



UNSW Course Outline

AGSM9153 Implementing Strategy (WEB Weekly) - 2024

Published on the 19 Jul 2024

General Course Information

Course Code : AGSM9153

Year : 2024

Term : Term 3

Teaching Period : T3

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : AGSM MBA Programs

Delivery Mode : Online

Delivery Format : Standard

Delivery Location : Online - Asynchronous

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

NOTE: *This course was previously identified as MBAX9153.*

The first half of the course examines strategy implementation, presenting a range of approaches

(Units 1-5). Many organisations can state their strategy, but are less certain about translating the strategy into results. To implement strategy effectively, an organisation needs to ask fundamental questions, about what might help or hinder implementation. Does your organisation have the right structure, culture and leadership to support your strategy? What is strategic alignment and how do we achieve this?

The second half of the course looks at sustaining success (Units 6-10). Contemporary organisations face dynamic environments with multiple challenges, many stakeholders and increasing requirements for sustainability. Most organisations stay stuck in neutral when they need to implement a new strategy or to improve the current strategy. When circumstances change, organisations must ask questions about how to 'pivot' the strategy. The course explores a spectrum of themes including sustainability, strategic agility and resilience.

The course integrates development of key leadership skills for implementing strategy, including critical thinking, ethical leadership and teamwork.

Course Aims

This course aims to help students develop knowledge and insights into:

- implementing, analysing and translating strategy into results
- sustaining success in dynamic situations and transforming organisations in dynamic environments
- integrating responsible management in strategy implementation.

The insights from this course apply to organisations including corporate, entrepreneurial, government and not-for-profit.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Describe and critically analyse strategy implementation for an organisation, through the application of various concepts, theories and frameworks.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving
CLO2 : Identify and analyse responsible-management issues relevant to strategy implementation.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL05 : Responsible Business Practice
CLO3 : Analyse the complex issues for organisations implementing strategy in dynamic environments.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL05 : Responsible Business Practice
CLO4 : Apply various concepts and frameworks to make recommendations and improve strategy implementation.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL05 : Responsible Business Practice
CLO5 : Critically analyse some key contemporary issues and propose solutions for sustained organisational effectiveness.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL05 : Responsible Business Practice

Course Learning Outcomes	Assessment Item
CLO1 : Describe and critically analyse strategy implementation for an organisation, through the application of various concepts, theories and frameworks.	<ul style="list-style-type: none"> • Assessment 1 Part A: Weekly interactive participation and reflections • Assessment 1 Part B: Weekly interactive participation and reflections • Assessment 2: Individual report
CLO2 : Identify and analyse responsible-management issues relevant to strategy implementation.	<ul style="list-style-type: none"> • Assessment 3: Group report • Assessment 1 Part A: Weekly interactive participation and reflections • Assessment 1 Part B: Weekly interactive participation and reflections • Assessment 2: Individual report
CLO3 : Analyse the complex issues for organisations implementing strategy in dynamic environments.	<ul style="list-style-type: none"> • Assessment 3: Group report • Assessment 1 Part A: Weekly interactive participation and reflections • Assessment 1 Part B: Weekly interactive participation and reflections
CLO4 : Apply various concepts and frameworks to make recommendations and improve strategy implementation.	<ul style="list-style-type: none"> • Assessment 2: Individual report • Assessment 3: Group report
CLO5 : Critically analyse some key contemporary issues and propose solutions for sustained organisational effectiveness.	<ul style="list-style-type: none"> • Assessment 1 Part A: Weekly interactive participation and reflections • Assessment 1 Part B: Weekly interactive participation and reflections • Assessment 3: Group report

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

This course provides students with applied, critical thinking and application skills for effective strategy implementation. With a focus on a spectrum of principles and features that influence strategy execution, it helps develop practical insights into organisational transformation. The course aligns with the content of other strategy courses, but focuses on the spectrum of issues to translate strategy implementation, detailing how organisations can achieve sustained effectiveness with both their current challenges and future possibilities. In this context, the course deals with themes on the strategic process of managing for change, redesigning structure, human capital and talent management, and smart responses to technology. The course challenges students to think critically and develop useful insights about the concepts and principles for more effective strategy implementation.

The course will cover theory and practice. The activities and cases apply frameworks to contemporary issues brought about by longer-term trends, by responses to short-term disruption and by constraints. Longer-term trends include technology, sustainability and globalisation. Short-term disruption can be in response to changes brought about by innovation, pandemic and legislation. Constraints can arise from the community licence to operate, workforce challenges and supply-chain constraints.

Additional Course Information

The course includes discussion relating to the following United Nations Sustainable Development Goals:

- SDG 3 Good Health and Well-being
- SDG 7 Affordable and Clean Energy
- SDG 8 Decent Work and Economic Growth
- SDG 9 Industry, Innovation and Infrastructure
- SDG 13 Climate Action.

Structure:

Part 1: Units 1 and 2 - Introduction and Responsible Management.

Units 1 and 2 introduce the topic and provide the foundational knowledge for the rest of the

course.

