Australian School of Business

COMM 5002
Managing for Value Creation 1

Course Outline
Semester 1, 2011
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1 STAFF CONTACT DETAILS

The staff members below represent the core teaching staff for COMM 5002. Guest lectures will also be provided by Alexandra Meldrum and Loretta O’Donnell in their particular fields of expertise.

Lecturer-in-charge: Dr Gigi Foster
Room ASB 430B
Phone No: 9385 7472
Email: gigi.foster@unsw.edu.au
Consultation Times – Friday 11 am -12 noon (or by appointment)

Other lecturers:

Tania Bucic
Room Quad 3031
Phone No: 9385 3315
Email: t.bucic@unsw.edu.au
Consultation Times – Tuesday 1 -2 pm (or by appointment)

Tutor: TBA

1.1 Communications with staff

You are encouraged to ask questions about any academic matter relating to this course during staff consultation hours. If consultation hours do not fit your schedule, you can set up an appointment by sending an email to the staff member of your choice. Your tutor will also hold consultation hours at key points throughout the semester to which students may bring questions.

The course Blackboard site will be used to broadcast announcements about the course, and the Blackboard site also houses an online forum to discuss administrative or logistical concerns specific to this course. All enquiries about the subject material should be made at lectures, in tutorials, or during consultation hours. Discussion of course subject material will not be entered into via lengthy emails or online forum posts. General administrative queries should be directed to the ASB Student Centre.

Staff members endeavour to respond to email correspondence on administrative matters within 48 hours. All students and staff are expected to use email and the online forum responsibly and respectfully.

2 COURSE DETAILS

2.1 Teaching Times and Locations

Lectures start in Week 1 and run through Week 12. The times and locations are:
Monday 13:00 – 14:30 (A) Law Theatre G04
Wednesday 18:00 – 19:30 (B) Red Centre Theatre

Seminars start in Week 2 and run through Week 13. The times and locations are:

Tuesday 10:00 – 11:30 (T10A) MAT 130
11:30 – 13:00 (T11A) MAT 130
19:30 – 21:00 (T19A) Quad 1047
2.2 Units of Credit
This course is worth 6 units of credit (UOC). There is no parallel teaching in this course.

2.3 Summary of Course

COMM 5002: Managing for Value Creation 1 is a multi-disciplinary course that exposes students to an integrated perspective of the firm and how it creates and sustains value. The course builds a conceptual and analytical framework to examine the choices managers face at the strategic and operational levels of the firm, and how these choices are shaped by competitors, technology, government, and society. The course positions students to undertake their disciplinary specialisation, enriched by an understanding of the cross-functional nature of management.

2.4 Aims and Relationship to Other Courses
The two Managing for Value Creation courses provide complementary and integrated perspectives on the principal decision-making areas for managers in organisations. Together with COMM5001: Business Communication, Ethics and Practice and the final stage Business Capstone Project (COMM5004), these courses aim to provide you with essential conceptual and analytical business skills.

2.5 Student Learning Outcomes
On completion of the course, students should be able to:

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
<th>ASB Graduate Attributes</th>
<th>Attribute No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Identify the connections between management activities and value</td>
<td>3, 4</td>
</tr>
<tr>
<td>2.</td>
<td>Express the relationships amongst different aspects of the firm’s internal environment, such as business strategy, marketing, operations, change management, human resources and leadership, in terms of creating value for the firm</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>3.</td>
<td>Categorise and debate different management approaches and techniques for managing value creation within a rapidly changing social and market context</td>
<td>3</td>
</tr>
<tr>
<td>4.</td>
<td>Compare a range of conceptual and theoretical frameworks offered by diverse business disciplines, and evaluate their strengths and weaknesses in analyzing a range of real-world problems faced by firms</td>
<td>1, 3, 4</td>
</tr>
</tbody>
</table>

Graduate Attributes

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
<th>ASB Graduate Attributes</th>
<th>Attribute No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3, 4</td>
<td>Critical thinking and problem solving</td>
<td>1</td>
</tr>
<tr>
<td>1, 2, 3, 4</td>
<td>Communication</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Teamwork and leadership</td>
<td>3</td>
</tr>
<tr>
<td>1, 3, 4</td>
<td>Social, ethical and global perspectives</td>
<td>4</td>
</tr>
<tr>
<td>1, 3, 4</td>
<td>In-depth engagement with relevant disciplinary knowledge</td>
<td>5</td>
</tr>
<tr>
<td>1, 2, 3, 4</td>
<td>Professional skills</td>
<td>6</td>
</tr>
</tbody>
</table>
3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

Intellectual excitement is one of the most important catalysts for learning. Learning requires openness to difference and challenge – to new ideas, conflicting theories and approaches, and diversity of experience. The responsibility for creating an atmosphere of intellectual excitement, curiosity, discovery, debate and analysis rests with both staff and students.

