SCHOOL OF MANAGEMENT AND MARKETING

MGMT314
Strategic Management

SUBJECT OUTLINE
Wollongong Campus
Spring 2006

6 Credit Points

LECTURES: FRIDAY, 10.30-12.30
Building 20 Room 20.2

SUBJECT COORDINATOR : Associate professor Dr A. B. Sim
TELEPHONE : 42213628
EMAIL : absim@uow.edu.au
OFFICE : 40.G12
CONSULTATION TIMES : Wednesday 15.30-17.30
                       Friday 12.30-13.30, 15.30-16.30
Subject Description

“The subject deals with the strategic management process and planning functions in the business enterprise. Emphasis will be placed on the process by which opportunities and threats to the business enterprise are recognised and evaluated, and on the strategies required to meet these challenges. Topics include: Business mission; Customer and competitor analysis; Industry analysis; Environmental analysis; Strategy and organisation; Alternative business strategies.”

This capstone subject should be taken in the final session of your degree.

As the integrative capstone subject, Strategic Management integrates all the functional components and their management from the perspective of the Chief Executive Officer or the top management team. It is important that students should bring their knowledge of other subjects and apply their knowledge to the issues raised in this subject. This makes it necessary that students take this course during their final session/year of study.

Organisations are faced with a number of key strategic questions: What is the best allocation of resources over the planning period? What form of organisation and style is most effective for the firm? How can a competitive niche be found? How can change be introduced and entrepreneurial spirit fostered? Consequently, Strategic Management (or Business Policy as it is used to be called) is concerned with the analysis, choice and implementation of strategies and plans for corporate and business organisations.

Analysis involves a careful collection, examination and diagnosis of relevant facts appropriate to the correct identification of alternatives. Choice is not just an examination of a number of alternatives but rather is a complex process concerning key stakeholders both within and outside the organisation and involves reconciliation of conflicting objectives. To translate strategic thinking into reality and to implement plans is frequently a major stumbling block since it involves major resource and organisational problems.

Subject Objectives

On successful completion of this subject, the student should be able to:

1. understand how business strategies are formulated and the impact of strategic management on the success of the enterprise;
2. understand and apply key concepts in analysing and developing business strategies
3. put forward and justify reasoned arguments in the area of strategic management through written assignments, case presentations, discussion groups and examination essays
4. using a small team format, critically evaluate, present and defend strategic management issues/problems and potential solutions through case studies.

Tertiary Literacies

In the achievement of these learning objectives, the following tertiary literacies are regarded as central to the subject:

1. A commitment to continued and independent learning, intellectual development, critical analysis and creativity.
2. Coherent and extensive knowledge in a discipline, appropriate ethical standards and where appropriate defined professional skills.
3. Self-confidence combined with oral and written communication skills of a high level.
4. A capacity for, and understanding of, teamwork.
5. An ability to logically analyse issues, consider different options and viewpoints and implement decisions.

**Required Texts**


This textbook is available from the University Bookshop at http://unishop.uow.edu.au/textbooks/

**Recommended Reading**


Additional readings materials are in the library ereadings and more may be given during the semester. Students are encouraged to refer to the following journals and business periodicals (current and earlier issues).

*Strategic Management Journal, Academy of Management Journal*

*Harvard Business Review, Asia Pacific Journal of Management*

*Long Range Planning*


This is not an exhaustive list of references. Students should also use the library catalogue and databases to locate additional resources.

WWW: Students are encouraged to refer to reputable electronic sources (databases, internet, etc), particularly those referred to in the Textbook. The textbook's web site (www.mhhe.com/thompson) has additional resources (eg., concepts, guide to case analysis, case tutor, etc.) which you should refer to (see textbook for details).

**WebCT:** A WebCT site has been set up for this subject. You will be able to use the resources provided there by logging on the subject site set up. You can reach there through the following URL: http://www.uow.edu.au/student. You must have a password to use this Online Learning resource. The resources provided include the subject outline, lecture notes, some digital ereadings (list of key articles), links to the textbook’s website, etc. Announcements may be communicated through this WebCT site. Ereadings can also be accessed directly via the library web page.
### Lecture Program

