unsw.edu.au/wellbeing](https://student.unsw.edu.au/wellbeing) Provides support and services if you need help with your personal life, getting your academic life back on track or just want to know how to stay safe, including free, confidential counselling. Office: Level 2, East Wing, Quadrangle Building; Phone: 9385 5418; Email: counselling@unsw.edu.au

- **Student Equity & Disabilities Unit** [http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au)
  Provides advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Phone: 9385 4734; Email: seadu@unsw.edu.au