Tasmanian School of Business & Economics (TSBE) (School)
College of Business and Economics (College)

BMA357
SMALL BUSINESS MANAGEMENT

12.50 Credit points

Semester 1, 2019
Unit Outline

Dr Bronwyn Eager
CONTACT DETAILS

Unit coordinator

Unit coordinator/Lecturer: Dr Bronwyn Eager
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Email: Bronwyn.Eager@utas.edu.au
Phone: TBA
Room location and number: Building A, Room 261
Consultation hours: By appointment

Other teaching staff

Lecturer: Dr Solomon Habtay
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Phone: TBA
Room location and number: Centenary Building, Sandy Bay
Consultation hours: By appointment
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WHAT IS THE UNIT ABOUT?

Unit description

Small businesses contribute significantly to the wealth of most countries, particularly in regional economies. In Australia, small business is defined as an organisation employing fewer than 20 people. Australian small businesses contributed around $380 billion to Australia’s GDP in 2016 and contributed to approximately 44% of Australian employment (ABS 2017). The study of small business management requires an understanding of a wide range of activities such as: marketing, planning, promotion, budgeting, customer service, human resource and operations management. The aim of this unit is to develop your understanding of the small business sector including the strategies and concepts that maximise small business effectiveness.

Much of the information you study about business does not fit into nice, neat categories. Research results are often conflicting, and serious questions can be raised about previously accepted findings. There is no one answer to small business issues and problems so during this unit you will explore a variety of strategies and practices in order to provide you with the insights and arguments to develop your own small business proposals.

Intended Learning Outcomes

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

1. evaluate and apply small business management theories and concepts.
2. critically evaluate contemporary small business management challenges and opportunities using theory and independent research.
3. communicate small business management strategies, theories and practices.
Successful completion of this unit supports your development of course learning outcomes, which describe what a graduate of a course knows, understands and is able to do. Course learning outcomes are available from the Course Coordinator. Course learning outcomes are developed with reference to national discipline standards, Australian Qualifications Framework (AQF), any professional accreditation requirements and the University of Tasmania’s Graduate Statement.

The University of Tasmania experience unlocks the potential of individuals. Our graduates are equipped and inspired to shape and respond to the opportunities and challenges of the future as accomplished communicators, highly regarded professionals and culturally competent citizens in local, national, and global society. University of Tasmania graduates acquire subject and multidisciplinary knowledge and skills, and develop critical and creative literacies and numeracies and skills of inquiry. They demonstrate the ability to apply this knowledge in changing circumstances. Our graduates recognise and critically evaluate issues of social responsibility, ethical conduct and sustainability, are entrepreneurial and creative, and are mindful of their own wellbeing and that of the community. Through respect for diversity and by working in collaborative ways, our graduates reflect the values of the University of Tasmania.

Alterations to the unit as a result of student feedback

Regular online workshops for distance students have been incorporated into the unit schedule.

Prior knowledge &/or skills

BMA101
HOW WILL I BE ASSESSED?

Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment task 1: Case Study Analysis</td>
<td>Weekly*</td>
<td>36</td>
<td>LO1, LO3</td>
</tr>
<tr>
<td>Assessment task 2: Group Presentation</td>
<td>Week 9*</td>
<td>24</td>
<td>LO1, LO2, LO3</td>
</tr>
<tr>
<td>Assessment task 3: Group Report</td>
<td>Midnight Friday</td>
<td>40</td>
<td>LO1, LO2, LO3</td>
</tr>
</tbody>
</table>

*Note. Refer to MyLO for due dates and times

Assessment details

**Assessment 1: Case Study Analysis**

<table>
<thead>
<tr>
<th>Task Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Task Description</strong></td>
<td>This is an individual assessment.</td>
</tr>
<tr>
<td></td>
<td>Students are expected to complete nine case studies, which align with key topics in this unit.</td>
</tr>
<tr>
<td></td>
<td><strong>On-campus students</strong> are required to discuss cases during class time and submit a written response to the case question(s) via MyLO prior to attending class. See MyLO for due dates and details</td>
</tr>
<tr>
<td></td>
<td><strong>Distance students</strong> are required to post a response to the case question(s) on the discussion board provided, and comment on others’ posts, by midnight Sunday of that week. See MyLO for due dates and details</td>
</tr>
<tr>
<td></td>
<td>Refer to MyLO for cases, questions, marking criteria and due dates</td>
</tr>
<tr>
<td></td>
<td>Each case represents 4 marks, totalling 36 marks for the semester</td>
</tr>
</tbody>
</table>
Assessment Task 2: Group Presentation

In this assessment, students are required to form into groups and simulate the role of small business consultants to provide recommendations for enhancing the effectiveness of a Tasmanian small business.

