

Welcome to The University of Adelaide Business School

We are delighted to welcome you to The University of Adelaide Business School.

The University has developed a reputation as a provider of first class management and executive education. The School's programs are designed and developed to help managers, professionals and graduates build skills, knowledge, the capacity to learn and the ability to put that new learning into practice.

We recognise that effective managers need to be able to think strategically, take a global perspective, evaluate critically, empower people and manage rapid change. Managers must be leaders as well as team players.

To assist us in providing students with the skills to meet these challenges, the School has established a successful Distinguished Visitor Program, through which leading management educators from internationally recognised business schools come to teach in our programs.

For example, in 2008 we welcomed the following distinguished visitors:

- Professor Dave Buchanan from De Montfort University, UK to teach *Management of Change*;
- Dr Jens Mueller from Waikato University School of Management, New Zealand to teach *Entrepreneurship*;
- Dr Duncan Angwin from Warwick University, UK, *Mergers and Acquisitions*.

The purpose of this Handbook is to provide you with a detailed description of all aspects of your study program. It is intended that the Handbook be helpful to you in planning your enrolment and as an ongoing reference to the rules, regulations, administrative procedures and requirements that relate to your study program. We encourage you to monitor additions to the Handbook information posted on our website.

We are confident that you will find your involvement in the MBA program challenging, rewarding, valuable and enjoyable.

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Important Dates Relating to Enrolment in 2009

Amendments to Enrolments

Withdraw: no forfeiture of fees	Withdraw: forfeiture of \$200 course fees	Withdraw: forfeiture of full tuition fees
<p>If you need to amend your enrolment it must be prior to the dates below to avoid any fees.</p> <p>No entry will be made on your academic transcript.</p>	<p>Forfeiture of \$200 of the course fee.</p> <p>If you withdraw during the first three weeks of the trimester, the dates shown below, you will forfeit \$200 of the course fee.</p> <p>No entry will be made on your academic transcript.</p>	<p>Forfeiture of full course fees.</p> <p>If you amend your enrolment in between the dates shown below, a Withdraw Not Fail (WNF) will appear on your transcript and the <i>full course fee will be payable</i>.</p> <p>If you amend your enrolment after this time a (Withdraw Fail) WF will be recorded on the transcript and the <i>full course fee will be payable</i>.</p>
1st Trimester 2009 2 nd February – 2 nd May		
Prior to 2nd February	2nd Feb – <u>20th February</u>*	20th February – 3rd April (WNF) 4th April – 1st May (WF)
2nd Trimester 2009 25 th May – 22 nd August		
Prior to 25th May	25th May – <u>12th June</u>*	12th June – 24th July (WNF) 25th July – 21nd August (WF)
3rd Trimester 2009 7 th September – 5 th December		
Prior to 7th September	7th September – <u>25th September</u>*	25th September – 30th October (WNF) 31st October – 27th November (WF)
<u>* Census Dates</u>		
<p>Please note: Intensive and Saturday courses scheduled mid-trimester or in-between trimesters are still subject to the above census dates.</p> <p>Summer School dates will be issued in November of each year</p>		

Trimesters consist of 13 week teaching periods, which typically involve 12 teaching sessions and 1 exam session in accordance with the timetable.

Please make a note of the above dates.

**These dates comply with Government legislation and are set firmly in the University Student System.
The School is not able to rectify student oversights in this regard.**

Amendments to enrolment are the responsibility of the student and must be carried out online at
www.access.adelaide.edu.au

The University of Adelaide Business School

From the Head of School

Welcome to The University of Adelaide Business School – a new era in business education.

Delivering world-class, relevant programs in the undergraduate, postgraduate, and post-experience arenas, The University of Adelaide Business School is the premier provider of tertiary business programs in South Australia.

Formed in 2008 as a merger between the former School of Commerce and the Adelaide Graduate School of Business, the new Business School has brought together ‘the best of both worlds’. The school brings together a powerful team of over 70 talented academics with a wealth of experience in teaching, researching, consulting and business practise. They are at the forefront of global business research and have truly international perspectives.

The University of Adelaide Business School is currently pursuing accreditation through the Association to Advance Collegian Schools of Business (AACSB). This is the ultimate level of endorsement sought by business education providers and offers substantial benefits to students who undertake an MBA program at the University of Adelaide.

This handbook sets out the details of the MBA suite of high quality programs, including the “nested” Graduate Certificate in Management and Graduate Diploma in Business Administration, as well as important administrative information that you will refer to over the course of your studies.

Contact Information

Postal Address

The University of Adelaide Business School
Level 12, 10 Pulteney Street
Adelaide SA 5005

Street Address

Level 12, 10 Pulteney Street
Adelaide

Phone: (08) 8303 5525

Fax: (08) 8223 4782

Office Hours

Monday to Friday 9.00am – 4.00pm

Website: www.business.adelaide.edu.au

Staff Details Online

Information about staff members, including [comprehensive](#) individual profile pages, can now be found on the university’s directory. www.adelaide.edu.au/directory

Administrative Staff Contact Details

Ms Janet Barelli	Student Support Coordinator	janet.barelli@adelaide.edu.au	Room 12.38 Level 12, 10 Pulteney Street	8303 4652
Ms Dianne Baran	Student Support Officer	dianne.baran@adelaide.edu.au	Front Office Level 12, 10 Pulteney Street	8303 5525
Ms Athena Kerley	Learning Support Advisors	athena.kerley@adelaide.edu.au	Room 6.01c Level 6, 10 Pulteney Street	
Ms Marg Chapman		marg.chapman@adelaide.edu.au	Room 6.04	
Ms Carol McHugh	Admissions Executive Officer	carol.mchugh@adelaide.edu.au	Room 12.55 Level 12, 10 Pulteney Street	8303 4650
Ms Una Spiers <i>MBA (Adel)</i>	MBA Business Project Coordinator	una.spiers@adelaide.edu.au	Room 10.20 Level 10, 10 Pulteney Street	8303 5753

The MBA Program

The University seeks to develop graduates of international distinction by supporting high quality education. The School provides an environment where students are encouraged to take responsibility for developing the following attributes:

Knowledge

- An understanding of trends in the political, economic, technological, social and cultural environments within which businesses operate
- An understanding of the forces leading towards international convergence in managerial practices, and those leading to divergence
- An understanding of the role of business in value creation through the integrated management of business processes
- An understanding of the theories and tools that support managerial decision making processes in organisations
- An appreciation of the constraints facing organisations as they balance the application of business and management theories to practical situations

Skills

- Ability to appreciate the changing knowledge base of management and the business environment and to respond to the demands for change
- Capacity to engage with current issues of significance in business and management
- Ability to manage complex business situations that require understanding of a wide range of functional issues
- Ability to evaluate and synthesise information and existing knowledge from numerous sources and experiences
- Ability to integrate functional business skills and personal business experience to find progressive solutions for the challenges of today's businesses and organisations
- Capacity to apply relevant theories to the demands of business and management practice
- Ability to recognise the limits of management practice and a capacity to identify, develop and apply alternative methods to coincide diverging interests
- Ability to identify complex business issues, ascertain their causes and effects through application of appropriate analytical tools, develop feasible and constructive solutions and provide advice to relevant business managers for successful implementation
- Capacity to participate constructively in team situations to complete tasks and meet deadlines
- High level analytical, critical thinking and problem solving skills
- High level oral communication skills
- High level written communication skills
- Capacity to engage in life-long learning

Attitudes and Values

- A commitment to objectivity, intellectual inquiry and intellectual rigour
- A commitment to the highest standards of business ethics
- Dedication to the pursuit of new knowledge and continuous learning
- An appreciation of cultural diversity and sensitivity to the operation of business in this context
- An appreciation of social justice through organisations that pursue good governance, meet professional standards and conform to societal norms

Governance and Administration

MBA Program Committee

The MBA Committee considers academic matters of significance to the program. Its role is to:

- support the MBA Program Director in implementing the School's processes for continuous improvement of teaching and service provision;
- review course assessment and approve final results;
- consider and recommend the admission of students;
- consider and recommend the granting of status and substitution of courses;
- make recommendations to Faculty for ratification of draft policies or decisions.

Student Representatives

Early each year an election is held to elect two Student Representatives to sit on the MBA Program Committee. They provide a valuable link between the School and its student body, relaying students' viewpoints on academic and other issues.

Facilities and Services for Students

Office Hours

The MBA Office is on Level 12, 10 Pulteney Street. Office opening hours are from 9.00am - 4.00pm from Monday - Friday. Staff will be pleased to help you during these times.

Queries: Administrative & Academic

For general administrative queries, please contact the front office in the first instance on 8303 5525 or email the Student Support Officer Dianne Baran: dianne.baran@adelaide.edu.au

If you require specific course or program advice, please contact the Student Support Coordinator Janet Barelli on 8303 4652 or via email: janet.barelli@adelaide.edu.au. If you wish to discuss your situation in person, you will need to contact Janet to make an appointment.

The MBA Program Director, Dr Sam Wells, will provide academic guidance on referral from the Student Support Coordinator when this is required.

Students with questions or issues relating to a particular course should first contact the lecturer. If the lecturer is unable to resolve the issue, the relevant Course Leader should be approached. Should the matter remain unresolved, the MBA Program Director, Dr Sam Wells, is available to assist students.

Queries regarding tuition fees should be directed to the Student Finance Centre (ph 8303 5880).

Teaching Rooms

All lectures are held in Security House, 233 North Terrace. The current teaching areas are:

SANTOS Lecture Room	Level 5
BankSA Lecture Room	Level 5
National Australia Bank (NAB) Room	Level 5
Seminar Room 1	Level 1

Under the University's Occupational Health, Safety and Welfare regulations, food and drink are **strictly prohibited** in teaching rooms.

Student Cards

The University of Adelaide Identity Card is an all-in-one card designed to make life easier for students. It gives the holder convenient access to a whole range of essential campus services and functions. You can use the University of Adelaide Identity Card in the following ways:

- for identification on University Campuses and at examinations
- for student concessions (full-time students only)
- as a library card for borrowing, printing and photocopying
- facilities in the University of Adelaide Libraries
- as an access card to secure areas

If you are a commencing student, please find the link below to Card Services web-page for detailed information on the procedure to collect your first student card.

<http://www.adelaide.edu.au/unicard/student/#first>

If you are a continuing student, please find the link below to Card Services web-page for detailed information on the procedure to update your student card.

<http://www.adelaide.edu.au/unicard/student/#update>

Card Services

Level 4, Wills Building (located within the Student Centre)

Phone: 8303 3363

Email: card.services@adelaide.edu.au

Web: www.adelaide.edu.au/unicard

After Hours Use of Facilities

Student facilities in 233 North Terrace are available from **6am to Midnight, 7 days a week**. Students may gain access to the building outside normal business hours, including weekends and public holidays, by swiping their Student ID Card at the entrances to Security House. Please note, on the first occasion you use the card to enter the building, it must be swiped **twice**. This card is also used to enter Levels 1 and 5 from the lift - swipe the card, then press the level you require.

