



UNSW Course Outline

COMM1170 Organisational Resources - 2024

Published on the 24 Aug 2024

General Course Information

Course Code : COMM1170

Year : 2024

Term : Term 3

Teaching Period : T3

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : UNSW Business School

Delivery Mode : Multimodal

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

Achieving sustainable competitive advantage is an essential driver in organisational management, calling upon a broad skillset to ensure resources are well sourced, developed, deployed and mobilised. In COMM1170, you will explore the key non-financial and financial

resources - people, technology and capital - that underpin organisational performance, and tackle problems faced by a range of contemporary organisations. Alongside developing your managerial knowledge and problem-solving skills, you will track, extend and reflect on your self-leadership to build a strong foundation for your professional growth.

Course Aims

COMM1170 focuses on developing organisational competitive advantage through effective resource management and building self-leadership skills for professional growth.

Relationship to Other Courses

COMM1170 focuses on how organisations achieve competitive advantage over other organisations with the resources of people, technology and capital, while ensuring budgets are met and managed appropriately. This is why COMM1140 is a pre-requisite for completing COMM1170, as you extend those financial literacy skills.

COMM1170 Organisational Resources is also closely linked to COMM1180 on Creating Value as organisational resources are at the heart of an organisation's ability to realise value. The fundamentals of project management taught in COMM1120, and evidence-based decision making in COMM1110 are also highly applicable to resource management.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Identify different types of organisation resources and processes to lead organisational change	• PLO1 : Business Knowledge
CLO2 : Examine suitability and efficacy of an organisation's approach to resource management	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO3 : Explain how technology assists in achieving organisational internal strategy.	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO4 : Explain how financial tools and techniques can be utilised to source, mobilise and manage organisational resources	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO5 : Develop novel solutions and assess their feasibility to address organisational problems	• PLO2 : Problem Solving • PLO7 : Leadership Development
CLO6 : Reflect on organisational practices and processes to identify opportunities for leadership development.	• PLO7 : Leadership Development

Course Learning Outcomes	Assessment Item
CLO1 : Identify different types of organisation resources and processes to lead organisational change	<ul style="list-style-type: none"> • Reflective Learning Portfolio 2 • Business Case Presentation
CLO2 : Examine suitability and efficacy of an organisation's approach to resource management	<ul style="list-style-type: none"> • Reflective Learning Portfolio 2 • Business Case Presentation
CLO3 : Explain how technology assists in achieving organisational internal strategy.	<ul style="list-style-type: none"> • Reflective Learning Portfolio 2 • Business Case Presentation
CLO4 : Explain how financial tools and techniques can be utilised to source, mobilise and manage organisational resources	<ul style="list-style-type: none"> • Reflective Learning Portfolio 2 • Business Case Presentation
CLO5 : Develop novel solutions and assess their feasibility to address organisational problems	<ul style="list-style-type: none"> • Business Case Presentation
CLO6 : Reflect on organisational practices and processes to identify opportunities for leadership development.	<ul style="list-style-type: none"> • Reflective Learning Portfolio 1

Learning and Teaching Technologies

Moodle - Learning Management System | Echo 360 | Zoom

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Reflective Learning Portfolio 1 Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: 30/09/2024 11:59 AM	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL07 : Leadership Development
Reflective Learning Portfolio 2 Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: 04/11/2024 11:59 AM	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL07 : Leadership Development
Business Case Presentation Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: 21/11/2024 04:00 PM	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL07 : Leadership Development

Assessment Details

Reflective Learning Portfolio 1

Assessment Overview

A reflective learning portfolio on key concepts related to identifying organisational resources up to Week 3. Student identity is verified in this assessment via submission of artefacts completed in tutorials overseen by tutors.

Assesses: PLO1, PLO2, PLO7

BCom students: myBCom course points for PLO7

Course Learning Outcomes

- CLO6 : Reflect on organisational practices and processes to identify opportunities for leadership development.

Detailed Assessment Description

The reflective portfolio requires you to synthesise your learning from asynchronous content, lectures, and tutorials and annotating your artefacts with reflective commentary.

Assignment submission Turnitin type

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

Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

The use of answers from QuillBot, Baidu, Chat GPT, Grammarly, Bard etc. without major change

will see this assignment fail to meet the required standard. Large 'chunks' of AI- or machine-generated information detected will be reported as serious plagiarism and escalated to UNSW Conduct & Integrity Office. You can use any materials provided by the course.

Reflective Learning Portfolio 2

Assessment Overview

A reflective learning portfolio based on tutorial artefacts and directly linked to Capital and Accounting content and analyses from week 4 to week 7. Student identity is verified in this assessment via submission of artefacts completed in tutorials and overseen by tutors.

Assesses: PLO1, PLO2, PLO7

BCom students: myBCom course points for PLO7

Course Learning Outcomes

- CL01 : Identify different types of organisation resources and processes to lead organisational change
- CL02 : Examine suitability and efficacy of an organisation's approach to resource management
- CL03 : Explain how technology assists in achieving organisational internal strategy.
- CL04 : Explain how financial tools and techniques can be utilised to source, mobilise and manage organisational resources

Assignment submission Turnitin type

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

Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

The use of answers from QuillBot, Baidu, Chat GPT, Grammarly, Bard etc. without major change will see this assignment fail to meet the required standard. Large 'chunks' of AI- or machine-generated information detected will be reported as serious plagiarism and escalated to UNSW Conduct & Integrity Office. You can use any materials provided by the course.

Business Case Presentation

Assessment Overview

Students present a business case to address an organisational challenge. Presentation is in video format to the senior management of an organisation to develop communication skills. Student identity is verified in this assessment.