The philosophy underpinning this course and its Teaching and Learning Strategies are based on “Guidelines on Learning that Inform Teaching at UNSW. These guidelines may be viewed at: www.guidelinesonlearning.unsw.edu.au. Specifically, the lectures, tutorials and assessment have been designed to appropriately challenge students and support the achievement of the desired learning outcomes. A climate of inquiry and dialogue is encouraged between students and teachers and among students (in and out of class). The lecturers and tutors aim to provide meaningful and timely feedback to students to improve learning outcome.

3.2 Learning Activities and Teaching Strategies

The examinable content of the course is defined by the content of the study kit, assigned readings, lectures and seminar activities.

Lectures
The lectures set out the main ideas, theories and conceptual frameworks for the course. As a multi-disciplinary course, COMM 5002 is team-taught by a variety of lecturers, and each lecturer has his or her own style of teaching. In most lectures, computer overheads or overhead projectors are used. Materials to support your learning in lectures will be made available through the course Blackboard site.

Seminars
Each seminar provides you with an interactive environment in which to enhance your learning and enjoyment of the course. Active participation in seminars is very important and strongly encouraged. Seminar activities are often undertaken within groups in your seminar class, and will frequently involve writing exercises and peer evaluations as well as discussions. Active participation in the group discussions and in the writing and evaluation exercises is essential, not only for your own learning but also for your fellow students’ learning.

In each seminar, you will undertake seminar activities that are based on the lecture of the previous week. Prior to each seminar, you should carefully read, analyze, and prepare your responses to seminar activity questions, which can be found towards the end of each week’s lecture notes in your study kit.

Out-of-Class Study
While students may have preferred individual learning strategies, it is important to note that most learning will be achieved outside of class time. Lectures can only provide a structure to assist your study, and seminar time is limited.

An “ideal” strategy (on which the provision of the course materials is based) might include:

- Reading the relevant topic notes and assigned readings before the lecture. This will give you a general idea of the topic area.
- Attendance at the weekly lecture. Here the context of the topic in the course and the important elements of the topic are identified.
- Reading and preparing for the seminar activities.
• Attendance at the weekly seminar and participation in all seminar activities.

4 ASSESSMENT

4.1 Formal Requirements
In order to pass this course, you must:
• achieve a composite mark of at least 50 out of 100; and
• make a satisfactory attempt at ALL assessment tasks in the table below. (Note that you are not required to achieve a minimum of 50% on each assessment item in order to pass this course.)

4.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Learning Outcomes assessed</th>
<th>ASB Graduate Attributes assessed</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 1: Individual Report</td>
<td>20%</td>
<td>1, 2</td>
<td>2, 4, 5, 6</td>
<td>800 words maximum</td>
<td>Thursday, 14 April by 18:00</td>
</tr>
<tr>
<td>Assignment 2: Group Report</td>
<td>30%</td>
<td>1, 2, 3</td>
<td>1, 2, 3, 4, 5, 6</td>
<td>2000 words maximum</td>
<td>Thursday, 2 June by 18:00</td>
</tr>
<tr>
<td>Final Examination</td>
<td>50%</td>
<td>1, 2, 3, 4</td>
<td>1, 2, 3, 4, 5, 6</td>
<td>2 hours</td>
<td>University Exam Period</td>
</tr>
</tbody>
</table>

4.3 Seminar Participation

No marks are awarded for seminar attendance. However, a record of attendance at seminars will be kept. Students should note that 80% attendance is required by UNSW and ASB rules. In certain circumstances, such as where a request for special consideration is made in relation to assessment items, seminar attendance will be taken into account in determining your final assessment or whether special consideration is granted.

4.4 Assignments

Assignment 1: Individual Report

The first assignment is a written, individual report of 800 words. In this assignment, you will be asked to analyse a specific question by applying the concepts and frameworks taught in the first five topics of the course. Before undertaking this assignment, please VERY CAREFULLY read the questions and the marking criteria, which will be available on the course Blackboard site.

