



## UNSW Course Outline

# MGMT2101 International Business and Multinational Operations - 2024

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## General Course Information

**Course Code :** MGMT2101

**Year :** 2024

**Term :** Term 1

**Teaching Period :** T1

**Is a multi-term course? :** No

**Faculty :** UNSW Business School

**Academic Unit :** School of Management and Governance

**Delivery Mode :** In Person

**Delivery Format :** Standard

**Delivery Location :** Kensington

**Campus :** Sydney

**Study Level :** Undergraduate

**Units of Credit :** 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

This course will introduce you to concepts and theoretical frameworks that influence the management of cross-border operations in multinational enterprises. You will explore a series of conceptual tools to understand the building blocks of competitive advantage of multinational

enterprises and their global value chains. Critical analysis and problem solving activities will support the development of practical tools as to how to manage various aspects of multinational operations including different modes of entry, foreign direct investment and exporting. We will examine contemporary business problems exploring issues such as how multinational enterprises innovate and upgrade their global value chains in different countries. On a practical level, you will gain analytical skills to evaluate real world scenarios in your professional life and take effective decisions to achieve objectives and solve problems.

## Course Aims

The aim of this course is to survey the theory and practice of international business and multinational enterprise (MNE). The course analyses the factors that shape competitive advantage of firms and presents conceptual frameworks for the analysis of multinational and emerging market enterprises. Key topics of study include: the impact of globalisation on firm behaviour and operations; the evolution and development of global enterprises and their geographic sweep of international business activities; specific entry stratagems, including foreign direct investment, exporting, licensing, franchising, manufacturing, acquisitions, joint ventures and strategic alliances; and the management of manufacturing, technology and innovation across national borders.

MGMT 2101 dwells on the international operations of multinational enterprises (MNE) and emerging market firms. It builds on, and extends the materials taught in the pre-requisite MGMT 1101 (covering environment issues facing the MNE). MGMT 2101 demonstrates how enterprises gain competitive advantage by internationalising their operations.

## Relationship to Other Courses

The aim of this course is to survey the theory and practice of international business and multinational enterprise (MNE). The course dwells on the factors that shape competitive advantage of firms and presents conceptual frameworks for the analysis of multinational and emerging market enterprises. Key topics of study include: the impact of globalization on firm behaviour and operations; the evolution and development of global enterprises and their geographic sweep of international business activities; specific entry stratagems, including foreign direct investment, exporting, licensing, franchising, manufacturing, acquisitions, joint ventures and strategic alliances; and the management of manufacturing, technology and innovation across national borders. MGMT 2101 dwells on the international operations of multinational enterprises (MNE) and emerging market firms. It builds on, and extends the materials taught in the pre-requisite MGMT 1101 (covering environment issues facing the MNE).

MGMT 2101 demonstrates how enterprises gain competitive advantage by internationalizing their operations.

# Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Explain frameworks that apply concepts to real world situations	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li></ul>
CLO2 : Analyse how enterprises including multinational enterprises attain global competitiveness	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO6 : Global and Cultural Competence</li></ul>
CLO3 : Apply tools, techniques and frameworks to evaluate and critically analyse how enterprises integrate value chain functions across home and host environments	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO5 : Responsible Business Practice</li></ul>
CLO4 : Research to find data of real world organisations (in the cases and readings) and explain how the material in the course relates to the data you collected	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO6 : Global and Cultural Competence</li></ul>
CLO5 : Communicate effectively in writing and in tutorial presentations	<ul style="list-style-type: none"><li>• PLO3 : Business Communication</li><li>• PLO4 : Teamwork</li></ul>
CLO6 : Collaborate effectively with other students to accomplish group related tasks	<ul style="list-style-type: none"><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO4 : Teamwork</li><li>• PLO7 : Leadership Development</li></ul>

