



ISYS360

Technology Management

S1 Evening 2018

Dept of Computing

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>General Assessment Information</u>	3
<u>Assessment Tasks</u>	4
<u>Delivery and Resources</u>	8
<u>Unit Schedule</u>	9
<u>Policies and Procedures</u>	10
<u>Graduate Capabilities</u>	11
<u>Changes from Previous Offering</u>	17
<u>Standards</u>	18

Disclaimer

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General Information

Unit convenor and teaching staff Ian Krycer ian.krycer@mq.edu.au
Credit points 3
Prerequisites 39cp at 100 level or above
Corequisites
Co-badged status
Unit description This unit provides insights into five broad aspects of management systems: environment of management; organisations and their behaviour; management of human resources; project management and control; contracts; assessment; control and quality management; training; documentation and industrial relations legal issues; and management responsibility. From a practical perspective the unit involves examining new venture start-ups with high-tech industrial and commercial domains, with students working in groups on a business plan. The unit is aimed at students with a background that is typically technical although this is not essential.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.

Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.

Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.

Understand and apply all the different elements that are needed to successfully build

and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

General Assessment Information

Assessment policy

If you cannot complete a piece of work please see the convenor **before** the due date. Check also the [Disruption to Studies](#) policy. A more detailed description of each task is given below.

As the table under assessment tasks indicates, there will be 8 assessment tasks.

- Four iLearn multiple choice quizzes
- One main individual assignment.
- One group assignment - individually moderated
- One final examination - closed book on all lecture and workshop material.
- Participation in 10 workshops

All assignments and quizzes should be completed or submitted via the online system at <http://learn.mq.edu.au/> by the time specified in the assignment description.

All work submitted should be readable and well presented.

Late work will be accepted with a penalty of 10% of the marks for the assignment per day, or part day, submitted late. Hence, an assignment submitted four and a half days late will get at most half the marks. If you cannot submit on time because of illness or other circumstances, please file for a [Disruption to Studies](#).

Attendance and Participation

It is a mandatory requirement of this unit that **ALL** students participate in the case study workshops. Management units use case studies to provide analysis of key concepts and help to develop students' synthesis and communication skills. Students are required to attend a minimum of 7 out of 10 workshops. Attendance will be marked. Late arrival or early departure will earn only a 50% attendance mark. No disruption or advice to the convenor is necessary if you meet the minimum 7 out of 10 requirement. If you feel this might be problematic, then file for a [Disruption to Studies](#) so that special consideration can be given. Students who do not attend the minimum 7 workshops, without approved disruptions, will not be able to sit the final exam.

Final Exam (Hurdle):

The final exam will focus on content covered in the classes throughout the semester including all lectures, references and workshops.

As the final examination is a hurdle assessment, you will need a minimum performance of 40% to pass the unit. Your aggregate score must be 50% or above. If you achieve 30 to 39% in the final exam, you will be given a second chance to pass, with a new and different examination.

If you receive [special consideration](#) for the final exam, a supplementary exam will be scheduled

in the interval between the regular exam period and the start of the next session. By making a special consideration application for the final exam you are declaring yourself available for a resit during the supplementary examination period and will not be eligible for a second special consideration approval based on pre-existing commitments. Please ensure you are familiar with the [policy](#) prior to submitting an application. You can check the supplementary exam information page on FSE101 in iLearn (bit.ly/FSESupp) for dates, and approved applicants will receive an individual notification one week prior to the exam with the exact date and time of their supplementary examination.

If you are given a second opportunity to sit the final examination as a result of failing to meet the minimum mark required, you will be offered that chance during the same supplementary examination period and will be notified of the exact day and time after the publication of final results for the unit.

Assessment Tasks

Name	Weighting	Hurdle	Due
Quiz 1	5%	No	2/04/2018
Quiz 2	5%	No	15/04/2018
Quiz 3	5%	No	20/05/2018
Quiz 4	5%	No	10/06/2018
Assignment 1	20%	No	01/04/2018
Assignment 2	20%	No	03/06/2018
Final Examination	40%	Yes	Exam Week
Participation in Workshops	0%	Yes	Weeks 2 to 11

Quiz 1

Due: **2/04/2018**

Weighting: **5%**

40 Multiple choice questions, 10 from each of chapters 3, 4, 5 and 6 of the textbook, randomly selected from a large question database to test understanding of lecture material.

On successful completion you will be able to:

- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.

- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Quiz 2

Due: **15/04/2018**

Weighting: **5%**

40 Multiple choice questions, 10 from each of chapters 7, 8, 9 and 10 of the textbook, randomly selected from a large question database to test understanding of lecture material.