Assignment 2: Group Report

The second assignment is a group report of 2,000 words. Each student group must submit a written essay that responds to one of several questions. Each of these questions will ask you to apply concepts and themes we have explored in the course to specific companies that are nominated in each question. The assignment is cumulative, in the sense that it draws on all lectures in the course rather than only those occurring in the latter half of the course. Again,
please VERY CAREFULLY read the questions and the marking criteria, which will be available on the course Blackboard site.

To prepare this assignment, students need to form themselves into groups of three (3) students apiece. You are encouraged to organise your group in the first few weeks of the course. Within your group, it is important to allocate the division of labour for the project early on. All group members should have a clear understanding of who is doing what, and when each part is required to be completed. One report per group should be submitted.

Important note for Assignments 1 and 2:

Professional English is required for both Assignments 1 and 2. You can find useful assistance regarding your report-writing skill from:

- The Australian School of Business Education Development Unit (http://www.business.unsw.edu.au/edu); and

- The UNSW Learning Centre (http://www.lc.unsw.edu.au).

4.4.1 Submission Procedure for Assignments

It is the responsibility of all students to submit assessment pieces on time and via the appropriate procedure.

All assignments must be typed, using a font of at least 11 points, 1.5-line spacing, left and right margins of at least 2 cm, and one-sided printing. Students must submit one hard copy AND one electronic copy of their assignment by the due date. The electronic copy is to be submitted to the course Blackboard site, using your student ID in the filename. Instructions will be available on the site. Browse and upload a copy of your document – do not paste text. All assignments will be checked for plagiarism using the Turnitin software into which they are uploaded (see notes on plagiarism below). Turnitin also automatically checks each assignment against all other assignments submitted, as well as against all publically-available Web-based content such as company web sites and online articles and reports.

Submit your assignment in hard copy to the School of Economics assignment box labelled “COMM 5002,” located outside the building on the ground floor of the Australian School of Business building, on the West wing. Do not use plastic sheets or binders; simply staple the pages together. The assignment cover sheet (available from the course Blackboard site) must be completed in full and attached to the hard copy of the assignment. Ensure that your name and ID appear on the cover page.

Please note: no papers are to be slipped under doors or left in ASB or School offices. Assignments may not be submitted by e-mail or fax.

Please retain a softcopy version of each assignment – where the “last-edited” date stamp on the softcopy version is prior to the submission deadline – in the unlikely event that your assignment goes missing.

4.4.2 Late Submission of Assignment

A penalty of 15 percent per day of the marks available for the assignment will be applied to work received after the due date. Assignments submitted more than five working days after the due date will not be marked. The only exception to this will be in the case that an extension has been granted by the course coordinator.
Extensions will be granted only on emergency medical grounds or under similarly extreme circumstances. Requests for extensions must be made in writing to the course coordinator prior to the due date, or (in the case of unforeseen emergencies) as soon as possible after the due date. Medical certificates or other evidence supporting your claim must be attached and must contain information that justifies the length of extension sought.

Employment reasons of any kind are not acceptable grounds for extensions.

4.5 Final Exam Format

The end-of-semester examination will be held during the examination period. The exact date and time of the examination is determined by the University, and will be announced later in the session.

Questions from prior exams and detailed information about the format of the final exam will be posted on the course Blackboard site as the date of the examination draws closer. As noted in 3.2 above, all material covered in the study kit, assigned readings, lectures and seminars is examinable.

4.6 Quality Assurance

The ASB 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 ASB programs. All material used for such processes will be treated as confidential and will not be related to course grades.

5 ACADEMIC HONESTY AND PLAGIARISM

Plagiarism involves presenting the work of another person as one's own. If you use other people's work and do not provide a source for the information, implying that the material is original with you, then this will be viewed as an act of plagiarism – whether intentional or accidental. If you lift paragraphs, sentences or long phrases from another piece of work and present them as your own, without using direct quotation marks, then this is also an act of plagiarism even if you provide the source of the information.

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: http://www.lc.unsw.edu.au/plagiarism/index.html as well as the guidelines in the online ELISE and ELISE Plus tutorials for all new UNSW students:

To see if you understand plagiarism, do this short quiz:
http://www.lc.unsw.edu.au/plagiarism/plagquiz.html

For information on how to acknowledge your sources and reference correctly, see:
http://www.lc.unsw.edu.au/onlib/ref.html

For the ASB Harvard Referencing Guide, see the ASB Referencing and Plagiarism web page:
http://www.asb.unsw.edu.au/learningandteaching/studentservices/resources/Pages/referencingandplagiarism.aspx
In the School of Economics all cases of substantial plagiarism are reported to the Associate Head of School. The following penalties will apply:

- Reduction in marks for the assessment item, including zero;
- Failure in the course [00FL] in extreme cases;
- Other additional penalties in accordance with the UNSW Procedures for Dealing with Student Plagiarism, may be considered in extreme cases;
- All cases will be recorded on the UNSW Plagiarism Central Register

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW’s Course and Teaching Evaluation and Improvement (CATEI) Process is one of the ways in which student evaluative feedback is gathered. You are strongly encouraged to take part in the feedback process.