Course Learning Outcomes	Assessment Item
CLO1 : Explain frameworks that apply concepts to real world situations	<ul style="list-style-type: none"> <li>• Reflective Learning Journal 1 and 2</li> <li>• Group Presentation</li> <li>• Business Case Experience</li> <li>• Multinational Operations Report</li> </ul>
CLO2 : Analyse how enterprises including multinational enterprises attain global competitiveness	<ul style="list-style-type: none"> <li>• Reflective Learning Journal 1 and 2</li> <li>• Group Presentation</li> <li>• Business Case Experience</li> <li>• Multinational Operations Report</li> </ul>
CLO3 : Apply tools, techniques and frameworks to evaluate and critically analyse how enterprises integrate value chain functions across home and host environments	<ul style="list-style-type: none"> <li>• Reflective Learning Journal 1 and 2</li> <li>• Group Presentation</li> <li>• Business Case Experience</li> <li>• Multinational Operations Report</li> </ul>
CLO4 : Research to find data of real world organisations (in the cases and readings) and explain how the material in the course relates to the data you collected	<ul style="list-style-type: none"> <li>• Reflective Learning Journal 1 and 2</li> <li>• Group Presentation</li> <li>• Business Case Experience</li> <li>• Multinational Operations Report</li> </ul>
CLO5 : Communicate effectively in writing and in tutorial presentations	<ul style="list-style-type: none"> <li>• Reflective Learning Journal 1 and 2</li> <li>• Group Presentation</li> <li>• Business Case Experience</li> <li>• Multinational Operations Report</li> </ul>
CLO6 : Collaborate effectively with other students to accomplish group related tasks	<ul style="list-style-type: none"> <li>• Group Presentation</li> <li>• Business Case Experience</li> </ul>

## Learning and Teaching Technologies

Moodle - Learning Management System

## Learning and Teaching in this course

The teaching approach adopted is based on active student participation. The learning apparatus in this course consists of lectures and tutorials. Lectures will expound the appropriate theoretical content and provide a nuanced analysis of both concepts, frameworks and applied materials. Tutorials will be oriented towards 'application of knowledge' through interactive discussion of the text and cases. Activities in the form of case studies, real world examples, scenarios, videos and interactive endeavors will require your participation and contributions to class and group learning. You will be provided with theoretical knowledge and frameworks specific to the course and its sub-topics, and cases to resolve. You are expected to contribute to the learning process by critically evaluating the information presented, and by relating theories and concepts discussed in class to your own knowledge.

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Reflective Learning Journal 1 and 2 Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: Journal 1: Friday, Week 5 @ 12 Noon; Journal 2: Friday, Week 10 @ 12 Noon	• PLO6 : Global and Cultural Competence
Group Presentation Assessment Format: Group	10%	Due Date: Assigned tutorial	• PLO4 : Teamwork • PLO1 : Business Knowledge • PLO2 : Problem Solving
Business Case Experience Assessment Format: Individual	20%	Due Date: Not Applicable	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO4 : Teamwork
Multinational Operations Report Assessment Format: Individual	30%	Due Date: Friday 4PM Week 10	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO5 : Responsible Business Practice

## Assessment Details

### Reflective Learning Journal 1 and 2

#### Assessment Overview

This assessment will demonstrate what you have learnt from the content, activities and learning experiences in the course. You will need to reflect on the theoretical knowledge and frameworks specific to the course, as well as your learnings from the case studies and examples discussed.

Assesses PLO1, 3 and 6

MyBCom points for PLO6

#### Course Learning Outcomes

- CLO1 : Explain frameworks that apply concepts to real world situations
- CLO2 : Analyse how enterprises including multinational enterprises attain global competitiveness

- CLO3 : Apply tools, techniques and frameworks to evaluate and critically analyse how enterprises integrate value chain functions across home and host environments
- CLO4 : Research to find data of real world organisations (in the cases and readings) and explain how the material in the course relates to the data you collected
- CLO5 : Communicate effectively in writing and in tutorial presentations

#### Detailed Assessment Description

The weekly Reflective Learning Journal tasks require students to draw on relevant theories and frameworks from the course (lectures, tutorials and study materials). Each week, students will have access to an end-of-week task that requires consolidation of key concepts and ideas from that week's learning activities and provides opportunity to reflect on the personal learning that has taken place.

This assessment will demonstrate what you have learnt from the content, activities and learning experiences in the course. By reflecting on the theoretical knowledge and frameworks specific to the course, as well as your learnings from the case studies and examples discussed, you will develop and evidence a wide range of skills tailored to work in international business. More specifically, this assessment requires students to demonstrate an awareness of specific economic, political, legal, cultural, social, historical and/or technological aspects of the global business environment and your ability to do so effectively will impact your grade for the assessment.

Successful completion of this assessment will earn myBCom points toward PL06 - Global and Cultural Competence.

As your reflective practice may require you to engage with specific works referenced in the course, you may need to cite these in your work (though specific this is not a requirement of the assessment). You may include additional references if you choose to do so. In that case, references are not included in the word count for this assessment.