<table>
<thead>
<tr>
<th>Wk</th>
<th>Date</th>
<th>Topics Covered</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>21/07/06</td>
<td><strong>Introduction and overview</strong></td>
<td>Thompson et al. Ch.1</td>
</tr>
<tr>
<td>2</td>
<td>28/07/06</td>
<td>The strategy making tasks</td>
<td>Thompson et al. Ch.2</td>
</tr>
<tr>
<td>3</td>
<td>04/08/06</td>
<td>Industry and competitive analysis</td>
<td>Thompson et al. Ch.3</td>
</tr>
<tr>
<td>4</td>
<td>11/08/06</td>
<td>Internal analysis</td>
<td>Thompson et al. Ch.4</td>
</tr>
<tr>
<td>5</td>
<td>18/08/06</td>
<td>Strategy and competitive advantage</td>
<td>Thompson et al. Ch.5,6</td>
</tr>
<tr>
<td>6</td>
<td>25/08/06</td>
<td>Tailoring strategy</td>
<td>Thompson et al. Ch.8</td>
</tr>
<tr>
<td>7</td>
<td>01/09/06</td>
<td><strong>Reading Week, no classes</strong></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>08/09/06</td>
<td>Globalization strategies</td>
<td>Thompson et al. Ch.7</td>
</tr>
<tr>
<td>9</td>
<td>15/09/06</td>
<td>Corporate diversification strategies</td>
<td>Thompson et al. Ch.9</td>
</tr>
<tr>
<td>10</td>
<td>22/09/06</td>
<td>Evaluating strategies of diversification</td>
<td>Thompson et al. Ch.9</td>
</tr>
<tr>
<td></td>
<td>25/09/06</td>
<td><strong>Recess week</strong></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>06/10/06</td>
<td>Executing strategy: strategy &amp; organizational capabilities</td>
<td>Thompson et al. Ch.11, 12</td>
</tr>
<tr>
<td>12</td>
<td>13/10/06</td>
<td>Executing strategy: Strategy &amp; culture</td>
<td>Thompson et al. Ch.13</td>
</tr>
<tr>
<td>13</td>
<td>20/10/06</td>
<td>Strategy, ethics &amp; social responsibility review, final examination discussion</td>
<td>Thompson et al. Ch.10</td>
</tr>
<tr>
<td></td>
<td>23/10/06</td>
<td><strong>Study recess – 1 week</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>28/10/06</td>
<td><strong>Examinations until 10/11/06</strong></td>
<td></td>
</tr>
</tbody>
</table>

This schedule may be subject to change.
Tutorial Schedule

Instead of the usual one hour tutorial each week, students will have two hours tutorial every fortnight. Students are required to attend all tutorials. Since you are awarded marks for participation during tutorials, you are to attend all tutorials. If you miss any tutorial, you will lose the mark awarded for that session. In unavoidable circumstances (for example, sickness supported by medical certificate), you will be given an alternative opportunity to attend another available tutorial session, provided adequate notification is given. Tutorial schedules are available from the School/Lecturer. Students must register for a particular tutorial session by the end of Week 3 of semester to take part in tutorial and group work. Tutorial registration after this date will not be permitted.

Each tutorial session will be limited to a maximum of 20 students (subject to enrolment). Each tutorial will have a maximum of four teams (Each team will have almost equal number of students). If a team has more members, it will prove disadvantageous to team members. The tutorials are designed to facilitate intensive discussion of cases and issues. The first tutorial has been designed to provide an introduction to the tutorial process, to explain assessment requirements, to allocate case presentations, to build teams and discuss the first case. Students are to read the first case and the discussions that follow will illustrate how you should participate in other tutorial sessions. In the remaining tutorials, each session will be used to address a new case study. (See Course Timetable for specific dates and details of case studies).

Each team will be required to present and defend a detailed analysis of an assigned case in one of the tutorial sessions. In advance of their tutorial, each team is also expected to provide their tutor with two copies of an executive summary of their case. In that particular week this team will be called the presenting team. Each team will also be assigned to respond critically to a case analysis presented by another team. That week, this team will be called the dissenting team.

For the tutorials for which students are neither presenting nor dissenting, they are required to prepare the case as well. Students who are neither presenting nor dissenting must submit a one page typed (and spell checked) analysis on the case scheduled for that tutorial. Please do not repeat case facts. In your report, please identify the key issues and present your recommendations. Please hand in this one page report at the beginning of the tutorial session. Additionally, all students will be expected to participate in debate and discussion. As the cases are lengthy and comprehensive, students may need to spend considerable time in reading, analysing and discussing the cases (with team mates, friends) prior to tutorial presentations and discussion. Late handing in of these one page reports will result in no credit for that report.