7 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.


7.1 Workload

You are expected to spend at least ten hours per week on this course. This time should be made up of reading, research, working on seminar questions and activities, and attending lectures and seminars. In weeks where you need to finish an assignment or prepare for the exam, the workload may be greater.

Over-commitment has been a cause of failure for many students. You are strongly encouraged to take the required workload into account when planning how to balance your study with employment and/or other activities.

7.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes, they may be refused final assessment.

7.3 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.
7.4 Special consideration and supplementary examinations

You must submit both assignments and attend the examination scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress.

Special consideration will only be given in the form of extensions to assignment due dates, and then only in extreme circumstances, as discussed in the section above on Late Submission of Assignments. No supplementary assessment will be offered for assignments.

Requests to sit a supplementary final examination should be brought to the course coordinator, and will be granted only in extreme circumstances. Supplementary exams will be scheduled centrally and will be held approximately two weeks after the formal examination period. The actual date will be advised later in the semester. A student will only be granted a supplementary examination if that student has attended 80% of classes, did not sit the regular examination, and has a mark of at least 40% on all continuous assessment. Failure to attend the supplementary exam will result in a zero mark for the final exam.

If you are too ill to perform reasonably on the final exam, then the best course of action is to not attend the final, and apply for a supplementary instead. However, be aware that granting of a supplementary exam in such cases is not automatic. If a student attends the regular final, s/he is very unlikely to be granted a supplementary exam.

8 STUDENT RESOURCES AND SUPPORT

The University and the ASB provide a wide range of support services for students, including:

ASB Education Development Unit (EDU) (www.business.unsw.edu.au/edu)
Academic writing, study skills and maths support specifically for ASB students. Services include workshops, online and printed resources, and individual consultations. EDU Office: Room GO7, Ground Floor, ASB Building (opposite Student Centre); Ph: 9385 5584; Email: edu@unsw.edu.au

Capturing the Student Voice: An ASB website enabling students to comment on any aspect of their learning experience in the ASB: http://www.asb.unsw.edu.au/currentstudents/resources/studentfeedback/Pages/default.aspx

Blackboard eLearning Support: For online help using Blackboard, follow the links from www.clearning.unsw.edu.au to UNSW Blackboard Support / Support for Students. For technical support, email: itservicecentre@unsw.edu.au; ph: 9385 1333

UNSW Learning Centre (www.lc.unsw.edu.au) Academic skills support services, including workshops and resources, for all UNSW students. See website for details.

Library training and search support services: http://info.library.unsw.edu.au/web/services/services.html
IT Service Centre: Technical support for problems logging in to websites, downloading documents etc. https://www.it.unsw.edu.au/students/index.html
UNSW Library Annexe (Ground floor)
UNSW Counselling and Psychological Services (http://www.counselling.unsw.edu.au) Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as ‘Coping With Stress’ and ‘Procrastination’. Office: Level 2, Quadrangle East Wing; Ph: 9385 5418

Student Equity & Disabilities Unit (http://www.studentequity.unsw.edu.au) Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Ph: 9385 4734
9 COURSE RESOURCES
The website for this course is on UNSW Blackboard at:
http://lms-blackboard.telt.unsw.edu.au/webapps/portal/frameset.jsp

The following information will be made available on the Blackboard site:
- Course outline (what you are reading now)
- Links to required readings
- Lecture materials
- Assignment information
- Online forum (for administrative matters specific to this course)

When you enroll in this course, you will be automatically registered for Blackboard for COMM5002, and can access it starting approximately 24 hours post-enrolment.

For online help using Blackboard, follow the links from www.elearning.unsw.edu.au to UNSW Blackboard Support / Support for Students. For technical support, email: itservicecentre@unsw.edu.au; ph: 9385 1333.