Important Note: Students are not permitted to sleep overnight in student areas.

Study Centres

The computer lab on Level 1 is available outside normal business hours, including weekends.

Security House

Level 1 Computer terminals and printers are available.

Level 5 On Level 5, rooms 506-510 are available for student use. Students are not permitted to monopolise the rooms for individual study, and must vacate rooms for students wishing to do group work. Contract lecturers have priority access to one room for private consultations with students.

10 Pulteney Street – Important Note: at present, these facilities are only available during office hours, 9am – 5pm

Level 1 Computer lab shared with Master of Education students. A kitchen with fridge, microwave and hot water are also available for student use.

Computer Lab – General Information

The printing facilities provided in this lab must be used sparingly. Students are allocated a free \$30 printing quota twice a year and will be charged a fee for printing beyond this quota. Note that the free printing quota cannot be used in the Barr Smith Library (printing in the Library requires a copy card). Please see this website for further details and to check your quota history.

<https://www.adelaide.edu.au/student/current/printing/how.html>

There is also a student internet quota with allocations occurring twice a year. Postgraduate Coursework students have a 500Mb university funded quota and will need to purchase additional quota if the University Funded Quota is used prior to the completion of the period. For further details please refer to this web page:

<http://www.adelaide.edu.au/student/current/snap/howdoesitwork.html>

The University has a dedicated internet proxy-server, which means faster internet access and a login/password prompt. Students must login to the proxy server whenever starting Netscape Navigator or Internet Explorer. The User ID is your 7-digit Student ID number prefixed by the letter 'a' (eg a1071234). You will be asked to change your password to 8 characters.

Student Finance

All queries regarding finances must be referred to the Student Finance Centre: ph 83035880 or student.finance@adelaide.edu.au. It is your obligation as a student to ensure that all fees are paid before the census date, or if your employer is paying the fee and it won't be paid on time, you can apply for FEE-HELP and pay the ATO when you can afford the fee. Failure to pay fees before the census date may result in your enrolment being cancelled. Reminders are sent from Student Finance via Access Adelaide for outstanding fees and what the consequences will be if the fee is not paid.

Student Leave of Absence or Discontinuation of Study

Students who are not going to be studying for a trimester or more due to work commitments or personal circumstances must complete a Leave of Absence form and submit it to the Student Support Officer. Leave of absence can only be granted for a maximum period of 12 months. Longer periods of absence will require the program to be discontinued, and re-activated when the student comes back into the program.

For further information please access the following University policies:

www.adelaide.edu.au/policies/1305/

Forms are available from the School's website:

<http://www.business.adelaide.edu.au/current/mba/>

Notice Board

General information noticeboards are available to students on Level 1 (Computer Lab), and Level 5 near the Santos lecture theatre.

Transport Concessions for Full-Time Students

Postgraduate students who are enrolled as full-time candidates for the current academic year are eligible for a transport concession. Full time status will be printed on your student card.

Car Parking

Parking is available from 4.30pm at the University's underground car park, adjacent to Bonython Hall. This is accessed by the entrance gate at the eastern end of the University on North Terrace, turn left and drive underground. A ticket may be purchased from the vending machine, near the stairway exit.

Alternatively, an **after hours permit** can be purchased. Simply visit the web site: <http://parking.adelaide.edu.au/parking/> select "apply for parking permit" and follow the prompts.

Permits must be paid for prior to issue and collection. After hours parking is from 4.30pm - 9.15am Monday to Friday, all day Saturday and Sunday and any SA public holiday.

There is a small grace period of approximately 15 minutes prior to 4.30 pm for after hours permit holders only. If you have any questions regarding your permit, please contact Tenix Solutions on ph: 8400 6690 or email tenix_parking@tenix.com

Alternative parking sites include Easi Park in Frome Street and the U Park or Target Car Park in Rundle Street.

Learning Support

Ongoing support is available from the Faculty's Learning Support Advisors, Athena Kerley, Marg Chapman and Isabella Slevin. Athena, Marg and Isabella offer support in many forms including courses in relevant study skills, individual coaching in critical thinking and effective reading, advice on referencing, linguistic expression, grammar and report writing. You may submit assignments electronically for constructive advice and editing recommendations. If you wish to see an advisor in person, an appointment is essential. Please contact Athena, Marg or Isabella via email at:

athena.kerley@adelaide.edu.au

marg.chapman@adelaide.edu.au

isabella.slevin@adelaide.edu.au

Disability Support

Policy on Learning and Disability

If you have a disability you believe will affect your study, you should discuss this with the Disability Liaison Officer as soon as possible after enrolment. It may be necessary for you to undertake a Learning and Assessment Agreement. It is the student's responsibility to inform both Lecturers and Course Leaders if appropriate arrangements are required.

For general information on Learning and Disability matters contact the Disability Liaison Officer (Ph 8303 5962) and/or the Learning and Disability Access information site: www.adelaide.edu.au/services/disability/

Office Hours: 9am to 5pm, Monday to Friday

Appointments: Mondays, Wednesdays and Fridays (bookings are essential)

Telephone: 8303 5962

Student Conduct

The University of Adelaide is committed to providing a study environment that is culturally sensitive, inclusive, and free from discrimination and harassment. Student conduct rules at the University of Adelaide are set in line with this commitment.

For further information please access the following University policies:

Fair Treatment Guidelines for Students: www.adelaide.edu.au/policies/1323/

Rules for Student Conduct: www.adelaide.edu.au/policies/33/

Pastoral Care

Staff at the school are sensitive to students with special needs or difficult personal and family circumstances that may affect their studies. Please contact Janet Barelli to discuss your circumstances in confidence.

Careers Service

The University of Adelaide has a dedicated careers service to support employers and prospective employees. Please visit the website: www.adelaide.edu.au/student/careers/index.html for more details. The website contains substantial resources to assist with career choices and positions.

Communication and the University

Official Communication

All information regarding your studies will be sent via email. It is essential that you maintain your contact addresses and current telephone/email address information on the University system.

Email is our primary form of communication with students. Every student of the University is allocated an email address at the time of enrolment and staff are required to send information to student's university email accounts, not personal or work addresses. It is possible to forward your student emails to a preferred email account to ensure you are kept up to date. If you require assistance please contact the ITS Helpdesk on 83033000.

Online Access

Usernames & Passwords

Your username for University of Adelaide resources is your student ID number, and must be prefixed by the letter "a" (e.g. a1071234). The password / PIN number for such resources is the sequence of numbers, letters and symbols found at the bottom of your welcome letter which you will have received in your enrolment pack. If you have misplaced this letter you will need to have your password reset by the Student Centre. For further details please contact the Student Centre directly on 83035208 or visit the website:

<http://www.adelaide.edu.au/student/current/>

Student Dial-Up Service

The University of Adelaide provides external access to the internet and all University online services by providing a dialup service for all students. This presents students with access to the University's facilities from any location outside of the University campuses at any time of the day.

<https://www.adelaide.edu.au/its/online/dialup/>

If you wish to access sites outside of the University campus, you will need to use your username and password to authenticate. Any access outside of the University will count towards your Internet usage allocation. More information on student access and quotas is available at:

<http://www.adelaide.edu.au/student/current/snap/>

If you are having difficulties connecting to the University remotely, contact the ITS Helpdesk on 83033000.

Students also have the use of Wireless Internet access.

www.adelaide.edu.au/its/wireless

Access to the information saved on your home drive is available to you from locations external to the University network.

http://www.adelaide.edu.au/its/online/remote_files/

Visit the IT Student Support site for information on other services provided such as:

- My Uni
- Webmail
- Access Adelaide
- Student Computer Suites

https://www.adelaide.edu.au/its/student_support/

Access to Enrolment and Fee Information

You can check your enrolment and fee information for the calendar year, or obtain a copy of your results for reimbursement purposes etc. online.

To do this, follow the instructions below.

Log on to: www.access.adelaide.edu.au

Enter your Username and Password.

Click on **Academic Report**, on the left hand menu.

This will list all course enrolments for the year, with results where applicable.

There is also a link to access all results from all years of enrolment at The University of Adelaide.

Access to Library Resources

Your student card is also your University of Adelaide Library card. Copies of text books, and reading list material, can be found in the Barr Smith Library by first checking the Library Catalogue for locations / call numbers. The Catalogue also has records for all 'subscription' electronic resources such as journals, newspapers, databases and a growing number of eBooks. Always access 'subscription' electronic resources via the Library website, using your University of Adelaide username and password for authentication.

Visit the University of Adelaide Library website at: <http://www.adelaide.edu.au/library/>

Resource Guides - for Courses at University of Adelaide

1. Access the library webpage: <http://www.adelaide.edu.au/library/>
2. Click on the *Resource Guides* link
3. Click on *Business*

More guidance on the use of the library website will be given during Orientation. The Resource Guide for Business (see above) includes a Library Skills Tutorial. You can also email the Research Librarian for the Business School: bernadine.hardin@adelaide.edu.au

or the Library email for assistance:

library@adelaide.edu.au

Explain the difficulty you are having and provide details, including Student ID.

Planning and Organising Your Studies

It is important to plan and organise your study program carefully. In planning enrolment, students should consult the Specific Program Rules that govern the University of Adelaide's programs for the year in which they first enrolled. Specific Program Rules must be read in conjunction with the General Program Rules, both of which are contained in the University Calendar and up to date copies may be accessed via The University of Adelaide's website, www.adelaide.edu.au. It is also imperative that students refer to the Pre-Requisites page as some courses must be completed before others.

The Student Support Coordinator, Ms Janet Barelli, is available to assist students on the choice of courses and the sequence of enrolment. Please contact Janet on 8303 4652 if you would like study advice.

The following notes, which are based on questions most frequently asked by students, are designed to assist students in interpreting and following the General Program Rules and Specific Program Rules.

How Many Courses to Enrol In

Except for full time International students who have visa requirements, the School does not make a rigid distinction between "full-time" and "part-time" students and usually allows students to determine their own study load. Students devoting all of their time to study can complete three or four courses in most trimesters. Students who work full time usually undertake one or two courses per trimester. Students should be reminded that the Specific Program Rules require each degree to be completed within a maximum time period.

Which Courses to Enrol In

The list of compulsory core courses and the various electives on offer are listed towards the end of this handbook *Fundamentals of Leadership* is designed as the first course undertaken by all students. Students are able to enrol in elective courses throughout their program as long as prerequisites have been completed or assumed knowledge has been met. This ensures an adequate foundation before moving into more specialised areas. Please refer to Pre-Requisites page when enrolling in further courses.

GCM & GDBAD Students

Students who have applied for the Graduate Certificate in Management (GCMGT) or the Graduate Diploma of Business Administration (GDBAD) must undertake the courses stated in the specific program rules for the GCMGT or GDBAD.

