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**COMM 5002 Managing for Value Creation 1**
1. Teaching Staff

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

Gigi Foster (Course Coordinator)
  gigi.foster@unsw.edu.au or phone: 9385 7472
  Room: Australian School of Business Building 430B
  Consultation Hours: Fridays, 11:00 – 12:00 (or by appointment)

Christine Mathies
  e.mathies@unsw.edu.au or phone: 9385 3376
  Room: Quadrangle Building 3020
  Consultation Hours: Mondays, 11:00 – 13:00 (or by appointment)

Adrian Payne
  a.payne@unsw.edu.au or phone: 9385 3390
  Room: Quadrangle Building 3048
  Consultation Hours: By appointment (via email)

Christine Mathies and Timo Leiter (Timo.Leiter@unsw.edu.au) will serve as seminar leaders.

1.1 Communication 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. Timo Leiter 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
  Tuesday 15:00 – 16:30 (A) Central Lecture Block 1
  Thursday 18:00 – 19:30 (B) Law Theatre 303

Seminars
  Tuesday 16:30 – 18:00 (T16A, Mathies) Australian School of Business 107
2.2 Units of credit
This course has a 6 Unit of Credit (UOC) value.

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 successful completion of this course, you should be able to:

1. identify the connections between management activities and value creation;
2. 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;
3. categorize and debate different management approaches and techniques for managing value creation within a rapidly changing social and market context; and
4. 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.

Australian School of Business Graduate Attributes:

1. Critical thinking and problem solving (reflected in learning outcomes 3 and 4)
2. Communication (reflected in learning outcomes 1 through 4)
3. Teamwork and leadership (reflected in learning outcome 3)
4. Social, ethical and global perspectives (reflected in learning outcomes 1, 3, and 4)
5. In-depth engagement with relevant disciplinary knowledge (reflected in learning outcomes 1, 3, and 4)
6. Professional skills (reflected in learning outcomes 1 through 4)
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, seminars and assessment have been designed to challenge students at an appropriate level and support the achievement of the desired learning outcomes. A climate of inquiry and dialogue is encouraged between students and teachers and among students, both in and out of class. The lecturers and tutors aim to provide meaningful and timely feedback to students to improve learning outcomes.

3.2 Learning Activities and Teaching Strategies

The examinable content of the course is defined by the references given in the packet of readings, and in the content of lectures and seminar activities.

Lectures

The lectures set out the main ideas, theories and conceptual frameworks for the course. Lectures start from Week 1 and run through Week 12.

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 group members’ learning.

Seminars start from Week 2 and run through Week 13. In each seminar, we will undertake seminar activities that are based on the lecture of the previous week. Prior to each seminar, please 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.
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, 2 September 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, 21 October 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 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, well-written 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).

4.3.1 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.

4.3.2 Late Submission of Assignments

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.

4.4 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. All material covered in the study kit, lectures and seminars is examinable.
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 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’s 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 tutorial for all new UNSW students: http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm.

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


6. COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the ASB, 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.

Information and policies on these topics can be found in the ‘A-Z Student Guide’: https://my.unsw.edu.au/student/atoz/A.html. See, specifically, information on ‘Attendance and Absence’; ‘Academic Misconduct’; ‘Assessment Information’; ‘Examinations’; ‘Special Consideration’; ‘Student Responsibilities’; ‘Workload’; and policies such as ‘Occupational Health and Safety’.

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 Blackboard site. From time to time, the University will send important announcements to your University email 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
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.

8. Student Resources
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

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

UNSW IT Service Desk: Technical support for problems logging in to websites, downloading documents etc. Library, Level 2; Ph: 9385 1333.
Website: www.its.unsw.edu.au/support/support_home.html

UNSW Counselling Service (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

Please note: If you are disabled and require modifications to examination protocols to accommodate your disability, it is your responsibility to make an appointment with a Student Equity Officer at the beginning of the study session to arrange this. Student Equity Officers can be reached on 9385-4734 or at studentequity-diversity@unsw.edu.au.
9. COURSE RESOURCES

This course uses Blackboard as its online environment. The following information will be made available on the Blackboard site:

- Course outline (what you are reading now)
- 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 through TELT starting approximately 24 hours post-enrolment.

For online help using Blackboard, follow the links from [www.clearning.unsw.edu.au](http://www.clearning.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 hardcopies of most readings for each topic.

9.1 Capturing the Student Voice

Please participate in all course and teaching evaluation exercises offered in this course.

There is an ASB website enabling students to comment on any aspect of their learning experience in the ASB. To find out more, go to [http://www.asb.unsw.edu.au/currentstudents/resources/studentfeedback/Pages/default.aspx](http://www.asb.unsw.edu.au/currentstudents/resources/studentfeedback/Pages/default.aspx)
## 10. Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Beginning</th>
<th>Lecture Topic</th>
<th>Seminar Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>19 July</td>
<td>Managing Value Creation (Gigi Foster)</td>
<td>NO SEMINAR</td>
</tr>
<tr>
<td>2</td>
<td>26 July</td>
<td>The Managerial Enterprise (Adrian Payne)</td>
<td>Managing Value Creation</td>
</tr>
<tr>
<td>3</td>
<td>2 August</td>
<td>Mapping Competition: Rivals &amp; Battles for Market Share (Adrian Payne)</td>
<td>The Managerial Enterprise</td>
</tr>
<tr>
<td>4</td>
<td>9 August</td>
<td>Competitive Survival in the Long Run (Adrian Payne)</td>
<td>Mapping Competition: Rivals &amp; Battles for Market Share</td>
</tr>
<tr>
<td>5</td>
<td>16 August</td>
<td>Consumer Behaviour and Market Segmentation (Christine Mathies)</td>
<td>Competitive Survival in the Long Run</td>
</tr>
<tr>
<td>6</td>
<td>23 August</td>
<td>Products and the Firm (Christine Mathies)</td>
<td>Consumer Behaviour and Market Segmentation</td>
</tr>
<tr>
<td>7</td>
<td>30 August</td>
<td>Promoting and Distributing the Firm’s Offerings (Christine Mathies)</td>
<td>Products and the Firm</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Mid-Session Break</strong></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>13 September</td>
<td>Managing Operations and Productivity (Alexandra Meldrum)</td>
<td>Promoting and Distributing the Firm’s Offerings</td>
</tr>
<tr>
<td>9</td>
<td>20 September</td>
<td>Managing Human Resources for Competitive Advantage (Gigi Foster)</td>
<td>Managing Operations and Productivity</td>
</tr>
<tr>
<td>10</td>
<td>27 September</td>
<td>Leadership for Value Creation (Jacob Lok)</td>
<td>Managing Human Resources for Competitive Advantage</td>
</tr>
<tr>
<td>11</td>
<td>4 October</td>
<td>Managing Change (Loretta O’Donnell)</td>
<td>Leadership for Value Creation</td>
</tr>
<tr>
<td>12</td>
<td>11 October</td>
<td>Value Creation in a Turbulent World (Gigi Foster)</td>
<td>Managing Change</td>
</tr>
<tr>
<td>13</td>
<td>18 October</td>
<td>NO LECTURE</td>
<td>Value Creation in a Turbulent World</td>
</tr>
</tbody>
</table>