The deadline for submission of Part 1 ensures that you will receive personalised feedback by mid-term. The feedback will be directly applicable to the subsequent submission of Part 2 and indirectly relevant to the completion of the Group Presentation (A3) and the Multinational Operations Report (A4) assessments.

#### Assessment information

Short extensions are not available for all assessments in this course. Requests for extensions for all assessment must be applied through UNSW's special consideration unit.

### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

## Group Presentation

### Assessment Overview

You and your group will be assigned a case to present for a particular week 2-9. With your team members, you will succinctly present your analysis to the audience

Assesses PLO1, 2, 3, 4 and 6

MyBCom points PLO4

### Course Learning Outcomes

- CLO1 : Explain frameworks that apply concepts to real world situations
- CLO2 : Analyse how enterprises including multinational enterprises attain global competitiveness
- CLO3 : Apply tools, techniques and frameworks to evaluate and critically analyse how enterprises integrate value chain functions across home and host environments
- CLO4 : Research to find data of real world organisations (in the cases and readings) and explain how the material in the course relates to the data you collected
- CLO5 : Communicate effectively in writing and in tutorial presentations
- CLO6 : Collaborate effectively with other students to accomplish group related tasks

### Detailed Assessment Description

The ability to succinctly and effectively communicate 'what you know' is an important employability skill and a key competency of university graduates. You will develop oral communication skills by demonstrating 'what you know' to an audience through presentation of a case.

After groups are formed, you and your group will be assigned a case or an article to present for a particular week between Weeks 2-9. With your team members, you will succinctly present your analysis to the audience. The total time for presentation will not exceed 5 minutes (10% tolerance max). Tutorial presentations will be held in class and presenters are to submit their PowerPoint slides via Moodle at least 24 hours before their presentation.

Presentations should include: (1) identification of the main question/issue raised in the case/s; (2) Discussion of relevant theory/frameworks, and; (3) Contextualisation and analysis of empirical examples from the case. In addition to the above, presentations should make reference

to the business context in the Asia-Pacific. This may include:

1. Identify and explain the competitive advantage/s of the business
2. Identify and contextualise the multinational operations of the business through the lens of economic globalisation
3. Explain the value proposition of the business in the context of global value chain/s
4. Reflect on and articulate suggestions for improving the experience of undertaking your analysis collaboratively

While you will need to ensure that your analysis of the case and strategic recommendations are sound, you will be assessed on your ability to collaborate effectively with others to achieve team outcomes. Successful completion of this assessment will earn myBCom points toward PLO4 - Business Communication.

**Assessment Length**

5 minutes

**Assignment submission Turnitin type**

Not Applicable

## **Business Case Experience**

**Assessment Overview**

You will be assessed on your contributions to class and group learning, which can only take place during the tutorials. These will require you to apply the theoretical knowledge and frameworks specific to the course and its sub-topics to identify competitive advantage/s of businesses operating in multinational contexts

Assesses PLO1, 2, 3 and 4

**Course Learning Outcomes**

- CLO1 : Explain frameworks that apply concepts to real world situations
- CLO2 : Analyse how enterprises including multinational enterprises attain global competitiveness
- CLO3 : Apply tools, techniques and frameworks to evaluate and critically analyse how enterprises integrate value chain functions across home and host environments
- CLO4 : Research to find data of real world organisations (in the cases and readings) and explain how the material in the course relates to the data you collected
- CLO5 : Communicate effectively in writing and in tutorial presentations
- CLO6 : Collaborate effectively with other students to accomplish group related tasks

### Detailed Assessment Description

The tutorials for MGMT2101 are comprised of a breadth of activities in which students will engage with case studies, real world examples, business scenarios etc. These will require you to apply the theoretical knowledge and frameworks specific to the course and its sub-topics to identify competitive advantage/s of businesses operating in multinational contexts (or in competition with multinational operations). You will be assessed on your contributions to class and group learning, which can only take place during the tutorials. With the help of your team members, you are expected to contribute to the learning process by critically evaluating data, and by relating theories and concepts discussed in class to your own knowledge and library research. This assessment task is primarily designed to help you develop critical thinking, analytical and collaborative decision-making skills. By actively engaging in the activities assigned, you will gain knowledge and skills in the area of multinational operations and a rich understanding of how different firms compete in international markets. Your individualised tutorial participation is measured by 'application of knowledge' through problem solving exercises and interactive discussions. It is important that you are fully prepared to engage in these activities (i.e. you are familiar with the readings and other materials). **You will be evaluated for achievement against the criteria explicated in the rubric.** Mere attendance will not be counted as participation. You must demonstrate your knowledge by actively engaging in discussion and solving the problems assigned. Your reading/case preparation should demonstrate how you can relate the case (empirical) material to the theories discussed.