Students enrolled in the GCMGT and GDBAD programs may not be eligible for prizes awarded as part of the MBA program.

How to Enrol or Amend Your Enrolment

It is the student's responsibility to maintain their enrolment online via Access Adelaide. This includes both adding and dropping courses. Follow the prompts on the site:

www.access.adelaide.edu.au

Enrolment reminder emails are sent out frequently. Enrolment for each year opens in the previous December and the School encourages students to enrol as early as possible for the entire year to avoid missing out on a course. If a course is full, places cannot be opened for individual students. The student will need to check Access Adelaide regularly to see whether a space in the class becomes available.

The last dates for withdrawal without failure and liability for fees for 2009 are given on page 4 of this Handbook. **These dates are well posted, and it is the individual student's responsibility to be aware of them. The School is not able to rectify any oversights in this regard.**

Advanced Standing and Substitution

Clause 5.2 of the MBA Specific Course Rules outlines the policies on Advanced Standing and Substitution.

Advanced standing for any course may only be granted for previous equivalent **postgraduate** studies relevant to business and management. Courses that are being considered for advanced standing must normally have been completed within five years from the time of application. Students must also have received at least a Pass grade (ie. 50%) to be eligible.

Advanced standing is granted to a maximum of 12 points, or one third of a degree, for a postgraduate qualification that has been conferred. For courses undertaken towards a degree, but not completed e.g. courses completed towards an MBA program at another university that will not be conferred by that University, the maximum advanced standing that may be granted is 24 points (8 courses) for the MBA (Advanced), 18 points (6 courses) for the MBA, 12 points (4 courses) for the GDBAD, 6 points (2 courses) for the GCMGT. Advanced Standing is granted on account of postgraduate studies undertaken at an institution equivalent to the University of Adelaide.

No credit is granted for courses completed at the undergraduate level. Students, who in their undergraduate degree studied economics, accounting, finance and other areas covered by the compulsory core courses, may apply for substitution. Substitution means that another course is completed in lieu. This will allow you to replace the core course with an elective of your choice. The undergraduate qualification must have been completed within the **last 10 years**.

An "Application for Advanced Standing or Substitution" form may be obtained from the MBA Office or on School's website. The completed form, together with the necessary documents, should be lodged at the office for assessment by the relevant academic staff member/s. Applications will only be assessed if the relevant paperwork is submitted in full. Please review the checklist below to ensure that you have provided all the paperwork, which will enable staff to make the appropriate assessment:

You will be notified by email or letter of the outcome of your application. If approved, a statement of Credit Transfer will appear on your official academic transcript.

Please consider whether you may be eligible for advanced standing (status) or substitution before enrolment. This will enable you to receive proper enrolment advice without disrupting your studies.

Checklist for Advanced Standing and/or Substitution:

- Certified copy of Official Academic Transcript attached
- Qualification completed within 5 years from date of application (some Accounting qualifications may be exempt) for advanced standing, and 10 years for substitution
- Result/s are of a Pass (ie. 50% or more)
- Course outline reflects the course number and course name of that on transcript
- Academic Content is greater than 80% of the MBA course applied for
- Contact/work load hours are equivalent to the School's MBA courses (ie. 30 hours or more)
- Assessment criteria are equivalent to that of the MBA program (i.e. 3 pieces of assessment including 1 exam)
- The required textbook is at an appropriate level

MBA Summer School

A Summer School is held each January for MBA students where some elective and core courses are offered in intensive mode.

Summer School is generally run over two weeks and the timetable is available around September/October the previous year. Students who intend enrolling should be aware that the workload for each course will be intense and will require pre-reading and continuous assessment throughout each course. The final assignment may be due a couple of weeks following the completion of the Summer School.

Study Exchange Arrangements

Exchange arrangements exist with a number of management schools in Europe, North America and Asia through a number of university-level relationships and specific agreements. These allow MBA students to undertake courses at an overseas university and have the courses credited towards their Adelaide degree. The School has a specific agreement with the Helsinki School of Economics in Finland, CERAM in France, and Leipzig in Germany. More information may be obtained from the Student Support Coordinator.

Intensive Overseas Management School

MBA students are encouraged to apply for permission to attend the following intensive school in 2009:

- The European Summer School for Advanced Management (ESSAM) in June-July each year. Electives will include Future Trends in Marketing, Failing Forward: Leadership and the Art of Failure, Global Entrepreneurship, Ethics in Strategic Management, Competitive Strategy and Sustainable Development, Leadership Management and Emotional Intelligence, Building Agile Organisations, Marketing in the Digital Age. The cost is approximately Euros 3,100 for non-consortium members. A comprehensive brochure should be available from the Reception in November. For more detailed information, please contact Aarhus School of Business. www.essam.eu

Prior approval is required for attendance at this school. Only students who have completed more than 50% of the MBA or the MBA (Advanced) are eligible to attend.

When students have completed the intensive school and have received official results, the original results notification document must be sighted by the School so that credit may be recorded towards their Adelaide MBA.

Undertaking Study at another Australian University

Students may undertake a course at another Australian University where:

- a) the course is relevant to mainstream business and management studies;
- b) it contains material which is not covered in the School's MBA program; and
- c) is assessed to be at postgraduate level, with an equivalent workload to Adelaide MBA courses. **Students must obtain approval in advance from the School to enrol in such courses.** The procedure to be followed is:
 - (i) consult the Postgraduate Co-ordinator at the institution where the course is to be taken and obtain a copy of the course outline including details of the syllabus, textbook/s, assessment, and contact hours;
 - (ii) enrol as a non-award student and pay the relevant fees applicable for that program; and
 - (iii) on completion of the course, provide the Student Support Coordinator with an official University notification of results from the other institution, so that credit may be granted towards the Adelaide MBA. Please note that as your results are *not* supplied directly to the School by the other institution, you will need to take the initiative to ensure that this happens.

The University Fees Policy

The MBA is a professional postgraduate qualification for which full fees are charged. The tuition fee for the MBA program is invoiced and payable on a per course basis. Students can elect to join the Adelaide University Union via Access Adelaide.

Tuition fee invoices are sent to students early in each trimester via Access Adelaide. These are sent directly from the Student Finance Office of the University, for courses enrolled in that current trimester.

Fees are usually due fifteen days from the commencement of the trimester. The individual course fee includes a non-refundable component of \$200. Fees must be paid by the due date notified on the invoice. If you are unable to pay your fees on time you must contact Student Finance asap on 8303 5880 to advise them of your situation. There is a fee instalment option available. A late fee will be charged on any outstanding fees greater than \$20. Students who have applied to pay by instalments and on payment plans will not be charged (unless the agreement has been breached).

Failure to pay fees by the due date will result in your enrolment being cancelled by Student Finance.

If you withdraw from a course during the first two weeks of the trimester, you will forfeit the \$200 non-refundable component of the course fee. If you withdraw after the first two weeks you will forfeit the entire course fee. See page 4 of this handbook for the relevant dates relating to amendments to enrolment.

Students Subsidised By Their Employer

Students whose fees are subsidised by their employer must observe the above rules or may incur a late fee. These students are required to either pay their tuition fees at the commencement of each term and then seek reimbursement from their employer upon receipt of results, or have their employer pay course fee at the start of the trimester.

FEE-Help – Higher Education Loans Scheme

FEE-Help is a loan program that assists eligible fee paying students to pay their tuition fees. It is available to Australian citizens and holders of a permanent humanitarian visa. Eligible students can borrow the tuition fee component only. There are no discounts if a student pays any of their tuition fees up front.

More information is available at the following website:

www.goingtouni.gov.au

Brochures can be downloaded from the Going to Uni website.

Discontinuation of MBA studies

Provision exists for students to graduate with a lesser degree if they need to exit a program early. The following must have been completed to do so:

- four MBA courses (at least three of which are compulsory core courses) to be awarded a *Graduate Certificate in Management*;
- eight MBA courses (at least six of which are compulsory core courses) to be awarded a *Graduate Diploma of Business Administration*;
- twelve MBA courses (at least eight of which are compulsory core courses) to be awarded a *Master of Business Administration*.

Important Note: Students must apply to graduate online via Access Adelaide to have their award conferred.

Leaving Adelaide Prior to Completing the MBA

If you have completed at least 50% of your program with the School but need to leave Adelaide, you may still be able to graduate with a University of Adelaide qualification. We can assist you in choosing a reputable institution should you wish to continue your studies in a new location. Opportunity exists to continue in our offshore programs should you be relocated to Singapore.

Courses taken elsewhere must be equivalent in workload and content to The University of Adelaide courses and you must obtain **prior approval** from the School. If you have completed fewer than 50% of courses of the Adelaide MBA, you should seek entry into the relevant postgraduate program at another university and obtain advice from that university about recognition of your Adelaide studies.

Graduation: Your Responsibilities

If you believe you have completed the requirements of the degree, you should consult the Specific Program Rules for the year in which you were first enrolled (**NOT** for the year in which you are completing the degree) to confirm the number of compulsory and elective courses that were required. The Student Support Coordinator can provide confirmation that you have qualified for the degree: ph. 8303 4652.

The next step is to submit an application to graduate ONLINE via the graduations website:
www.adelaide.edu.au/student/graduations

You will need to check that all your personal details are correct, that your name appears in the proper order, and that you specify the correct degree you are to be awarded with.

Confirmation of your application and eligibility will be retained ONLINE or via Access Adelaide. Eligibility will not be confirmed until after the closing date for applications. Details regarding the hiring of gowns and additional tickets can be found on the Graduations website.

There are two graduation ceremonies each year, one in April and the other in late September.

In order to graduate you must have completed your studies, have had all your results recorded on your official academic transcript, and **logged the ONLINE application to graduate. Please note the following important dates.**

Ceremonies and Deadlines

April ceremony: *Studies must be completed by 3rd Trimester of the previous year*

September ceremony: *Studies must be completed by 1st Trimester*

Applications must be submitted by the deadline. Late applications will not be accepted.

The entire graduation process is managed by the Graduations Office of The University of Adelaide, not the School. Any questions concerning graduation should be directed to that Office.

Program Articulation

Graduate Certificate in Management students may progress through to the next stage of a higher degree: GDBAD, upon successful completion of the 4 courses in the GCMGT. On successful completion of another four courses, students may then progress to the MBA(12) or MBAA.

Students are entitled to graduate on completion of each nested program however should be aware that each time they graduate, they will be required to surrender the previous parchment. For example: if a student has graduated with the Graduate Certificate in Management and then completes the four required courses for the Graduate Diploma in Management, they will be required to hand back their GCMGT parchment **before** being approved to graduate with the GDBAD.

Students may transfer to and graduate from a lesser degree in lieu of the program to which they were originally admitted. If you apply to continue with your studies the above surrender and fee liabilities will apply.