Note that all aspects of participation in the tutorial program will be assessed. That is, students will be assessed on (i) presentation of a case analysis (this includes a written executive summary, oral presentation and active defence), (ii) a dissenting critique of another team's case presentation, and (iii) preparation for and participation in each of the other case study tutorials. Record will be kept of tutorial attendance.

<table>
<thead>
<tr>
<th>Tutors</th>
<th>Consultation times</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christa Wood</td>
<td>TBA</td>
<td>40.145</td>
</tr>
<tr>
<td>Oriana Price</td>
<td>TBA</td>
<td>40.222</td>
</tr>
<tr>
<td></td>
<td>TBA</td>
<td>40.222</td>
</tr>
</tbody>
</table>
### Tutorials

<table>
<thead>
<tr>
<th>Wk</th>
<th>Date</th>
<th>Tutorial questions and activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>17/07/06</td>
<td>No formal tutorials. Subject coordinator and tutor(s) will be available for consultation. Your Tutorial schedule depends on the tutorial group you are enrolled in. You must enrol in a tutorial group by the end of week 3 at the latest.</td>
</tr>
<tr>
<td>2</td>
<td>24/07/06</td>
<td>No formal tutorials. Subject coordinator and tutor(s) will be available for consultation. Your Tutorial schedule depends on the tutorial group you are enrolled in. You must enrol in a tutorial group by the end of week 3 at the latest.</td>
</tr>
<tr>
<td>5</td>
<td>14/08/06</td>
<td>McDonald’s: Polishing the Golden Arches (Text. Case 13, pp.C1213-234)</td>
</tr>
<tr>
<td>6</td>
<td>21/08/06</td>
<td>McDonald’s: Polishing the Golden Arches (Text. Case 13, pp.C1213-234)</td>
</tr>
<tr>
<td>7</td>
<td>28/08/06</td>
<td>Reading Week, no classes</td>
</tr>
<tr>
<td>8</td>
<td>04/09/06</td>
<td>eBay: In a League of itself (Text. Case 17, pp. C292-317).</td>
</tr>
<tr>
<td>11</td>
<td>25/09/06</td>
<td>Mid-Session recess – 1 week</td>
</tr>
<tr>
<td>12</td>
<td>02/10/06</td>
<td>The Globalization of Beringer Blass Wine Estates (Text. Case 24, pp. C433-460)</td>
</tr>
<tr>
<td>15</td>
<td>23/10/06</td>
<td>Study recess – 1 week</td>
</tr>
<tr>
<td>16</td>
<td>28/10/06</td>
<td>Examinations until 10/11/06</td>
</tr>
</tbody>
</table>

This schedule may be subject to change.
SECTION B: Assessment
Assessment in this subject consists of the following elements:

<table>
<thead>
<tr>
<th>Tutorial</th>
<th>Executive Summary (Collective Team Assessment - Category 2 assessment)</th>
<th>8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities</td>
<td>Case Presentation and Defence (Individual Assessment - Category 3 assessment)</td>
<td>10%</td>
</tr>
<tr>
<td>Activities</td>
<td>Dissenting Critique (Individual Assessment - Category 3 assessment)</td>
<td>6%</td>
</tr>
<tr>
<td>Activities</td>
<td>Preparation and Participation (Individual Assessment - Category 3 assessment)</td>
<td>6%</td>
</tr>
<tr>
<td>Individual Essay</td>
<td>(Category 3 assessment)</td>
<td>20%</td>
</tr>
<tr>
<td>Final Examination</td>
<td></td>
<td>50%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

Assessment 1
Case study assessments–see details below

<table>
<thead>
<tr>
<th>Title</th>
<th>See below</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marking criteria</td>
<td>See below</td>
</tr>
<tr>
<td>Length</td>
<td>See below</td>
</tr>
<tr>
<td>Weighting</td>
<td>30%</td>
</tr>
<tr>
<td>Due date</td>
<td>See below</td>
</tr>
<tr>
<td>Category of assignment</td>
<td>This is a Category 2 and 3 Assignment (see definitions below) depending on components.</td>
</tr>
<tr>
<td>Where assignment is to be submitted and returned</td>
<td>According to case schedule</td>
</tr>
</tbody>
</table>
1.0 Tutorial Assessment & Activities (Total 30%)

