MARK5810 Marketing Communication and Promotion - 2024

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General Course Information

Course Code : MARK5810
Year : 2024
Term : Term 3
Teaching Period : T3
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : School of Marketing
Delivery Mode : In Person
Delivery Format : Standard
Delivery Location : Kensington
Campus : Sydney
Study Level : Postgraduate
Units of Credit : 6

Useful Links

[Handbook](#) [Class Timetable](#)

Course Details & Outcomes

Course Description

In the contemporary business environment, an understanding of marketing communication is

essential. Marketing communication (or marcom) serves as a critical mechanism by which brands establish and maintain their prominence in the marketplace. This course will cover the core topics of marcom such as fundamental marketing communication decisions, creative brief, message/copy writing, communication strategies, and media strategies. You will be equipped with the essential skills of marcom such as analysis, evaluation, design, and strategic planning of various communication decisions. Through lectures combined with collaborative tasks, you will gain expertise in formulating compelling messages and identifying optimal media channels. As a student, you will gain the skills inherent in brand narrative development and concepts integral to contemporary marketing practices.

Course Aims

- to provide students with contemporary knowledge of marketing communication and promotion.
- to familiarise students with various components of the marketing communication mix that firms practice and customers experience.
- to enhance students ability to apply creatively and critically marketing communication concepts and techniques in developing an integrated marketing communication plan.

Relationship to Other Courses

This course is a mis of theory and practice where students will implement lectures into work on a real life business case.

The course is organised into three modules that collectively address the course aims.

Relationship of this course to other courses

The course MARK5810 is about communication and promotion - one of four key components of the marketing mix. The course links concepts you have learnt in other marketing courses that underpin and contribute to integrated marketing communications. A study of MARK5810 complements the wider array of subjects taught in the Master of Commerce (with marketing specialisation) and the MCom in general. MARK5810 requires MARK5700, MARK5800, or MARK5801 as prerequisite or corequisite.

Formally, pre-requisite or co-requisite: MARK5700 or MARK5800 or Enrolment in program 8281 or 8282 or 8291.

Synergies

You are encouraged to make linkages with previous studies, particularly consumer behaviour and

marketing research. Your learning is likely to be more effective when prior experiences and prior knowledge are explicitly recognised and built upon. You should take responsibility for doing this.

- to provide students with contemporary knowledge of marketing communication and promotion.
- to familiarise students with various components of the marketing communication mix that firms practice and customers experience.
- to enhance students ability to apply creatively and critically marketing communication concepts and techniques in developing an integrated marketing communication plan.
  - Constructing a reverse creative brief that allows students to synthesize a client's objectives and expectation, then feeding back their understanding of their requirements and key messaging. The module also describes the role of creative agencies and the relationship between agency and client.
  - Understanding marketing communication decisions by considering fundamental decisions that a marketing communicator usually gets involved in. These decisions include how to influence customers attitudes and behaviours through persuasive efforts, developing creative ideas, identifying target audiences of marketing communication messages, developing a brand positioning, setting objectives, measuring campaign success and budgeting. We will use the See, Think, Do, Care model as a framework.
  - Developing an integrated marketing communication plan that concentrates on specific issues in the development of an integrated marketing communication plan. These issues include advertising strategy, advertising copy writing, public relations strategy, direct marketing strategy, sales promotion strategy, media strategies and media planning.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Identify and evaluate key marketing communication opportunities and decisions.	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO7 : Leadership Development
CLO2 : Employ critical thinking techniques to create and assess integrated marketing communication strategies.	• PLO1 : Business Knowledge • PLO3 : Business Communication • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence
CLO3 : Articulate advanced marketing communication concepts using academic language and appropriate sources, both, orally and in writing.	• PLO1 : Business Knowledge • PLO3 : Business Communication • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence
CLO4 : Integrate individual marketing expertise and collaborate effectively in a team to produce a professional IMC plan for a real business.	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO4 : Teamwork • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence • PLO7 : Leadership Development