All articulation transfers are subject to approval to ensure that all requirements for the degree have been met. Transfer forms are available online or from the Student Support Officer, and should be submitted to the MBA Office **before the final course in the GCMGT or GDBAD is completed.**

Obtaining an Official Academic Transcript

Students may apply for an official transcript via:

<http://www.adelaide.edu.au/faq/view.pl?qid=171>

Click on the '[here](#)' link in the following paragraph on the page: "***Students who first enrolled before 1985 must apply for a transcript on an application form, which is available either from the Student Centre or from [here](#). The transcript will take 3-5 days to produce and can be collected or posted***".

The charges for transcripts are as follows:

One transcript	A\$10.00
Four transcripts	A\$20.00
Additional copies	
- if ordered at the same time as ordering 4 copies	A\$ 2.00 each

Your transcript will contain a complete record of all academic study undertaken at The University of Adelaide. Please note that if you have completed all your courses, your academic transcript will not record that you have been conferred with your degree until after your graduation ceremony. Academic transcripts may only be collected by persons other than yourself on production of a letter of permission signed by you and naming the person who will be collecting the transcript.

MBA Alumni Association

The School has an established MBA Alumni Association (MBAAA). Membership is free, and all current MBA students and alumni are eligible.

The MBAAA hold regular network meetings, guest speaker events and social functions to foster and develop relationships amongst Alumni and Associates. A calendar of MBAAA events is available on the School website:

www.business.adelaide.edu.au

Past and current students can sign up to receive monthly updates from the current MBAAA president. For inclusion on the Alumni email list please Ms Carol McHugh: carol.mchugh@adelaide.edu.au

Study Policies and Procedures

Orientation and Enrolment Day

Each program begins with an Orientation and Enrolment Session for new students, where the aims and objectives of the programs are outlined and enrolment advice is provided. These sessions are typically held within the month preceding the commencement of trimester.

Course Outline and Materials

For each course, a Course Outline detailing the objectives of the course, assessment details and a reading guide is provided. The Course Outline is distributed with the teaching materials in a folder that includes an overview of topics to be covered and the key readings for the course. Given that the volume of course materials for most courses is quite large, it is important to plan and manage your reading to meet the objectives set by the lecturer in a timely manner.

Textbooks

A textbook list is provided to all students a number of weeks prior to the commencement of the next trimester and is also available on the School's website. Unibooks, located in the Union building on the North Terrace campus, is our preferred supplier, however you should also be able to purchase the required textbooks from either Dymocks Books (Rundle Mall store only) or Encompass Infoshop in Renaissance Arcade.

Lecture Sessions

Most lectures are held on Level 5, Security House, 233 North Terrace. The timetable (available on the School's website) provides information regarding class dates, times and rooms. Greater details are contained in each of the course outlines. Lectures are conducted by academic staff from the School, local experienced practitioners, and by distinguished visiting academics.

Class Size Policy

Generally class sizes will range from 15 to 35. However, in some circumstances it may be necessary to go above the limits (e.g. because of staff constraints) or below (e.g. to ensure a viable study program for a particular intake).

Mobile Phones

To ensure that the learning environment for other students is not interrupted please turn off your mobile phone before entering class. If you are required to have your phone on for specific reasons at all times please **switch it on to the appropriate silent mode** and seek permission from your lecturer prior to the commencement of the class.

Class Attendance Expectations

The MBA programs are delivered through face-to-face class sessions in which student interactions with the lecturer and fellow students are expected and encouraged. Some lecturers will include class participation in their assessment components. Whether it is assessed or not, it is important that you attend classes and contribute to discussions. If work commitments, illness or other circumstances require you to be absent from class you are expected to inform the Course Lecturer **in advance** by telephone or email so that the lecturer may discuss the topics to be covered in the session and the tasks that you should complete before the next session.

The Lecturer will monitor student attendance. It is your responsibility to ensure that you make arrangements with the Lecturer or other students to catch up on information discussed in class. It is not expected that the Lecturer will repeat part of a class session to cover your absence.

Important Note: If you have not attended at least 80% of the class sessions you will forego your right, on academic grounds, to any supplementary assessment opportunities.

Assessment policy

The University's Assessment policy was reviewed in 2008 and significant changes have been implemented. It can be accessed at: <http://www.adelaide.edu.au/policies/700/>

Notes on Assessment

A minimum of 60% of the total value of a course's assessment will be devoted to individually submitted work, which may be in the form of assignments, examinations, presentations etc. **Students must attain, at least, an average value of 50% for all individually assessed items in order to pass the overall course.**

Assessment tasks are categorised as diagnostic, formative or summative. Diagnostic assessment is typically undertaken at the beginning of a course to assess a student's knowledge, skills or aptitude. Formative assessment is conducted while the course is in progress and it aims to aid the student's learning. It is intended to inform students about their strengths and gaps in knowledge and how to improve their learning. Summative assessment is conducted at the end of the course to evaluate students' final competence.

Assignments

Please check with your lecturer or in the course outline as to the most appropriate method of assignment submission (hand up in class, hand in to reception, email, or via MyUni). **Assignments must NOT be faxed to the School.**

Assignments must be submitted by close of business on the due date, unless otherwise advised by the lecturer. Requests for extensions must be emailed to the lecturer in charge of the course, *before the due date*. Each request will be assessed on its merits. Late assignments (without prior arrangement) can be penalised at the lecturer's discretion. While the School is sensitive to problems that might arise from time to time, everyone must submit their work at the designated time if we are to maintain a fair and equitable system.

Students exceeding the word limit on individual assignments may receive a penalty of 5% of the total marks when word limits are exceeded by 10%. Students must retain a copy of all assignments submitted until they have been notified of your final grade for that course.

Cover Sheet and Declaration

All individual assignments must be attached to an Assignment Cover Sheet that must be signed and dated by the student before submission. All group assignments must be attached to a Group Assignment Cover Sheet that must be signed and dated by all group members before submission. All team members are expected to contribute approximately equally to a group assignment.

Emailed assignments need to state the student name and ID number, and must contain the declaration available on the Assignment Cover Sheet. Lecturers may refuse to accept an assignment that does not have a signed acknowledgement of the University's policy on plagiarism.

Return of Assignments

Individual assignments will be either given back in class or forwarded to your home address, as recorded on the Assignment Cover Sheet. Group assignments will either be handed back in class or sent to address nominated on the Cover Sheet. If there is no nominated address, the assignment will be sent to the first student listed in the group.

My Uni individual assignment submission:

1. www.adelaide.edu.au/ click on "My Uni"
2. Enter in your student ID number and password.
3. Select the course that you are enrolled in
4. Assignments are to be submitted via the Digital Drop box (under the 'Tools' tab) in My Uni
5. Remember to select "send" and not "add" if you wish to submit the assignment. "Add" means your assignment sits on My Uni and may be accessed and updated at any time.
6. Assignments must have an Assignment Cover Sheet attached

Hard copy individual assignment submission:

1. To be handed into the Level 12 MBA Office or mailed to arrive by the due date
2. Assignments must have an Assignment Cover Sheet attached.

Email of individual assignment submission:

If assignments are submitted by email, and students do not receive electronic acknowledgment within a few days, they should follow up with a further email message. Assignments submitted electronically must have an Assignment Cover Sheet attached, and an email notation that the plagiarism details have been read.

Assignment guidelines for referencing

Guidelines for referencing in assignments can be found in the Communication Skills Guide.

Return of Assignments and Feedback

Assignments will be returned to students within 2 weeks of the due date with written feedback. Assignments will generally be returned at lectures.

Assessment Objectives

The following table sets out the approach used in the School to assess performance and determine grades. The columns to the right indicate what is expected to be taken into account by academic staff when assessing students' performance and allocating grades to individual items of assessment:

Grade	Description
HD 85-100%	Exceptional performance indicating complete and comprehensive understanding of the course matter; genuine mastery of relevant skills; demonstration of an extremely high level of interpretative and analytical ability and intellectual initiative; and achievement of all major and minor objectives of the course.
D 75-84%	Excellent performance indicating a very high level of understanding of the course matter; development of relevant skills to a very high level; demonstration of a very high level of interpretive and analytical ability and intellectual initiative; and achievement of all major and minor objectives of the course.
C 65-74%	Good performance indicating a high level of understanding of course matter; development of relevant skills to a high level; demonstration of a high level of interpretive and analytical ability and achievement of all major objectives of the course; some minor objectives not fully achieved.
P 50 – 64%	Satisfactory performance indicating an adequate understanding of most of the basic course matter; partial development of relevant skills; adequate interpretive and analytical ability and achievement of major objectives of the course; failure to achieve some minor objectives.

The overall objectives of the School's assessment policy are to recognise superior academic performance and enhance student performance through competition.

The MBA Program Committee has the discretion to make variations to the distribution of grades.

Examinations

Examinations are held for all compulsory core courses and some elective courses in the programs. All examinations are 'open book', which means you may take your textbook, notes, and course materials into the exam. The examinations are generally scheduled in the final week of each trimester. The Student Support Coordinator will confirm the examination timetable, early in the trimester. Students are expected to notify their employer of their exam commitments as soon as possible and are required to attend the examination on the date set for that course.

Open Book Examinations

Candidates should note that they will not be given credit for work copied from textbooks, websites or other materials. Appropriate referencing of others' work is required in examinations.

Return of Examination Scripts

It is School policy not to return examination scripts to students. However, scripts will be held by the School for a period of twelve months following examinations and students may discuss their exam performance with the relevant lecturer. After twelve months the scripts will be destroyed.

Supplementary/Special Examinations

Students seeking to undertake a supplementary examination must submit an application on Medical, Compassionate or Academic grounds. The application is submitted to the school's supplementary examination committee for consideration. If a special examination is granted, the School will coordinate the time with the Course Lecturer and the student.

Medical Grounds

- Anyone who cannot submit a major assignment/sit an examination due to illness must submit the appropriate University of Adelaide form.
- Students must apply within seven days of the occurrence of their problem and/or within five working days of the primary exam. Students intending to apply for a medical supplementary exam should visit their medical practitioner no later than the day of the occurrence of the problem.
- Except in special circumstances and then only with the approval of the Head, medical and compassionate supplementary results will incorporate all of the in-course assessment marks previously awarded.
- Normal doctor's certificates alone will not be accepted.
- Any application must be accompanied by the form, which must be downloaded from: www.adelaide.edu.au/student/exams/pdfs/supp_applic.pdf. This form must be filled out and signed by a doctor whose contact details are clear.

Compassionate Grounds

For a supplementary examination on compassionate grounds refer to www.adelaide.edu.au/student/exams/supps.html and download the appropriate form.

Academic Grounds

The School Policy is as follows:

- **Students must attain**, at least, **an average value of 50% for all individually assessed components in order to pass the overall course.**
- Students achieving an aggregated final mark of 45 to 49 for **individual** components of the course will automatically be granted a supplementary examination on academic grounds, if they have not previously been offered redemption opportunities during the course.
- Students who do not achieve at least 45% for the aggregated **individual** components of a course assessment, will be deemed to have failed the course and will not be offered the opportunity for a supplementary examination. They must repeat the course.
- Students achieving an aggregated final mark of 45 to 49 for **all** assessment components **AND** who have attained at least an average value of 50% for all individually assessed components will automatically be granted a form of supplementary assessment on academic grounds.
- Where a supplementary examination is granted on academic grounds, the student's final mark may not exceed '50 Pass.'