1.1 Executive Summary (8%)

Two copies of a written executive summary of the case (maximum 6 pages typed, double spaced) are to be placed in the document tray on the door of Lecturer's room 40.G12 or your respective tutor by 12.00 noon on the Wednesday the week prior to the tutorial at which your team is scheduled to present. Late submissions will not be marked. A copy of this executive summary is to be emailed to the dissenting team members at the same time. The executive summary with comments will be returned to students following all the case presentations in class. Assessment of this summary will be based on the quality of analysis, application of concepts & techniques and content, and presentation of the report. As this is a category 2 group assignment, all team members must participate actively and equitably in team meetings, discussion and writing of the executive summary. A signed statement to this effect by all team members is to be appended with the submission.

1.2 Case Presentation and Defence (10%)

Each student is required to participate in the team's presentation and defence of the case analysis. It is expected that the presentation is treated as senior managers' presentation to the Board of Directors of a firm. So, the presenters are discouraged from leading class participation and discussion. A chairperson will be appointed for each session. A separate mark will be given to each member of the team for his/her presentation. Assessment Marks will be based on the quality of content, demonstration of application of theory to case analysis, verbal communication skills, presentation skills, retention of audience' interest and ability to handle questions, and appropriate use of time and audio visual aids.

NOTE Each member of the team must present as a single team in the same tutorial session. Changing from one tutorial to another will absolutely not be accepted.

1.3 Dissenting Critique (6%)

Each team will be allocated a second case tutorial for which they are to provide a dissenting critique. The dissenting team should prepare the case very carefully so that they are able to provide informed criticism of the presenting team's analysis and recommendations. The dissenting team should have received an email copy of the executive summary by 12.00 noon on the Wednesday the week prior to the tutorial at which it is scheduled to be presented. In the event of electronic transmission failure, the dissenting team can collect a copy from the lecturer or tutor. It is the responsibility of both the presenting team and the dissenting team to ensure that the dissenting team gets the executive summary via email. Members of the dissenting team will be assessed individually for the critique on the basis of the quality of their criticism and the quality and incisiveness of their questions. The question/critique should be precise, clear and well delivered.

1.4 Preparation and Participation (6%)

The participation mark of 6% will be based on attendance at, preparation for and participation in the tutorials other than the two for which you are scheduled as either a presenting or dissenting team member. This does not mean that you will get marks for attendance, but you will get marks for preparation and participation ONLY if you are present in the tutorial. You must be present to participate. It is expected that you will spend considerable time reading and analysing each of the cases prior to each of the tutorials.

At each of these two tutorials, one and a half marks (1.5%) will be awarded on submission of a one page summary of key strategic issues and recommendations in relation to the case scheduled for that tutorial. This one page summary is to be typed (double spaced, preferably spell checked) handed to your tutor at the beginning of each tutorial. This page will be assessed for the 1.5%
based on how well the above questions are addressed and will not be returned to students. Handwritten summaries will attract penalty and late submission will not be awarded any mark.

A further one and a half marks (1.5%) will be awarded for contribution of questions or comments during the case debate. Irrelevant comment, silence and personal attacks will not be awarded any mark.

The marks for participation and preparation will depend on the total number of tutorial sessions planned and hence is subject to change. The decision by the subject coordinator will be final.

| Assessment 2 | ESSAY. Select any one topic from the topics provided. Research the major and latest theoretical and empirical developments in the literature. Critically evaluate these developments and their contribution to strategic management. |
| Title | The following are the topics chosen for this semester. Please choose any one topic, carry out your research ON YOUR OWN and write the essay on your own. The University and the School policy on Plagiarism will be enforced. Some of the essay topics are broad. You can narrow the topic if you choose to. You must state the specific purpose and scope of your essay at the onset of your essay. If you want clarifications and confirmation that you are on the right track, please stop by preferably during consulting hours or by setting up an appointment. |
| Essay Topics: | 1 Competitive advantage and the Resource-based view of strategy. 2 Measurement of strategic performance of firms. 3 Late mover strategies. |
| Marking criteria | Assessment is based on how well the essay addresses the questions above (e.g., evidence of research, synthesis of ideas, analysis, discussion, critical evaluation & contribution to strategic management) and on presentation of the essay. |
| Length | Assignments should not exceed 2500 words. |
| Weighting | 20% |
| Due date | The essay is due 12 noon, 31 August 2006. Submit to the lecturer/tutor or school secretary with a submission sheet. Late submission will be penalised as indicated in the subject outline (at 10% of total assignment marks per day). Deadlines for submission of written assignment MUST BE ADHERED TO STRICTLY. Marked essays can be collected at tutorials from the tutors after 15 September 2006. Students are to keep and retain their essay or electronic file till the end of the semester. Also, students are requested to use the department submission sheet and retain the tear-off portions as proof of submitting on time. |
| Category of assignment | This is a Category 3 Assignment (see definitions below). |
Where assignment is to be submitted and returned