Unit 1: Introduction to Strategy Implementation and Critical Thinking asks "what makes a good strategy implementation?" It contrasts the traditional model of strategy planning with crafting strategy, and introduces a framework to deepen critical-thinking skills.

Unit 2: Context for Implementing Strategy discusses the motivation for implementing strategy using the shared value framework. It introduces foundational frameworks including strategic cycle, open systems model, organisational culture and ethics. Responsible management topics introduced in Part 1 are integrated throughout the rest of this course.

Part 2: Units 3 to 5 - Aligning strategy, structure, culture and leadership

Units 3-5 provide frameworks to analyse and improve strategy implementation at an organisation.

Unit 3: Aligning Strategy, Structure and Culture discusses the importance of congruence, and aligning strategy, structure and culture. It provides frameworks to assess and improve organisational design, and to improve alignment.

Unit 4: Analysis of Strategy Implementation provides tools for the analysis of strategy implementation; identifying the common design challenges and risks, and the use of organisational ambidexterity, corporate-level strategy and 'parenting' strategies.

Unit 5: Leading Strategic Implementation discusses leadership of implementation and the importance of Equity, Diversity and Inclusion (EDI). It introduces tools for team leadership, which can then be applied in written assessments.

Part 3: Units 6 to 8 - Dynamic environments: Strategic Agility, Talent and Driving Positive Transformation

Organisations must have strategic agility, develop talent effectively, and drive positive transformation.

Unit 6: Staying Flexible: Making Strategic Agility Work looks at organisational sustainability in dynamic environments that are volatile, uncertain, complex and ambiguous (VUCA), and frameworks for strategic agility and organisational resilience.

Unit 7: Aligning Talent with Strategy examines human capital: importance of talent, alignment and

workforce challenges.

Unit 8: Adaptability: Techniques to Drive Positive Strategic Transformation looks at strategic adaptability, including strategic dissonance, inflection points and positive strategy.

Part 4: Units 9 and 10 - Innovation, decision making and ethics

Units 9-10 apply strategic implementation frameworks to contemporary examples.

Unit 9: Achieving Sustained Strategic Effectiveness and Ethical Considerations discusses organisational sustainability, strategic rigidities, strategic learning and ethical considerations.

Unit 10: Renewal, Decision making and Alignment with Purpose explores strategic renewal, decision making, strategy as practice, governance and reporting.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Assessment 1 Part A: Weekly interactive participation and reflections Assessment Format: Individual	10%	Due Date: Weeks 1, 2 and 3; posts up until Monday of Week 4 at 3pm Sydney time will be considered for marking	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL02 : Problem Solving• PL05 : Responsible Business Practice
Assessment 1 Part B: Weekly interactive participation and reflections Assessment Format: Individual	20%	Due Date: Weeks 4, 6, 7, 8 and 10; posts up until Monday of Week 11 at 3pm Sydney time will be considered for marking	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL02 : Problem Solving• PL05 : Responsible Business Practice
Assessment 2: Individual report Assessment Format: Individual	40%	Due Date: Monday of Week 6 by 3pm Sydney time	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL02 : Problem Solving• PL05 : Responsible Business Practice
Assessment 3: Group report Assessment Format: Group	30%	Due Date: Friday of Week 11 by 3pm Sydney time	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL02 : Problem Solving• PL05 : Responsible Business Practice

Assessment Details

Assessment 1 Part A: Weekly interactive participation and reflections

Assessment Overview

Students complete activities in the online discussion forum.

Course Learning Outcomes

- CLO1 : Describe and critically analyse strategy implementation for an organisation, through the application of various concepts, theories and frameworks.
- CLO2 : Identify and analyse responsible-management issues relevant to strategy implementation.
- CLO3 : Analyse the complex issues for organisations implementing strategy in dynamic environments.
- CLO5 : Critically analyse some key contemporary issues and propose solutions for sustained organisational effectiveness.

Assessment Length

250 words maximum per post for an initial post and 150 words maximum for reply posts

Assessment information

Assessment 1 Part A covers Units 1 to 3

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](#).

Assessment 1 Part B: Weekly interactive participation and reflections

Assessment Overview

Students complete activities in the online discussion forum.

Course Learning Outcomes

- CLO1 : Describe and critically analyse strategy implementation for an organisation, through the application of various concepts, theories and frameworks.
- CLO2 : Identify and analyse responsible-management issues relevant to strategy implementation.
- CLO3 : Analyse the complex issues for organisations implementing strategy in dynamic environments.
- CLO5 : Critically analyse some key contemporary issues and propose solutions for sustained organisational effectiveness.

Assessment Length

250 words maximum per post for an initial post and 150 words maximum for reply posts

Assessment information

Assessment 1 Part B covers Units 4 to 10

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Assessment 2: Individual report

Assessment Overview

This is an analysis of strategy implementation within an organisation.

Course Learning Outcomes

- CL01 : Describe and critically analyse strategy implementation for an organisation, through the application of various concepts, theories and frameworks.
- CL02 : Identify and analyse responsible-management issues relevant to strategy implementation.
- CL04 : Apply various concepts and frameworks to make recommendations and improve strategy implementation.