To complete this assessment, your group will need to:

a) Identify a Tasmanian small business and gain agreement from them to participate in this assessment.

b) Conduct primary research activities e.g. interviews with multiple stakeholders to gain awareness of the business and the marketplace in which it operates.

c) Craft recommendations for enhancing the effectiveness of the business. Given this assessment is due in Week 9, recommendations will be preliminary and are expected to develop in Assessment 3. Recommendations must be based on evidence from primary and secondary research activities and link to key theoretical concepts as presented in this unit.

d) Demonstrate awareness and application of the tools and techniques taught in this unit (BMA357).

e) Present your findings and recommendations via an oral presentation.

On-campus students are required to present during scheduled class time and upload a copy of their presentation slides to MyLO prior to presenting.

Distance students are required to present via video (either recorded and uploaded to MyLO, or at an agreed time with your lecturer in a Collaborate session).
This is a group assessment. Teams may comprise a minimum of three and a maximum of five students.

For the marking rubric, refer to MyLO.

Templates to assist with this assessment will be made available throughout the semester. Guidelines for group assessment are available on MyLO.

Distance students are advised to attend the scheduled online workshop sessions for tips and insights into preparing assessments. Refer to Unit Schedule for details.

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Analyse and evaluate small business management theories and concepts in relation to practice.</td>
<td>LO1</td>
</tr>
<tr>
<td>2</td>
<td>Conduct research on contemporary small business challenges and opportunities for a start-up or Tasmanian small business.</td>
<td>LO2</td>
</tr>
<tr>
<td>3</td>
<td>Analyse and critically evaluate identified challenges and opportunities and develop a business plan.</td>
<td>LO2</td>
</tr>
<tr>
<td>4</td>
<td>Justify findings and recommendations in a business plan.</td>
<td>LO2</td>
</tr>
<tr>
<td>5</td>
<td>Communicate and justify research findings orally and in writing to a diverse audience.</td>
<td>LO3</td>
</tr>
<tr>
<td>6</td>
<td>Work in a team, lead and manage group processes.</td>
<td>LO3</td>
</tr>
</tbody>
</table>

**Task Length**  Presentation 8 minutes (+/- 30 seconds). Refer to MyLO for marking rubric.

**Due by date**  Week 9. Refer to MyLO for details.
Assessment Task 3: Group Report

This assessment builds on, and should incorporate the feedback from, Assessment 2. Your group is required to produce a written plan for enhancing the effectiveness of a Tasmanian small business.

To complete this assessment, you will need to:

a) Provide an overview of a Tasmanian small business (using the tools and techniques taught in this unit BMA357).

b) Identify opportunities for enhancing the effectiveness of the business; identify a minimum of three strategies and justify your recommendations with evidence from theory/literature/practice/research.

c) Present your findings and recommendations in a written report of 2500 (+/- 10%) words.

Secondary research must be appropriately referenced using the Harvard Referencing System Style Guide.

Templates to assist with this assessment will be made available throughout the semester. Guidelines for group assessment are available on MyLO.

For the marking rubric, refer to MyLO.

Distance students are advised to attend the scheduled online workshop sessions for tips and insights into preparing assessments. Refer to Unit Schedule for details.

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Analyse and evaluate small business management theories and concepts in relation to practice.</td>
<td>LO1</td>
</tr>
<tr>
<td>2</td>
<td>Apply contemporary small business management theories and concepts to case studies and make recommendations.</td>
<td>LO1</td>
</tr>
<tr>
<td>3</td>
<td>Conduct research on contemporary small business challenges and opportunities for a start-up or Tasmanian small business.</td>
<td>LO2</td>
</tr>
<tr>
<td>4</td>
<td>Analyse and critically evaluate identified challenges &amp; opportunities and develop a business plan.</td>
<td>LO2</td>
</tr>
<tr>
<td>5</td>
<td>Justify findings and recommendations in a business plan.</td>
<td>LO2</td>
</tr>
<tr>
<td>6</td>
<td>Communicate in writing using language and formats recognised by the small business sector.</td>
<td>LO3</td>
</tr>
<tr>
<td>7</td>
<td>Communicate and justify research findings orally and in writing to a diverse audience.</td>
<td>LO3</td>
</tr>
<tr>
<td>8</td>
<td>Work in a team, lead and manage group processes.</td>
<td>LO3</td>
</tr>
</tbody>
</table>

**Task Length**: 2500 words (+/- 10%) excluding references and appendices

**Due by date**: Midnight Friday of Week 13
# How your final result is determined

To pass this unit, you need to demonstrate your attainment of each of the Intended Learning Outcomes.

