



Victoria Management School

## **MGMT 205 STRATEGIC MANAGEMENT**

Trimester One 2008

### **COURSE OUTLINE**

#### **CONTACT DETAILS**

##### **COURSE COORDINATOR**

**Professor Stephen Cummings**  
**Course Coordinator**

Room: RH 930, Rutherford House  
Email: [stephen.cummings@vuw.ac.nz](mailto:stephen.cummings@vuw.ac.nz)  
Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

##### **ADMINISTRATOR**

###### **Luisa Acheson**

Room: RH 919, Rutherford House  
Phone: 463 5381  
Email: [luisa.acheson@vuw.ac.nz](mailto:luisa.acheson@vuw.ac.nz)

##### **TUTORIAL COORDINATOR**

###### **Garry Tansley**

Room: RH 915  
Phone: 463 6968  
Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

Please contact the tutorial coordinator with all queries regarding course content and grades, tutorial allocations, handing in assignments, extensions and tutorial notices.

#### **CLASS TIMES and ROOM NUMBERS**

##### **Lectures:**

Tuesday 11.30 – 1.20pm Rutherford House **LT 1**

##### **Workshop:**

Friday 11.30 – 12.20pm Rutherford House **LT 1**

This course has a closed book 3-hour final examination. The examination period will be from 6- 25 June 2008.

## **Tutorials:**

### **Tutorial Signup Instructions**

Requirements to use this programme:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded.

### ***Instructions:***

Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system.

The “Signup Home” page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT205.

MGMT205 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A “key” is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you’re enrolled into the session from a waitlist.

You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for one (1) other preferred session. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

You can choose to “WITHDRAW” from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.

A “FULL” button indicates all seats and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons in available in the “Key” section at the bottom of the signup page.

You can only “ENROL” in ONE tutorial session and “JOIN ONE (1) WAITLIST” for other tutorial sessions.

You will be able to login and signup (or change your signup) anytime between 12 midnight 25<sup>th</sup> February 2008 and the last date: midnight 6<sup>th</sup> March 2008. You will NOT be able to signup or change your choice after the last date - midnight 6<sup>th</sup> March 2008. Any changes will be made by the tutorial coordinator on a case by case review of your 'exceptional circumstance'.

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on "My Signups" on the left hand menu.

Click on "Support" on the left hand menu if you are having problems.

This online signup system is available round the clock over the internet. Please make use of it to sign up for a MGMT205 tutorial before midnight, the 6<sup>th</sup> of March 2008. Any requests after this date any will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in 'exceptional circumstances' and there is **NO GUARANTEE** that you will get your requested tutorial time.

Tutorials start on the first week of the course. As there is a maximum of 17 students per tutorial class you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard by 5pm Friday 7<sup>th</sup> March 2008. If you have any serious problems about the allocations see the Tutorial Coordinator ASAP.

## Management 205 Introduction, course objectives, student requirements

The objective of this course is to provide participants with a working understanding of classic frameworks in strategic management along with some of the latest thinking in this area.

At the end of the course, participants will have, and be able to apply, a toolkit that will enable them to approach and structure any business scenario and develop clear strategies for the organizations they work with and for. Skills will be developed by using frameworks and ideas to analyze real-world business cases from Asia, Oceania, Europe, Africa and the Americas.

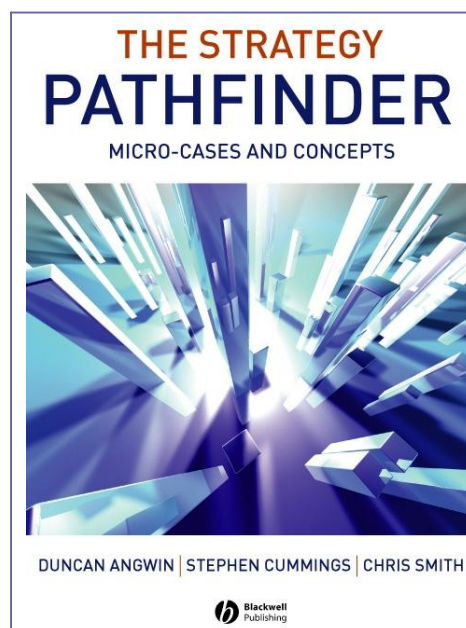
However, the focus will not just be on designing strategy. The program will also emphasize developing participants' ability to effectively communicate strategies and involve others in the process of developing strategy and strategy processes.