Submit to the lecturer/tutor or school secretary with a submission sheet.
Graded essays will be returned at tutorials.

Final Examination

<table>
<thead>
<tr>
<th>Weighting</th>
<th>50%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>TBA, during the dates of university examination period. The final examination date will be confirmed during the course of the subject and published on SOLS 3 to 4 weeks before the examination period.</td>
</tr>
<tr>
<td>Time allowed</td>
<td>3 hours + 15 minutes reading time</td>
</tr>
<tr>
<td>Structure of paper</td>
<td>The final examination will be a formal three-hour examination, based on essay-type questions. The exam will be designed to test the student’s knowledge and understanding of the theoretical and applied content of the course. Coverage of the examination includes all materials in Lectures, textbook and readings. Students who achieve less than 45% on the final examination will be given a nominal fail grade, irrespective of their aggregate semester marks. Check library for samples of past examination papers.</td>
</tr>
</tbody>
</table>

NOTE: The examination format cannot be changed from that stated above without the written consent of all students enrolled in this subject.
APPENDIX

Case: Edward Marshall Boehm, Inc.

Edward Marshall Boehm—a farmer, veterinarian, and nature lover living near New York City—was convinced by his wife and friends to translate some of his clay animal sculptures into pieces for possible sale to the gift and art markets. Boehm recognized that porcelain was the best medium for portraying his creations because of its translucent beauty, permanence, and fidelity of colour as well as form. But the finest of the porcelains, hard paste porcelain, was largely a secret art about which little technical literature existed. Boehm studied this art relentlessly, absorbing whatever knowledge artbooks, museums, and the few U.S. ceramic factories offered. Then after months of experimentation in a dingy Trenton (N.J.) basement, Boehm and some chemist friends developed a porcelain clay equal to the finest in the world.

Next Boehm had to master the complex art of porcelain manufacture. Each piece of porcelain sculpture is a technical as well as artistic challenge. A 52-step process is required to convert a plasticine sculpture into a completed porcelain piece. For example, one major creation took 509 mould sections to make 151 parts, and consumed 8 tons of plaster in the moulds. Sculptural detail included 60,000 individually carved feather barbs. Each creation had to be kiln-fired to 2400° where heat could change a graceful detail into a twisted mass. Then it had to be painted, often in successive layers, and perhaps fired repeatedly to anneal delicate colours. No American had excelled in hard paste porcelains. And when Boehm’s creations first appeared no one understood the quality of the porcelain or even believed it was hard paste porcelain.

But Boehm began to create in porcelain what he knew and loved best, nature—particularly the more delicate forms of animals, birds, and flowers. In his art Boehm tried “to capture that special moment and setting which conveys the character, charm, and loveliness of a bird or animal in its natural habitat.” After selling his early creations for several years during her lunch hours, his talented wife, Helen, left an outstanding ophthalmic marketing career to “peddle” Boehm’s porcelains full time. Soon Mrs. Boehm’s extraordinary merchandising skills, promotional touch, and sense for the art market began to pay off. People liked Boehm’s horses and dogs, but bought his birds. And Boehm agreeably complied, striving for ever greater perfection on ever more exotic and natural bird creations.