Course Learning Outcomes	Assessment Item
CLO1 : Identify and evaluate key marketing communication opportunities and decisions.	• Reflection Journal • IMC Campaign (Case Analysis of a failed campaign) • IMC Plan Part B: Presentation (Individual) • IMC Plan Part A: Group Report_IMC Plan
CLO2 : Employ critical thinking techniques to create and assess integrated marketing communication strategies.	• Reflection Journal • IMC Campaign (Case Analysis of a failed campaign) • IMC Plan Part A: Group Report_IMC Plan
CLO3 : Articulate advanced marketing communication concepts using academic language and appropriate sources, both, orally and in writing.	• IMC Plan Part B: Presentation (Individual) • Reflection Journal • IMC Campaign (Case Analysis of a failed campaign) • IMC Plan Part A: Group Report_IMC Plan
CLO4 : Integrate individual marketing expertise and collaborate effectively in a team to produce a professional IMC plan for a real business.	• IMC Plan Part B: Presentation (Individual) • IMC Plan Part A: Group Report_IMC Plan

Learning and Teaching Technologies

Moodle - Learning Management System | Microsoft Teams | Zoom | Echo 360 | Blackboard Collaborate

Learning and Teaching in this course

This course combines both academic rigour with practical knowledge of marketing communications and promotions management. It involves lectures and tutorials that encourage students to think strategically and creatively as they work with a partnering business.

Other Professional Outcomes

This course seeks to provide students with real-world experience by having students work with a real life business case with global reach.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Reflection Journal Assessment Format: Individual	30%	Due Date: 29/09/2024 11:59 PM	• PLO1 : Business Knowledge • PLO3 : Business Communication
IMC Campaign (Case Analysis of a failed campaign) Assessment Format: Individual	35%	Due Date: 20/10/2024 11:59 PM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication
IMC Plan Part B: Presentation (Individual) Assessment Format: Individual	10%	Start Date: Not Applicable Due Date: 17/11/2024 11:59 PM	• PLO3 : Business Communication • PLO7 : Leadership Development
IMC Plan Part A: Group Report_IMC Plan Assessment Format: Group	25%	Due Date: 17/11/2024 11:59 PM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO4 : Teamwork • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence • PLO7 : Leadership Development

Assessment Details

Reflection Journal

Assessment Overview

Reflection Journal Activities across multiple weeks

Course Learning Outcomes

- CLO1 : Identify and evaluate key marketing communication opportunities and decisions.
- CLO2 : Employ critical thinking techniques to create and assess integrated marketing communication strategies.
- CLO3 : Articulate advanced marketing communication concepts using academic language and appropriate sources, both, orally and in writing.

Detailed Assessment Description

Composed of reverse brief and in-class (tutorial) presentations.

Reverse brief - 10%

Presentation - 20%

Reverse brief (10%): Your task is to see yourself as an agency who has taken a creative brief from our partnering business.

Now that you understand more about their marketing and communications objectives, you need to prepare a reverse brief. This is to demonstrate you have understood their brief and how your agency will move forward with a creative plan and Integrated Marketing Communication (IMC) plan.

A reverse creative brief is an important document in an IMC Plan. It represents that the client and advertising agency are aligned on what a communication campaign is intended to accomplish.

As this task is within a university environment, you are required to incorporate appropriate academic theories and concepts into the reverse brief. Please use Harvard referencing only.

A template has been provided on Moodle.

You can either complete the template as it is or add your own creative elements.

The main thing is to keep it short, simple and concise.

In-class presentation (20%):

It's important for a Group Project for each person to contribute to the process.

1-2 members of each group will prepare and deliver an individual presentation (10 minutes) with respect to one section of the Group Project Report.

- SEE Phase (Tutorial 5 – Week 7)
- THINK Phase (Tutorial 6 – Week 8)
- DO Phase (Tutorial 7 – Week 9)
- CARE Phase (Tutorial 8 - Week 10)

Presentations should cover:

- Overview and objectives for the phase you are presenting
- Key messages and link to your Big Idea, based on consumer insights and research
- Channel and media strategy with justification – Are you using paid, owned or earned media?
- Audience for this phase - What do you want them to see, think or do? How will your media,

content and channel plan achieve this?
- Budget allocation for this phase.
- Where this phase fits in your campaign timeline.
- Two pieces of content to be developed for this phase.