### Assessment information

Short extensions are not available for all assessments in this course. Requests for extensions for all assessment must be applied through UNSW's special consideration unit.

### Assignment submission Turnitin type

Not Applicable

## Multinational Operations Report

### Assessment Overview

You will be asked to prepare an analysis of how the multinational company creates value through its operations. The aim of this report is to assess your understanding of theories and frameworks and ability to apply these frameworks to analysis of a business in an industry context

Assesses PLO1, 2, 3, and 6

### Course Learning Outcomes

- CLO1 : Explain frameworks that apply concepts to real world situations
- CLO2 : Analyse how enterprises including multinational enterprises attain global competitiveness
- CLO3 : Apply tools, techniques and frameworks to evaluate and critically analyse how enterprisesintegrate value chain functions across home and host environments
- CLO4 : Research to find data of real world organisations (in the cases and readings) and explainhow the material in the course relates to the data you collected
- CLO5 : Communicate effectively in writing and in tutorial presentations

### Detailed Assessment Description

**Aim:** The aim of this report is to assess your understanding of theories and frameworks and ability to apply these frameworks to analysis of a business environment in an industry context. To achieve success in this tasks, you will need to : **apply rigorous analysis, appropriate frameworks, tools, and standards to develop and/or evaluate data; develop well-reasoned, appropriate conclusions or solutions**

This assessment will earn myBCom points against PLO 2: Problem Solving and aligns with CLOs 1-5.

**Scenario:** Imagine that you are a management consultant for a multinational company client and have been asked to prepare an analysis of how the multinational company creates value through its operations. The company is keen to make progress on this project and has asked for rapid delivery of part of the report and that you provide a section of the report in light of **any two** of the following topics/dimensions:

- Global value chain
- Global customisation
- Global integration

Write your report covering any TWO of the topics from the list above. The report should be **1000 words (+/- 10%) in relation to the topics**. You should establish clear links between theory and practice, identifying potential issues by way of specific examples, and briefly suggesting ways of managing these issues.

**The ability to clearly outline a claim and to support that claim with specific theoretical and/or empirical evidence is critical to your success in this task - as it will be to graduate roles in industry.**

## **Rules:**

Select one particular MNC to conduct your analysis. This will have to be a MNC that is not in your subject material (case studies). Some examples are given at the end of this document. Refer to theoretical concepts and frameworks and cite all references correctly. Provide a reference list that includes no more than 2 websites and no fewer than 7 peer reviewed references (i.e. textbooks/journal articles). **References are not a part of the word count.** Formatting Requirements: Harvard Referencing (References are not a part of word count); 12 point font; 1.5 line spacing; Number each page; Title page including title, your name/student number, tutor's name and word count.

## **Structure & Style:**

1. Include an executive summary of no more than 100 words (**part of word count**)
2. Formal writing style as a running narrative – dot points are inappropriate.
3. Needs structure – requires logical sequencing

## **Suggested Format:**

1. Clear identification of the multinational company and industry; the rationale for the choice; clear identification of the issues, topics and the rationale (10%)
2. Clear demonstration of understanding of the theoretical frameworks used as lens for analysis: reference to the literature and evidence of wider reading (30%)
3. Presentation of evidence which demonstrates how the MNC creates value for customers using the two topics/dimensions chosen (30%)
4. Recommendations for managing the issues that might arise in the MNC– recommendation that will be for the benefit of managers, management and organisation (20%)
5. Quality of the written communication, structure of the report, flow of discussion, clarity of expression, format requirements, in-text referencing, reference list (quality readings and references) (10%)

**Given below are a list of companies for illustration. Students could select any one company from the list.**

1. Fast Food Restaurants: Hungry Jacks
2. FMCG: Unilever/ Colgate Palmolive/Proctor and Gamble
3. Food and Beverages: Nestle/Pepsico
4. Computers and IT: Lenovo/Acer
5. Automotive: BMW/Toyota/Ford/GM/ Honda

6. Pharmaceuticals Pfizer/Astra-Zeneca/Glaxo/Novartis/Johnson & Johnson
7. Fashion & clothing: Benetton/Chanel
8. Consumer electronics (TVs) Sony/Toshiba
9. Telecom (networks): Nokia/Huawei/Ericsson/Cisco
10. Music (recorded music): Warner/Universal/Sony
11. White Goods Bosch/Electrolux/Mitsubishi/Fujitsu/Miele/Haier
12. Medical equipment: GE/3M

#### Assessment Length

1000 words

#### Assessment information

Short extensions are not available for all assessments in this course. Requests for extensions for all assessment must be applied through UNSW's special consideration unit.

#### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

## **General Assessment Information**

Short extensions are not available for all assessments in this course. Requests for extensions for all assessment must be applied through UNSW's special consideration unit (<https://www.student.unsw.edu.au/special-consideration>).

#### Grading Basis

Standard

# Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Lecture	Lecture: Globalization and International Business Tutorial: Introduction to case analysis and group formation
Week 2 : 19 February - 25 February	Lecture	Lecture: Value Chain Analysis Tutorial: i) Group case presentation and ii) Class discussion of case and reading
Week 3 : 26 February - 3 March	Lecture	Lecture: MNE and OLI Tutorial: i) Group case presentation and ii) Class discussion of case and reading
Week 4 : 4 March - 10 March	Lecture	Lecture: The global value chain Tutorial: i) Group case presentation and ii) Class discussion of case and reading
Week 5 : 11 March - 17 March	Lecture	Lecture: Competitive advantage of nations Tutorial: i) Group case presentation and ii) Class discussion of case and reading 'Reflective Learning Journal 1' Due Friday 15 March at 12 Noon
Week 6 : 18 March - 24 March	Other	Flexibility Week - NO CLASSES Self directed learning (SDL): students to prepare for Multinational Operations Report
Week 7 : 25 March - 31 March	Lecture	Lecture: Integration and responsiveness Tutorial: i) Group case presentation and ii) Class discussion of case and reading
Week 8 : 1 April - 7 April	Lecture	Lecture: Global Operations & Manufacturing Tutorial: i) Group case presentation and ii) Class discussion of case and reading
Week 9 : 8 April - 14 April	Lecture	Lecture: Mass customisation Tutorial: i) Group case presentation and ii) Class discussion of case and reading
Week 10 : 15 April - 21 April	Lecture	Lecture: Review and recap Tutorial: Review and connect topics 1-9 'Reflective Journal 2' Due Friday 19 April 2023, 12 Noon

## Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

## General Schedule Information

The lecture and tutorial on Monday in Week 8 (Easter Monday) will not be held F2F, but will be replaced with an asynchronous online learning activity. All other tutorials that week will be on as usual.

# **Course Resources**

## **Prescribed Resources**

## **Recommended Resources**

Recommended Textbook:

Hill, C. (2022). International Business: Competing In The Global Marketplace (14 ed.). McGraw-Hill Education.

You may use the last two editions of the textbook.

### **Reference Books**

Peng, M. (2017) Global Business, 4th Edition, Cengage.

Daniels, J.D., and L.H. Radebaugh, and D.P. Sullivan (2018). International Business: Environment and Operations, 16th edition, Pearson Education.

Additional materials provided in Moodle

There will be cases, articles and lectures that will be provided on blackboard. However, getting detailed lecture notes is not an automatic entitlement for students doing this subject. Note that you are expected to listen to lectures and tutorials, take notes. This way, your learning outcomes will be enhanced through class interaction and demonstration.

### **Recommended Internet sites**

UNSW databases (Business Source Premier, Factiva, etc.)

The Economist

### **Useful Journals:**

- Journal of International Business Studies
- Journal of World Business
- Journal of International Management
- Asia Pacific Journal of Management
- Management International Review
- International Business Review
- Academy of Management Executive

- Academy of Management Review
- Harvard Business Review

## Course Evaluation and Development

This course has developed over many years using student feedback on content, assessments and delivery. We seek feedback each term from students on ways to further enhance the student experience and learnings. At the end of this course, you will be asked to complete the myExperience survey. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

## Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
	Pradeep Ray					No	Yes

## Other Useful Information

### Academic Information

#### COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support page](#).

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

## STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support page](#). For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

## Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

## Submission of Assessment Tasks

### SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/ course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

## LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been

submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

## FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

## Faculty-specific Information

### PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

## COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are

carefully considered and do lead to action towards enhancing educational quality.

## QUALITY ASSURANCE

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

## TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.