Repeating a Course

Students failing a course, or failing a supplementary exam, are required to repeat the course and pay the appropriate course fee.

Obtaining Results

Students are able to view their results online three to four weeks after the examination or the due date for the final piece of assessment. To check your results, view your enrolment status for the calendar year, or if you require a copy of your unofficial transcript for reimbursement purposes etc., you can access this information online.

- Access the website www.access.adelaide.edu.au
- Enter your Username and Password
- Select the link For Students
- Select the link Academic Summary for enrolment information and for your unofficial transcript. You can then view and print your unofficial transcript.

Student Grievance Regarding Assessment

Extracts taken from the University Calendar Program Rules 6.4 Assessment Procedures and Appeals:

Students who are dissatisfied with the assessment of their work, or with the final grade awarded for a course, shall in the first instance attempt to resolve their concerns by discussing them, as soon as possible after being notified of the result in question, with the lecturer in charge of the course.

Students who are dissatisfied with the final grade may lodge, **after discussion of the result with the lecturer**, within 14 calendar days from the date of notification, a request for a review of the grade or an independent second assessment.

The mark awarded to a piece of work following a review or second assessment shall stand as the final mark for the work, regardless of whether the mark is higher or lower than the mark originally awarded.

Lodge your appeal in writing to the MBA Program Director, Dr Sam Wells.

Plagiarism and Other Forms of Cheating

Plagiarism is a serious act of academic misconduct. The School adheres strictly to the University's policies on examination and assessment. The University's Policies on Assessment, including plagiarism and other forms of cheating, can be viewed online at www.adelaide.edu.au/policies/cat/22/

Students must not submit work for an assignment that has previously been submitted for this course or any other course without prior approval from the lecturer-in-charge.

The University of Adelaide official policy relating to plagiarism (copying, paraphrasing and using work authored by another person/s without acknowledgement) is as follows:

Plagiarism consists of a person using the words or ideas of another as if they were his or her own. The University of Adelaide regards plagiarism as a very serious offence. At the very least it is a misuse of academic conventions; where it is deliberate and systematic, plagiarism is cheating and false pretences. It is the obligation of every member of the University to understand and respect the rules concerning plagiarism; the excuse of ignorance will not be accepted. Plagiarism can take several forms:

- a) Presenting substantial extracts from books, articles, theses, and other published or unpublished works such as working papers, seminar and conference papers, internal reports, computer software, lecture notes or tapes, and other students' work, without clearly indicating their origin with quotation marks and references such as footnotes.
- b) Using very close paraphrasing of sentences or whole paragraphs without due acknowledgment in the form of reference to the original work.
- c) Quoting directly from a source and failing to insert quotation marks around the quoted passages. In such cases, it is not adequate to merely acknowledge the source.

Plagiarism is expressly prohibited by the Statute XVII 'Of Examinations and Assessment which states:

- 1) No candidate shall submit for assessment, whether by examination or otherwise, any piece of work that is not entirely the candidate's own, except where either:
 - a) use of the words or ideas of others is appropriate and duly acknowledged, or
 - b) the examiner has given prior permission for joint or collaborative work to be submitted.
- 2) No candidate shall submit as if they were genuine any data or results of laboratory, field or other work that are fabricated or falsified.
- 3) No student shall assist any candidate in an examination or other piece of assessed individual work, and no candidate shall accept assistance in such an examination or other assessment schemes.
- 4) No candidate shall submit the same piece of work for assessment in two different courses, except in accordance with approved study and assessment schemes.

- 5a) If an assessor believes that a student has contravened clause 1 concerning plagiarism, the assessor shall notify the Head of Department, in either of the following ways:
- If there are grounds for believing that the offence has resulted from a misunderstanding of academic conventions rather than deliberate deception, the assessor shall counsel the student and advise the Head of Department that no further action is required apart from the re-submission of the piece of work.
 - If the assessor finds what appears to be a case of deliberate plagiarism, the assessor shall supply the Head of Department with the piece of work and a written statement of reasons for the belief that it is plagiarised.
- 5b) The Head of Department shall inform the student in writing of the allegation, and shall interview the student with the assessor. The student may bring another person to be present at the interview.
- If the offence is admitted, and if in the opinion of the Head of Department there are no significant extenuating circumstances, the work shall be given zero marks and the student shall fail the course without the option of taking a supplementary examination.
 - If the offence is admitted, and if in the opinion of the Head of Department there are significant extenuating circumstances, the work shall be given zero marks, but the student may be permitted to resubmit the piece of work. The fact that a student is in his or her first year at university may be regarded as an extenuating circumstance.
 - If the offence is not admitted, or if the Head rejects a plea of extenuating circumstances, the matter shall be referred to the Departmental Assessment Committee.
 - The Departmental Assessment Committee shall be a lower tribunal under the terms of Statute Chapter XII, and shall hear the case following the procedures required under that statute. If the offence is admitted the Committee shall consider the plea of extenuating circumstances and confirm or alter the penalty. If the offence is not admitted the Committee shall make a finding and, if appropriate, impose a penalty, in accordance with clause 5(b)(ii) or 5(b)(iii).

All cases of plagiarism, except marginal ones as provided for in clause 5(a)(i), shall be recorded in a confidential register of the Board of Conduct.

Appeals

A student may appeal to the Board of Conduct against a finding or penalty of a Departmental Assessment Committee. Where a student denies that a piece of work has been plagiarised, the Board may seek the advice of a person or persons with expertise in the course matter.

Second and Subsequent Offences

If a student is found to have committed a breach of any of the foregoing clauses a second or subsequent time other than a marginal case of plagiarism as provided for in clause 5(a)i], the offence shall be reported to the Board of Conduct which, course to the provisions concerning mediation in *Statute Chapter XII. - Of Conduct of Students* in the University, shall hear the matter and may impose further penalty as provided for in that Statute.”

Program and Course Details 2009

Recognition of Academic Excellence

The School promotes academic excellence among its students. Numerous prizes have been established to recognise top performing students enrolled in the MBA/MBA (Advanced) program in Adelaide. Prize-winners are formally recognised at a function each year to which employer representatives and donors are invited, and their names engraved on prize boards located on the 5th Floor of Security House. MBA/MBA(Advanced) prizes won by students are included on individual academic transcripts.

The MBA prizes are generously donated by companies that have a close association with the School.

Prizes will be awarded to students enrolled in the MBA or MBA (Advanced) program each calendar year. If more than one student is deemed eligible for a prize, the prize amount will be shared between the recipients.

International Student Incentive Award

The Business School offers a \$5000 incentive award to each intake of international students enrolled in the MBA (12 course) or MBA (Advanced) programs. After the completion of 6 courses over two trimesters, the student with the highest GPA will receive the Award, subject to the student achieving an average grade of 75% across all completed courses.

Overseas Study Incentive

The Business School provides financial assistance to five MBA students throughout the year to attend an intensive management course (ESSAM), or similar, at a partner institution overseas. Applications for study abroad or exchange are due around April each year and financial assistance will be provided on a competitive basis to a maximum value of AUD4 000 towards travel and accommodation.

More information will be provided early in the year, enquiries and study advice can be sought from the Student Support Coordinator.

MBA (Advanced) Degree Structure

COMPULSORY CORE COURSES

All **eleven** courses must be completed:

7086 Fundamentals of Leadership
7100 Accounting for Managers
7104 Marketing Management
7103 Economics for Management
7087 Managing Contemporary Organisations
7101 Managerial Finance
7081 Global Business
7044 Strategic Management
7225 Business Project **OR** 7072 Management Project
7031 Operations Management
7022 Business Law

ELECTIVE COURSES (the following are proposed for 2009)

Five courses must be completed:

7064 Advanced Marketing
7232 Business Consulting
7012 Business Performance Improvement
7041 Corporate Strategy
7226 Competitive Business Strategy
7107 Cross-Cultural Management
7000 Entrepreneurship
7224 Knowledge Management
7039 Management of Change
7231 Mergers & Acquisitions
7046 Negotiation Skills
7230 Organisational Sustainability
7040 Project Management
7045 Services Marketing
7233 Statistical, Quantitative & Analytical Thinking
ESSAM 2009

Before planning your enrolment schedule please ensure that you have completed the necessary prerequisite courses.

For Academic Program Rules, please refer to the University Calendar: www.adelaide.edu.au/calendar/pg/

MBA (12) Degree Structure

COMPULSORY CORE COURSES

All **eight** courses must be completed:

7086 Fundamentals of Leadership
7100 Accounting for Managers
7104 Marketing Management
7103 Economics for Management
7087 Managing Contemporary Organisations
7101 Managerial Finance
7081 Global Business
7044 Strategic Management

ELECTIVE COURSES (the following are proposed for 2009)

Four courses must be completed:

7064 Advanced Marketing
7232 Business Consulting
7012 Business Performance Improvement
7225 Business Project
7072 Management Project
7041 Corporate Strategy
7226 Competitive Business Strategy
7107 Cross-Cultural Management
7000 Entrepreneurship
7224 Knowledge Management
7039 Management of Change
7231 Mergers & Acquisitions
7046 Negotiation Skills
7031 Operations Management
7230 Organisational Sustainability
7040 Project Management
7045 Services Marketing
7233 Statistical, Quantitative & Analytical Thinking
ESSAM 2009

Before planning your enrolment schedule please ensure that you have completed the necessary prerequisite courses.

For Academic Program Rules, please refer to the University Calendar: www.adelaide.edu.au/calendar/pg/

Graduate Diploma of Business Administration Degree Structure

COMPULSORY CORE COURSES

All **six** courses must be completed:

7086 Fundamentals of Leadership
7100 Accounting for Managers
7104 Marketing Management
7103 Economics for Management
7101 Managerial Finance
7087 Managing Contemporary Organisations

ELECTIVE COURSES

Two courses must be completed:

If you are considering applying for the MBA (12) program, we recommend you undertake one of the following the MBA compulsory core courses:

7044 Strategic Management
7081 Global Business

Other Elective courses available:

7022 Business Law
7012 Business Performance Improvement
7107 Cross-Cultural Management
7000 Entrepreneurship
7224 Knowledge Management
7039 Management of Change
7046 Negotiation Skills
7031 Operations Management
7230 Organisational Sustainability
7040 Project Management
7045 Services Marketing
7233 Statistical, Quantitative & Analytical Thinking
ESSAM 2009

Before planning your enrolment schedule please ensure that you have completed the necessary prerequisite courses.