By 1968 some Boehm porcelains (especially birds) had become recognized as collectors items. An extremely complex piece like “Fondo Marino” might sell for $28,500 at retail, and might command much more upon resale. Edward Marshall Boehm, then 55—though flattered by his products’ commercial success—considered his art primarily an expression of his love for nature. He felt the ornithological importance of portraying vanishing species like U.S. prairie chickens with fidelity and travelled to remote areas to bring back live samples of rare tropical birds for study and later rendering into porcelain. A single company, Minton China, was the exclusive distributor of Boehm products to some 175 retail outlets in the U.S. Boehm’s line included (1) its “Fledgling” series of smaller somewhat simpler pieces, usually selling for less than $100, (2) its profitable middle series of complex sculptures like the “Snowy Owl” selling from $800 to 5,000, and (3) its special artistic pieces (like “Fondo Marino” or “Ivory Billed Woodpeckers”) which might sell initially for over $20,000.
Individual Boehm porcelains were increasingly being recognized as outstanding artistic creations and sought by some sophisticated collectors. Production of such designs might be sold out for years in advance, but it was difficult to anticipate which pieces might achieve this distinction. Many of the company’s past policies no longer seemed appropriate. And the Boehms wanted to further position the company for the long run. When asked what they wanted from the company, they would respond, “to make the world aware of Mr. Boehm’s artistic talent, to help world wildlife causes by creating appreciation and protection for threatened species, and to build a continuing business that could make them comfortably wealthy, perhaps millionaires.” No one goal had great precedence over the others.

(by J B Quinn, 1976)

Questions:

1. What strategy should the Boehms follow?
2. Why?
SECTION C: Rules, Codes of Practice & Policies

C1 University Policies

Information on the following University Policies can be found at the websites below:

<table>
<thead>
<tr>
<th>Policy</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical objection by students to the use of animal &amp; animal products in coursework subjects</td>
<td><a href="http://www.uow.edu.au/about/policy/ethicalobjectionanimals.html">http://www.uow.edu.au/about/policy/ethicalobjectionanimals.html</a></td>
</tr>
<tr>
<td>Non Discriminatory Language – practice and presentation*</td>
<td><a href="http://staff.uow.edu.au/eed/nondiscrimlanguage.html">http://staff.uow.edu.au/eed/nondiscrimlanguage.html</a></td>
</tr>
</tbody>
</table>

* see brief explanation of policy below.

C1.1 Non-discriminatory Language

The Faculty of Commerce supports the University’s policy on the use of non-discriminatory language. It is the responsibility of students to ensure that they understand and abide by this policy. The policy is available at:

http://staff.uow.edu.au/eed/nondiscrimlanguage.html
C1.2 Attendance Requirements

This is a six credit-point subject. You should note that each credit point has an implied minimum workload of two hours per week (this include class attendance).

C1.3 Performance Level

In line with University grading regulations, the grades of performance in this subject are as follows:

Grades of performance for 100, 200, 300 and 400 level subjects

The approved grades of performance and associated ranges of marks for 100, 200, 300 and 400 level subjects are as follows:

Satisfactory completion:

- High Distinction ......................... 85% to 100%
- Distinction ............................... 75% to 84%
- Credit ................................. 65% to 74%
- Pass ......................................... 50% to 64%
- Pass Restricted (for 100 & 200 Level subjects only) or
- Pass Conceded

Unsatisfactory completion:

- Fail ........................................... 0% to 44%

Grades of performance for 800 and 900 level subjects

The approved grades of performance and associated ranges of marks for 800 and 900 level subjects (except for research subjects) are as follows:

Satisfactory completion:

- High Distinction ......................... 85% to 100%
- Distinction ............................... 75% to 84%
- Credit ................................. 65% to 74%
- Pass ......................................... 50% to 64%

Unsatisfactory completion:

- Fail ........................................... 0% to 49%

To be eligible to pass this subject, students must achieve at least 45% on the final examination.

C1.4 Assignment Categories

Collaboration between students during the preparation of semester assignments or case studies is only permitted dependent upon the category of assignment declared by the subject coordinator and as printed in the Subject Outline.

Category 1 – Take Home Exams: No collaboration of any kind is permitted between students or anyone else during formation and preparation of the contents of the student submission.
**Category 2 – Group Assignments:** Collaboration is permitted between students in the same group but not with students in other groups.

**Category 3 – Individual Assignments:** Collaboration is permitted between students only in the form of general discussion pertaining to relevant concepts or potential issues to be dealt with in completing the assignment. However, collaboration must not proceed to the point where it contributes directly to the final submission produced by the student. Joint planning of the actual contents of a student’s submission is not permitted. Where the assignment requires formulation of a set of recommendations, a problem solution, or a specific course of action, collaboration is not permitted during their formulation. Needless to say, collaboration is not permitted during the actual preparation and writing of the student submission.