There is no text book for this course. A study kit has been prepared for students and can be purchased from the University Bookshop. It is strongly recommended that you purchase the study kit. It includes an outline of each topic’s lecture and seminar content, the key concepts covered, useful websites, how to prepare for each seminar, and the list of required readings for each topic.
# 10 COURSE SCHEDULE

## 10.1 Lecture and Seminar Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Seminar Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 28 Feb-4 March</td>
<td>Managing Value Creation (Gigi Foster)</td>
<td>NO SEMINARS</td>
</tr>
<tr>
<td>Week 2 7-11 March</td>
<td>Consumer Behaviour and Market Segmentation (Tania Bucic)</td>
<td>Managing Value Creation</td>
</tr>
<tr>
<td>Week 3 14-18 March</td>
<td>Products and the Firm (Tania Bucic)</td>
<td>Consumer Behaviour and Market Segmentation</td>
</tr>
<tr>
<td>Week 4 21-25 March</td>
<td>Promoting and Distributing the Firm’s Offerings (Tania Bucic)</td>
<td>Products and the Firm</td>
</tr>
<tr>
<td>Week 5 28 March-1 April</td>
<td>The Managerial Enterprise (TBA)</td>
<td>Promoting and Distributing the Firm’s Offerings</td>
</tr>
<tr>
<td>Week 6 4-8 April</td>
<td>Mapping Competition: Rivals &amp; Battles for Market Share (TBA)</td>
<td>The Managerial Enterprise</td>
</tr>
<tr>
<td>Week 7 11-15 April</td>
<td>Competitive Survival in the Long Run (TBA)</td>
<td>Mapping Competition: Rivals &amp; Battles for Market Share</td>
</tr>
<tr>
<td>Week 8 18-21 April</td>
<td>Managing Operations and Productivity (Alexandra Meldrum)</td>
<td>Competitive Survival in the Long Run</td>
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<tr>
<td><strong>Mid-Session Break: Friday 22 April - Sunday 1 May</strong></td>
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</tr>
<tr>
<td>Week 9 2-6 May</td>
<td>Managing Human Resources for Competitive Advantage (Gigi Foster)</td>
<td>Managing Operations and Productivity</td>
</tr>
<tr>
<td>Week 10 9-13 May</td>
<td>Managing Change (Loretta O’Donnell)</td>
<td>Managing Human Resources for Competitive Advantage</td>
</tr>
<tr>
<td>Week 11 16-20 May</td>
<td>Leadership and Value Creation (Loretta O’Donnell)</td>
<td>Managing Change</td>
</tr>
<tr>
<td>Week 12 23-27 May</td>
<td>Value Creation in a Turbulent World (Gigi Foster)</td>
<td>Leadership for Value Creation</td>
</tr>
<tr>
<td>Week 13 30 May-3 June</td>
<td>NO LECTURES</td>
<td>Value Creation in a Turbulent World</td>
</tr>
</tbody>
</table>
11 KEY DATES AND STUDENT RESPONSIBILITIES

*It is your responsibility to ensure that:*

1. You are recorded by the University as being correctly enrolled in all your courses.

2. You have successfully completed all prerequisite courses. Any work done in courses for which prerequisites have not been fulfilled will be disregarded (unless an exemption has been granted), and no credit given or grade awarded.

3. You abide by key dates:
   - **Monday 28 February** is the first day of Semester 1 lectures. **Sunday 6 March** is the last day you can enrol in Semester 1 courses.
   - **Sunday 6 March** is the due date for Semester 1 fees.
   - **Thursday 31 March (Week 5)** is the last day for students to discontinue without financial penalty (and the last date to finalise arrangements for FEE-HELP).
   - **Sunday 17 April (end Week 7)** is the last day to discontinue without academic penalty.

4. You organise your affairs to take account of examination and other assessment dates where these are known. Be aware that your final examination may fall at any time during the semester’s examination period. The scheduling of examinations is controlled by the University administration. No early examinations are possible. The examination period for Semester 1, 2011, falls between **Friday 10 June** and **Monday 27 June** (provisional dates subject to change).

5. When the provisional examination timetable is released, ensure that you have no clashes or unreasonable difficulty in attending the scheduled examinations. The final examination timetable for Semester 1 is released in May (date TBA).

6. Note that the dates for ASB supplementary exams for session 1, 2011 are:
   - 12 July 2011 – exams for the School of Accounting
   - 13 July 2011 – exams for all Schools other than Accounting and Economics
   - 14 July 2011 – exams for the School of Economics

A full list of UNSW Key Dates is located at: [https://my.unsw.edu.au/student/resources/KeyDates.html](https://my.unsw.edu.au/student/resources/KeyDates.html)