For Academic Program Rules, please refer to the University Calendar: www.adelaide.edu.au/calendar/pg/

COMPULSORY CORE COURSES

All **three** courses must be completed:

7086 Fundamentals of Leadership

7100 Accounting for Managers

7104 Marketing Management

ELECTIVE COURSES

One course must be completed:

If you are considering applying for the MBA (12) program, we recommend you undertake one of the following the MBA compulsory core courses:

7103 Economics for Management

7087 Managing Contemporary Organisations

7100 Managerial Finance

For Academic Program Rules, please refer to the University Calendar: www.adelaide.edu.au/calendar/pg/

Pre-requisite Courses

for the programs:

- Master of Business Administration
- Master of Business Administration Advanced
- Graduate Certificate in Management
- Graduate Diploma in Business Administration

A student shall not enrol in any course for which the pre-requisite or co-requisite requirements prescribed in the syllabus have not been met. Pre-requisites must be passed at the minimum level prescribed by the Faculty.

Cat No	Course in which you wish to enrol	Pre-requisite courses required
7100	Accounting for Managers	None
7059	Advanced Managerial Finance	Managing for Value Creation or Managerial Finance
7064	Advanced Marketing	Marketing Management
7075	Advanced People Management Skills	Managing Contemporary Organisations
7080	Applied Corporate Finance	Managing for Value Creation or Managerial Finance
7222	Business Intelligence	Managing Contemporary Organisations, Managerial Finance
7015	Business in East-Asia	Strategic Management
7022	Business Law	Fundamentals of Leadership, Marketing Management, Accounting for Managers
7012	Business Performance Improvement	Fundamentals of Leadership, Accounting for Managers, Managing Contemporary Organisations
7225	Business Project	8 MBA Core courses
7025	Company Failure and Renewal	Accounting for Managers, Managing Contemporary Organisations
7226	Competitive Business Strategy	Strategic Management; Assumed Knowledge: all core MBA courses
7042	Corporate Strategy	All core MBA courses
7107	Cross-Cultural Management	Managing Contemporary Organisations
7227	Current Issues in Management	Accounting for Managers, Marketing Management
7103	Economics for Management	None
7000	Entrepreneurship	Accounting for Managers, Marketing Management
7002	European Business Strategy	Strategic Management
7228	Family Business and SME Management	Fundamentals of Leadership
7086	Fundamentals of Leadership	This course is normally undertaken as the first course in any program
7049	Global Branding	Marketing Management
7081	Global Business	Fundamentals of Leadership, Accounting for Managers, Marketing Management, Economics for Management
7052	International Financial Mgmt	Managerial Finance
7106	International Human Resource Mgmt	Managing Contemporary Organisations
7041	International Marketing	Marketing Management
7224	Knowledge Management	Accounting for Managers, Marketing Management, Managing Contemporary Organisations
7039	Management of Change	Fundamentals of Leadership, Managing Contemporary Organisations
7072	Management Project	All core MBA courses
7087	Managing Contemporary Organisations	Fundamentals of Leadership
7101	Managerial Finance	Accounting for Managers
7102	Managing Technology Innovation	Strategic Management
7104	Marketing Management	None
7046	Negotiation Skills	Managing Contemporary Organisations
7031	Operations Management	Fundamentals of Leadership, Accounting for Managers Students who have completed Strategic Operations Management should not undertake this course
7040	Project Management	Fundamentals of Leadership, Accounting for Managers, Managerial Finance
7009	Public Sector Management	Fundamentals of Leadership
7045	Services Marketing	Marketing Management
7044	Strategic Management	Fundamentals of Leadership, Accounting for Managers, Marketing Management, Economics for Management. Co-requisites: Managing Contemporary Organisations, Managerial Finance
7090	Strategic Operations Management	Marketing Management and Managing Contemporary Organisations Students who have completed Operations Management should not undertake this course
7088	Strategic Performance Drivers	Accounting for Managers, Marketing Management, Economics for Management, Managing Contemporary Organisations
7029	Topics in Finance	Managerial Finance
7106	Topics in Management: International HRM	Managing Contemporary Organisations
7231	Topics in Management: Mergers & Acquisitions	Accounting for Managers; Managerial Finance
7232	Topics in Management: Business Consulting	Fundamentals of Leadership, Accounting for Managers, Managing Contemporary Organisations
7049	Topics in Marketing	Marketing Management
7230	Organisational Sustainability	Managing Contemporary Organisations; Global Business
7233	Statistical, Quantitative & Analytical Thinking	Fundamentals of Leadership and Accounting for Managers
7229	Winning Organisations	Strategic Management; Assumed Knowledge: all core MBA courses

Descriptions of Compulsory Core Courses

7086 Fundamentals of Leadership

Pre-requisite courses: None

This course must be undertaken as the first course in any program

Upon completion, students will possess an understanding of the development of management thought and practice, providing a background against which new trends in management can be viewed. Students will be able to identify and discuss the major challenges facing management in today's environment, and, with heightened self-awareness, develop the understanding and communication skills required to effectively lead and manage a diverse workforce.

To achieve success in today's competitive environment it is essential that managers develop the ability to interact positively with others, whether they be employees, employers, colleagues, customers or suppliers. Strong interpersonal skills are also required if students are to maximise the benefits from their management studies. *Fundamentals of Leadership*, positioned at the beginning of the MBA program, encourages students to explore issues and develop personal skills central to leadership. By exploring self-awareness, students will be well placed to broaden their understanding of others. Topics include written and oral communication skills, team skills, conflict management, ethical behaviour and stress management.

7087 Managing Contemporary Organisations

Pre-requisite courses: *Fundamentals of Leadership*

This course exposes students to some key influences and perspectives on the management of organisations. Its focus is primarily on human issues that affect and are dealt with by managers day-to-day. The course is an extension of "Fundamentals of Leadership" and provides the background and theoretical framework for more advanced studies in business and management. Some of the topics addressed may, at first, seem somewhat theoretical or even 'philosophical' in nature, but the whole course is designed to provide students with the foundation for practical action in the field. The ability to analyse and to think clearly and independently about these issues will be the basis of effective action. Managing Contemporary Organisations begins by examining the nature of 'organisation' as an 'open system'. We then look at the management challenge in relation to various facets of organisation – learning, motivation, politics, performance, ethics, culture, innovation, decision-making, structure, and change. Throughout the course there is an emphasis on thinking about and asking useful questions, rather than fixing on 'right' answers.

7100 Accounting for Managers

Pre-requisite courses: None

Participants in this course will develop the essential ability of all top-flight managers, to use complex accounting information as a platform for decision-making. As the course unfolds, students will build an increasingly sophisticated level of understanding and comfort in dealing with financial reports, analysing and interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyse financial statements will enable participants to deal more effectively with strategic options for their businesses or business units. Strong foundations in financial analysis, and development of crucial basic accounting skills will also enable students to develop a management accounting focus. From this second phase of the course students will take away highly relevant and finely tuned skills in financial decision making, must be able to assess issues of business productivity and growth and to quantify complex business decisions. Such skills, ability and knowledge will enable students to more effectively identify profitable opportunities and to contribute significantly to better management within their own organisations.

7101 Managerial Finance (*previously Managing for Value Creation*)

Pre-requisite courses: *Accounting for Managers*

This course initially will cover the concepts of valuation in finance, and show how they can be applied to valuing corporate securities. Adopting a value creation perspective, the course will then consider capital expenditure decision approaches and their application to a range of situations, as well as evaluation of the results. Then, risk is considered, with a risk-return model developed that can be applied in managing for value creation. The course examines the concept of the weighted average cost of capital, before turning to consider corporate financing and capital structure decisions.

7104 Marketing Management

Pre-requisite courses: *None*

Marketing lies at the core of *all* business. Whatever the character or size of your entity, its profit can come from only one place; the marketplace. All businesses are dependent on the income they earn from their customers, clients or buyers. In most larger businesses it is *marketing* managers who are primarily responsible for keeping their company close to its customers. In any case, all those who have a direct responsibility for identifying, reaching and satisfying customers are engaged in marketing and everybody in a business needs to understand its marketplace activities. This course offers a complete introduction to professional marketing thought and action.

The course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks. It analyses the business need for customer orientation, the evaluation of markets and the targeting of market opportunities. There is then assessment of buyer behaviour and the role of market information. In addition, the course explains how to integrate product and service decisions with those on pricing, distribution and promotion – and why this is necessary.

7103 Economics for Management

Pre-requisite courses: *None*

This course provides an introduction to economic thinking and its relevance and application to managing organisations. The first part of the course deals with the structure of markets, including perfect competition, monopoly and oligopoly, and the competitive regulatory environment. The second part deals with the determinants of the aggregate level of output and employment, and elements in the determination of macroeconomic policy including interest rates, inflation and foreign trade and capital flows. The focus of the course is on current issues and their implications for managers and competitive organisations.

7081 Global Business

Pre-requisite courses:

Fundamentals of Leadership, Accounting for Managers; Marketing Management; Economics for Management

Global business examines those business activities which involve trade or investment across national boundaries. These activities typically relate directly to the movement of exports or imports plus support activities such as transport, credit, marketing, payment, legal and insurance services. They may also include activities relating to the intangible assets of the firm, such as trademarks, patents, and the licensing of brand names or product and manufacturing technology. Dealing with these matters requires a working knowledge of the world's international trade and monetary systems. It follows that the scope of the global business course is broad. It necessarily embraces a host of cross border issues related to the environment in which every international business operates. These are not necessarily the direct responsibility of managers but they nonetheless impact directly on business activities.

7044 Strategic Management

Pre-requisite courses:

Fundamentals of Leadership; Accounting for Managers; Marketing Management; Economics for Management

Co-requisite courses:

Managing Contemporary Organisations; Managerial Finance

This course presents a unified way of thinking about the issues of strategic thinking and the management of change. Strategic thinking involves searching for a favourable and sustainable, competitive position in an attractive industry; while the management of change, from a strategic perspective, is concerned with innovation and the transformation of resources and skills into strategic capabilities that provide the bases for sustainable advantages. Positioning - once the heart of strategy - is rejected as too static for today's dynamic markets and changing technologies. This course argues that bit by bit the quest for productivity, quality, and speed has spawned a remarkable number of management tools and techniques (TQM, benchmarking, JIT, outsourcing, re-engineering, partnering) and almost imperceptibly these management tools have taken the place of strategy. Strategic continuity, it is argued, should make an organisation's continual improvement more effective and must not imply a static view of the competition.

Strategic management is important because it can help focus the firm in terms of:

- What customers it chooses to serve.
- What customer needs it will fulfil.
- How it fulfils identified customer needs.

It also identifies a direction for the firm and enables a clear articulation of the path chosen. In this way strategic management facilitates change in the organisation. The process of developing strategy adds value and understanding throughout the organisation leading to managers thinking strategically. Students find this course one of the most rewarding and are left with a high level of general management skill.

