SCHOOL OF MANAGEMENT AND MARKETING

MGMT910
Strategic Management

SUBJECT OUTLINE
Wollongong Campus
Spring 2006

6 Credit Points

Wednesday 17.30–20.30
Building 40 Room 131

COORDINATOR/LECTURER : Associate Professor AB Sim
OFFICE : 40.G12
TELEPHONE : (02) 4221 3628
EMAIL : absim@uow.edu.au
CONSULTATION HOURS : Monday 15.30–17.00
                      Wednesday 15.00–16.30
                      Other times by appointment
**Subject Description**

“This subject introduces students to theories, concepts and practical issues associated with strategic management. Topics examined include strategy formulation, choice and implementation; strategy and structure and the organisational context; industry analysis; strategy and competitive advantage.”

Strategic Management integrates all the functional components and their management from the perspective of the Chief Executive Officer or the top management team. Organisations are faced with a number of key strategic questions: What is the best way to respond to or to change environmental challenges? How can competitive advantage be built up? How to resolve strategic dilemmas? How can capabilities be developed? What form of organisation is most effective for the firm? How can change be introduced and entrepreneurial spirit fostered? These are some of the issues covered within the process of strategy formation and execution.

**Subject Objectives**

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

1. understand and use the conceptual framework of strategic management
2. understand and apply key concepts and tools in analysing and developing strategies
3. identify issues and challenges associated with strategic management
4. put forward and justify reasoned arguments in the area of strategic management through written assignments, case presentations, discussion groups and examination essays
5. using a small team format, explain, critically evaluate, and wherever possible, propose potential solutions to current strategic management issues/problems.

**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

**Attendance:** In order to maximise learning outcomes, it is strongly recommended that students attend all lectures/classes.
REQUIRED TEXT(S)


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

RECOMMENDED READING


Additional readings materials will be given during the semester. Students are encouraged to refer to the journals and business periodicals (current and earlier issues) such as:

- Strategic Management Journal
- Academy of Management Journal
- Academy of Management Review
- Administrative Science Quarterly
- Harvard Business Review
- Long Range Planning

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

Electronic Sources (Databases, Internet): Most of the relevant journals can be found in the Library’s electronic databases. Electronic databases and the Internet are invaluable sources of materials for this subject, so long as they are used propitiously and with regard to its credibility. Please check credibility of web sources before using.
## SECTION A: GENERAL INFORMATION