Your grade will be determined in the following way:

Your overall mark in this unit will be determined by combining your results from each assessment task. These marks are combined to reflect the percentage weighting of each task. You need to achieve an overall score of at least 50% to successfully complete this unit. It is expected that you will seek help (from the unit coordinator in the first instance), well before the due date, if you are unclear about the requirements for an assessment task.

- PP (pass) at least 50% of the overall mark but less than 60%
- CR (credit) at least 60% of the overall mark but less than 70%
- DN (distinction) at least 70% of the overall mark but less than 80%
- HD (high distinction) at least 80% of the overall mark

All grades are provisional, until confirmation by the Assessment Board at the end of semester.

# Submission of assignments

The act of submitting your assignment will be taken as certification that it is your own work.

Assignments must be submitted electronically through the relevant assignment tab in MyLO. You must ensure that your name, student ID, unit code, tutorial time and tutor’s name (if applicable) are clearly marked on the first page. If this information is missing, the assignment will not be accepted and, therefore, will not be marked.

Where relevant, Unit Coordinators may also request you to submit a paper version of your assignment. You will be advised by the Unit Coordinator of the appropriate process relevant to your campus.

Please remember that you are responsible for lodging your assessment items on or before the due date and time. We suggest you keep a copy. Even in a perfect system, items sometimes go astray.
Requests for extensions

In this Policy:

1. (a) ‘day’ or ‘days’ includes all calendar days, including weekends and public holidays;
(b) ‘late’ means after the due date and time; and
(c) ‘assessment items’ includes all internal non-examination based forms of assessment

2. This Policy applies to all students enrolled in TSBE Units at whatever Campus or geographical location.

3. Students are expected to submit assessment items on or before the due date and time specified in the relevant Unit Outline. The onus is on the student to prove the date and time of submission.

4. Students who have a medical condition or special circumstances may apply for an extension. Requests for extensions should, where possible, be made in writing to the Unit Coordinator on or before the due date. Students will need to provide independent supporting documentation to substantiate their claims.

Penalties

Late submission of assessment items will incur a penalty of 10% of the total marks possible for that piece of assessment for each day the assessment item is late unless an extension had been granted on or before the relevant due date.

Assessment items submitted more than five (5) days late will not be accepted.

Academic staff do NOT have the discretion to waive a late penalty, subject to clause 4 above.

Review of results and appeals

Review of Assessment is available to all students once the University has released the final result for a unit. If you are dissatisfied with your final result, you may apply to have it reviewed. Applications for a review of assessment are due within 10 working days of the release of the final result in the unit. When applying for a review, you must pay a $50 fee.

If you wish to have a piece of internal assessment reviewed as part of the review process, please state this clearly on the application form referred to above and include that assessment item with your application.

Please read and follow the directions provided by the University at:
Academic referencing

Before starting your assignments, you are advised to familiarise yourself with the following electronic resources.

The first is the Harvard Referencing System Style Guide, which can be accessed from the UTAS library: http://utas.libguides.com/content.php?pid=27520&sid=199808. The Harvard style is the appropriate referencing style for this unit and the guide provides information on presentation of assignments, including referencing styles. In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others and maintain academic integrity.

Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence.

The second is the Tasmanian School of Business and Economics’ Writing Assignments: A Guide, which can be accessed at: http://www.utas.edu.au/business-and-economics/student-resources. This guide provides you with useful information about the structure and style of assignments in the TSBE.

In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others, and how to maintain academic integrity.

The University library provides information on presentation of assignments, including referencing styles and should be referred to when completing tasks in this unit.
Please read the following statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer.

**Plagiarism**

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own; for example, using an author's words without putting them in quotation marks and citing the source, using an author's ideas without proper acknowledgment and citation, copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines. You may also find the [Academic Honesty site on MyLO](https://www.mylo.edu.au) of assistance.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author's permission is required before a work within the database can be viewed.

For further information on this statement and general referencing guidelines, see the [Plagiarism and Academic Integrity](https://www.university.edu.au) page on the University web site or the [Academic Honesty site on MyLO](https://www.mylo.edu.au).

**Academic misconduct**

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination, and any other conduct by which a student:

a. seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or

b. improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline, and this can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit or the University. Details of penalties that can be imposed are available in [Ordinance 9: Student Discipline](https://www.university.edu.au) – Part 3 Academic Misconduct.
WHAT LEARNING OPPORTUNITIES ARE THERE?