<u>Assessment Length</u>

800 words

<u>Assignment submission Turnitin type</u>

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

<u>Generative AI Permission Level</u>

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.

IMC Campaign (Case Analysis of a failed campaign)

<u>Assessment Overview</u>

Case Analysis of a failed campaign

<u>Course Learning Outcomes</u>

- CLO1 : Identify and evaluate key marketing communication opportunities and decisions.
- CLO2 : Employ critical thinking techniques to create and assess integrated marketing communication strategies.
- CLO3 : Articulate advanced marketing communication concepts using academic language and appropriate sources, both, orally and in writing.

<u>Detailed Assessment Description</u>

The Campaign Plan assesses your understanding and knowledge across the whole campaign at the mid-way point of the course.

It will be a consolidation of some of the ideas discussed with your group in relation to objectives,

target audience, channels, creative strategy and budget across the See, Think, Do and Care phases.

However, it is also an opportunity to present your own ideas for feedback from your tutors.

<u>Assessment Length</u>

1500 words

<u>Assignment submission Turnitin type</u>

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

<u>Generative AI Permission Level</u>

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.

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IMC Plan Part B: Presentation (Individual)

<u>Assessment Overview</u>

IMC Plan individual part of the group project

<u>Course Learning Outcomes</u>

- CLO1 : Identify and evaluate key marketing communication opportunities and decisions.
- CLO3 : Articulate advanced marketing communication concepts using academic language and appropriate sources, both, orally and in writing.
- CLO4 : Integrate individual marketing expertise and collaborate effectively in a team to produce a professional IMC plan for a real business.

<u>Detailed Assessment Description</u>

As your final report is to be delivered as a Powerpoint slide deck rather than report style, each group is to record a presentation delivering the slides.

It is up to each group how you choose to do this. You can select one presenter or multiple people

from the group.

Keep in mind the purpose of the presentation. That is, to convince the leaders of our partnering business that you have a winning idea. Therefore, be creative and engaging in your approach

<u>Assessment Length</u>

15 minutes

<u>Submission notes</u>

Videos must be submitted to Moodle by the deadline for grading. In addition, your video recording needs to be sent directly to your tutors by the deadline on Moodle. Please email it via a YouTube or Google Doc link. Your presentation slides will need to be uploaded to Moodle separately. See Part 2 below.

<u>Assignment submission Turnitin type</u>

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

<u>Generative AI Permission Level</u>

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see here.

IMC Plan Part A: Group Report_IMC Plan

<u>Assessment Overview</u>

IMC Plan

<u>Course Learning Outcomes</u>

- CLO1 : Identify and evaluate key marketing communication opportunities and decisions.
- CLO2 : Employ critical thinking techniques to create and assess integrated marketing communication strategies.
- CLO3 : Articulate advanced marketing communication concepts using academic language and appropriate sources, both, orally and in writing.
- CLO4 : Integrate individual marketing expertise and collaborate effectively in a team to produce a professional IMC plan for a real business.

<u>Detailed Assessment Description</u>

Develop an Integrated Marketing Communications Plan for the senior management team of our

business partner for this course.

Leaders are often time poor, so your plan needs to be succinct and convincing.

For this reason, plans are to be in a Powerpoint slide deck and be no more than 12 slides in total (excluding title and reference list pages)

Assessment Length

12 Powerpoint slides (excluding title and reference list pages)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can 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.

General Assessment Information

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.

Grading Basis

Standard

Requirements to pass course

Students will be working in groups with a business partner to develop an Integrated Marketing Communications plan. Therefore, students should approach this course with an engaged mindset and ready for a challenge.

Lectures will be an important source of learning and infiormation for this course. Students are expected to attend all lectures. **Note: Attendance at the first lecture is compulsory** in order to receive the brief from our business partner for this course.

Students must recieve an overall grade above 50% to pass the course.