### LECTURE TIMES

Lectures will be held on Wednesday 17.30-20.30 in Room 40.131

### 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>19/07/06</td>
<td><strong>A: INTRODUCTION AND CONCEPT OF STRATEGY</strong></td>
<td>Mintzberg et al. Ch.1 &amp; readings</td>
</tr>
<tr>
<td>2</td>
<td>26/07/06</td>
<td>STRATEGIC ANALYSIS &amp; FORMULATING STRATEGY (I)</td>
<td>Mintzberg et al. Ch.3, 4 &amp; readings</td>
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<tr>
<td>3</td>
<td>02/08/06</td>
<td>STRATEGIC ANALYSIS &amp; FORMULATING STRATEGY (II)</td>
<td>Mintzberg et al. Ch.4 readings</td>
</tr>
<tr>
<td>4</td>
<td>09/08/06</td>
<td>THE STRATEGIST &amp; STRATEGY FORMATION CASE: WFNX-101.7 FM &amp; BOSTON RADIO WARS</td>
<td>Mintzberg et al. Ch.2, 5 &amp; readings</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Case 11 (pp.93-108)</td>
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<tr>
<td>5</td>
<td>16/08/06</td>
<td>STRATEGIC CHANGE CASE: LUFTHANSA 2000: MAINTAINING THE CHANGE MOMENTUM</td>
<td>Mintzberg et al. Ch.6 &amp; readings</td>
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<td></td>
<td></td>
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<td>Case 13 (pp.124-145)</td>
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<tr>
<td>6</td>
<td>23/08/06</td>
<td><strong>B. STRATEGIC FORCES: COGNITION, CULTURE &amp; VALUES CASE: THE ACER GROUP: BUILDING AN ASIAN MULTINATIONAL</strong></td>
<td>Mintzberg et al. Ch.7, 12 &amp; readings</td>
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<td></td>
<td></td>
<td></td>
<td>Case 21 (pp.217-228)</td>
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<tr>
<td>7</td>
<td>30/08/06</td>
<td><strong>READING WEEK</strong></td>
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<tr>
<td>8</td>
<td>06/09/06</td>
<td>ORGANISATION AND TECHNOLOGY CASE: UNIPART GROUP OF COMPANIES</td>
<td>Mintzberg et al. Ch.8,9 &amp; readings</td>
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<td>Case 36 (pp.370-381)</td>
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<tr>
<td>9</td>
<td>13/09/06</td>
<td>COLLABORATION AND GLOBALISATION CASE: BEIJING MIRROR CORP.</td>
<td>Mintzberg et al. Ch.10, 11 &amp; readings</td>
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<td></td>
<td>Case 12 (pp.109-123)</td>
</tr>
<tr>
<td>10</td>
<td>20/09/06</td>
<td><strong>C. CONTEXTS: START-UPS AND MATURITY CONTEXTS CASE: LVMH: TAKING THE WESTERN ART DE VIVRE TO THE WORLD</strong></td>
<td>Mintzberg et al. Ch.13, 14 &amp; readings</td>
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<td>Case 16 (pp.160-170)</td>
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<tr>
<td>11</td>
<td>04/10/06</td>
<td>EXPERT AND INNOVATIVE CONTEXTS CASE: MCKINSEY &amp; COMPANY: MANAGING KNOWLEDGE &amp; LEARNING</td>
<td>Mintzberg et al. Ch.15, 16 &amp; readings</td>
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<tr>
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<td>Case 30 (pp.319-332)</td>
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<tr>
<td>12</td>
<td>11/10/06</td>
<td>MANAGING DIVERSITY CASE: SONY: REGENERATION (A)</td>
<td>Mintzberg et al. Ch. 17 &amp; readings</td>
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<td>Case 31 (pp.333-347)</td>
</tr>
<tr>
<td>13</td>
<td>18/10/06</td>
<td>REVIEW (&amp; ADDITIONAL CASE PRESENTATIONS IF REQUIRED)</td>
<td></td>
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<tr>
<td>14</td>
<td>25/10/06</td>
<td><strong>END OF SESSION TEST</strong></td>
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</tr>
</tbody>
</table>

This schedule may be subject to change.
SECTION B: ASSESSMENT

<table>
<thead>
<tr>
<th>Assessment 1:</th>
<th>Case study presentation &amp; Discussion (category 2 &amp; 3 assignment)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic</td>
<td>See below</td>
</tr>
<tr>
<td>Marking criteria</td>
<td>See below</td>
</tr>
<tr>
<td>Length</td>
<td>See below</td>
</tr>
<tr>
<td>Weighting</td>
<td>20%</td>
</tr>
<tr>
<td>Due date</td>
<td>According to case schedule</td>
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<tr>
<td>Style and format</td>
<td>See below</td>
</tr>
</tbody>
</table>

1.0 Case Presentation & Discussion (Total 20%)

1.1 Case Presentation and Defence (10%)

Each student is required to participate in a group oral presentation and defence of a case analysis which is to be allocated. It is expected that the presentation is treated as senior managers’ presentation to the Board of Directors of a firm. The presentation will cover the strategic issues/problems, their analysis and recommendations for the case in question. Considerations need to be given to the functional areas (e.g., marketing, HRM, finance, etc) of the case and how they relate to the over-all strategy. The presenting group will consist of 2 or more members and will decide on the allocation of presentation by each member. The total time for presentation is about 30 minutes. This will be followed by discussion and defence of the case presentation. A separate mark will be given to each member of the group for his/her presentation. (Category 3 assignment)

Assessment will be based on the quality of content, demonstration of application of theory/concepts to case analysis, verbal communication skills, presentation skills, and ability to handle questions, and appropriate use of time and audio visual aids.