MyLO

MyLO is the online learning environment at the University of Tasmania. This is the system that will host the online learning materials and activities for this unit.

Getting help with MyLO

It is important that you are able to access and use MyLO as part of your study in this unit. To find out more about the features and functions of MyLO, and to practice using them, visit the Getting Started in MyLO unit.

For access to information about MyLO and a range of step-by-step guides in .pdf, Word and video format, visit the MyLO Student Support page on the University website.

If something is not working as it should, contact the Service Desk (Service.Desk@utas.edu.au, phone 6226 1818), or Request IT Help Online.

Resources

Required readings

You will need the following text (free e-text available via the UTAS Library):


Recommended readings

Refer to materials on MyLO.

Reading Lists

Reading Lists provide direct access to all material on unit reading lists in one place. This includes eReadings and items in Reserve. You can access the Reading List for this unit from the link in MyLO, or by going to the Reading Lists page on the University Library website.

Other Required Resources

In addition to the texts/software recommended above, you are also expected to be familiar with the key academic journals in the discipline from which useful insights may be derived.

In particular, you are encouraged to review regularly the relevant papers that are published in:

- American Journal of Small Business
- Harvard Business Review
• International Small Business Journal
• Journal of Small Business Management
• Sloan Management Review

Useful Websites
• Australian Financial Review: www.fairfax.com.au
• Australian Retailers Association: www.retail.org.au
• Tasmanian Small Business Council: http://www.tsbc.org.au
• The Business Times: http://www.businesstimes.com.sg

Activities

Learning expectations

The University is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers.

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.
Details of teaching arrangements

Workshop Mode

There will be a total of eleven (11) weeks of workshops held weekly starting week beginning in Week 1. Assessments will commence in Week 2. All students are required to enrol in a workshop for this unit through MyLO during the first week of semester. Students must take personal responsibility and check carefully the availability of workshop sessions. Students who have not enrolled in a workshop prior to the end of week one will be allocated a time by the Unit Coordinator. To see the academic timetable, go to http://student.admin.utas.edu.au/coursesenrolment/timetable/

Blended Learning Mode

Lecture recordings, websites, and content in both video and e-reading formats are available in MyLO

Specific attendance/performance requirements

In this unit, your active engagement will be monitored in the following ways:

1. Completion of weekly case studies
2. Active participation

If you do not demonstrate evidence of having engaged actively with this unit by completing these activities by Week 4 of the semester, your enrolment may be cancelled or you may be withdrawn from the unit.

Teaching and learning strategies

The University is committed to a high standard of professional conduct in all activities and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers. The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

These are some of the expectations we have of you as a student enrolled in this unit:

• You maintain consistent progress and engagement in this unit. This includes checking the BMA357 MyLO site at least twice a week for important announcements, and regularly visit and check the Discussion boards in MyLO;
• Before attending classes, you read the relevant prescribed text chapters and prepare notes/questions for discussion; and
• In all interactions with other students and the unit coordinator you will seek to be civil and not offend others in their person and in anything they hold dear.

During the first four weeks of this semester, your participation and engagement in this unit will be monitored. If you do not demonstrate evidence of having engaged actively with this unit by Week 4 of semester, your enrolment may be cancelled or you may be withdrawn from the unit.

**Work Health and Safety (WHS)**

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University’s [Work Health and Safety website](https://www.utas.edu.au/students/health-and-safety) and policy.

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**Communication**

**TO KEEP UP WITH ANNOUNCEMENTS REGARDING THIS UNIT**

Check the MyLO Announcement tool at least once every two days. The unit Announcement will appear when you first enter our unit’s MyLO site. Alternatively, click on the Announcement button (towards the top of the MyLO screen) at any time.

**WHEN YOU HAVE A QUESTION**

Other students may have the same question that you have. Please go to the Ask the Class Discussion forum on the unit’s MyLO site. Check the posts that are already there – someone may have answered your question already. Otherwise, add your question as a new topic. Students are encouraged to support each other using this forum – if you can answer someone’s question, please do. We will attempt to respond to questions within 48 business hours. If your question is related to a personal issue or your performance in the unit, please contact the appropriate teaching staff member by email instead.

**WHEN YOU HAVE AN ISSUE THAT WILL IMPACT ON YOUR STUDIES OR THE SUBMISSION OF AN ASSESSMENT TASK**

If you have a personal question related to your studies or your grades, please contact teaching staff by email.