### Expected Workload

MGMT 205 students are expected to attend all classes: lectures, workshops and tutorials. Students can expect the total workload to be approximately 6-8 hours work in addition to class times. You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

### Required readings

*The Strategy Pathfinder*. D. Angwin, S. Cummings, C. Smith (2007). Blackwell: Oxford available from VUW bookshop. It is essential that all students have a copy of this book and bring it to each class as all lecture materials are taken from it. A small number of additional items will be posted on the MGMT205 blackboard site throughout the trimester.



# MGMT 205 COURSE PROGRAMME

## 1. WEEK BEGINNING MONDAY 25 FEBRUARY

### Tuesday Lecture: Course Introduction

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- Understanding course objectives and expectations. (Review course outline).
- Discussing the assessment project.
- The communication of strategy.
- 11 pathways to defining a strategy.

Friday Workshop: No workshop

## 2. WEEK BEGINNING MONDAY 3 MARCH

### Tuesday Lecture: The state of strategic management

(Text - read pp. v-xiii *Strategy Pathfinder*; also read pages 1-32 of the chapter found under the heading 'The state of strategy' on the MGMT205 blackboard site under 'Course Materials')

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- The state of strategy in 2008
- Key trends and influences
- Using *The Strategy Pathfinder*

Friday Workshop: No workshop

## 3. WEEK BEGINNING MONDAY 10 MARCH

### Tuesday Lecture: The Macro-Environment

(Text - read Chapter 1 *Strategy Pathfinder* pp.1-29)

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- The Icarus paradox.
- Structuring the external business environment.
- PEST and ESTEMPLE.
- SWOT analysis.
- “Fast failing” and corporate agility.

Friday Workshop: No workshop

Tutorial 1: Tutorial Case: Nike - Local actions, global response (p.19)

#### **4. WEEK BEGINNING MONDAY 17 MARCH**

##### **Tuesday Lecture: Stakeholders and Governance**

(Text - read Chapter 2 *Strategy Pathfinder* p. 31-59)

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- Strategy processes.
- Stakeholder analysis.
- Public versus private ownership.
- The power/interest matrix.
- When to use, and how to manage, consultants.

Friday workshop: \*\*\*\*\*No workshop - Easter Break\*\*\*\*\*

Tutorial 2: Tutorial cases: Merry Men and Virgin and Fad Power (p. 55 and p. 58)

#### **5. WEEK BEGINNING MONDAY 24 MARCH**

Tuesday Lecture:\*\*\*\*\*No lecture - Easter Break\*\*\*\*\*

Friday workshop: Video case: How McKinsey & Co. train their strategy consultants

#### **6. WEEK BEGINNING MONDAY 31 MARCH**

##### **Tuesday Lecture: The Industry Environment**

(Text - read Chapter 3 *Strategy Pathfinder*, pp. 61-87)

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- Perfect and imperfect competition.
- Industry margins.
- Five forces of industry.
- Industry life cycles.
- Value nets and co-optition.

+ Guest Speaker: Alan Chiew Senior Consultant at Deloitte

Friday workshop: No workshop

Tutorial 3: Tutorial case: RAM - Crumbling Palaces (p. 84)

\*\*\*\*\*Case summary 1 should be handed in to the MGMT 205 box on the mezzanine floor of Rutherford House by **3.00pm on Thursday April 3.**\*\*\*\*\*

\*\*\*\*\* MID-TRIMESTER HOLIDAY \*\*\*\*\*

## **7. WEEK BEGINNING MONDAY 21 APRIL**

### **Tuesday Lecture: Corporate and Competitive Strategy**

(Text - read Chapters 4 and 5 *Strategy Pathfinder* pp. 89-152)

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- The value chain.
- Generic strategy matrix.
- Five types of competitive advantage.
- The strategy clock.
- Portfolio strategies.
- Parenting advantage.
- BCG and Diversification matrix.

**Friday workshop:\*\*\*\*\*No workshop due to ANZAC day holiday\*\*\*\*\***

**Tutorial 4:** Tutorial Case: Two Brews p.139

## **8. WEEK BEGINNING MONDAY 28 APRIL**

### **Tuesday Lecture: Living Strategy**

(Text - read Chapter 6 *Strategy Pathfinder* pp.153-179)

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- Resource-based view of the firm,
- The learning organization.
- The knowledge society.
- Strategy through 'stories'.
- Emergent strategies.
- The Balanced Scorecard.