Assesses: PLO1, PLO2, PLO7

Course Learning Outcomes

- CL01 : Identify different types of organisation resources and processes to lead organisational change
- CL02 : Examine suitability and efficacy of an organisation's approach to resource management
- CL03 : Explain how technology assists in achieving organisational internal strategy.
- CL04 : Explain how financial tools and techniques can be utilised to source, mobilise and manage organisational resources
- CL05 : Develop novel solutions and assess their feasibility to address organisational problems

Detailed Assessment Description

The reflective portfolio requires you to synthesise your learning from asynchronous content, lectures, and tutorials and annotating your artefacts with reflective commentary.

Assessment Length

8-9 minutes

Submission notes

A link to the video is submitted through Turnitin.

Assignment submission Turnitin type

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

Generative AI Permission Level

Planning/Design Assistance

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the tool, software or service should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

If your Convenor has concerns that your answer contains passages of AI-generated text or media that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text and media as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

The use of answers from QuillBot, Baidu, Chat GPT, Grammarly, Bard etc. without major change will see this assignment fail to meet the required standard. Large 'chunks' of AI- or machine-generated information detected will be reported as serious plagiarism and escalated to UNSW Conduct & Integrity Office. You can use any materials provided by the course.

General Assessment Information

Grading Basis

Standard

Requirements to pass course

To pass this course, you must:

- achieve a composite mark of at least 50 out of 100;
- meet any additional requirements described in the Assessment Summary section

You are expected to attempt all the assessment requirements for this course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Lecture	Understanding the Organisation: <ul style="list-style-type: none"> • Internal strategy: the 'Resource-based View of the Firm' • How do organisations achieve competitive advantage? • Resource and capability management • Business case study
	Tutorial	
Week 2 : 16 September - 22 September	Lecture	Understanding People Resources <ul style="list-style-type: none"> • People resources and capabilities • Human Capital Management (HCM) • Employee engagement and performance • Business case study
	Tutorial	
Week 3 : 23 September - 29 September	Lecture	Understanding Technology Resources <ul style="list-style-type: none"> • Understanding technology resources • IT and competitive advantage • 'As-Is-To-Be' model • 5 Components of IS
	Tutorial	
Week 4 : 30 September - 6 October	Lecture	Understanding Costing <ul style="list-style-type: none"> • Identify and categorise cost control concepts employed with the organisation • Classify and employ costing methods - job-order costing and process costing • Account for overhead and indirect costs
	Tutorial	
Week 5 : 7 October - 13 October	Lecture	Understanding Budgeting and Finance <ul style="list-style-type: none"> • Budgeting and how it is used in an organisation. • Operating budget overview and cash budget. • The role of the Treasury function in managing capital requirements. • Ways in which companies procure equity and debt capital.
	Tutorial	
Week 6 : 14 October - 20 October	Other	Flexibility Week
	Tutorial	
Week 7 : 21 October - 27 October	Lecture	Understanding Investment <ul style="list-style-type: none"> • Capital structure: concepts and financial leverage • Capital structure: management perspective • Business risk: operating, sales and financial
	Tutorial	
Week 8 : 28 October - 3 November	Lecture	Mobilising Resources and Capabilities in Mid-Sized Organisations <ul style="list-style-type: none"> • Describe the features of people, technology and capital relevant to mid-sized organisations • Understand how to combine resources to enable capabilities in mid-sized organisations • Case: Star Aviation (ELMO Software)
	Tutorial	
Week 9 : 4 November - 10 November	Lecture	Mobilising Resources and Capabilities in Late Growth and Mature Organisations <ul style="list-style-type: none"> • Describe the features of people, technology and capital relevant to mature organisations • Understand how to combine resources to enable capabilities in mature and larger organisations • Perform a TOE analysis to assess the feasibility of solutions to organisational issues • Cases: Netflix and Star Aviation (TOE analysis of ELMO installation)
	Tutorial	
Week 10 : 11 November - 17 November	Lecture	Mobilising Resources and Capabilities in Start-ups and Early Growth Organisations <ul style="list-style-type: none"> • Understand the scaling challenges early stage organisations face • Leveraging technology for growth • Understand how early stage organisations mobilise resources
	Tutorial	

Attendance Requirements

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

Course Resources

Prescribed Resources

Readings and other materials will be provided through the Moodle site.

Course Evaluation and Development

Feedback is regularly sought from students and continual improvements are made based on this feedback. In Week 5, you have the opportunity to complete a "Stop, Start, Continue" survey in tutorial time. At the end of this course, you are asked to complete the myExperience survey, which provides a key source of student evaluative feedback. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

During 2023, the course also underwent extension revision to enhance the curriculum and to better align with the evolving needs of our student community. This revision yielded beneficial changes to the assessments for 2024, notably the introduction of a reflective learning portfolio for fostering tutorial engagement and enriching the overall learning experience.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Helen Parker				Consultation times are posted on Moodle	No	Yes
	Thulaisiharan Sivapalan				Consultation times are posted on Moodle	Yes	No
Lecturer	Lesley Land				Consultation times are posted on Moodle	No	No
	Yichelle Zhang				Consultation times are posted on Moodle	No	No
	Helen Parker				Consultation times are posted on Moodle	No	No

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 [Policies and Guidelines](#) 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 [Policies and Guidelines](#) page. For PG Research PLOs, including MPDBS, please refer to [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 Code of Conduct](#) with respect to academic integrity, the University may take disciplinary action. 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 Code of Conduct, 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

SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the UNSW [Current Students](#) page.

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. Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. 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. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW [Current Students](#) page.

LATE SUBMISSION PENALTIES

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. In the case of an approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the extended deadline, the assessment cannot be submitted.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment 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.