For general questions about the unit, please add them to the Ask the Class Discussion forum on the unit’s MyLO site. This way, other students can also benefit from the answers.

**A NOTE ABOUT EMAIL CORRESPONDENCE**

You are expected to check your UTAS email (WebMail) on a regular basis – at least three times per week. To access your WebMail account, login using your UTAS username and password at [https://webmail.utas.edu.au/](https://webmail.utas.edu.au/).
You are strongly advised not to forward your UTAS emails to an external email service (such as gmail or Hotmail). In the past, there have been significant issues where this has occurred, resulting in UTAS being blacklisted by these email providers for a period of up to one month. To keep informed, please use your UTAS email as often as possible.

We receive a lot of emails. Be realistic about how long it might take for us to respond.

**Concerns and complaints**

The University is committed to providing an environment in which any concerns and complaints will be treated seriously, impartially and resolved as quickly as possible. We are also committed to ensuring that a student may lodge a complaint without fear of disadvantage. If you have a concern, information about who to contact for assistance is available on the [How to resolve a student complaint](#) page.

**Further information and assistance**

If you are experiencing difficulties with your studies or assignments, have personal or life-planning issues, disability or illness which may affect your course of study, you are advised to raise these with the unit coordinator in the first instance.

There is a range of University-wide support services available to you including [Student Learning Support](#), [Student Advisers](#), [Disability Services](#), and more which can be found on the [Student Support and Development](#) page of the University website.

Should you require assistance in accessing the [Library, visit their website](#) for more information.
<table>
<thead>
<tr>
<th>WEEK</th>
<th>WEEK BEGINNING</th>
<th>TOPIC/ MODULE/ FOCUS AREA</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25 February</td>
<td>Introduction to the Unit Australia’s small business landscape</td>
<td>Online workshop available for Distance students - refer to MyLO for details</td>
</tr>
<tr>
<td>2</td>
<td>4 March</td>
<td>Ethics and responsible business ownership</td>
<td>DUE: Case Study Analysis (Note. submission modes vary for On-campus and Distance students. Refer to MyLO)</td>
</tr>
<tr>
<td>3</td>
<td>11 March</td>
<td>Startups and small business development</td>
<td>DUE: Case Study Analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Note. Public Holiday on Monday. See MyLO)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>18 March</td>
<td>Effective team work Introduction to business models and business model innovation</td>
<td>DUE: Case Study Analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Form groups for Assessments 2 &amp; 3 and create a Team Charter</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Online workshop available for Distance students - refer to MyLO for details</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>25 March</td>
<td>Business models and business model innovation (continued) Consulting 101: data collection methods for your Group Assessments</td>
<td>DUE: Case Study Analysis</td>
</tr>
<tr>
<td>6</td>
<td>1 April</td>
<td>Deep dive: Customer Segments and Value Proposition</td>
<td>DUE: Case Study Analysis</td>
</tr>
<tr>
<td>7</td>
<td>8 April</td>
<td>Deep dive: Customer Relationships and Channels</td>
<td>DUE: Case Study Analysis</td>
</tr>
<tr>
<td>8a</td>
<td>15 April</td>
<td>Deep dive: digital strategy for small business</td>
<td>DUE: Case Study Analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Online workshop available for Distance students - refer to MyLO for details</td>
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</table>

Mid-semester break 18 April to 24 April (inclusive)
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Activity</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>8b</td>
<td>25 April</td>
<td>See 8a description</td>
<td>See 8a description</td>
</tr>
<tr>
<td>9</td>
<td>29 April</td>
<td>Presentations</td>
<td>DUE: Assessment 2 Group Presentation</td>
</tr>
<tr>
<td>10</td>
<td>6 May</td>
<td>Deep dive: Key Partners, Key Activities, and Key Resources</td>
<td>DUE: Case Study Analysis</td>
</tr>
<tr>
<td>11</td>
<td>13 May</td>
<td>Deep dive: Cost Structure and Finances</td>
<td>DUE: Case Study Analysis</td>
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<td>Online workshop available for Distance students - refer to MyLO for details</td>
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<tr>
<td>12</td>
<td>20 May</td>
<td>Sources of funding</td>
<td>Finalising Group Report</td>
</tr>
<tr>
<td>13</td>
<td>27 May</td>
<td>Self-directed learning to finalise Group Assessment</td>
<td>DUE: Assessment 3 Group Report, midnight Friday on Week 13</td>
</tr>
</tbody>
</table>

**Exam Period 8 – 25 June (inclusive)**
ACCREDITATION

AACSB Accreditation

The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.