**Category 4 – Open Assignments:** Collaboration with other students is permitted, subject to the normal rules governing plagiarism. That is, direct use of ideas contributed by others must be acknowledged.

**C1.5 Scaling**

It is the policy of the School of Management & Marketing that marks awarded for any assignment, any part of an assignment or examination during the semester may be subject to moderation or scaling at the end of the semester. Where moderation or scaling takes place, it will follow a detailed consideration of the student’s marks.

**C1.6 Special Consideration Policy**

The Faculty of Commerce recognises that it has a responsibility to ensure equity and consistency across its subjects for all students. Sometimes, in exceptional circumstances, students need to apply for special consideration in order to complete all assessable work.

The University applies strict criteria to the granting of special consideration. Before applying for special consideration students should carefully read the University’s policy. The policy can be found at:


**C1.7 Student Academic Grievance Policy**

The Faculty of Commerce aims to provide a fair, equitable and productive learning environment for all its students. The Student Academic Grievance Policy seeks to support the achievement of this goal by providing a transparent and consistent process for resolving student academic grievances.

Any student who has a grievance over a result should obtain a Faculty of Commerce Appeal of Assessment Form from the Schools or the Sub-Dean’s Unit. The student has TWENTY ONE (21) DAYS after the release of the examination results to complete this form. The student should firstly take the form to the marker/lecturer to discuss the matter and, if the student is still not satisfied, s/he should take the next step as outlined on the form.

Once the grievance has been considered by the Faculty, if the student still feels the situation has not been fully resolved s/he may consult the Dean of Students. However, the Dean of Students can have no input into the academic judgement of the lecturer and can only review the grievance to ensure proper procedure has been followed.
For more information, please consult the policy in full at


C1.8 Online Learning
A WebCT Vista site has been set up for this subject which can be accessed through the following URL: http://www.uow.edu.au/student/e-learning. Students must have a Unix account and a password to use this Online Learning resource. [Delete if not applicable]

C1.9 Submitting Assessment Work
Assessed work is a piece of work required to be done (not under examination conditions) as part of the subject and to be given a percentage mark, with the mark to count as part of the final mark for the subject.

Assessed work must be handed in by the date and time given. Assessed work handed in late may be penalised by the deduction of 10% of the mark received for the assignment per 24 hours of the weekday or part thereof. The operation of this rule will not result in a negative mark to be carried forward. This penalty for late submission may be waived upon presentation of a medical certificate of illness for a relevant period, or upon evidence of a serious and utterly exceptional crisis.

Assessed work not handed in on time must nevertheless be completed within fourteen (14) days to a satisfactory standard. Failure to complete ALL assessed work will result in FAILURE OF THE ENTIRE SUBJECT, other marks notwithstanding.

Students who enrol late in a subject, may be permitted to submit assessed work for the award of mark according to a schedule determined by the lecturer, clauses (a) and (b) notwithstanding.

All assessed work must represent ORIGINAL work and must not be submitted for more than one subject at the University.

If a student does not attend a mid-session examination, and also fails to produce satisfactory medical or other reasons for this, a deferred examination will NOT be offered, and the student may be deemed to have failed the subject, other marks notwithstanding.

There will be no re-submission of failed work and assignments.

Assessment tasks which are relevant to the final examination for the subject will be marked and available for collection prior to the study week before the final examination.

A Faculty of Commerce assignment cover sheet must be attached to each piece of written assessment. This cover sheet can be obtained from the website:


C1.10 Participation/Contribution to tutorials
Students can fail the subject unless they attend 75% of tutorials in the subject. Attendance will be formally recorded by the tutor/lecturer. This may be waived upon presentation of a medical certificate of illness for a relevant period, or upon evidence of a serious and utterly exceptional crisis.
C2 Faxing Assessment Work

Students may not e-mail or fax assignments unless specifically requested by or with the approval of the subject coordinator.

C2.1 Plagiarism

Plagiarism means using the ideas of someone else without giving them proper credit. For example, that someone else may be an author, critic, journalist, artist, composer, lecturer, tutor or another student. Unintentional plagiarism can result if you don’t understand and use the acceptable scholarly methods of acknowledgement. Whether plagiarism is deliberate or unintentional, the University may impose penalties, which can be very severe. When it is desirable, or necessary, to use other people's material, take care to include appropriate references and attribution. **Plagiarism will not be tolerated and has led to expulsion from the University.**

Students should visit the following University website and become familiar with the University’s policy on Plagiarism.