1.2 Executive Summary (10%)

For each case presentation, an written executive summary of the case analysis (maximum 6 pages typed, double spaced) is to be handed in to the lecturer at least 2 days before the date of oral presentation. Assessment of the executive summary will be based on quality of analysis, application of concepts & techniques, content, recommendations and presentation of the report. This will be a group mark and students have to include a signed statement of participation/contribution of about equal proportion by each group members (Category 2 assignment). Marked executive summaries will be returned in class 2 weeks after submission.
### Assessment 2: Project Assignment

Select any one topic from the topics provided below (Category 3 assignment)

<table>
<thead>
<tr>
<th>Topic</th>
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<tbody>
<tr>
<td>Choose 1 topic.</td>
<td></td>
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<tr>
<td>1. Case Project. Research and write a case study on a selected Australian company based on secondary (published) and/or primary research. This case study must focus on key aspects of strategy formation and/or implementation, highlighting some strategic problems/issues faced by the company. Environmental, industry, company, organisational, financial, HRM, production and other data and information must be provided and analysed as part of your case study. Your case study should illustrate use of strategic tools/concepts, critical analysis and evaluation of the strategic problems/issues and specific recommendations for the company. Published case studies in the literature can be referred to, but your case study must be substantially different from the materials in these published cases. Case companies must be approved by the lecturer to avoid duplication. OR 2. Research Essay. Select any key strategic concept/theory covered in Chapters 1, 2 &amp; 5 in the Mintzberg et al. (2003) textbook and research the major and latest theoretical and empirical developments in the literature on the strategic concept/theory that you have selected. Both theoretical and empirical developments are to be covered and analysed. Critically evaluate these concepts, tools and developments and their applicability in practice. You can narrow the topic chosen, but you must state the specific purpose and scope of your research 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.</td>
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### Marking criteria

Assessment is based on how well the case study or essay addresses the questions/requirements above and on presentation of the case study/essay.

### Length

Assignments should not exceed 2500 words.

### Weighting

30%

### Due date

The assignment is due at 16.00 Wednesday 30 August 2006. Submit to the lecturer or school secretary with a submission sheet. If the essay is not submitted by the due date, you will be penalised as indicated in the subject outline. Deadlines for submission of written assignment MUST BE ADHERED TO STRICTLY.

Marked assignments could be collected from the lecturer or School Secretary after 13/9/2006. Students are to keep and retain their assignment 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.

### Style and format

Assignments must be typed, double-spaced and spell checked with proper references.
### ASSESSMENT 3: CLASS PARTICIPATION

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<tr>
<th>Weighting</th>
<th>10%</th>
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To encourage and stimulate participative learning and discussion, students will be graded for participation and contribution in class discussion on lectures and reading materials, case presentations and general class activities.

Students are required to read and analyse the recommended readings and cases before coming to class and be prepared for group discussion. It is particularly important that you participate and ask questions after the case presentation. Assessment of this grade will be made by the lecturer based on the extent and quality of participation and contribution in class discussion by students during the duration of the whole session of this subject.

### END OF SESSION TEST

<table>
<thead>
<tr>
<th>Weighting</th>
<th>40%</th>
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<tr>
<th>Date</th>
<th>25/10/06 at 17.30 (venue to be announced)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time allowed</td>
<td>2 hours + 15 minutes reading time</td>
</tr>
<tr>
<td>Structure of paper</td>
<td>The test (or examination) will be designed to test the student's knowledge and understanding of the theoretical and applied content and materials of the course. This test will consist of essay questions. In order to pass this subject you must achieve at least 45% marks in this final test. Students who achieve less than 45% in the final test will be given a nominal fail grade, irrespective of their aggregate semester marks.</td>
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**NOTE:** The examination format cannot be changed from that stated above without the written consent of all students enrolled in this subject.
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>
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<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/eeo/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:

<table>
<thead>
<tr>
<th>Office location:</th>
<th>Building 40, room 224</th>
</tr>
</thead>
<tbody>
<tr>
<td>email address:</td>
<td><a href="mailto:ron_perrin@uow.edu.au">ron_perrin@uow.edu.au</a></td>
</tr>
<tr>
<td>telephone:</td>
<td>42 214118</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Centre location:</th>
<th>Building 30</th>
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<tbody>
<tr>
<td>web address:</td>
<td><a href="http://www.uow.edu.au/aec/">http://www.uow.edu.au/aec/</a></td>
</tr>
<tr>
<td>telephone:</td>
<td>42 213563</td>
</tr>
<tr>
<td>fax:</td>
<td>42 214244</td>
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