**Friday Workshop: Case + Video: *Skill Saws* (case will be provided in week 8's lecture)**

**Tutorial 5:** Tutorial Cases - Bringing back the branch & Helping Old People Eat (p. 166 & p. 168)

## **9. WEEK BEGINNING MONDAY 5 MAY**

### **Tuesday Lecture: Corporate Character /Crossing Borders**

(Text - read Chapters 7 and 8 *Strategy Pathfinder* pp. 181-234)

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- The impact of national culture.
- The Porter Diamond.
- The Seven-S frameworks.
- The Corporate Culture Web.
- Values, vision and mission.

**Friday Workshop:** The World's Local Bank (video)/Trouble at the Top - The Dome

**Tutorial 6:** Tutorial Case - Burgers and Cola (p. 227)

## **10. WEEK BEGINNING MONDAY 12 MAY**

### **Tuesday Lecture: Guiding Strategic Change**

(Text - read Chapter 9 *Strategy Pathfinder* pp.235-262)

**Lecture case:** Pringle of Scotland

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- Kotter's 8 steps.
- Change management styles.
- Leadership locus.
- Modes of resistance.
- Blending change and continuity.

**Friday Workshop:** No workshop

## **11. WEEK BEGINNING MONDAY 19 MAY**

### **Tuesday Lecture: Sustainability/Maverick Strategies**

(Text - read Chapters 10 & 11 *Strategy Pathfinder* pp.263-317)

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- Sustainable competitive advantage
- Triple-bottom line
- Corporate social responsibility
- Value innovation
- 'Blue-Ocean' strategies
- Next practice



- Organigraphs and value-chimera

Friday Workshop: Capstone case - Swiss Re and the 'Gerkin'

Tutorial 7: Tutorial Case: Handi Ghandi Curries (p. 281)

\*\*\*\*\*Case summary 2 should be handed in to the MGMT 205 box on the mezzanine floor of Rutherford House by **3.00pm on Thursday May 22.**\*\*\*\*\*

## **12. WEEK BEGINNING MONDAY 26 MAY**

Tuesday Lecture: **Course Review**

- Continuing Capstone case - Swiss Re and the 'Gerkin'
- Reviewing and reflecting upon the course.
- Looking at how to prepare for the final exam.

## Course Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It is crucial that you to regularly check Blackboard for messages, announcements and materials. Please ensure that you have access to Blackboard once you have registered for the course.

## Email contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg MGMT205\_Smith\_Pauline\_3000223344\_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

## Assessment requirements

A student's overall grade in the course will be determined in the following manner:

1. **Individual tutorial participation (10%)**: MGMT 205 tutors will be using the following general guide to determine your tutorial participation mark.

**100% (10/10):**

Frequent and consistent contributions which show an excellent understanding of the case and makes significant reference to the course readings and beyond. Comments demonstrate excellent interweaving of theory and practice.

**75% (7.5/10):**

Frequent and consistent contributions that show a good understanding of the case and that sometimes make reference to the course readings. Comments demonstrate good interweaving of theory and practice.

**50% (5/10):**

Sporadic contributions to class/group discussion; comments showed some understanding of the case but made little to no reference to the course readings.

**25% (2.5/10):**

Negligible contribution to class/group discussion: "I came, I listened, but only participated in the proceedings on rare occasions".

**0% (0/10):** Any student who attended **fewer than five** tutorials.

2. **Two case summaries** each worth 20% (2 x 20% = 40%). You can chose from a selection (see the lists below) of the **cases** discussed during the **lecture/workshop** programme. Each student should prepare a written summary of what they believe to be the key issues and learning points for each chosen case. Each case write-up should be no more than 1000 words. Examples of good case summaries and more information about our expectations for these summaries will be provided on blackboard and/or during classes.

Students will prepare two copies of each assignment, keeping the second copy for their own reference and for use during the course. Students must also keep an electronic copy of their assignment.

You may discuss work with other students; but reports must be individual submissions.