Descriptions of Elective Courses

7059 Advanced Managerial Finance

Pre-requisite courses: *Managing for Value Creation or Managerial Finance*

This course extends the range of topics, complexity of analysis, of the material covered in 9684 Managerial Finance. Topics to be covered include financial analysis, financial planning, current asset management, leasing, futures markets, long term financing, mergers and acquisitions, international finance and risk management.

7064 Advanced Marketing

Pre-requisite courses: *Marketing Management*

This course builds on the knowledge of marketing theory and practice gained in Marketing Management. The course covers Brand Management and Marketing Strategy and is designed to develop students ability and thinking in the implementation and management of marketing from a business and marketing specialist perspective.

7080 Applied Corporate Finance

Pre-requisite courses: *Managerial Finance or Managing for Value Creation*

This course in the MBA program focuses on the application of financial theory to real problems. It builds on the theory, concepts and practice of finance covered in foundation finance course.

This course covers topics such as financial analysis and planning, managing working capital, capital expenditure analysis, capital structure policies, raising new capital, financial restructuring, and corporate valuation. Throughout the course the integrating factor will be creating value and related managerial incentives.

7222 Business Intelligence

Pre-requisite courses: *Managing Contemporary Organisations, Managerial Finance*

This course will consider both business intelligence and competitive intelligence and assess their impact on corporate strategy. It will examine how systems designed for business intelligence transform raw data within an organization into valuable information that is understandable and useful to decision makers. The course will analyse and discuss the essential structures and technologies used to construct business intelligence systems identifying what is to be achieved with business intelligence.

7022 Business Law

Pre-requisite courses: *Fundamentals of Leadership, Marketing Management, Accounting for Managers*

The law plays a major role in business and society today. Managers are being exposed to an increasing range of laws in their work environment.

This course is designed to provide managers with an introduction to a number of key areas of the commercial law. It will assist them to become more aware of the circumstances in which the law may affect their business environment and their decisions. As such, the course will help managers to identify potential legal problems at an early stage and recognise situations where professional assistance should be sought.

Topics canvassed in the course include an introduction to the legal system, contract law, agency law, business organisations including sole proprietors, partnerships, joint ventures and trading trusts, corporations law with a focus upon directors' and managers' duties, business torts with a focus upon professional negligence, intellectual property law and international business law.

7012 Business Performance Improvement

Pre-requisite courses:

Fundamentals of Leadership, Accounting for Managers, Managing Contemporary Organisations

This course provides students with the knowledge and skill-set required to formulate and implement sustainable improvement strategies aimed at improving business performance and overall competitiveness. It provides a practical appreciation and understanding of the various improvement strategies and techniques that have come to prominence during the past few decades, including Total Quality Management, Business Process Re-engineering and more recently Six Sigma. It considers these approaches and their use against the broader agenda of how to achieve sustainable improvement and the development of sustainable sources of competitive advantage. In particular, students are introduced to the idea of 'process thinking' and related concepts such as cost of quality, complexity, variation etc. i.e. considering the business and

identifying improvement opportunities by viewing it from a process perspective. Students are also introduced to methodologies for business review and diagnosis - similar to the approaches used by the major management consulting firms. The later stages of the subject considers implementation issues arising with business performance improvement strategies to ensure that organisations are able to learn and achieve cumulative improvements over time, rather than temporary 'fad chasing' as is often the case.

7225 Business Project (Consulting)

Pre-requisite courses: 8 core MBA courses

This course draws on the work undertaken in the core MBA courses.

Projects may be undertaken by an individual student or by a team of 3-5 students who take on the role of consultant(s) to an organisation and analyse a real business problem or issue and produce recommendations. Projects may be sourced by students enrolled in the MBA program. Each project will be allocated an academic project supervisor. Much of the time for this course will be in practical fieldwork or desk research. The project will conclude with a presentation by the student or student group, to members of the client organisation and the School at which time a final written report will be given to the organisation.

7226 Competitive Business Strategy

Pre-requisite courses: *Strategic Management; Assumed knowledge: all core MBA courses*

This course is designed to provide students with an understanding of the strategic implications of competitive interactions between organisations in a variety of market situations. It builds on the core strategic management course where the focus is on understanding the situation of the organisation itself at a particular point in time. In this course, the focus is on understanding the relationship between that organisation and its competitors, considering actions and reactions over an ongoing time period, primarily using longitudinal case studies as the vehicle for assessment of strategic behaviour.

7042 Corporate Strategy

Pre-requisite courses: *All core MBA courses*

An integrated study of strategic decision making in organisations that builds on the concepts introduced in Strategic Management, and on knowledge gained from previous studies in functional areas of management. Prior studies in business level strategic management enables the focus in this course to be directed towards corporate and multi-business strategy, on globalisation and cross-organisational relationships, and on the role of the senior management team. The course is based on presentations by the Course Lecturer, on case studies, and group presentations on organisational strategies. Specific topics include diversification, managing the multi-business organisation, mergers and acquisitions, transformation, strategic alliances, globalisation, top management teams, and the implications of developments in information technology and communication for corporate strategies.

7071 Cross-Cultural Management

Pre-requisite courses: *Managing Contemporary Organisations*

The increase of interaction between nations and countries due to the unprecedented growth of international trade and investment, economic integration and creation of regional trading blocks as well as tourism and migration of population around the globe have spawned the demand for cross-cultural competence. Cross-cultural skills are fast becoming a necessary attribute for success in most professional fields. The study of Cross-Cultural Management is based upon a multidisciplinary approach to the communicative and managerial problems encountered in interactions between individuals within modern organisations and society/ies. The ability to communicate effectively is at the core of all human interaction including management. Cross-cultural management is a fascinating field that develops awareness and appreciation of cultural differences and similarities in the organisational context. This course aims to equip graduates with knowledge and skills essential for successful managerial careers in an increasingly globalised world.

7000 Entrepreneurship

Pre-requisite courses: *Accounting for Managers; Marketing Management*

Entrepreneurship is increasingly recognised as an important driving force in the economic development and prosperity of a community. While broader issues of entrepreneurship are covered, the course focuses on entrepreneurship in new venture creation, identifying opportunities, business planning for a new venture, obtaining venture capital, growth, technological innovation, harvesting wealth and coping with failure and bankruptcy.

7041 International Marketing

Pre-requisite courses: *Marketing Management*

Marketing Products in international markets requires an understanding of cultural, economic and political forces that strongly influence business strategies regardless of firm size. It is, however, recognised that the resources available to large and small exporters are quite different and therefore the approaches taken to developing export markets are different. This course aims to build a series of frameworks that will enable the student to develop market entry and market development strategies in global markets. Market development strategies rely on an analysis of international markets and implementation of an international marketing mix, which will be adapted to international buyers.

7224 Knowledge Management

Pre-requisite courses:

Accounting for Managers, Marketing Management, Managing Contemporary Organisations

The value of most organisations today greatly exceeds their net tangible assets. This course addresses contemporary issues in managing knowledge, intellectual capital and other intangible assets.

Beginning with a view that these intangibles are strategic assets, the course will introduce the fundamentals of managing knowledge and intellectual capital, understanding some of the measurement issues, processes and cycles involved in their management and the specific issues in managing knowledge based workers and the organisations in which they work.

The course then turns to the strategic issues of creating value from flows in intangible assets and organisation structures to support knowledge and intellectual capital development leading to an examination of the management of knowledge intensive businesses.

The course concludes with a review of specific application issues, global issues, application to the Public Sector and current developments in the field.

Assessment will be through case studies, projects and active participation in a market based simulation.

7039 Management of Change

Pre-requisite courses: *Fundamentals of Leadership, Managing Contemporary Organisations*

Constant change is now a fact of life for all organisations and the management of change is recognised as the key to organisational success. This course explains issues in the external environment that are driving change and the change management strategies that have been introduced by different organisations in response to a turbulent operating environment. An established model of organisational change is used to analyse different organisational responses to the need for change and identify successful as well as unsuccessful change management strategies. An integrating theme of this course will be the role of the change agent in management of change and the skills required to manage change effectively.

7072 Management Project (Research)

Pre-requisite courses: *8 core MBA courses*

This course draws on the work undertaken in the core MBA courses. It provides an opportunity for an individual student or a team of 3-5 students to complete an applied research project based on a business problem or issue. Students may choose either a case study project which analyses a real-world management problem or a project which undertakes the investigation of a particular problem or issue and makes relevant recommendations. A program of activities will be completed and lead to a case or project report. The written report will contain findings, analysis and recommendations on the problem under investigation. Where a student or team of students choose to write a management case study for assessment, the final report will consist of a written case together with separate analysis. The Course Coordinator must approve the project before beginning. Each project will be allocated an academic project supervisor. The scope of the project and the assessment will vary according to whether the project is to be completed by an individual student or a team.

7046 Negotiation Skills

Pre-requisite courses: *Managing Contemporary Organisations*

The purpose of this course is threefold. The first is to explore the major concepts and theories of negotiation, as well as the dynamics of interpersonal and inter-group conflict and its resolution. This will entail material about the structural (eg parties, positions, interests) and process (cognitive, interactional) dynamics that are required for a sound critical background. The second objective is to develop skills relevant to a broad range of applied contexts. This involves direct training in identifying crucial elements of negotiation situations and implementing appropriate resolution strategies. The third objective is to develop teamwork skills by working within and through group exercises.

7031 Operations Management

Pre-requisite courses: *Fundamentals of Leadership, Accounting for Managers*

Students who have completed Strategic Operations Management should not undertake this course

This course examines the role of the Operations Management and its role in supporting effective Strategy execution, and how it may be leveraged as a sustainable source of competitive advantage.

Topics covered include addressing the strategic issues of operations strategy formulation and Associated implementation decisions, including choice of process and technology, operational structures, facility location, detailed layout, process and job design, and strategic operational planning. Manufacturing, process and service industry contexts are all considered.

The tactical aspects of implementing and managing effective operations are then considered. This includes, inventory control, MRPII/ERP, operations scheduling, quality management, supply chain management and operations improvement.

7230 Organisational Sustainability

Pre-requisite courses: *Managing Contemporary Organisations; Global Business*

Much is being said and written about corporate or organisational sustainability, and it seems likely that this topic will demand more and more attention from organisations, in both the private and public sectors. This course introduces students to conceptual and practical frameworks for understanding sustainability, in the context of the economic, social and natural environment of organisations. First it examines various approaches to definition and measurement, and the conceptual challenges involved in thinking about sustainability. Then it explores some practical expressions of organisational sustainability and the change processes that underpin the pursuit of a sustaining organisation. Finally it invites students to create a vision of possibilities, for organisations in general, and for their own organisations in particular the course will include a group project focussed on implementation of measures to enhance sustainability in a local organisation.