Tutorials for this course are essential for student learning and group collaboration. **Note: Attendance at the first tutorial is compulsory.** If you can not make this tutorial, you must advise your tutor so that you are allocated to a group for the term.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Lecture	What is Integrated Marketing Communications and the role of the Marketing Process? Examining the Brief: • Establishing Objectives • Understanding audience • Budgeting for the Promotional Program. This lecture is compulsory as you will receive important information from our partnering business. What is discussed at this lecture will directly relate to your first Individual Assessment on the Reverse Brief. This in turn relates to all subsequent assessments, as well as content and discussion in the first tutorial in Week 2.
Week 2 : 16 September - 22 September	Blended	Lecture 2 How do we develop an IMC Program? • the Creative Strategy • Developing Business and Customer Insights • Creating personas Tutorial 1 The first tutorial is compulsory as it is when groups are formed for the term. Please contact your tutors prior to the tutorial if you are unable to attend. • Group formation • Examining the brief and understanding the reverse brief • Setting objectives • Evaluating audience • See, Think, Do, Care phases of the campaign
Week 3 : 23 September - 29 September	Blended	Lecture 3 What channels do we use? • Media Planning • Evaluation of Media Tutorial 2 Developing Creatives: • Approach, Message, Big Idea • Understanding consumer personas
Week 4 : 30 September - 6 October	Blended	Lecture 4 Guest from our partnering business to check in with students for a Q&A. Attendance at the lecture is strongly encouraged. Also at this lecture: • What is the role of digital in our media campaign? • Digital and social media Tutorial 3 • Evaluating and choosing media channels
Week 5 : 7 October - 13 October	Other	Blended Week 5 is a study break. No lectures or tutorials.
Week 6 : 14 October - 20 October	Blended	Lecture 5 • Public Relations Tutorial 4 • Role of Digital and Social Media
Week 7 : 21 October - 27 October	Blended	Lecture 6 • Brand Management Tutorial 5 • Individual Presentation: See Phase
Week 8 : 28 October - 3 November	Blended	Lecture 7 • Persuasion Mechanisms Tutorial 6 Individual Presentation: Think Phase
Week 9 : 4 November - 10 November	Blended	Lecture 8 Creative strategy, blitz exercise Tutorial 7 • Individual Presentation: Do Phase
Week 10 : 11 November - 17 November	Blended	Lecture 9 IMC wrap-up, practice integration Tutorial 8 • Individual Presentation: Care Phase

Attendance Requirements

As we will be working on a live project, lectures will be an important source of learning and information for this course. Students are expected to attend all lectures. **Note: Attendance at the first lecture is compulsory** in order to receive the brief from our business partner for this course.

Tutorials for this course are essential for student learning and group collaboration.

Note: Attendance at the first tutorial is compulsory. If you cannot make this tutorial, you must advise your tutor so that you are allocated to a group for the term.

General Schedule Information

- This course will run over 10 weeks
- There will be nine lectures and eight tutorials
- The first lecture in Week 1 is compulsory
- The first tutorial in Week 2 is compulsory
- There is a study break in Week 5 (September 9-13)
- Final reports are due in Week 10

Course Resources

Prescribed Resources

There is a text book you can refer to from the UNSW Bookshop.

Clow, K. & Baack, D. (2021) Integrated Advertising, Promotion, and Marketing Communications, Global Edition, 9th edition, Pearson.

Print copies are on the shelves and available to order [can be ordered here](#).

For a digital version, [click here](#).

Importantly, please note, this course is what we call "above and beyond a textbook" as we are working on a real life business scenario. So, the textbook is just for your background reading only. Thus, even if you have a textbook from a previous edition - no worries, you can use that one instead and it would cover your background understanding (just look for the corresponding chapters).

Course Evaluation and Development

Students will be asked to complete UNSW's My Experience Survey on completion of the course.

As this course has a strong focus on group work, students will have the opportunity to submit peer assessments on the contributiuon of each team member. These will be assessed by the teaching team on a case-by-case basis.

Based on student feedback regarding the assessment structure for this course, the group project Parts A & B has been slightly revised this term. it is now simpler and more streamlined for students.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Tutor	Silke Kerwick		Kensington Campus			No	No
Lecturer	Bill Reeves					No	Yes
Tutor	Patrick Armstrong					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 Plagarism

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

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 submited.

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.