Case summary 1 should be handed in to the MGMT 205 box no. 24 on the mezzanine floor of Rutherford House by **5.00pm on Thursday April 3**. You may choose from the following cases:

- Nike - Local actions, global response (p.19)
- Merry Men and Virgin (p. 55)
- Fad Power (p. 58)
- RAM - Crumbling Palaces (p. 84)

Case summary 2 should be handed in to the MGMT 205 box no. 24 on the mezzanine floor of Rutherford House by **5.00pm on Tuesday May 20**. You may chose from the following cases:

- Two Brews (p.139)
- Bringing back the branch (p. 166)
- Burgers and Cola (p. 227)
- Handi Ghandi Curries (p. 281)

3. **A closed-book 3-hour examination** based on a case study/ies (50%).

**Overall Pass Mark** - for the course will be **50%** of the total marks available ie 50 marks

#### **Mandatory course requirements for passing the course**

- comprise: i) attendance for **at least 5 out of 7** tutorials;
- ii) submission of **all** assignments; and
- iii) obtaining **at least 40% in the examination**.

- Students who fail to satisfy all of these mandatory requirements but who obtain 50% or more overall, will be awarded a "K" grade.

- Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, whether or not the mandatory course requirements have been satisfied.

For example, a student who obtains an overall course mark of 35 and does not fulfil one or more of the mandatory course requirements will be given an E grade. A student who fails to sit an examination will have their course mark calculated with an entry of Zero for the exam and their grade determined in the usual way.

- Notice of Failure to meet Mandatory Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board. Students will be expected to check both places for notification.

#### **Handing in assignments**

Assignments should be placed, in hard copy form, in the MGMT 205 box (no. 24) on the mezzanine floor of Rutherford House by the due time on the due date. Assignments received after that time will be deemed to be late, and must be handed to the Tutorial Coordinator for this course.

**All Hand-Ins** should have: a Assignment Cover Sheet stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

**Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing.** Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

## GRADING GUIDELINES

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	Failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment.

### PENALTIES - for Lateness & Excessive Length of Assignments

(i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late. Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Requirements**.

(ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties.

**Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.

(iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the Tutorial Coordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

(iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Tutorial Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.

(v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be X% of the grade for an assignment which is X% over the word limit.**

### Policy and procedure for remarking assignments

Every endeavour is made to ensure that the marking is consistent across tutors and fair to students.

Students may ask for their assignments to be remarked. If a student asks for a remark a different tutor than the original marker will do the remarking. If the mark differs by 10% or less the student will receive the average of the two marks. If the difference between the two marks is greater than 10% the assignment will be independently marked by a third marker and the average of the closest two marks will be awarded to the student.

To apply for a remark, write a note (no more than one page) on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this is with your assignment to the tutorial coordinator. By applying for a remark you must accept that your mark could go either up or down.

Applications for remarks close one week after the return date and time for that piece of assessment. Allow up to two weeks for remarks to be completed.

There will be no remarks for tutorial contribution.

### **Faculty of Commerce and Administration offices**

#### Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the office on (04) 463 5376.

#### Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Check with the Student Administration Office for opening times (04) 463 5376.

### **Notice of Turnitin Use**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the School, handwritten work may be copy typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

### **General university policies and statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to [www.victoria.ac.nz/home/about/policy/students.aspx](http://www.victoria.ac.nz/home/about/policy/students.aspx)

For information on the following topics, go to the Faculty's website [www.victoria.ac.nz/fca](http://www.victoria.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

### **Academic Integrity and Plagiarism**

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

[www.victoria.ac.nz/home/studying/plagiarism.html](http://www.victoria.ac.nz/home/studying/plagiarism.html)

### **Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

VICTORIA UNIVERSITY OF WELLINGTON  
*Te Whare Wānanga o te Ūpoko o te Ika a Māui*



**Victoria Management School**

**MGMT 205 Individual Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

**Tutor's Name:** \_\_\_\_\_ **Tutorial Number:** \_\_\_\_\_

**Tutorial Day:** \_\_\_\_\_ **Tutorial Time:** \_\_\_\_\_

**Date Due:** \_\_\_\_\_ **Date Submitted:** \_\_\_\_\_

*I have read and understood the university policy on Academic Integrity and Plagiarism.  
I declare this assignment is free from plagiarism.*

Signed: \_\_\_\_\_

***Extension of the due date (if applicable)***

**Please attach a copy of the note authorising your extension.**

Date extension applied for: \_\_\_\_\_

Extension granted until: \_\_\_\_\_

Extension granted by: \_\_\_\_\_