7040 Project Management

Pre-requisite courses: *Fundamentals of Leadership, Accounting for Managers, Managerial Finance*

This course investigates the increasing use of projects to accomplish limited duration tasks in many organisations and the unique style of administration required to manage them. Projects considered include RandD studies, campaigns, construction, emergency operations and other such endeavours. Topics include the selection of projects, creativity and technological forecasting, the role of the project manager, how to organise and plan a project, negotiation and conflict resolution, budgeting and cost estimation, project scheduling (PERT/CPM) and resource location among multiple projects, project monitoring and information systems (including project management software), controlling projects, auditing projects, ways of terminating projects and running projects in multicultural settings. Assessment: assignments, case study analyses, group or individual projects, class participation.

7009 Public Sector Management

Pre-requisite courses: *Fundamentals of Leadership*

This course will acquaint students with the special and unique characteristics of management in the public sector, and the key issues facing public sector managers. Topics to be covered may include the interaction of public sector organisations and the political process; the opportunity for strategic planning; the machinery of government; public finance and resource allocation; the management of human resources in the public sector; accountability; service delivery; the organisation of public commercial activities.

7045 Services Marketing

Pre-requisite courses: *Marketing Management*

Services dominate the Global economy and are becoming critical for competitive advantage in companies across the globe and in all industry sectors. For manufacturers like GE and IBM, services represent their primary growth and profitability strategies into the 21st century. Superior service quality drives the competitive advantage of excellent companies like Marriot Hotels and FedEx, traditional service businesses. And the Internet is one big service, the success of companies using this channel will depend heavily on the quality of their services from the customer's point of view. This course aims to provide an understanding of the theory and practices in the development and execution of service relationship marketing strategies.

7088 Strategic Performance Drivers

Pre-requisite courses:

Accounting for Managers, Marketing Management, Economics for Management, Managing Contemporary Organisations

At this stage in your MBA you will have harnessed information about learning and growth within the organisation and have an intrinsic understanding about 'the customer', as well as possess financial knowledge - but how does this all fit together? How can you set targeted goals and objectives and subsequently monitor their effectiveness and realisation?

That is precisely what Strategic Performance Drivers will offer you: the ability to bring together internal systems, employees, the customer and the financials and appropriately manage what you measure. This course will introduce you to Kaplan and Norton's balanced scorecard and help you discover how to create and implement a performance measurement system that goes beyond number crunching and provides you with an excellent management tool that works 'on the business' and not 'in the business'

7090 Strategic Operations Management

Pre-requisite courses: *Marketing Management, Managing Contemporary Organisations. Students who have completed Operations Management should not undertake this course*

Operations is the term used in management to refer collectively to the many processes through which an organisation's strategies for competing in the marketplace are put into action. Obviously, in any organisation's operations there are many kinds of processes that must be managed - inbound logistics, production, outbound logistics, and customer support in many forms, to name only a few broad types of processes. Whatever the type of process undertaken by an organisation, however, managers must clearly understand how each specific process can contribute most effectively to the success of the organisation in pursuing its strategies. In this course, we will first develop an overview of the range of processes that can make up the operations of an organisation. We then focus on some key issues in managing certain fundamental processes that are critically important to the strategies of many organisations today. Accordingly, the emphasis in this course is not on specific techniques of operations management (although we will touch on some techniques that are in wide use today), but on understanding how the fundamental processes of an organisation can contribute to its strategic success, and how those processes must be analysed, designed, and optimised to be most effective in supporting the strategies of an organisation. In this course, in keeping with the fundamental importance of information technology (IT) in the design and execution of operations of all types, we will pay special attention to state-of-the-art practices and strategies in using IT in various forms in managing operations.

7232 Topics in Management – Business Consulting

Pre-requisite courses:

Fundamentals of Leadership, Accounting for Managers, Managing Contemporary Organisations

This course is focussed on the enhancement of essential skills necessary to achieve success in the field of business consulting services. It is targeted at both those who aspire to or provide business advisory services to external clients and those who manage internal consulting projects within organisations.

The students will learn how to identify business problems, gather and present business information, ask meaningful questions, analyse questionnaire results and provide support to business decision making. The course provides practical tools and techniques to help effectively facilitate meetings and workshops, successfully sell business advisory services and efficiently manage consulting projects. It looks into key aspects of managing a consulting practice and understanding of the consulting industry.

The course provides participants with an opportunity to advance their skills and knowledge through practical problem solving in specific consulting situations, such as strategy development, business case development, risk management, process reengineering, compliance reviews, and others.

With multiple case studies, exercises and facilitated discussions of real life experiences, this course aims to share a wealth of practical tools and methodologies developed through years of management and consulting experience.

7231 Topics in Management - Mergers & Acquisitions

Pre-requisites courses: *Accounting for Managers, Managerial Finance*

Managers are confronted by a rapidly changing competitive landscape. Abrupt changes such as globalization, deregulation, technology advances change the nature and rules of the game. Firms are continuously attempting to remain competitive in this turbulent context, either fighting to defend their competitive advantage or seeking to create new ones. Major strategies employed for these ends include Mergers and Acquisitions (M&As).

These strategies can have major multi-level impacts. They affect how organisations compete or co-operate with the competition, how firms organize internally and how individual teams and executives achieve change. For these reasons M&As are important to examine.

The multi-level impact of these strategies, in terms of breadth, depth and complexity, lends their study to a multi-disciplinary rather than specialist approach. In this sense, the lens of strategic management is useful in providing coherence in approach, and in integrating other key disciplines such as finance, economics, organisational behaviour, psychology.

7233 Statistical, Quantitative & Analytical Thinking

Pre-requisite course/s:

Fundamentals of Leadership, Accounting for Managers

Assumed Knowledge:

Business Performance Improvement for students wanting to get the Six Sigma black belt

A key feature of today's business environment is the need for managers to cope with an increasing amount of data and use it to support effective decision making. The complexity of operational and financial data found in most organisations, Balanced Scorecards, improvement methodologies such as Six Sigma, Supply Chain Management, Forecasting and Business Modelling techniques, all require managers to have sound quantitative skills in order to understand the current situation, solve problems, make decisions and develop strategies. This course develops skills and expertise in the use of tools and techniques required to support the quantitative aspects of managerial effectiveness. In particular, this course helps students develop a "statistical thinking" mindset in the way they go about understanding and reacting to quantitative information. The course takes a pragmatic and application based approach and will feature a work-based project as well as many in class case studies, simulations and application exercises.

7229 Winning Organisations

Pre-requisite courses:

Strategic Management; Assumed knowledge: all core MBA courses

This course considers the research findings in holistic studies of winning organisation practices. In particular the US studies of *In Search of Excellence*, *Built to Last* and *Good to Great* are contrasted with the recent Australian findings of *The First XI*. Collectively, the elements from these studies provide a framework for defining sustainable organisational excellence, for all types of organisations – listed companies, private companies, government organisations and not-for-profits. Students will have the opportunity to apply the framework to their own organisation, or another, which they can source to compare their organisation's performance with that of winning organisations.

Occupational Health & Safety and Emergency Procedures

The School is committed to upholding the University's Policy on Occupational Health and Safety (OH&S). All staff and students have a legal responsibility to act in the interests of themselves and others with respect to OH&S. To assist us, and to comply with your responsibilities, you are asked to be informed about emergency evacuation procedures and evacuation areas for the classes you attend.

Safety and Security

The Security Office is manned at all times. Phone numbers for Security and Police are listed below.

Security Office	8303 5990
Emergency	8303 5444
Life Threatening Emergency	000
<i>from mobile phones, even if locked</i>	112
For General Police Attendance	131 444

Evacuation Procedures

Please make yourself aware of these emergency procedures in case such an event arises. Please note that signal tests are carried out in the building regularly and require no action. If you hear a signal and have been warned that it is only a test. If you hear a signal without a warning message, you must assume it is *not* a test and proceed accordingly.

Alarms

There are TWO types of alarm:

- (1) One alarm set off by smoke detectors; and
- (2) The evacuation alarm.

In The Case of Evacuation

- 1) Occupants of the building should take his/her bag/coat and move to the front stairs (those near the elevators) and await instructions. **Do not use lifts.**
- 2) Area Wardens check their areas or Lecturer's (*after hours*).
- 3) As each room/area is emptied, the Area Warden must close the door/s or Lecturer's (*after hours*).
- 4) Once a room/area has been vacated, no one is to re-enter it.
- 5) When instructed, occupants move down the stairs and leave the building (either via the front entrance or via the emergency back exit). Walk to the courtyard in front of Scots Church (corner of Pulteney Street and North Terrace) and await further instructions.
- 6) People with disabilities who seek assistance should go to the **Beige phone** near the stairwell door on the floor they are occupying, and await further instructions.

After Hours Evacuation Procedures (5.00pm onwards)

Follow instructions as above, the Lecturer of your class will be your Fire Warden and follow evacuation procedures as specified above.

School First Aid & OH&S Officers

To contact a First Aid or OH&S Officer during office hours, please telephone **Reception 8303 5525**.

Accident and Incident Reporting

OH&S legislation demands that all accidents and near-miss incidents be reported to the Business Manager or Head of School. An Accident/Incident Report and Investigation Form must be completed (preferably within 48 hours) by the person involved and the supervisor, and a copy given to the OH&S Safety Officer. Copies are available from the OH&S Representative.

Assignment Cover Sheets

Please **photocopy** the forms on the following pages to attach to your individual and group assignments. If you would like your assignment returned to you in the mail, please write your address in the box so that the assignment can be placed in a windowed envelope.

Forms are also available on the School website or from the school office.

When emailing assignments please ensure you include your name, student ID number and the Declaration as found on the cover sheets. Lecturers may refuse to mark assignments that do not contain the declaration.

Cover Sheet for Individual Assignments

Your assignment cannot be returned to you unless you clearly **print your name and address in the box below.**

Name	Student ID
Subject name	
Lecturer name	Due date

KEEP A COPY

Please be sure to make a copy of your work before you submit it. On rare occasions an assignment gets lost in the system. In such a case you must be able to provide another copy.

PLAGIARISM

Plagiarism is the presentation by a student of an assignment that has been copied in whole or in part from another student's work, or from any other source (eg published books or periodicals or internet sites) without proper acknowledgment in the text.

COLLUSION

Collusion is the presentation by a student of an assignment, as his or her own which is in fact the result in whole or part of unauthorised collaboration with another person or persons.

CONSEQUENCES OF PLAGIARISM AND COLLUSION

In any case where a student has been involved in plagiarism or collusion, this will be reported to the Dean. It may be reported to Student Administration and recorded on the student's academic file.

In any case where a student has been involved in plagiarism or collusion in an assessable task the marks awarded for that task will be zero, and no substitution of an alternative task will normally be permitted.

In any case in which a student has been involved in plagiarism or collusion the Dean may refer it to the Departmental Assessment Committee under the terms of Statute Chapter XII. Where an allegation is substantiated, penalties may include exclusion from the University or a substantial fine.

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I declare that this submission is my own work and does not involve plagiarism or collusion.
I give permission for my assignment to be scanned for electronic checking of plagiarism.

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Cover Sheet for Group Assignments

Your assignment cannot be returned to you unless you clearly **print your name and address in the box below.**

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