C2.2 Referencing

Why do you need to reference?

At University it is necessary to acknowledge the sources of information and ideas that you have incorporated in your assignments. Failure to do this thoroughly may result in accusations of plagiarism: this is the academic equivalent of stealing (because by not acknowledging someone else’s work, you are presenting it as your own). Plagiarism is taken very seriously by the University and may result in expulsion from the University.

Referencing is not only about acknowledging other people's work: accurate referencing and lists of references are beneficial when researching a topic as they allow the reader to follow up information and read further into the area. In a sense, references provide readers with clues to help them explore different avenues of a topic. This aspect of referencing will become more valuable to you as you progress in your studies.

There is a correct procedure that must be followed when referencing and using footnotes. Not complying with these set techniques and format will most likely result in loss of marks. When writing an essay it is easiest to reference as you go, making sure you are writing down all relevant information. This will save hours trying to find the source again in the library.

C2.3 The Harvard System of Referencing

The Faculty of Commerce uses the Harvard system of referencing. This system makes use of short references within the body of the text. It is supplemented by a detailed list of references at the end of the text, which provides all the information necessary to find the source material. In-text references include the author and year of publication, and where necessary the page number(s).

*It is the responsibility of students to ensure that they are familiar with the Harvard system of referencing and that they use it accurately in all written work submitted.*

Students should consult the following University Library website for a detailed explanation and examples of the Harvard system of referencing.

C2.4 Citation of Electronic Sources

It is necessary for students to reference all sources used in their written work, including file transfer protocol sites, worldwide web sites, telnet sites, synchronous communications (MOOs, MUDs, IRC, etc.) Gopher sites, and email, Listserv and Newsgroup citations.

It is the responsibility of students to ensure that they are familiar with the accepted Faculty of Commerce practice for referencing electronic material and that they use it accurately in all written work submitted.

Students should consult the following University Library website for a detailed explanation and examples of how to reference electronic material.


C2.5 Support Services and Facilities

Learning Resource Centre

Learning Development offers a range of free services to all enrolled students who wish to improve their academic or English language skills. There are a range of workshops available including; essay writing and editing; reading for assignments; grammar; presentation skills; pronunciation and exam preparation.

For information on language and academic skills workshops, or to make appointments for consultations, please visit the Learning Resource Centre (LRC), Building 19, Ground Floor, Room G102, or Phone 02 4221 3977. For further information visit the website:


C2.6 Faculty Librarians

Each faculty has a Faculty Librarian who is available to help with research related enquiries. Research Help Desk staff are also available in the Library to assist with research needs.

The Faculty Librarians for Commerce can be contacted as follows:

   email:   lib_commerce@uow.edu.au
   telephone:  42 213078

C2.7 Disability Liaison Officer

The Disability Liaison Officer (DLO) can provide advice on how particular disabilities affect university study and information on resources available at the University for assisting students with disabilities. Students commencing courses are advised to contact the Disability Liaison Officer prior to the beginning of their first session of study.

For further information on services offered, consult the Disability Services website or contact the office.

   web address: http://www.uow.edu.au/student/services/ds/
   telephone:  42 213445
   fax:  42 215667
C2.8 Faculty Disability Advisers

Faculty Disability Advisers are academic staff who provide assistance and support to students with disabilities within their Faculty and act as an intermediary between the student and the Faculty's academic and general staff. They provide support, educational advice and referral to appropriate staff on issues related to teaching and learning within the Faculty and the University. Students are advised to communicate specific information about the ways in which their disability affects learning to the Faculty Disability Adviser as soon as possible after enrolment.

The Faculty of Commerce Disability Adviser is Mr. Ron Perrin. Mr Perrin can be contacted as follows:

Office location: Building 40, room 224  
email address: ron_perrin@uow.edu.au  
telephone: 42 214118

C2.9 Woolyungah Indigenous Centre

Woolyungah Indigenous Centre (WIC) provides academic and personal support for Aboriginal & Torres Strait Islander and other indigenous students. The Centre also runs an Indigenous Specific Orientation Program for students who gain entry to the University through the alternative admissions program.

For further information on services offered, consult the Aboriginal Education Centre website or contact the office.

Centre location: Building 30  
web address: http://www.uow.edu.au/aec/  
telephone: 42 213563  
fax: 42 214244