On successful completion you will be able to:

- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Quiz 3

Due: **20/05/2018**

Weighting: **5%**

40 Multiple choice questions, 10 from each of chapters 11, 12, 13 and 14 of the textbook, randomly selected from a large question database to test understanding of lecture material.

On successful completion you will be able to:

- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Quiz 4

Due: **10/06/2018**

Weighting: **5%**

40 Multiple choice questions, 10 from each of chapters 15, 16, 17 and 18 of the textbook,

randomly selected from a large question database to test understanding of lecture material.

On successful completion you will be able to:

- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assignment 1

Due: **01/04/2018**

Weighting: **20%**

Using Internet based reference sources, analyse the current market position of a given major technology company. Apply the principles from the textbook to answer a series of questions on management styles and organisational culture, current strategic issues facing an organisation and the prognosis for the future.

On successful completion you will be able to:

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assignment 2

Due: **03/06/2018**

Weighting: **20%**

A group of FOUR students will select a new product, service or business venture as the basis for a comprehensive business plan, covering market analysis, the product or service offering, marketing plan, operations plan, financial plan, risk management and recommendations. The overall mark is moderated by Peer Review feedback.

On successful completion you will be able to:

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Final Examination

Due: **Exam Week**

Weighting: **40%**

This is a hurdle assessment task (see [assessment policy](#) for more information on hurdle assessment tasks)

This is a hurdle assessment task (see [assessment policy](#) for more information on hurdle assessment tasks)

A series of short answer questions representing most chapters of the textbook and the related workshops, to be completed in a closed book exam over 3 hours.

On successful completion you will be able to:

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Participation in Workshops

Due: **Weeks 2 to 11**

Weighting: **0%**

This is a hurdle assessment task (see [assessment policy](#) for more information on hurdle assessment tasks)

assessment tasks)

This is a hurdle assessment task (see [assessment policy](#) for more information on hurdle assessment tasks)

There are 10 mandatory participation workshops from Week 2 to Week 11. Attendance will be marked students are expected to participate fully in group and class activities. Students must participate in a satisfactory manner in at least 7 out of the 10 workshops to pass this assessment. A failure would preclude the student from sitting the final exam.

On successful completion you will be able to:

- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Delivery and Resources

Each week you should attend up to 4 hours of lectures and workshops. For details of days, times and rooms consult the [timetables webpage](#).

Recommended Text

The mandatory text book is MANAGEMENT 8th EDITION by Stephen Robbins, Rolf Bergman & Mary Coulter, Pearson, 2017

Do not buy earlier editions as the quiz questions in particular will directly relate only to the 8th edition.

The [eBook version](#) is available online for \$50. This represents a convenient way to acquire the textbook for class workshops, assessments and the final exam.

All lecture slides will be available from [iLearn](#). Audio from the lectures will be available via the Echo360 system with links from the unit's iLearn home page.

All assignments are accessed from [iLearn](#) and submitted through iLearn.

Assignments 1 and 2 are Turnitin assignments, submitted through iLearn, but sent to Turnitin for plagiarism checking. Students should allow up to 24 hours to receive Turnitin feedback reports.

Website and access to unit material:

The web page and content for this unit can be found at iLearn: <https://ilearn.mq.edu.au/login/MQ/>. Note that the unit content is not publicly available and requires for you to log in to access.

Unit Schedule

Week	Day and Date	Lecture	Workshop	Assignment
1	Tues 27/2/18	Unit Outline Chapter 1	No Workshops in Week 1	
2	Tues 6/3/18	Chapters 3 and 4	Managing McDonald's Australia, pp 31-32	Release Assignment 1
3	Tues 13/3/18	Chapters 5 and 6	Culture of the ADF, pp 100-101	Quiz 1 on Chapters 3,4,5 and 6
4	Tues 20/3/18	Chapters 7 and 8	A wakeup call to global clothing brands, pp 177-178	Assignment 1 Due by 11:55 pm, 1/4/18
5	Tues 27/3/18	Chapters 9 and 10	Workplace stress can kill, pp 246-247	Quiz 1 due by 2/4/18
6	Tues 3/4/18	Chapters 11 and 12	Netflix and SVOD pp309-310	Quiz 2 on Chapters 7,8,9 and 10
7	Tues 10/4/18	Writing a Business Plan Financial Analysis	Group Assignment Topics	Release Assignment 2 Quiz 2 due 15/4/18
Mid Semester Break				
8	Tues 1/5/18	Chapters 13 and 14	Starbucks Controls, p348	
9	Tues 8/5/18	Chapters 15 and 16	Teamwork at Lonely Planet, p455	Quiz 3 on Chapters 11, 12, 13 and 14
10	Tues 15/5/18	Chapters 17 and 18	Delivery disaster at Domino's Pizza, p577	Quiz 3 due 20/5/18
11	Tues 22/5/18	Industry Guest Speaker	Radical leadership, p649	Quiz 4 on Chapters 15, 16, 17 and 18
12	Tues 29/5/18	Revision	Assignment Review	Assignment 2 Report Due 11:55 pm on 3/6/18
13	Tues 5/6/18	No Lecture	No Workshop	Quiz 4 due by 10/6/18
Exam		Check online for details	All unit material, including workshops	

