ISYS360
Technology Management
S1 Evening 2019
Dept of Computing

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## General Information

**Unit convenor and teaching staff**  
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Contact via x 9520

Lecturer  
Dr. Ian Krycer  
[Email](mailto:ian.krycer@mq.edu.au)

Tutor  
Mr. Adnan Mahmood  
[Email](mailto:adnan.mahmood@mq.edu.au)

Tutor  
Ms. Agatha Albano  
[Email](mailto:agatha.albano@mq.edu.au)  
Contact via x 1376  
4 Research Park Drive, Level 2

**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://students.mq.edu.au/important-dates

Learning Outcomes

1. 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.
2. Demonstrate an understanding of individual personalities and communication styles and how this impacts interpersonal interactions and team motivation and performance.
3. 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.
4. 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 7 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.

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.

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% in the exam to pass the unit. 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**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quiz 1</td>
<td>5%</td>
<td>No</td>
<td>1/04/2019</td>
</tr>
<tr>
<td>Quiz 2</td>
<td>5%</td>
<td>No</td>
<td>15/04/2019</td>
</tr>
<tr>
<td>Quiz 3</td>
<td>5%</td>
<td>No</td>
<td>20/05/2019</td>
</tr>
<tr>
<td>Quiz 4</td>
<td>5%</td>
<td>No</td>
<td>10/06/2019</td>
</tr>
<tr>
<td>Assignment 1</td>
<td>20%</td>
<td>No</td>
<td>01/04/2019</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>20%</td>
<td>No</td>
<td>03/06/2019</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>Yes</td>
<td>11-28th June</td>
</tr>
</tbody>
</table>

**Quiz 1**

**Due:** 1/04/2019  
**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.

This Assessment Task relates to the following Learning Outcomes:

- 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: 15/04/2019
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.

This Assessment Task relates to the following Learning Outcomes:
• 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: 20/05/2019
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.

This Assessment Task relates to the following Learning Outcomes:
• 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: 10/06/2019
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.

This Assessment Task relates to the following Learning Outcomes:

• 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: 01/04/2019
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.

This Assessment Task relates to the following 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.

Assignment 2
Due: 03/06/2019
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.

This Assessment Task relates to the following 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.

Final Examination
Due: 11-28th June
Weighting: 40%
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.

This Assessment Task relates to the following 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.
Unit guide ISYS360 Technology Management

**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](#).


*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 $60. 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/](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**

<table>
<thead>
<tr>
<th>Week</th>
<th>Day and Date</th>
<th>Lecture</th>
<th>Workshop</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Peter</td>
<td>Tues 26/2/19</td>
<td>Unit Outline Chapters 1 and 2</td>
<td>No Workshops in Week 1</td>
<td></td>
</tr>
<tr>
<td>2 - Peter</td>
<td>Tues 5/3/19</td>
<td>Chapters 3 and 4</td>
<td>Managing McDonald’s Australia, pp 31-32</td>
<td>Release Assignment 1</td>
</tr>
<tr>
<td>3 - Peter</td>
<td>Tues 12/3/19</td>
<td>Chapters 5 and 6</td>
<td>Culture of the ADF, pp 100-101</td>
<td>Quiz 1 on Chapters 3,4,5 and 6</td>
</tr>
<tr>
<td>4 - Peter</td>
<td>Tues 19/3/19</td>
<td>Chapters 7 and 8</td>
<td>A wakeup call to global clothing brands, pp 177-178</td>
<td>Assignment 1 Due by 11:55 pm, 1/4/19</td>
</tr>
<tr>
<td>5 - Peter</td>
<td>Tues 26/3/19</td>
<td>Chapters 9 and 10</td>
<td>Workplace stress can kill, pp 246-247</td>
<td>Quiz 1 due by 2/4/19</td>
</tr>
<tr>
<td>6 - Peter</td>
<td>Tues 2/4/19</td>
<td>Chapters 11 and 12</td>
<td>Netflix and SVOD pp309-310</td>
<td>Quiz 2 on Chapters 7,8,9 and 10</td>
</tr>
</tbody>
</table>
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). 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

https://unitguides.mq.edu.au/unit_offers/104274/unit_guide/print
• **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). 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](http://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](https://students.mq.edu.au/study/getting-started/student-conduct)

**Results**

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@mq.edu.au

**Student Support**

Macquarie University provides a range of support services for students. For details, visit [https://students.mq.edu.au/support/](https://students.mq.edu.au/support/)

**Learning Skills**

Learning Skills ([mq.edu.au/learningskills](http://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 Enquiry Service**

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

If you are a Global MBA student contact globalmba.support@mq.edu.au

**Equity 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.
Graduate Capabilities

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
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

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

**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
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

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

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
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

**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

Changes from Previous Offering

Peter Busch re-joins the unit again this year, taking the first 6 weeks.

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:

<table>
<thead>
<tr>
<th>L.O. 1</th>
<th>Pass</th>
<th>Credit</th>
<th>Distinction</th>
<th>High Distinction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Can reproduce some definitions and ideas, show some breadth of understanding of new business leadership</td>
<td>Show breadth of understanding across most of the unit material relating to a new business venture</td>
<td>Apply terminology and ideas in some new contexts, show breadth of understanding across most of the new business unit material</td>
<td>Apply terminology and ideas in new contexts, show breadth of understanding of all the new business unit material and external references</td>
</tr>
<tr>
<td>L.O. 2</td>
<td>Pass</td>
<td>Credit</td>
<td>Distinction</td>
<td>High Distinction</td>
</tr>
<tr>
<td>People Skills</td>
<td>Can reproduce some definitions and ideas, show some breadth of understanding of individual and team motivation</td>
<td>Show breadth of understanding across most of the unit material relating to individual and team motivation</td>
<td>Apply terminology and ideas in some new contexts, show breadth of understanding across most of the people management unit material</td>
<td>Apply terminology and ideas in new contexts, show breadth of understanding of all people management unit material and external references</td>
</tr>
</tbody>
</table>
## L.O. 3

### Pass
Able to provide and accept critical analysis and demonstrate some social learning skills related to some unit material.

### Credit
Able to provide and accept well considered critical analysis and demonstrate social learning skills related to most of the unit material.

### Distinction
Able to provide and accept well considered critical analysis and demonstrate refined social and problem learning skills related to all the unit material.

### High Distinction
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
Understands the basic idea of how to build a successful business including some of the elements of marketing, operations, financials and control.

### Credit
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.

### Distinction
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.

### High Distinction
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.