Assessment Length

3,000 words maximum

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Assessment 3: Group report

Assessment Overview

Students work in groups to research and analyse strategy implementation in an organisation, including the analysis of responsible-management aspects of the strategy implementation.

Course Learning Outcomes

- CL02 : Identify and analyse responsible-management issues relevant to strategy

implementation.

- CLO3 : Analyse the complex issues for organisations implementing strategy in dynamic environments.
- CLO4 : Apply various concepts and frameworks to make recommendations and improve strategy implementation.
- CLO5 : Critically analyse some key contemporary issues and propose solutions for sustained organisational effectiveness.

Assessment Length

3,000 words maximum

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.

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General Assessment Information

Grading Basis

Standard

Requirements to pass course

Students are expected to attempt all assessment requirements, and must achieve a composite mark of at least 50 out of 100 to pass the course.

Students are also expected to actively engage in course learning activities. Failure to engage in assessment tasks that are integrated into learning activities (e.g. class discussion, presentations) will be reflected in the marks for these assessable activities.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Topic	Unit 1: Introduction to Strategy Implementation and Critical Thinking
	Assessment	Assessment 1 Part A: Weekly interactive participation and reflections
Week 2 : 16 September - 22 September	Topic	Unit 2: Context for Implementing Strategy
	Assessment	Assessment 1 Part A: Weekly interactive participation and reflections
Week 3 : 23 September - 29 September	Topic	Unit 3: Aligning Strategy, Structure and Culture
	Assessment	Assessment 1 Part A: Weekly interactive participation and reflections
Week 4 : 30 September - 6 October	Topic	Unit 4: Analysis of Strategy Implementation
	Assessment	Assessment 1 Part B: Weekly interactive participation and reflections
Week 5 : 7 October - 13 October	Topic	Unit 5: Leading Strategic Implementation
Week 6 : 14 October - 20 October	Topic	Unit 6: Staying Flexible - Making Strategic Agility Work
	Assessment	Assessment 1 Part B: Weekly interactive participation and reflections Assessment 2: Individual Report due on Monday by 3pm Sydney time
Week 7 : 21 October - 27 October	Topic	Unit 7: Aligning Talent with Strategy
	Assessment	Assessment 1 Part B: Weekly interactive participation and reflections
Week 8 : 28 October - 3 November	Topic	Unit 8: Adaptability: Techniques to Drive Positive Strategic Transformation
	Assessment	Assessment 1 Part B: Weekly interactive participation and reflections
Week 9 : 4 November - 10 November	Topic	Unit 9: Achieving Sustained Strategic Effectiveness and Ethical Considerations
Week 10 : 11 November - 17 November	Topic	Unit 10: Renewal, Decision-making and Alignment with Purpose
	Assessment	Assessment 1 Part B: Weekly interactive participation and reflections
Week 11 : 18 November - 24 November	Assessment	Assessment 3: Group Report due on Friday by 3pm Sydney time

Attendance Requirements

Students must engage in weekly online asynchronous discussion forums and other activities, commencing in Week 1. There are some optional webinars or drop-in group video calls in Zoom (recorded for those who cannot attend).

Course Resources

Prescribed Resources

You have three major resources to help you learn:

1. The course materials, which you will access via your Moodle course site. You will do much of your learning outside the classroom by working through the course materials, and by completing the activities as they arise.
2. Your interaction with your Facilitator. The Facilitator's job is to guide your learning by conducting the online or face-to-face discussion, answering questions that might arise after you have done the week's work, providing insights from their practical experience and understanding of theory, providing you with feedback on your assessments, and directing discussions and debates that will occur between you and your co-participants in the course.
3. Your co-participants. Your course colleagues are an invaluable potential source of learning for

you. Their work and life, and their willingness to question and argue with the course materials, the Facilitator and your views, represent a great learning opportunity. Through cohort-based learnings, your colleagues bring much valuable insight to the learning experience.

Other Resources

BusinessThink

BusinessThink is UNSW's free, online business publication. It is a platform for business research, analysis and opinion. If you would like to subscribe to BusinessThink, and receive the free monthly e-newsletter with the latest in research, opinion and business then go to <http://www.businessthink.unsw.edu.au>.

Course Evaluation and Development

Students have requested more structure to the course, fewer readings, a broader range of case studies, and more variety of media (e.g. videos, short stories). Students also requested a lighter workload in the online activities.

The course was revised to include:

- more structure and explanations in the weekly unit materials
- some prescribed readings were changed to optional reading (thus reducing the reading load, as students are only expected to read the prescribed readings)
- a greater variety of case studies from different industries - reflecting current organisational and global challenges
- an Australian case study which is a multimedia case study
- one simulation
- new videos and podcasts, short stories and topics in the news.

Assessments have also been reduced and streamlined. The online assessment activities (Assessment 1) have been removed from Weeks 5 and 9. Assessment 1 (Parts A and B) is now based on work throughout eight of the 10 weeks of the course (Weeks 1, 2, 3, 4, 6, 7, 8 and 10).

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator in charge	Alexandra Mel drum					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.