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Assignment 1
- Assignment 2
- Final Examination
- Participation in Workshops

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Assignment 1
- Assignment 2
- Final Examination
- Participation in Workshops

Commitment to Continuous Learning

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Assignment 1
- Assignment 2
- Final Examination
- Participation in Workshops

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build

and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Quiz 1
- Quiz 2
- Quiz 3
- Quiz 4
- Assignment 1
- Assignment 2
- Final Examination
- Participation in Workshops

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Quiz 1
- Quiz 2
- Quiz 3
- Quiz 4

- Assignment 1
- Assignment 2
- Final Examination
- Participation in Workshops

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Quiz 1
- Quiz 2
- Quiz 3
- Quiz 4
- Assignment 1
- Assignment 2
- Final Examination
- Participation in Workshops

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to

read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Assignment 1
- Assignment 2
- Final Examination
- Participation in Workshops

Engaged and Ethical Local and Global citizens

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem

based learning skills.

- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Assignment 1
- Assignment 2
- Final Examination
- Participation in Workshops

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcomes

- Develop leadership skills to co-ordinate a team of people to deliver a useful and valuable product or service or launch a new business venture.
- Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
- Practice how to both provide and accept critical analysis and constructive criticism for continuous improvement in deliverables and demonstrate social learning and problem based learning skills.
- Understand and apply all the different elements that are needed to successfully build and operate an effective team, organisation and business e.g. marketing, operations, financials and control.

Assessment tasks

- Assignment 1
- Assignment 2
- Final Examination
- Participation in Workshops

Changes from Previous Offering

This year's offering represents a complete update to the latest Robbins text being the 8th Edition,

published 23/10/2017. All lecture material and quizzes have been updated. The assignments have been refreshed and the exam content will be similar, but different, to prior years.

Standards

Four standards, namely HD, D, CR, P summarize as many different levels of achievement. Each standard is precisely defined to help students know what kind of performance is expected to deserve a certain mark. The standards corresponding to the learning outcomes of this unit are given below:

L.O. 1	Pass	Credit	Distinction	High Distinction
Leadership	Can reproduce some definitions and ideas, show some breadth of understanding of new business leadership	Show breadth of understanding across most of the unit material relating to a new business venture	Apply terminology and ideas in some new contexts, show breadth of understanding across most of the new business unit material	Apply terminology and ideas in new contexts, show breadth of understanding of all the new business unit material and external references
L.O. 2	Pass	Credit	Distinction	High Distinction
People Skills	Can reproduce some definitions and ideas, show some breadth of understanding of individual and team motivation	Show breadth of understanding across most of the unit material relating to individual and team motivation	Apply terminology and ideas in some new contexts, show breadth of understanding across most of the people management unit material	Apply terminology and ideas in new contexts, show breadth of understanding of all people management unit material and external references
L.O. 3	Pass	Credit	Distinction	High Distinction
Critical Analysis	Able to provide and accept critical analysis and demonstrate some social learning skills related to some unit material	Able to provide and accept well considered critical analysis and demonstrate social learning skills related to most of the unit material	Able to provide and accept well considered critical analysis and demonstrate refined social and problem learning skills related to all the unit material	Able to provide and accept well considered critical analysis and demonstrate refined social and problem learning skills related to all the unit material and additional outside reference material
L.O. 4	Pass	Credit	Distinction	High Distinction
Business Understanding	Understands the basic idea of how to build a successful business including some of the elements of marketing, operations, financials and control.	Understands more than the basic superficial ideas of how to build a successful business including most of the elements of marketing, operations, financials and control.	Exemplifies a knowledge of the key concepts of how to build a successful business including all of the elements of marketing, operations, financials and control.	Has a complete command of the subject matter on a deeper level on how to build a successful business including all of the elements of marketing, operations, financials control and risk management.